ITS Project Management

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Responsible University Officer:
Vice President, Chief Information Officer

Policy Owner:
Sr. Director, Project Management

Policy Contact:
USF ITS PMO
I. POLICY STATEMENT
   A. This policy establishes minimum actions required in the initiation, planning, execution and transition of Project Management Office (PMO) led non-facilities projects at the University of San Francisco (USF).
      1. This policy provides guidelines around the initiation of non-facilities projects requesting PMO services.
      2. This policy is intended to present the methodology which governs the planning, execution and transition of PMO-managed projects.

II. REASON FOR POLICY
   A. This policy provides governance to ensure the initiation of each project is aligned with the strategic objectives of USF. This policy:
      1. describes the framework for consistent project management at USF for all PMO-managed non-facilities projects
      2. ensures that project managers in the PMO will follow a disciplined project management methodology in order to achieve quality, time, scope, and budget objectives as defined by the executive sponsor
      3. and the associated procedures are intended to provide USF with transparency across the project portfolio from the status of initiated projects to the health of active projects

III. SCOPE
   A. This policy applies to all Project Management Office (PMO) led non-facilities projects at University of San Francisco (USF)

IV. AUDIENCE
   A. USF executive sponsor initiating a project requesting PMO services for non-facilities projects
   B. USF stakeholders impacted directly or indirectly by the project outcomes for PMO managed non-facilities project
   C. Any project resources (internal or external) assigned to a PMO managed non-facilities projects
   D. Any project manager assigned to lead a PMO managed non-facilities project
   E. USF executive leadership
V. POLICY TEXT

A. Requesting PMO services for non-facilities projects
   1. To qualify as a PMO-managed project, two of the following criteria must be met:
      a. **Project Cost**: External project costs of $100,000 or more
      b. **Project Resources**: Project FTE's required from three or more internal departments and across two or more divisions and/or colleges
      c. **Project Duration**: Project length of 1 month or longer
      d. **Institutional Risk**: Not completing the project successfully represents a risk to the university.
   2. Projects which meet the criteria above must be submitted through the project intake process defined in the procedure section.
   3. Projects which are approved, but do not meet the criteria to be managed by the PMO, will be assigned a project coordinator from the relevant ITS service area.

B. Methodologies, tools and templates that govern the initiation, planning, execution and transition of PMO managed projects leverage industry best practices adapted to meet the University's Mission, Vision, and Strategy.
   1. **Note**: Projects are distinct from individual service requests and incidents, which are handled by the ITS Help Desk.

VI. PROCEDURES

A. **Project Intake Process**:
   1. Requesting PMO services for non-facilities projects must be initiated using the Project Intake Process, which can be accessed from the Service Catalog (click on “Initiate a Formal Project”).
   2. The project intake process is designed to ensure that new project requests align with the strategic objectives of USF.
   3. The intake process also captures critical data needed by the ITS Project Portfolio Management (PPM) Committee to assess and prioritize project requests.
   4. Projects which meet the criteria for a PMO managed non-facilities project are assigned a project manager. The project manager is responsible for contacting the executive sponsor to begin documenting the project scope, schedule, budget, quality objectives, and creation of a project charter.
B. PMO methodology

1. Leverages aspects of industry standard best practices to provide an iterative and adaptive approach to project leadership.

2. PMO unique project lifecycle methodology includes project management tools and templates to enable project managers to successfully manage projects from initiation to transition that:
   a. contains detailed tools, templates, roles and responsibilities to govern all phases of a project lifecycle:
      i. Initiating (Formal Approval)
      ii. Planning (Plan, Design)
      iii. Execution (Build, Test)
      iv. Transition (Go Live Readiness, Operational Handoff)
      v. Closing (Lessons Learned, Documentation)
   b. provides structure for all facets of project management:
      i. Schedule Management
      ii. Issue and Risk Management
      iii. Communications Management
      iv. Vendor Management
      v. Budget Management
      vi. Resource Management
      vii. Change Management
   c. are leveraged to mentor and train project resources in project management leading practices, and develop and institutionalize good project management standards across USF

3. The PMO methodology ensures PMO project managers are trained and equipped to support USF project needs and the successful completion of projects as defined by scope, schedule, budget and quality
   a. Link to the PMO Project Process and life cycle
   b. Link to PMO artifacts, tools and techniques

C. Governance

1. The ITS CIO and PMO Director co-chair the ITS PPM to assess, prioritize and oversee the entire project portfolio

2. The PMO Director is also responsible for auditing PMO managed non-facilities projects to:
a. Ensure the project manager is compliant with the PMO methodology
b. Resolve project issue/risk escalations
c. Address executive sponsor concerns
d. Assess the effectiveness of the PMO methodology to support continuous process improvement

3. Internal Audit has the option to audit any project for compliance with PMO Project Methodology

VII. RELATED INFORMATION

A. (None)

VIII. DEFINITIONS

A. Project Definition
   1. A temporary Organization, with people and other Assets required to achieve an Objective or other Outcome. Each Project has a Lifecycle that typically includes Initiation, Planning, Execution, and Closure.

B. Project Intake
   1. Projects must be initiated using the Project Intake Process. All Projects are assessed by the ITS Project Portfolio Management (PPM) Committee. After a project is approved, the ITS PPM Committee assigns a project manager who leverages the ITS PMO Project Methodology to manage the project.

C. Closing Processes
   1. Formal acceptance of the product, service, or result and bring the product and or service life.

D. Executive Sponsor
a. A manager with demonstrable interest in the outcome of the project who is ultimately responsible for securing spending authority and resources for the project. Ideally, the Executive Sponsor should be the highest-ranking manager possible, in proportion to the project size and scope. The Executive Sponsor acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project. The Executive Sponsor provides support for the Project Sponsor and/or Project Director and Project Manager and has final approval of all scope changes, and signs off on approvals to proceed to each succeeding project phase. The Executive Sponsor may elect to delegate some of the above responsibilities to the Project Sponsor and/or Project Director.
E. Executing Processes
1. Executing processes integrate people and other resources to carry out the project management plan for the project or project phase to an orderly end.

F. Gantt Chart
1. A graphical representation of the project's current schedule. It will often contain bars for:
   a. Normal tasks
   b. Summary tasks
   c. Milestone tasks
   d. Slack values
   e. Delay values

G. Initiating Processes
1. Define and authorize the project or a project phase.

H. Key Stakeholders
   a. A subset of Stakeholders who, if their support were to be withdrawn, would cause the project to fail.

I. Lessons Learned
1. The learning gained from the process of performing the project. Lessons learned may be identified at any point. Also considered a project record, to be included in the lessons learned knowledge base.

J. Planning Processes
1. Defines and refine objects, and plan the course of action required to obtain the objectives and scope that the project was undertaken to address.

K. Project Dashboard
1. A Dashboard is a visual display of the most important information needed to achieve one or more objectives, which fits entirely on a single page or screen so it can be monitored at a glance.

L. Project Change Request
1. Usually impacting the project's objectives, the project change request can be compared to the agreed client requirements definition / project requirements definition to decide upon their inclusion or exclusion, together with the impact that they will have. May require a revision to the project's baseline and scope.

M. Project Charter
1. The project charter is the document that announces the initiation of a project and the resources who will be working on the project. The Project Charter is sent to all relevant stakeholders asking for their cooperation in the project.

N. Project Team

1. The group responsible for planning and executing the project. It consists of a Project Manager and a variable number of Project Team members, who are brought in to deliver their tasks according to the project schedule.
   a. The **Project Manager** is the person responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with the team and manages the team’s performance of project tasks. It is also the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders. The Project Manager is responsible for communication, including status reporting, risk management, escalation of issues that cannot be resolved in the team, and, in general, making sure the project is delivered in budget, on schedule, and within scope.
   b. The **Project Team Members** are responsible for executing tasks and producing deliverables as outlined in the Project Plan and directed by the Project Manager, at whatever level of effort or participation has been defined for them.
   c. On larger projects, some Project Team members may serve as **Team Leads**, providing task and technical leadership, and sometimes maintaining a portion of the project plan.

O. Project Sponsor and/or Project Director

1. A manager with demonstrable interest in the outcome of the project who is responsible for securing spending authority and resources for the project. The Project Sponsor acts as a vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. The Project Sponsor will participate in and/or lead project initiation; the development of the Project Charter. He or she will participate in project planning (high level) and the development of the Project Initiation Plan. The Project Sponsor provides support for the Project Manager; assists with major issues, problems, and policy conflicts; removes obstacles; is active in planning the scope; approves scope changes; signs off on major deliverables; and signs off on approvals to proceed to each succeeding project phase. The Project Sponsor generally chairs the steering committee on large projects. The Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on or outside the Project Team.
P. **Steering Committee**
   1. Generally includes management representatives from the key organizations involved in the project oversight and control, and any other key stakeholder groups that have special interest in the outcome of the project. The Steering committee acts individually and collectively as a vocal and visible project champion throughout their representative organizations; generally they approve project deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the project. Depending on how the project is organized, the steering committee can be involved in providing resources, assist in securing funding, act as liaisons to executive groups and sponsors, and fill other roles as defined by the project.

Q. **Stakeholders**
   1. All those groups, units, individuals, or organizations, internal or external to our organization, which are impacted by, or can impact, the outcomes of the project. This includes the Project Team, Sponsors, Steering Committee, Customers, and Customer co-workers who will be affected by the change in Customer work practices due to the new product or service; Customer managers affected by modified workflows or logistics; Customer correspondents affected by the quantity or quality of newly available information; and other similarly affected groups.

R. **Vendors**
   1. Vendors are contracted to provide additional products or services the project will require and are another member of the Project Team.

S. **Baseline**
   1. The project’s original scope, cost and schedule. The baseline must be completely defined and documented before the project execution and control activities can begin. The baseline is used to measure how performance deviates from the plan.

IX. **FREQUENTLY ASKED QUESTIONS**
   A. [What methodology and processes are used by ITS PMO?](#)
B. What is Project Portfolio Management (PPM) and what is the value to USF?
C. What experience does the ITS PMO bring to USF?
D. Can a “Project Intake Form” be submitted without all of my “requirements?”
E. What artifacts, tools, and techniques are utilized within ITS PMO?
F. View a list of current PMO-managed projects

X. REVISION HISTORY
A. 11-28-2012 – First publication of policy.
B. 11-05-2014 – Revision to conform with new policy format standards
C. 03-01-2015 – Minor edits

XI. COMPLIANCE
A. Failure to follow this policy can result in disciplinary action in accordance with Human Resources Employment Handbook and Office of General Counsel employee and labor relations. Disciplinary action for not following this policy may include termination, as provided in the applicable handbook or employment guide.

XII. POLICY EXCEPTION PROCESS
A. A proposed exception request to ITS Policy requires a formal e-mail explanation related and in support of job function.
B. A proposed exception request to ITS Policy, mentioned in 'XII.A', must be approved via email by respective department or division supervisor, Dean, or VP, before submitted to ITS for review.
C. Forward approved email as stated in 'XII.B' to itshelp@usfca.edu for processing.
D. Evaluation of ITS Policy Exception will escalate internally, and as applicable may include further review by: UITC subcommittee(s), the Information Security Officer, and others as appropriate at the request of VP for IT.

XIII. APPENDICIES
A. (None)