

# UAA ITS Project & Initiative Management Process

## Project/Initiative Portfolio Management

### Project and Initiative Types

Complex bodies of work require varying levels of rigor to ensure completion and success. Depending on the priority and complexity of the work it will be categorized as a project (more rigor) or initiatives (less rigor).

### Projects

Projects will be categorized as Core or Flex depending primarily on priority and/or a hard delivery date being required by stakeholders of sponsors.

#### Core Projects

Core projects have a committed target delivery date that can only be changed through the formal project change process.

#### Flex Projects

Flex projects will follow the same process as core projects but will have several proposed delivery dates with an expectation that delivery/completion of the project is allowed to slip up to 6 months as these projects are lower priority than core projects.

### Initiatives

Initiatives are bodies of work that are either less complex or have lower priority than projects. The initiative process will be simpler than the project process and initiatives will only have target quarters for delivery with no expectation of being delivered on a particular date. A target date may be specified, but it does not constitute a hard commitment to the customer/stakeholder.

Type	Priority	Delivery Date	Change
Core Project	1	Fixed	ELT Approval
Flex Project	2	Multiple	ELT Approval
Initiative	3	FY QTR Only	>20% ELT Approval

# Prioritization

## Prioritization by Type

Work for projects and initiatives are prioritized as follows:

1. Core Projects
2. Flex Projects
3. Initiatives

When a resource of team has a capacity constraint with a conflict between types of project, the tasks needed should be worked in priority order.

## Prioritization by Score

Within each type above a scored priority will be used to prioritize work. The score categories are subject to revision and weighting as this process evolves. The current score categories are:

Score Category	Score	Range
Strategic Value	Strategic Alignment	1-10
	Executive Stakeholder	1-10
	Student Value	1-10
Business Value	Business Value	1-10
Security & Risk	Security & Safety Value	1-10
	IT Operational Risk Mitigation	1-10
IT Value	IT Strategic Enablement	1-10
	Service Sustaining	1-10
	Efficiency/Optimization	1-10
Financial Value	Cost Reduction	1-10
	Funded External to IT	1-10

## Preliminary (Demand) Process

Requests can come into ITS via a variety of methods which may then become initiatives or projects. At this phase, the work can loosely be considered a Demand. ITS does not have a formal demand management process, however any work request which may constitute an initiative or project can be considered a demand. Demands may start as email requests, VIP requests, Service Requests, or in some cases incidents.

The reasons a demand may become an initiative or project include the following:

- Work must be coordinated across multiple units.

- The amount of work exceeds 100 hours or work.
- The work involves an expenditure of more than 10k in operational expenses.
- The work is critical, significant in volume, and has a hard delivery date.

A lead, manager, director, or the CIO can propose making the body or work an initiative or project. The proposer will propose an initiation categorization of core project, flex project, or initiative. The classification can subsequently be altered by ITS Executive Leadership based on scoring or other considerations.

In that the initiative process is simpler with less preliminary work, most requests should start as an initiative unless there is a compelling reason to treat it as a project.

## Work States

1. TBD
  - a. Project/Initiative has not yet begun to be initiated.
2. Evaluation
  - a. Project/Initiative is being evaluated for work and is in the initiation phase.
3. Pending
  - a. During the initiation or planning phase the item can be set to pending either because it is waiting on a dependency or initiation work has been paused.
4. In Progress
  - a. Work is being done either in Planning, Execution, Monitoring, or Closing.
5. On Hold
  - a. Work has been halted while the phase was in Planning, Execution, Monitoring, or Closing.
6. Completed
  - a. Closing activities are complete, item objectives are complete/have been delivered, and no work is being done.

## Projects

### Project Phases

1. Initiation
2. Planning
3. Execution
4. Monitoring
5. Closing

## Project Artifacts

### Project Charter - Initiation

The charter is a 1–2–page document prepared in the initiation phase and presented to the ITS Executive Leadership Team for the first approval gate from Initiation to Planning.

Charter elements:

- Description
- Executive Sponsor
- Scope
- Proposed timeline

### Project Charter – End of Planning

The project file is prepared during the planning phase and is submitted to the ITS Executive Leadership Team for the second approval gate from Planning to Execution.

File elements:

- Description
- Project Team Roles
- Scope
  - In Scope
  - Out of Scope
- Milestones
  - Deliverables
  - Delivery date
- Cost/Benefit
- Stakeholder register
- Risk Register

## Project Process Phases

1. Project Initiation
  - a. Identify sponsors.
  - b. Write charter.
  - c. Sponsors sign charter.
  - d. Submit charter to PMR for approval.
2. Approval Gate 1
  - a. PMR scores project.

- b. PMR review charter and approve for planning phase, require revisions, redesignate as initiative, or deny project.
    - c. PMR determines if the project will be Core or Flex.
    - d. Approved projects should have a folder created in the Project Management sharepoint location. The charter and other supporting documents should be placed in the project folder.
3. Project Planning
  - a. Project lead and sponsor complete project file.
  - b. [FUTURE] Architectural review as applicable.
    - i. Project lead and technical lead prepare architectural artifacts.
    - ii. Architectural review results in approval, required revisions, granted variance, or denial.
  - c. Submit project file to PMR for approval.
4. Approval Gate 2
  - a. PMR review project file.
  - b. PMR approve, deny, or require revisions for projects to proceed to Execution phase.
5. Project Execution
  - a. Project kickoff for project team.
  - b. Work on the project begins.
  - c. Project lead reports status at IT Project Status meeting.
6. Project Monitoring
  - a.
7. Project Closing
  - a. Project lead conducts project review/lessons learned.
  - b. Project is closed.

## Project Change Process

The project change process is the mechanism to altering the scope, delivery date(s), or cost (increase) after a project has entered the Execution phase.

1. Prepare updated version of the project not charter.
2. Obtain approval from sponsor(s).
3. Submit proposed change to Project Management Review (PMR).
4. PMR reviews the proposed changes and approves, denies, or requires revisions.
  - a. The change may lead to an overall impact on the project portfolio, requiring changes to other projects.

# Initiatives

## Initiative Phases

1. Initiative Initiation/Planning
2. Initiative Execution
3. Initiative Closing

## Initiative Artifacts

### Initiative Charter

- Description
- Scope
  - In Scope
  - Out of Scope
- Cost/Benefit
- Milestones
  - Deliverables

## Initiative Process

1. Initiative Initiation/Planning
  - a. Write charter.
  - b. [FUTURE] Architectural review results in approval, required revisions, granted variance, or denial.
  - c. Submit Initiative to PMR for approval.
2. Approval Gate 1
  - a. PMR scores Initiative.
  - b. PMR review charter and approve for planning phase, require revisions, redesignate as initiative, or deny Initiative.
  - c. Approved initiatives should have a folder created in the Project Management sharepoint location. The charter and other supporting documents should be placed in the project folder.
3. Initiative Execution
  - a. Work on the Initiative begins.
  - b. The Initiative lead reports status at IT Project Status meeting.
4. Initiative Closing
  - a. Initiative is closed.

# Roles and Meetings

## Roles

### Project Management Review

The Project Management Review (PMR) is comprised of the IT Executive Leadership Team of ITS plus the security lead. The PMR is responsible for:

- Approving projects and initiatives.
- Deprioritizing or putting projects/initiatives on hold to deconflict.
- Setting and updating project portfolio caps.
- Scoring and prioritizing projects/initiatives.

### Project Lead

Each project/initiative will have a project lead. The project lead is responsible for the following:

- Write charter.
- Submit charter to the PMR for approval.
- Revise the charter as required by PMR.
- Coordinate and monitor project/initiative work.
- Convene and manage project/initiative team meetings.
- Provide updates on project/initiative progress to IT Project Status meeting.

## Meetings

### Project Management Review

- The Project Management Review meeting will occur monthly and on-demand as needed.
- PMR will review proposed projects/initiative to for Gate 1 to approve, reject, or request revisions.
- PMR will review projects ready for Gate 2 to approve or deny the project moving into Execution.
- PMR may also be used to review and update the Project Management process.
- Membership:
  - IT ELT
  - Project lead for project/initiatives on the PMR agenda. Other supporting project/initiative team members/SMEs may attend.

## IT Project Status

- The IT Project Status meeting will occur twice monthly.
- The meeting will review the status of “In Progress” projects and initiatives.
- Project leads should update the status, percentage complete, and add updates notes prior to the IT Project Meeting.
- Membership:
  - The meeting will be led by IT ELT leaders.
  - ITS leaders and all people listed as a project leader on “In Progress” projects and initiatives.
  - [FUTURE] All ITS staff can attend.