The IT Project Management Framework

Information Technology Services

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Contacts and Document Control

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Introduction

The Information Technology (IT) Project Management Framework, originally released in May 2010 and revised June 2019, is a methodology that references industry standards to identify, classify, document and manage IT projects. The goals of this Framework are:

- 1. To inform IT Project Managers and stakeholders of the IT Project Management Lifecycle in use at Mason and how to apply it to manage their projects in a standardized, repeatable manner
- 2. To provide a set of IT Project Management templates and tools that can be used by project teams to plan and execute projects
- 3. To provide management controls through data collection and approvals to satisfy regulatory and audit requirements

Project managers should employ this Framework as an integral part of the workflow for all project team members and activities. To ensure continuous improvement and reliability of the Framework, it is crucial that project managers (and team members) enter and update project information regularly. The Framework provides tools and guidance.

While the IT PM Framework provides templates and tools, successful project management is primarily about the data and information collected and used throughout the project's lifecycle. It is recognized that there are multiple ways to capture and document required project management information. The provided templates ensure that relevant information is captured and reported.

The Framework is designed to ensure:

- Clarity Requirements, Scope, Definition of Done, Roles & Responsibilities
- Alignment Continuity Between Phases, Realized Business Value
- Traceability Acceptance, Current Autonomy Level, Government Reporting Requirements
- Effective Resource Utilization Level of Effort, Tracking, Planned vs Actual

The IT Project Management Framework (Framework) is intended to be used by ALL IT Projects at George Mason University and is supported and maintained by the ITS Portfolio and Project Management Office (PPMO). Full details of the Framework, templates, and additional information are available on the ITS Website, <u>https://its.gmu.edu</u> under "Working with ITS".



Definition of an IT Project

The Project Management Institute (PMI) defines a **project** as "A temporary endeavor undertaken to create a unique product, service, or result." At George Mason University, an **IT project** is defined as "the creation of a unique *information technology* (IT) product or service". While this Framework can be applied to manage beyond the scope of IT projects, it is designed with IT in mind. Within this document, the term "project" refers to an IT Project. While this definition is straightforward, complexities and questions exist, particularly within the context of a local environment. Some of the following questions may sound familiar:

- How did the project start?
- Who sponsored it?
- How are projects classified?
- Why do some projects require oversight and others do not?
- Why do some projects succeed when others are labeled as failures?
- How do you know if a project was successful?
- When is a project complete?
- Is the person in charge trained in proper management techniques?
- What, exactly, is a "project"?

This Framework provides a means of answering these questions within George Mason University's environment by using local definitions when most appropriate. At the same time, when necessary to do so, it aligns and complies with the policies, procedures, and requirements of external agencies.

Project Roles and Responsibilities

The first component of the IT Project Management Framework establishes the roles and responsibilities of persons participating in project development processes. Project roles and responsibilities are introduced below.

Project Sponsor

The Project Sponsor is the individual within George Mason University who makes the business case for the project. This individual (or the sponsor along with a Project Steering Committee) has the authority to define project goals, secure resources, and resolve conflicts. The sponsor oversees the project and provides guidance, direction, oversight, and political support to the project manager and the project team. He or she approves the project proposal and project charter and provides the formal sign-off for acceptance of a project's final deliverable(s). For ITS projects, sponsors must be at the director level or higher.

Project Steering Committee

The Project Steering Committee is advisory in nature and provides recommendations to the project sponsor and university leadership regarding project initiation or continuance, management, baselines (e.g., performance, cost, and schedule), periodic reviews, and any



additional follow-up actions required to ensure the success of the project. Depending on the nature of the project, the committee may also be involved in charter and objective approval and deliverable acceptance. Steering committees are typically part of large, enterprise-wide projects that impact many groups around Mason; not all projects will need a steering committee. The need for a committee is based on the project's complexity, cost, scope, and impact.

ITS Project Owner

A Mason IT Project, regardless of whether it is initiated within or external to Information Technology Services (ITS), is assigned an ITS Project Owner if it requires any assistance or interaction from ITS. The ITS Project Owner coordinates project the project on behalf of ITS by securing necessary resources, monitoring the project's progress relative to other ITS projects, and serving as an escalation path for the project sponsor when needed. As with the Project Sponsor, the ITS Project Owner must be at the director level or higher. For projects originating within ITS, the same person may act as both the Project Sponsor and the ITS Project Owner.

Project Manager

The Project Manager, assigned by the project sponsor and/or the ITS Project Owner, is responsible for managing and completing the project on behalf of the sponsor and George Mason University. Approval of the project charter grants authority to the project manager to staff the project team, procure resources, and utilize the systems necessary to complete the project objectives. Certain projects require that project managers be either Virginia Information Technologies Agency (VITA) qualified¹ or Project Management Institute (PMI) Project Management Professional (PMP) certified². Project managers are typically managers within their organization and/or project managers from the ITS Portfolio and Project Management Office (PPMO).

Stakeholders

Stakeholders are persons and organizations (e.g., customers, sponsors, performing organizations, and the public) actively involved in the project, or whose interests may be affected positively or negatively by execution or completion of the project. Typical stakeholders for most projects at George Mason University include academic departments, administrative units, the greater university community and the Commonwealth of Virginia, as well as the customer who provided the impetus for the project. Stakeholders will vary by project. The project sponsor and manager must identify stakeholders at the forefront of the project.

¹ <u>http://www.vita.virginia.gov/it-governance/project-management/</u>

² <u>https://www.pmi.org/certifications/types/project-management-pmp</u>



Users

In the context of a project, users comprise a special group of stakeholders who will be the endusers of the system or service developed by the project. During the project, they may be involved in design and testing activities. Working on projects that affect the entire university community can pose challenges to scheduling, communication, and receipt of input. Given the nature of the academic calendar and certain groups' limited availability, project managers should consider how to appropriately engage various user groups throughout the project's lifecycle.

Project Team

The Project Team is composed of individuals that report, typically indirectly (i.e., dotted line report), either part time or full time to the project manager for the duration of the project and are responsible for performing project tasks. Within a project team there are specific roles including, but not limited to, the following:

Project Team Leaders

Project teams may be divided into various functional or logistical sub-teams. Project Team Leaders are staff members responsible for leading sub-teams and coordinating activities with the project manager. For larger projects, the project manager may have a Project Leadership Team or Project Coordination Team. This team consists of project team leaders and the project manager for the purpose of coordinating activities.

Subject Matter Experts (SMEs)

Subject Matter Experts are individuals retained on a project due to their high level of knowledge, experience or specialized training. An SME can be either internal or external to the organization and serves on a project team as the expert on a system, application, or in a specific functional area.

Operations Staff

Representative(s) of an operations staff serve as members of a project team to help ensure that the deliverable(s) of the project can be transitioned into ongoing operations.

Customer Representative

Customer representatives serve as members of a project team to provide clarification on project requirements.

Vendors

Project leaders, with the approval of the sponsor, may bring in vendors to provide specialized skill sets to a project team.

ITS Portfolio and Project Management Office

The ITS Portfolio and Project Management Office (PPMO) supports consistent project management practices for project teams, enabling project leaders to deliver the value promised to customers. It provides project managers for selected IT projects, conducts project management training and assists with project documentation, project management tools, and



communication between various projects and project teams. The office oversees the IT Project Management Framework to ensure it remains current and aligns with the structure of the organization. It also oversees the online tools and PPMO website which support the Framework.

Project Types

The Framework is intended to be flexible and adapt to various types of projects. Below are three common project types at George Mason University:

- Standard Project the most common
- Light Project minimal planning and fewer control gates
- Iterative Project repetitive cycles required to deliver the final product

While the final deliverables of the project may differ in each of these project types, the overall project management lifecycle remains consistent. Each project type is described in the following sections.

Standard Project

Standard is the most commonly used project type. It is primarily used when the project uses a waterfall approach for delivery. The Framework requirement for this project type mandates the use of six project gates (Governance approval, Project Owners review, Initiation Kick-off, Readiness review, Acceptance review, and the Closeout review). Documents required for this type are as follows: PCW, Charter, Planning Document (including the schedule and communications plan), Acceptance of Deliverables, and the Project Closeout document.



Light Project

This restricted project type is used with approval from the Sponsor with supporting criteria provided by the Project Owner and Project Manager. It is typically used when



the deliverables and tasks are already clearly defined, such as when the project is vendor-led, and or a Statement of Work is used to drive the project. This project type utilizes the charter as the plan and the project execution may begin immediately following Initiation Kick-Off.

The Framework requirement for this project type mandates the use of five project gates (Governance approval, Project Owners review, Initiation Kick-Off, Acceptance review/sign-off, and the Closeout review). Documents required for this type are as follows: PCW, Charter (or SOW), Acceptance of Deliverables, and the Project Closeout document.



Iterative Project

This project type may be used when the means to build and deploy/implement the defined deliverable(s) dictate a non-linear path to completion. This is typically true in software development but can be applied to non-software projects. The initial scope and deliverables of this project type are clear. However, the path to obtain functionality for one or more deliverables must be discovered in the development process. This project type accommodates continuous iterations through use of optional templates and gates.

The Framework requirement for this project type mandates the use of up to 7 gates (Governance approval, Project Owners review, Initiation Kick-off, Readiness review, Acceptance review, Approval to Operate, and the Closeout review). Documents required for this type are as follows: PCW, Charter, Planning Document (including the schedule and communications plan), Acceptance of Deliverables, Approval to Proceed, Approval to Operate, and the Project Closeout document.





Project Framework Components

The Project Framework consists of multiple elements working together to help ensure successful delivery of projects. These elements are:

- Project Phases the project lifecycle broken into specific blocks, each with its own purpose, deliverables, and gate required to progress
- Project Gates formal key decision points between each project phase where the elements of the project are reviewed and must be approved before the project can progress to the next phase
- Templates standardized forms or documents that collect and report consistent data about the project so that it may be effectively tracked through the project lifecycle

Project Lifecycle

The project management lifecycle consists of a series of phases with specific project management deliverables and phase gates which control the movement between the phases. Each phase of the lifecycle builds on the work done in the previous phases and serves the structure to help keep the project moving forward.

The IT Project Management lifecycle consists of five phases:

- 1. Identification capture the business need for the project and the ideal solution
- 2. Initiation document the project deliverables and resources needed to complete the project
- 3. **Planning** develop the project schedule, assign resources, clarify risks
- 4. **Delivery** do the project work (execution) and report on progress (monitor and control)
- 5. Closeout capture lessons learned, document project successes for future use

The following table is a summary of the Project Management Lifecycle, associated templates, phase gates, and responsibilities. They will be described in detail in subsequent sections:





Identification



Identification, or phase one of the project lifecycle, includes activities related to the development of a business case and proposal. This phase is often triggered when a department, team, or individual identifies a project-worthy need, demand, or opportunity. During this phase, a sponsor requests and/or receives a business case that includes cursory

information on the purpose and need for the project, a cost estimate, timeframe, and any associated major risks. The sponsor evaluates the case and determines if the project should be undertaken. Projects receiving formal sponsorship progress to the second phase of the lifecycle.

Primary Project Management Deliverable(s)

- Prioritization Criteria Worksheet (PCW) a business case document that details general information about the request, the impact of the solution, and the expected effort used to deliver it
- Project Request Summary an auto-generated document that summarizes the information in the PCW to make it easier to understand for those reviewing and approving the request



Phase Control Gate – Governance Approval

Governance approval is demonstrated by approval by an appropriate level of authority that the project's business case is viable and the project can move forward. This authority may simply be the project's sponsor, or it may be a team or committee serving in a governance role.

Phase Deliverable

The final phase deliverable is the approved project Prioritization Criteria Worksheet (PCW). Note, the approval of this deliverable by the sponsor occurs when the request is formally submitted to the PPMO for governance. There is no signature captured on the PCW form.

Initiation



The Initiation Phase is the second phase of the project lifecycle. The phase begins once the PCW (business case) is approved. During initiation, the project is more fully defined so that it may be properly resourced and realistically planned in the next phase. The sponsor assigns a project manager. The project manager proceeds to fully describe the project

scope and prepare the project charter. The major deliverable of the phase is the project charter, which:

- Identifies the stakeholders
- Defines the project timeframe
- Provides the rationale for the project
- Identifies the core project deliverables, assumptions, and potential risks

The phase concludes when the sponsor signs off on the charter, signaling that the project may move to the Planning Phase and project manager may begin the detailed planning work.

Primary Project Management Deliverable(s)

 Project Charter - This document focuses on the scope and purpose of the project. It documents the authorization to utilize resources and begin the planning phase of the project.

Phase Control Gate - Project Owners Review

There are two gates within this project phase that work together - the Project Owners Review and the Initiation Kickoff. These allow for the owners of the resource areas identified for the project to review the information in the charter and determine if it is ready for a start-work order. By looking at the resource needs, projects can be started when the resources are available so they don't start before they are actually ready.

The Project Owners Review is the preliminary review geared toward reviewing and approving the resource areas and scope/deliverables and identifies who will participate in the Initiation



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Kick-off. The Project Owners issue a Start Work Order which authorizes the planning and execution of the Initiation Kick-off.

The Initiation Kick-off is a meeting conducted with key resource owners for the project where the deliverables and resource areas are reviewed, revised, and confirmed as necessary to ensure the project is ready to move forward to planning.

Phase Deliverable

This phase is complete when the Project Charter or similar initiation document is approved and signed, which typically occurs during or just after the Initiation Kick-off. The approval allows the project to proceed to the Planning Phase.

Planning



The Planning Phase builds on information captured in the Initiation Phase and is traditionally considered the most important. Unfortunately, many times project teams often minimize or overlook planning activities, anxious to begin the development activities of the Delivery Phase as soon as possible. A well-developed and holistic plan, however, helps ensure

that the project team completes a project successfully, on time, and on cost with fewer surprises and deviations from the originating charter. The project plan must consist of the schedule and resources for the project, budget requirements, performance measures, and clear actions for managing change, risk, and communications. The phase concludes with a sponsorapproved project plan.

Primary Project Management Deliverable(s)

- Planning Document the planning document further refines the information in the Project Charter by identifying the actual resources assigned to the project as well as the durations and work required for the deliverables.
- Project Schedule the project schedule provides an actual timeline of the project tasks and deliverables and assigns them to specific resources on the team.
- Communications Plan (if required) outlines the communications needs of the project from the start so that audiences may be identified and messages properly defined throughout the project execution.

Phase Control Gate: Execution Readiness Review

The Execution Readiness Review consists of the key team members and resource owners for a project gathering to review the proposed project plan and schedule and ensuring that it is designed to complete the project deliverables effectively.

Phase Deliverable

The final phase deliverable is the Project Planning document approved and signed by the project sponsor and other resource owners or key stakeholders as identified.



Delivery



Delivery consists of two specific sub-phases that occur concurrently. It is when the actual project deliverables are completed and progress is reported.

Specifically, it includes:

- Execution doing the work identified in the project plan
- Monitoring and Control keeping the plan and schedule up to date, reporting project progress, issues, etc. and ensuring the project is on track.

Delivery – Execution

With an approved plan, a project can move into the Delivery-Execution (Execution) Phase of the project lifecycle. This is where "the work gets done"; where the project team completes the tasks outlined on the project schedule and develops the project deliverable(s). The Execution Phase concludes with the project deliverable(s) achieved and accepted by the users and the sponsor.

Primary Project Management Deliverable(s)

- Acceptance of Deliverables The Acceptance of Deliverables clearly articulates how each of the deliverables identified in the Project Planning Document and prior was completed and approved during the project's execution.
- Approval to Proceed (Optional) In some cases where the project is iterative or agile in nature, multiple releases may require interim check-points during the Delivery Phase.
- Approval to Operate (Optional) The Approval to Operate provides an opportunity to provide for interim releases of deliverables while the overall project is on-going. This clarifies how key project elements are transitioned to full production use.

Phase Control Gate:

The key gates are the Acceptance Review and the Approval to Operate (optional). These reviews allow for stakeholder and sponsor review of the project deliverables to ensure they meet the project's goals and provide the approval to release to production or sign-off as applicable.

Phase Deliverables:

The phase deliverables are signed versions of the applicable project templates designating approval of the deliverables.

Delivery – Monitor and Control

The second portion of the Delivery Phase is Delivery-Monitor and Control (Monitor and Control). Monitor and Control consist of the activities needed to track the work. The team



delivers status reports, monitors and reports on issues and risks, creates change requests, and conducts procurement activities. There are no specific deliverables or templates associated with the Monitor and Control activities; however, Project Status Reports and Briefings may be requested by the Project Sponsor or other stakeholders during Delivery.

Closeout



Projects are temporary in nature and a project team must complete the activities of the final phase – Closeout – in order to officially complete the project. Conducting the activities of this phase is vital to continuous improvement efforts and the successful transition of the project deliverable(s). After achieving acceptance of the deliverable(s), the

project team documents lessons learned and archives project documentation for future use. The project manager transfers the project deliverable(s) to operations and support staff or unit, who will maintain it as an operational activity. Finally, and often overlooked, the project team disbands.

Primary Project Management Deliverable(s)

• Project Closeout Document - This document provides the final disposition of the project for ITS leadership and senior stakeholders. Completion and agreement by the project team on this document indicate the project is closed.

Phase Control Gate: Closeout Review

The Closeout Review is the final project meeting where the Closeout Document is reviewed, input from the team is gathered and incorporated, and the document approved by the Project Sponsor and any other identified key stakeholders.

Phase Deliverables

The Approved Project Closeout Document constitutes the final deliverable for the Closeout Phase the project as a whole.

IT Project Management Policy and Reporting Requirements

George Mason University currently operates under a Level 2 operating authority within the Commonwealth of Virginia. This provides a level of autonomy as it relates to the managing of information technology projects. University Policy 1310

(https://universitypolicy.gmu.edu/policies/information-technology-project-management/), provide overall guidance for project management. However, in certain cases, there are types of projects that must be reported at the state level, and Mason must comply with this. As such, a series of questions captured on the Prioritization Criteria Worksheet (PCW) provide the information required to identify those projects that must be reported.



1.16a	Custom Software Development	Note whether or not this project includes Mason teams developing custom software or applications as part of the effort.	Yes - This project includes custom software or application development
1.16b	High Level Project Cost	When project costs exceed thresholds set by the Virgnia Information Technology Agency (VITA) they must be reported at the state level. Currently both Instructional and Research focused projects are exempt from this reporting requirement. Costs include resource time, consultants, software, hardware, and maintenance.	Total Project cost estimated to be greater than \$1,000,000
1.16c	Project Reporting Classification	Identify the expected characteristics of the project. Used alongside the project costs to determine the overall project reporting requirements.	Statewide Application Research Focused Misson Critical Administrative Focused Instructional Focused Infrastructure Focused

There are two situations which require reporting:

- 1. Software Development Projects over \$100,000
- 2. All IT projects costing over \$1,000,000 unless they are deemed instructional or research in nature

When a project meets one or both of these conditions, it must be reported to the Virginia Information Technology Agency (VITA). Details on reporting requirements can found in COV ITRM Project Management Standard at: <u>http://www.vita.virginia.gov/media/vitavirginiagov/it-governance/psgs/pdf/Project-Management-Standard-CPM-112-04.2.pdf</u>



Appendix 1 - IT Project Management Templates

Templates are the lifeblood of the PM Framework, as they provide the means for capturing the needed information to manage the project scope, effort, and deliverables throughout the lifecycle. The Mason IT PM Framework includes the following lifecycle templates as a means to satisfy the project management deliverables:



Each deliverable applies to a specific phase of the project lifecycle, and the approval of the deliverable is what constitutes completion of the phase / satisfaction of the phase gate. Templates are available on the ITS Website in the Project Management area: https://its.gmu.edu/working-with-its/ppmo/.

These templates are provided to ensure that the required information is captured and reported at each phase of the project lifecycle. There may be other project related documents that contain the required information that can satisfy the deliverable requirement for a particular project phase. In those cases, the alternate deliverable replaces the specific PM Framework deliverable.

Num	Template Name	Lifecycle Phase	Other Examples*
1	Prioritization Criteria Worksheet	Identification	Request for Information
	(PCW)		Request for Proposal
			Business Case
2	Project Request Summary	Identification	N/A
3	Charter	Initiation	Statement of Work
4	Planning Document	Planning	Statement of Work
			Vendor Project Plan /
			Schedule (Light Project Type)
5	Acceptance of Deliverables	Delivery-Execution	Deliverable Signatures
6	Approval to Proceed (Optional)	Delivery-Execution	N/A
7	Approval to Operate (Optional)	Delivery-Execution	N/A
8	Project Closeout Document	Closeout	Lessons Learned
			Project Post Mortem

*representative; not intended to be all inclusive

Each project template is intended to self-explaining; instructions are written directly within each template explaining the type of information to capture and how to complete it.

Core Project Information – The Header

Each template consists of a standard set of project information that links the templates and provides key background and contact information for the project. The remainder of the



template includes the information required to satisfy the project management needs for the project phase.

Core information includes:

- Project sponsor information
- ITS points of contact
- Core customers (Impact Group)
- Strategic Alignment / links to other efforts (e.g., Audit finding)

KEY PROJECT INF (This table should be completed by	FORMATION: y ITS PPMO POC or ITS P	^o roject Ma	unager]		
SPONSOR NAME:	Name		ITS OWNER NA	ME:	Name
SPONSOR ORG:	Org		ITS PROJECT MANAGER:		Name
SPONSOR POC:	Name		SPONSOR PRO MANAGER:	JECT	Name
IMPACT GROUP:	[Faculty / Staff / Students]		IMPACT SCOPE:	[All / Hig	h / Medium / Low / None]
AUDIT TASK NUMBER(S):	[list any audit task	numbe	er(s) associated w	ith this pr	oject or enter n/a]
ITS SERVICE	[list all related ITS	PPMO	, ITS Communica	tions, and	d ITS ASRB service tickets
TICKET(S):	here]				
MASON 2024 STRATEG ALIGNMENT:	IC PLAN	[list the	e Mason goals the	e project v	vill address or enter n/a]
DOCUMENT AUTHOR:	Name		DOCUMENT DA	TE:	MM/DD/YYYY

For projects working with ITS, the ITS Portfolio and Project Management Office (PPMO) team typically assists with completing this information.

1-Prioritization Criteria Worksheet (PCW)

The Prioritization Criteria Worksheet (PCW) is the starting point for ALL requests or projects. The document consists of three sections:

- General Criteria (unscored) includes general questions about the request. Most responses are narrative in nature and completed by the requestor.
- Impact Criteria (scored) the benefits gained if the project is done, who and how they will benefit, financial impact, etc. Most questions are objective and drop-down choices for responses.
- Effort Criteria (scored) The financial, resource, and opportunity cost of doing the project. Most questions are objective with drop-down choices for responses.

item#	Criteria	Description			lesponse
		Section 2: Impact			
2.01a	Strategic Plan Alignment	If this request is relates to Mison's Strategic Plan, solicit the relevant Mason Goals to which the request directly aligns or supports. Information on Mason's Strategic Plans and goals is found at they//strategicals, areas celd/ Once selecting the Strategic Plan alignment(s), provide additional details/selaration of the alignment in the following question.		Internation Learning Autoriside Pathways Sindlar Hold Integrate Hermation Regime Hermation Regime Conversion Regime Josen Ant Appr - No Direct Sourcept	Nich King Nick King Source Source Community Source Source Source Community Source Source Source Source Source Source
2.01b	Strategic Plan Alignment Overview	Describe the Alignment(s) selected in 2.01s above.			
2.02a	University Risk	If this request is related to a risk on the University's Nak inventory, please identify the type(s) of risk. Once selecting the Risk type(s), provide additional details/explanation in the following question.		Complexes Rule. Presented Rule. Operational / Housed Risk. Strategic/Neparational Rule. Does Not Apply - To University Task.	
2.02b	Risk Overview	State the risk(s) from the inventory that are associated with the risk type(s) selected in 2.02a above.			
2.03	Benefits - Students	Estimate the number of students who would benefit.			
2.04	Benefits - Faculty & Staff	Estimate the number of faculty/staff who would benefit.	Π		
2.05	Benefits - External Constituents	If this request will benefit those external to Mason, please select the group(s) who will benefit		Aunit Community Potynesings Culture, Athene, and/or Ethiospile No Commi Construct liends	wring
2.06a	Benefits - Financial Amount	Estimate the ANNUAL financial benefit amount.			
2.06b	Benefits - Financial Type	If this request generates a financial benefit to Mason as stated in 2.05a, select the type of benefit.		Armai Seringe Cott Ausdence Revenue Generated No Francisk Barelit Statel Aleve	
2.07	Improvement in Customer Satisfaction	identify the potential change in satisfaction of those who would benefit from the request, e.g., a simplified process for applicants.			
2.08	Impact on Efficiency - Time Socion	Estimate any time savings for each customer benefitting from the completion of the request.			
2.09	Impact on Efficiency - Application Reduction	identify the number of software applications (if any) that would be retired or eliminated if the request was approved and completed.			
2.10	Other Impact Considerations	Describe any other potential impacts to Mason that were not addressed through previous criteria. (Leave blank if NONE)			
IMPA	er		IĨ	To be	determined

Once complete, the PCW is used as an input for the project record in the PPMO's Project Inventory as well as for prioritizing the request if necessary.

Primary Responsibility: Project Sponsor or designate with assistance from the ITS PPMO.

2-Project Request Summary

The Project Request summary is a document-based report of the information captured within the PCW form. It takes the "input" information from the PCW and presents it is a narrative



format that is more easily understood and reviewed by those prioritizing project requests through the governance processes.

Primary Responsibility: ITS Portfolio and Project Management Office

3-Charter

The Project Charter focuses on the scope and purpose of the project. It documents the authorization to utilize resources and begin the Planning Phase of the project. The charter includes the following information not previously captured:

- Solution Description what it is and what it will do
- Scope what the project will and will not achieve
- Deliverables what will be developed and what constitutes the definition of done for the project
- Resource Requirements what types of resources will be needed to complete the project deliverables
- Dependencies any external dependencies that may limit or impact this project's completion



- OTHER RESOURCE REQUIREMENTS:
- Assumptions technical or functional project assumptions around the delivery of this project
- Risks any potential risks that would impact the project's success

Primary Responsibility: Project Manager

4-Planning Document

The Planning Document provides an overview of the project plan for IT leadership and senior stakeholders. It must always be accompanied by a Project Schedule, and when required, a Communications Plan. These documents are presented at an Execution Readiness Review and must be approved before the execution of the Project Schedule.



The Planning document builds on the Project Charter by identifying the specific project approach, formalizing the deliverables by estimating the work involved, responsibility, and acceptance criteria. Charter information refined includes:

- Dependencies and Assumptions
- Risks and Mitigations including what will be done to mitigate or address the risk vs. merely defining it
- Project Team named resources are also identified from the teams identified within the Charter

DEL This ny a eliv	IVERABLES & DURATION: is the 'definition of done' for the p additional deliverables. Resource ov er each deliverable. Please represe	roject. The deliverables should b wners should provide their best o nt the time in people hours only	e copy/pasted estimate of hov . Be sure to incl	from the Charter v much time wou ude any required	 If necessary, add Id be required to d deliverables such
s: A roc	udit responses, ASRB, Security requedures, etc.]	irements, ITS Communications of	components, po	licy documentat	ion, standards, or
#	DELIVERABLE	RESPONSIBLE ORGS	HOURS	ACCEPTANC	E CRITERIA
1	Feature, Capability, Component, Artifact, Process, etc. that is Specific, Measurable. and Testable	for Shared Deliverables include one line per org	8	what is Requ applicable st accept that t is complete	uired for Takeholders to The deliverable
2	,				
3					
4					
5					
The om EXE	CUTION START & FINISH se dates have been mutually agreed mitments. They are the dates the a CUTION START: ojected date the project team will b	to by all resource owners after ccompanying required schedule regin to execute the activities list	reviewing and artifact strives ed in the proje	planning their n to accomplish.] ct schedule]	esource MM/DD/YYYY
EXE [Pro	CUTION FINISH: ojected date that solution will reach e)]	full operational capacity (not th	e same as the I	project end	MM/DD/YYYY
PRO	DJECT END DATE: bjected date the project team will c	omplete closeout activities — at	or after the pro	piect closeout	MM/DD/YYYY

Project Schedule

The Project Schedule may be in any format that is most useful to the project team; however, it must include tasks, durations, resource assignments, and dependencies across the deliverables. The delivery of each deliverable should be clearly articulated within the project schedule.

Communications Plan

During the Planning Phase, communications needs for the project are identified and captured on a Communications Plan that includes:

- Types of communications email, website, in-person, news blast, etc.
- Audience who will receive the information; who is the target audience
- Timing when during the project lifecycle the communications are needed (note, specific dates may not be formalized here, but general timelines relative to the project lifecycle should be identified)

Primary Responsibility: Project Manager / Communications Specialist

5-Acceptance of Deliverables

Acceptance of one or more deliverables occurs with an Acceptance Review. The review would ideally occur as an in-person demonstration to the relevant stakeholders of the deliverable completed, which can also serve as an official acceptance test date. However, an in-person meeting is not required. As many projects have more than one deliverable that may be completed at different times during the Delivery Phase, all deliverables may be on a single document, or it is also acceptable to have more than one Acceptance of Deliverables document for a single project. Multiple Acceptance Reviews may be used to facilitate the implementation of the full solution when a single Acceptance Review is not feasible.



The deliverable(s) and acceptance criteria listed here should match what is in the signed/approved Project Plan. Information captured about the deliverable includes:

- Completion Date
- Acceptance Criteria
- Scope accomplished
- Dependencies or Risks addressed
- Estimated and Actual hours if available

Additionally, any information about deliverables that were originally

DELIVERABLE(S) COMPLETED:

complete the testing infor (i.e. completed test script	ceptance circle instead here should inactif what is in the signed/approved indict half. Prease mation below for the deliverable(s) completed. Please attach any relevant artifacts of test result, , email confirmations, etc.) that you would like included as part of the record for this acceptance
approval.]	
DELIVERABLE NAME:	[should match the name in the signed/approved project plan]
Completion Date:	MM/DD/YYYY
What Acceptance Criteria are Being Met:	[should match or exceed those listed the signed/approved Project Plan]
What Acceptance Criteria Were Unable to be Met:	[should be taken from those listed the signed/approved Project Plan]
What Scope Outcomes Were Accomplished:	[should match or exceed those listed the signed/approved Project Plan]
What Dependencies Were Resolved:	[should match or exceed those listed the signed/approved Project Plan]
Describe How any Risks Were Mitigated:	[should match or exceed those listed the signed/approved Project Plan]
Estimated Hours to complete:	[should match the value from the project plan]
Actual Hours to complete:	[total people hours used to complete this deliverable]

identified but not completed during the project will also be captured so that they are noted for other disposition (e.g., future project, no longer required, etc.).

Primary Responsibility: Project Manager

6-Approval to Proceed

Approval to Proceed is an optional tool used, typically in Iterative projects where there are specific Go/No-go points identified during the project's Delivery or if there is a key decision point during the lifecycle. This tool is used to grant approval to proceed to the next step during any phase of the project (go / no-go, checkpoint, move into dev or production server, or any other next step that is not a completed deliverable).

The document simply captures the action or decision point with a description of what is being approved as well as the next steps after the approval. The document is then signed/approved by the sponsor or delegate to grant the approval to move forward.

decisions, tasks,	milestones, etc.]
ACTION 1:	Text Here
ACTION 2:	Text Here
NEXT STEPS	/ ACTIONS:
Document any n require an appro	ext steps or actions that will be required following this approval. Include any future checkpoints that may val to proceed]

Primary Responsibility: Project Manager

7-Approval to Operate

The Approval to Operate is an optional tool used to designate when one or more deliverables is officially released and transitioned to operational status, effectively ending the project work on that particular deliverable. There may be one or more Approval to Operate documents



completed for a project as needed to satisfy all the deliverables requiring a move to an operational state within the project.

The Approval to Operate captures: The deliverable moving to operations, including who will own it once it is in production and operational Any deliverable previously transitioned to operations earlier in the project lifecycle

[from the project pla operations]	in - Ensure any required communications or security deliverables are complete as part of transition t
DELIVERABLE 1:	[name of deliverable & who is responsible for it now that it is operational]
DELIVERABLE 2	[name of deliverable & who is responsible for it now that it is operational]
DELIVER NOLE 2.	
ALL DELIVERAI	BLES PREVIOUSLY TRANSITIONED INTO OPERATIONS:
ALL DELIVERAI	BLES PREVIOUSLY TRANSITIONED INTO OPERATIONS: or approver]
ALL DELIVERAL [used as reference for DELIVERABLE 1:	BLES PREVIOUSLY TRANSITIONED INTO OPERATIONS: or approver] Text Here

Primary Responsibility: Project Manager

8-Project Closeout Document

The final required template in the Project Management lifecycle is the Project Closeout Document. This document builds on the Deliverable Acceptance by capturing additional details about the project that are not deliverable specific. There are two main purposes of the Project Closeout.

Communications – capture key elements of the project and its related successes that can be used in marketing and communications materials such as Annual Reports, Executive Briefings, newsletters, and more.

[Describe the project acc opportunity from the PC	omplishments and impact in a short <u>1 or 2 line</u> statement, based on the original need or W. It should be suitable for inclusion in the ITS Annual Report.]
Text here	
Text here	
Text here ACCOMPLISHMEN	NT DETAILS:
Text here ACCOMPLISHMEN [List key project accompl information will be used	VT DETAILS: lishments and highlights. Where possible include any specific metrics or data points. This to communicate project success both internally and externally (example: executive presentations,

Future process improvements – capture lessons learned, successes, areas for improvement related to the effort to improve performance and planning on future projects.

Primary Responsibility: Project Manager



Appendix 2-Automated Project Tools

There are many different project management tools available for various aspects of project management. This IT Project Management Framework is tool agnostic. Project Managers may use any tools that assist with the management of their projects as long as the core project management templates and deliverables are captured and reported consistently. Examples of tools available at Mason for project management include:

Tools that are available as IT service at Mason without additional costs:

- EPMO (<u>https://epmo.gmu.edu</u>) the current Project Management System built on SharePoint 2010 that hosts:
 - ITS Project Inventory, a Portfolio of projects and related project management documents captured for each project that is used for reporting, tracking, and scheduling purposes. The Project Inventory is the central location for all projects on which ITS works project
 - Individual project site that are used to keep project schedule, project related documents, issues and risk logs.
- Microsoft Project Online the latest Enterprise Project Management tool from Microsoft that is to replace EPMO by the end of 2019
- Microsoft Planner: Microsoft Planner is a planning application available on the Microsoft Office 365 platform. Planner enables users and teams to create plans, assemble and assign tasks, share files, communicate and collaborate with other users, and receive progress updates via various means on the Office 365 platform.
- Microsoft Teams: Microsoft Teams is a unified communications platform that combines persistent workplace chat, video meetings, file storage (including collaboration on files), and application integration. The service integrates other Office 365 applications

Tools that are used in various units across university that require separate licenses:

- Smartsheet: A software as a service (SaaS) application for collaboration and work management that is developed and marketed by Smartsheet Inc. It is used to assign tasks, track project progress, manage calendars, share documents, and manage other work. It has a spreadsheet-like user interface.
- Basecamp: A web-based project management tool with primary features are to-do lists, milestone management, forum-like messaging, file sharing, and time tracking.
- Jira: A tool for issue tracking and project management used by Mason departments.
- Trello: A web-based list-making application that is used for software project management by departments and schools at Mason.

Appendix 3 – Project vs. Portfolio Management

In addition to the Project Management lifecycle, IT project requests also travel through a Portfolio Management lifecycle. The Portfolio Management lifecycle focuses on the project



request as it moves through a governance cycle – approval, prioritization, queue, etc. While project management ensures projects are done the right way – "doing projects right" – the portfolio lifecycle ensures that Mason is selecting and working on the correct project – "doing the right projects."

The two processes share gates, governance, and templates throughout the processes, though they are used for different purposes. The following diagram shows where and how the Portfolio Management Lifecycle aligns with the Project Management Lifecycle:



The five project phases align with the five core phases of the portfolio request lifecycle:

Portfolio Request	Request Lifecycle Description	Project Lifecycle
Lifecycle		Alignment
Aware	Potential Request identified; incomplete information	Identification
	captured about the request	
Submitted	PCW (Business Case) completed and request	Identification
	submitted for Governance approval and prioritized	
Approved	Request is approved and residing in one of three	Initiation
	project queues awaiting Start Work Order	
Active	Project is actively being worked from planning	Planning
	through closeout – planning and completing project	Delivery
	deliverables	Closeout
Operational	Project is officially complete and all the project	N/A
(Request Closed)	management closeout documents are approved.	
	Request is formally closed as complete.	



Appendix 4 - Definitions

Term	Definition
Agile (Software	A project management approach utilizing a series of repeating short
Development)	development cycles called sprints to design, develop, and deliver the final
	project deliverables. For more information, see the Agile Alliance website:
	https://www.agilealliance.org/agile101/
Deliverable	A final product or product component that must be provided to a client or
	stakeholder according to contractual stipulations.
Gate	An end-of-phase checkpoint at which decisions are made regarding whether
	and how to continue with the project.
Governance	The structure by which roles and relationships between project team members
	and an organization's high-level decision makers are defined.
Phase	A distinct stage in a project life cycle. Each phase has its own purpose and
	associated project management deliverable.
Portfolio	A collectively managed set of programs and projects
Project	A temporary endeavor undertaken to create a unique product, service or result.
	A project is temporary in that it has a defined beginning and end in time, and
	therefore defined scope and resources, and a project is unique in that it is not a
	routine operation, but a specific set of operations designed to accomplish a
	singular goal. (PMI).
	See the Project Management Institute's (PMI) website for additional
	information: <u>https://www.pmi.org/about/learn-about-pmi/what-is-project-</u>
	management
Project	The application of knowledge, skills, tools, and techniques to project activities
Management	to meet the project requirements. (PMI)
Project Type	A pre-defined set of Framework components configured to support
	delivery within certain project dynamics
Resource(s)	The elements needed for a project to successfully meet its objectives. Examples
-	of resources include equipment, staff, locations, facilities, and money.
Scope	The scope of a project constitutes everything it is supposed to accomplish in
000111	order to be deemed successful.
SCRUM	An Agile specific project management approach to support teams in complex
	product development. Scrum consists of Scrum Teams and their associated
	roles, events, artifacts, and rules. For additional information, see
	https://www.scrum.org/
Template	A recommended grouping of data required for the IT Project
	Management Framework
waterfall	A sequential, linear process of project management consisting of several
	discrete phases; no phase begins until the prior phase is complete, and
	each phase s completion is terminal. Waterfall management does not
	allow you to return to a previous phase.