Sacramento County

Project Management Standards for IT Projects

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Chapter One

Project Management Overview

Background

On March 4, 2003, the County Board of Supervisors adopted the County of Sacramento Information Technology Plan 2003. The plan outlines three key focus areas: 1) Enhancing the County's Infrastructure, 2) Expanding Electronic Access to County Services and, 3) Managing IT from a Countywide Perspective. Specific goals and objectives for each focus area were also established.

Under Focus Area Three: Manage IT Service Delivery, a goal was established to "deliver IT services in a consistent manner Countywide" (Goal No. 2). An associated objective was also developed to "create standards and an awareness of the basic project management disciplines both for our own projects and for vendor led projects" (Objective B).

In order to accomplish this goal and objective, a committee was formed to produce a **Project Management Standards for Information Technology Projects** document that will be utilized by all Sacramento County Departments. The committee included representatives from the following county agencies: District Attorney, Finance, Health and Human Services, Human Assistance, Probation, Public Works, and the Office of Communications and Information Technology.

Introduction

The primary purpose of this document is to provide the foundation for a consistent Project Management discipline for all Sacramento County departments. This document introduces the adopted standards for Project Management Overview, Project Management Methodology, and Roles and Responsibilities.

Appendices are included to assist county organizations with development of project management guidelines within their respective departments.

How to Use the Project Management Standards for IT Projects Document

Chapter	Project Managers	Project Sponsors and Resource Managers	Project Team Leads and Team Members
Chapter One: Project Management Overview	Introduce the definition of a project and identify the project category. (Project categories are simple work request (SWR), small, medium, and large project.)	Introduce the definition of a project.	Identify the project category.
Chapter Two: Project Management Lifecycle	Introduce the project life cycle.	Introduce the project life cycle.	Introduce the project life cycle.
Chapter Three: Project Roles & Responsibilities	Introduce the project manager roles and responsibilities.	Introduce the management roles.	Introduce the project team member roles.
Appendix	Reference for Project Management Tools, Project Templates, and Glossary of Terms		

Project Management Methodology

Project management methodology is "the system of principles, practices, and procedures applied to the practice of managing projects."

The county has elected to align itself with the industry standards and principles of project management as established by the Project Management Institute (www.pmi.org). These standards and principles are published by PMI in A Guide to the Project Management Body of Knowledge (The PMBOK® guide).

What is Project Management?

Project management consists of directing the activities of a project to ensure projects are completed on time, within budget, and meets the needs of the customer as stated in the project scope. The purpose of project management is to create an environment in which the project team can be successful. Major components of project management include:

- Defining the project scope and establishing clear project objectives that are aligned with organizational goals
- Establishing resource requirements and availability
- Determining a realistic schedule
- Tracking and reporting on the work
- Adjusting the plans as needed
- Collecting the lessons learned at project closure

What is a Project?

A project can be defined in terms of its distinctive characteristics – a project is a temporary endeavor undertaken to create a unique product or service.

Temporary means that every project has a definite beginning and a definite end, carried out by people to meet a specific objective within the parameters of schedule, cost, and quality.

Not every effort is a project. The following example chart (table 1) shows distinguishing characteristics between a simple work request and a project, and determining the project category. Please note the characteristics are listed in priority order. If the project falls into more than one category, use the financial impact to determine the category.

Table 1: Suggested Guidelines for Project Size and Complexity Categories

PROJECT SIZE AND COMPLEXITY CATEGORIES				
Characteristic	Simple Work Request (SWR)	Small	Medium	Large
Financial impact (Feasibility Study, (FS) procurement, etc.)	Resources are available; costs are less than $5,000	Resources may be available; may require a FS; costs are between $5,000 and $100,000	Resources may be available; may require a FS; costs are between $100,000 and $500,000	Requires an FS, requires a major procurement; costs exceed $500,000
Technology impact (new technology or change in technology)	No or minimal impact; minimal change in technology or interaction with other systems	Small enhancement or improvement; minimal change in technology but some change in interaction with other systems	Small/ moderate enhancement or improvement; solution is compatible with existing county technology	Major impact due to re-engineering; and/or solution is new technology or new to the county or most departments
Organizational impact (single division or crosses divisions/ departments)	Single Unit involved	Single division, or department/ agency involved	Multiple divisions or departments/ agencies involved.	Most or all Divisions are involved
Staffing (resources assigned part or full time)	1-3 staff assigned	3-6 staff assigned	6-12 staff assigned	12 or more staff assigned

******Appendix D*** contains an example of a Simple Work Request (SWR), and a small, medium, and large project.

Chapter Two

Project Management Lifecycle

The project management approach adopts five groups of processes identified by the Project Management Institute in the PMBOK® guide 2000, section 3.2. The objectives for each phase are:

- **Initiating** – authorizing the project or phase. Define the project by documenting the scope, assumptions, and constraints**.** The initiation phase is complete when the sponsor and customer have approved the project proposal (charter) (See *Appendix B*).

- **Planning** – defining and refining objectives and selecting the best of the alternative courses of action to attain the objectives that the project was undertaken to address. The planning documentation is complete when the business requirements have been captured in approved project plan documents. The planning phase may continue throughout the project as the schedule, budget, and scope are re-evaluated.

- **Executing** – coordinating people and other resources to carry out the plan, and creating the intermediate and final deliverables that accomplish the project objectives. The execution phase is complete when all the project deliverables have been completed, tested, documented for support, and formally accepted by the customer.

- **Controlling** – ensuring that project objectives are met by monitoring and measuring progress regularly to identify variances from the plan so that corrective action can be taken when necessary or project change requests can be developed. This phase includes reporting on the project status. The control phase begins as soon as someone is assigned to the project and ends when all the project deliverables are complete.

- **Closing** – formalizing acceptance of the project or phase and bringing it to an orderly end, which includes handoff of the completed deliverables to the customer and to the support staff, documentation of outstanding issues, and development of lessons learned. This information is summarized in the project closure documents. The closure phase is complete when the project sponsor approves the closure report.

Project Lifecycle Processes and Documents

Project Management Documents

The output from the project phases are documents that provide a standard format for presentation of project management information and project agreements. There are example documents included in *Appendix B* of this document.

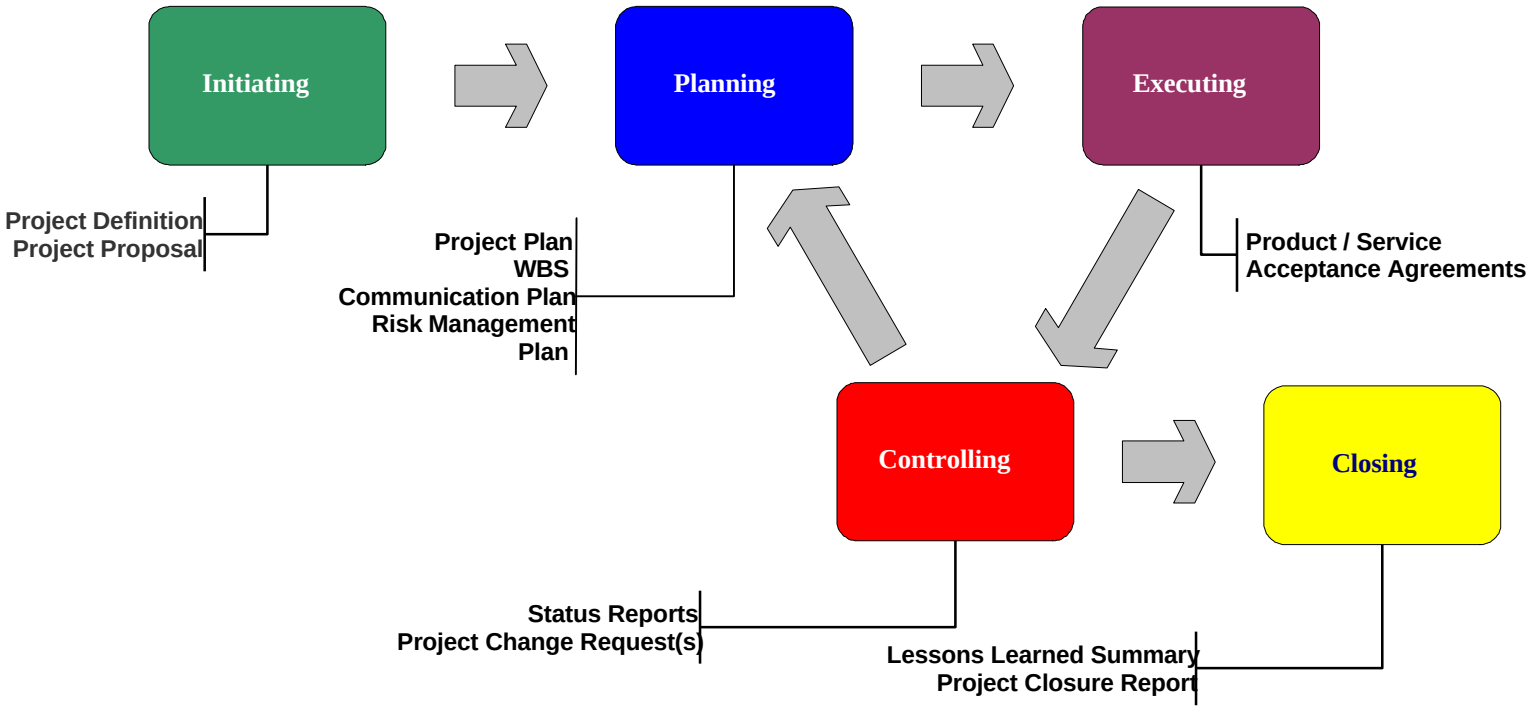
Project management documents define, direct and organize activities on a project. The documents required will vary according to the complexity of the project (see *Table 1* on page 6) and the discretion of the manager or who is approving the project. The following table (table 2) lists the suggested project documentation deliverables by phase.

Table 2: Example of minimum project documentation guidelines

Minimum Project Management Documentation					
Phase	Deliverable	SWR (Simple Work Request)	Small Project	Medium Project	Large Project
Initiation	Project Definition (initiative)	MD	MD	MD	MD
	Project Proposal/Charter	MD	R	R	R
Planning	Project Plan	MD	MD	R	R
Execution and Control	Project Status Reports	MD	MD	R	R
	Project Change Requests	MD	MD	R	R
Closure	Project Closure Report	MD	R	R	R
Legend:	**MD** = Discretion of the Manager and/or Division Chief who is approving this project.				
	R = Required				
***Appendix*:**	**Example of project management templates**				

The following page contains an overview diagram of project management phases and the related documents.

Project Management Phases
and Documents

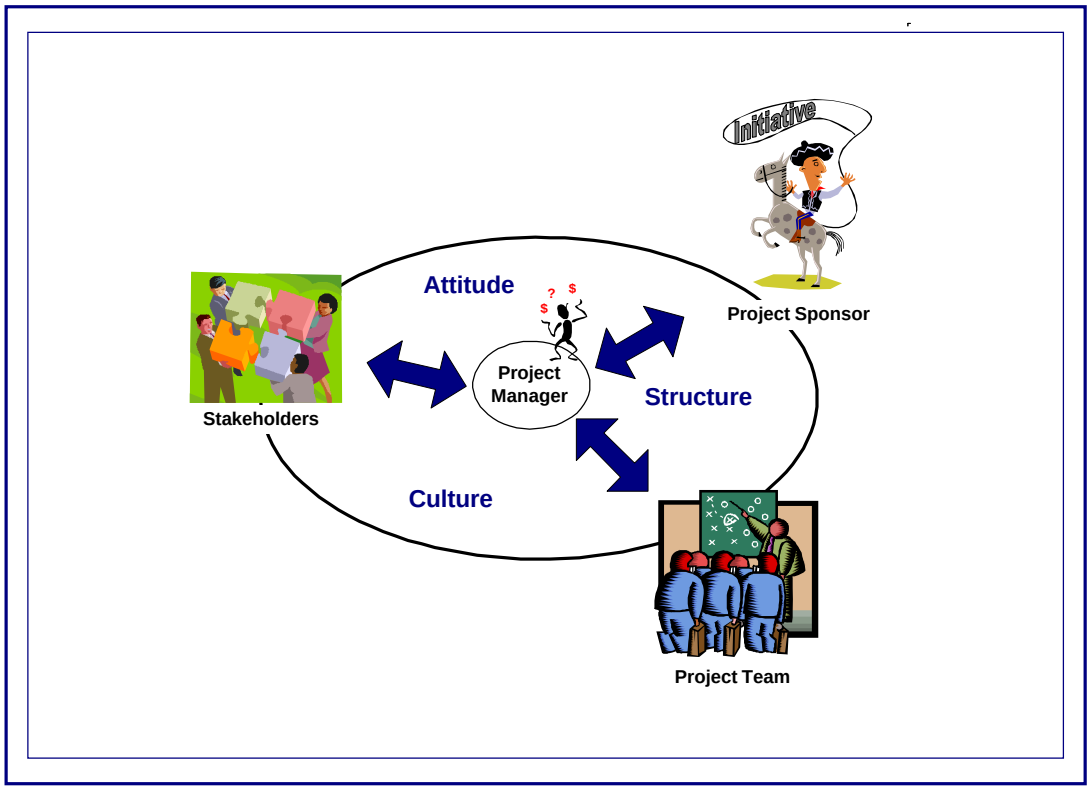


"A Guide to the Project Management Body of Knowledge (PMBOK) Guide 2000 Edition" as taught by Systemation, Inc.

Chapter Three

Project Roles and Responsibilities

It is important that project team members understand what role they have to play in a successful project. Some of the common project roles are discussed in this chapter.



The Project Manager

The project manager is responsible to plan, organize, and control the project to its successful completion on time, within budget and within scope. Responsibilities of a project manager include the following:

- Working with the customer to establish the budget, schedule, and scope
- Developing the project documents
- Coordinating assignments
- Adhering to departmental project management guidelines
- Identifying and recommending required resources

- Preparing and maintaining a list of the project tasks and their schedule using a tool such as Microsoft project
- Identifying and procuring needed project management tools for the project
- Executing a communication plan to keep the project sponsor and/or customer informed of project status
- Reviewing and reporting project status and budget on a regular basis
- Requesting changes to the project scope, schedule and/or budget when necessary
- Taking responsibility for a successful handoff to the supporting organization
- Applying lessons learned to future projects
- Identifying and recommending follow up projects

Sponsor

Every project requires a sponsor (may be more than one for multi-departmental projects). The sponsor has the ultimate responsibility for the project's costs and benefits and should be of a high enough level within the department to have the necessary authority and the ultimate responsibility to authorize resources for the project. If it is a small, local project, an internal manager could be the sponsor. If it is a large multi-departmental project, a member of the department /agency's executive team should be the sponsor.

The sponsor needs to have a sense of ownership and cares about the outcome of the project. Without this support, the project will result in failure.

Resource Managers

Resource managers are managers or departmental equivalents who will assign appropriate staff to the project team who possess the necessary skills to accomplish the project scope.

Project Team Member (s)

Project team members include those people who will be involved in developing the products or services to be delivered. Appropriate representatives from other organizations should be included in the project planning. The project team members have the following responsibilities:

- Participate in the planning process as requested
- Work with the project manager to identify tasks as required
- Buy into the project plan by accepting responsibility for completion of assigned tasks and given time frames
- Are accountable for effective performance of assignments
- Are responsible for keeping the project manager up-to-date on any issues, concerns, or problems that could jeopardize the project
- Record actual time spent performing tasks using current time tracking methods

Stakeholder(s)

The project stakeholders are individuals and organizations that are actively involved in the project or whose interests are affected as a result of project execution or project completion. They may also exert influence over the project and its results. Stakeholders may include the project manager, the customer, the performing organization, the project team members and the sponsor.

Appendix A

Success Criteria

Fundamental elements of Project Management methodology involve some of the basic success criteria such as:

- The Scope of the project has to be set up-front and expectations have to be clear. It is of utmost importance to make sure that requirements are clearly defined; scope will explicitly state the requirements that will and will not be addressed. Loose definitions will result in a guaranteed change of scope to the project and ultimately effect time/cost/quality.

- Well Defined Processes and Methods
- Understanding and Communication of Project Management throughout the organization
- Executive Sponsorship and support of the project
- Culture that is accepting of project Planning methodology and tools
- Agreed upon tools and techniques
- Understanding of Risk factors and management of Risks
- Empowering the project manager
- Ability to make decision in timely manner
- Cooperation across teams and functions

Project Checklists

- The project has a sponsor and proposal (charter)
- The project has a clearly defined scope and objectives
    - Business Case Approved
    - Project Supervision is in place
- Detailed Requirements are available

- Project Plan is available and always up to date
- Resources are Identified and Assigned
    - Team Members assigned
    - Staff understand their roles and responsibilities
    - Skill Sets are accounted for or acquired
- Assumptions and Dependencies are documented
- Initial Design is available
- Infrastructure is available
    - Development Environment
    - Testing Process
    - Standards and Methodology (this may includes Configuration Management and recovery plans)
    - Delivery Process
    - Updates/ Maintenance Expectations are communicated
- Initial Budget is clear
- Sign Offs have been compiled
- Project Manger Signs off on each estimate
- High Risk and High Value items are clearly Communicated
- A communication plan is in place

Tools and Techniques

In the lifecycle of an IT project, some of the tools below are recommended:

- Requirements Document
    - Business Requirements and objectives
    - Technical Requirements
    - Fiscal Requirements

- Cost Benefit Analysis (Feasibility Study)
- Project Management Tool (Microsoft Project is the recommended tool, work breakdown structure)
- Project Management document templates
- Gant Chart Examples
- Cost Estimation tools (Microsoft Project)
- Time Reporting tools (Measure and report staff time therefore labor cost)
- Diagramming Tools (Visio)

Appendix B PM Document Examples

These example documents are provided as a high level start in creating a more specific and detailed document for your organizational project management goals. These documents are based on concepts by the Project Management Institute (PMI).

Project Definition (Initiative)

Enter Project Title

Customer

Customer

Project Scope

This section identifies the business needs to be addressed by the project and what the project will and will not do.

Need/Justification:

This project will meet the following business needs:

State the need or justification for the proposed project. Describe the business problem or opportunity. Provide a brief analysis of the business problem/opportunity. If this is a sub-project to a customer project, state that relationship here. Provide any historical relationships here (Ex: Recommendations from Project X identified the need for this project.).

Description:

The products and/or services this project will produce are:

Describe proposed project. Make this a high-level description giving the characteristics of the product or service that the project is undertaken to produce. You will probably refine this information in the Project Proposal.

Objectives:

In order to be successful, this project must accomplish the following:

What objectives will this project meet to be considered successful and to achieve the purpose of the project? Keep this statement short – 25 words or less. Project objectives need to be SMART (Specific, Measurable, Achievable, Relevant, and Time-based).

Deliverables: (Optional for the Project Definition)

To complete all or parts of the project, the project will deliver:

List at a summary–level the sub-products whose full and satisfactory delivery marks completion of the project. This list may be more detailed than the project description above. This list may identify interim deliverables as well as final deliverables. When known, exclusions should be identified.

- First Deliverable…

Anything not explicitly included in this Proposal is implicitly excluded.

Project Manager

Name: _____ Phone: _____

Organization: _____ E-mail: _____

Project Sponsor

A project sponsor champions the business requirements.

Name: _____ Phone: _____

Title: _____ E-mail: _____

Department/Agency: _____

Estimated Duration

Provide the estimated span of time [usually expressed as workweeks or work months] over which the project effort will take place. Duration does not include non-working periods such as holidays. (Ex: This project will take approximately six weeks to complete.)

Proposed Project Labor Resources

My own department will provide all labor resources, with the following exception:

Identify participation required from another organization.

Proposed Project Funding

Identify the anticipated funding source(s) for the project.

Approval Process

I approve the project proposal and authorize _____ labor hours for developing a project proposal.

Sponsor Signature

Printed Name & Title Date Signed

I approve the project concept and authorize continuing project development.

End User Representative Signature

Printed Name & Title | Date Signed

I approve the project proposal and authorize _____ labor hours for developing a project proposal.

Fiscal Signature

Printed Name & Title | Date Signed

I approve the project proposal and authorize _____ labor hours for developing a project proposal.

Project Manager Signature

Printed Name & Title | Date Signed

Project Proposal (Charter)

Project Name	
Project Sponsor	
Project Manager	
Priority	

This document should be completed during the Project Initiation phase or very early in the Planning phase. It is an executive overview intended to facilitate discussion, and to provide formal authorization to proceed. This entire document should require between two and four pages when complete. It is *not* a detailed planning document. Information will likely be limited in terms of reliability and completeness.

Mission Statement

Describe in one or two sentences the overall purpose of the project. This should not be a simple list of things to do or deliverables to be produced. Focus on what will be accomplished. Later sections will explain why, when, how and by whom.

Business Justification

Describe why, in business terms, this project is important. Justification might include the desire for increased market share, reduced costs / increased profitability, or conformance to regulations.

Key Objectives

Describe the most important objectives (schedule, quality, financial, technical, etc.).

General Strategy

Describe in no more than three or four paragraphs the overall approach (not specific tactics or activities) for achieving project objectives. Potential topics: whether the deliverables will be implemented in phases; whether contractors / subcontractors will be used; whether a "pilot project" or prototypes will be used.

Initial Milestone Schedule

Note that this is not a detailed schedule. List the expected (or required) dates for key events. Examples include the project start and end dates, phase end dates, completion of major deliverables, etc. Rule of thumb: more than six or seven milestones is probably too detailed for a charter.

Key Target Date #1	yyyy-MM-dd
Key Target Date #2	yyyy-MM-dd
Key Target Date #3	yyyy-MM-dd

Financial Estimates

Identify the estimated cost of the overall project or the next phase. This is likely to be an order of magnitude estimate in the early planning phase, as compared to a firm (budget) estimate. Optionally, include estimates of the anticipated financial benefits.

Initial Assumptions

Identify any high-level assumptions that may be relevant to understanding this document. Assumptions might address the availability of funding, resources, or new technologies; expected growth in sales or customer base, expected actions on the part of competitors, etc.

Initial Constraints

Identify anything that significantly limits the project team's options in planning and executing project activities. These might include applicable laws and regulations, mandated target dates, financial limitations, resource limitations, etc.

Major Risks

Identify significant risk events (high-probability and/or high estimated impact) that are relevant in terms of authorizing this project or upcoming planning activities.

Project Team

Enter Project Team names, titles, and responsibilities. Responsibilities may be taken from the Project Roles and Responsibilities template. Focus on the Project Sponsor / Owner, Project Manager, Sub-Project Managers, and other key team positions.

Name / Title	Responsibilities
Jane Doe Project Sponsor	Describe responsibilities here. Be concise and specific. Avoid conflicts (same responsibility assigned to multiple people).
John Smith Project Manager	

Approvals

Minimally, this document should be signed by the Project Sponsor / Owner and the Project Manager. It may be advisable to include providers of key resources (functional managers, for example) and/or key stakeholders.

Name

Title

Date

Project Plan

Project Number

ASSIGN A NUMBER.

Project Or Sub-Project Name

Applications Delivery Methodology

Background

NAME OF CLIENT must dramatically improve its ability to delivery business applications in a timely, cost-effective, flexible and quality manner. Specific program goals include achievement of at least an order of magnitude productivity improvement.

Scope

Twelve functional objectives have been identified for project completion:

Provide identifiable and measurable improvements to the applications delivery process. Specific measures of improvement will be identified as part of concept validation.

Central repository of delivery routes customized to capture CLIENT'S best practices implemented.

Processes in place to support project managers in the use of the uniform and proven best practices to generate project plans.

Support of the enterprise CMM/SEI objectives.

Time, cost and quality metrics and effort estimation models implemented.

Consistent use of the methodology for applications delivery.

Continuous process improvement infrastructure defined and implemented.

Risk driven project management implemented.

Process library delivery routes controlled from the process librarian workstation.

Project management automated and controlled from the project manager's workstation.

Knowledge transfer to CLIENT completed.

Sustaining organization defined and implemented.

Concept Definition

The concept is that a methodology will dramatically improve CLIENT's ability to deliver business applications in a timely, cost-effective, flexible, and quality manner. This concept will be achieved through:

A proactively managed applications delivery environment;

Process, technology, organization, people, and leadership factors all planned and integrated;

A very high degree of reuse through employment and enforcement of NAME OF METHODOLOGY TOOL, standards, specifications, and reusable frameworks and components designed for flexibility; and

An ongoing preventive maintenance program.

Areas of Impact

The IS project manager and teams will be the primary areas impacted by this project. During the deployment (concept validation, full-scale development, and implementation) phases, the methodology project will fund for activities relating to deployment.

Pathfinder projects will provide resources for training, to support customization of the process tool product, participate in project meetings, and support assessments. Specific resource requirements for each project will be determined at project start-up.

Limited workstation services support will be required to support tool implementation.

Risks

Risk Area	Assessment	Impact	Mitigation
Leadership, Support and Buy-In	High	Project requires support by IS Department Heads for an enterprise infrastructure solution.	Dedicated change management effort.
Staffing	Medium	Success of project depends on ability to staff with credible experience in the technical areas.	Use of 3rd party vendors to build internal expertise; staffing assessment at each project review.
Cost	Medium	We developed an early estimate of 98 and 99 costs. However, we do not yet have a full understanding of sustained costs.	Develop a total life cycle cost estimate during concept validation as part of the milestone decision.
Schedule	Medium	Current industry practices indicate 18-36 months were required to institute a methodology.	Introduction of methodology into CLIENT based on "pull" from applications delivery areas.

Scope	Low	Successful completion of concept validation will result in a client-wide implementation.	-
Quality	Unknown	This risk factor will depend on the results of concept validation.	Continue to understand IS departmental requirements for repeatable processes and rigor.

Assumptions

Methodology project members will participate in the project to gain knowledge of the effectiveness of the methodology for enterprise use.

The initial projects will use NAME/DESCRIPTION of approach for implementation and deployment.

The deployment will run through the end of YEAR.

LIST ANY OTHER ASSUMPTIONS HERE.

Constraints

Concept validation will run through MONTH, YEAR and is budgeted for $AMOUNT.

YEAR budget is $AMOUNT.

Late selection of concept validation pathfinder projects may constrain the amount of quantitative information to support the full-scale development milestone decision.

Implementation Approach

The implementation will occur from WHEN through WHEN with the following phase points currently planned:

Concept validation through MONTH/YEAR at a cost of $AMOUNT. During this phase, the methodology will be implemented on NUMBER OF projects WHERE. Overall implementation planning will also be completed during this phase.

DESCRIBE FIRST FULL-SCALE DEPLOYMENT PHASE AND TIMEFRAME.

DESCRIBE SECOND FULL-SCALE DEPLOYMENT PHASE AND TIMEFRAME.

Implementation through the end of YEAR. Implementation on additional projects, completions of knowledge transfer to CLIENT, and activation of the sustaining organization.

The project RoadMap will describe the overall project implementation plan, including work packages and deliverables for each year. The RoadMap also defines the overall project completion goals and the specific objectives set for each year of the implementation.

Specific implementation project plans for each approved phase will be developed at the milestone decision points.

Functional Requirements

The following table reflects the requirements this project will solve by phase. A specific project plan will be developed at the start of each phase and will provide the specific work packages required to satisfy the requirements.

Concept Validation - YEAR	Full Scale Deployment - YEAR	Implementation - YEAR
CLIENT proof of concept pathfinder projects identified and initiated. Pathfinder project lessons learned gathered and analyzed. Initial CLIENT pathfinder project staff trained in NAME OF METHODOLOGY TOOL methods. Training improvements identified for methods and tool. Initial technical infrastructure defined and deployed. Pathfinder project teams available to seed new projects. Roadmap approach approved by Steering Committee. Process library management and enhancement infrastructure established for pathfinder routes. Process improvement metrics for time, cost, and quality established for CV and identified for FSD & Implementation. Policies, standards, and compliance criteria identified for methodology institutionalization. FSD phase defined and planned.	Forty percent of CLIENT IT Solutions Delivery staff trained. Technical infrastructure refined. Training program established. Project estimating & tracking improved. Interaction with implementation of new tool set managed. Projects planned & managed jointly by business & IT project managers. CLIENT metrics definitions incorporated in NAME OF METHODOLOGY TOOL Continuous process improvement process established. Standardized processes and methods defined with limited use. Sixty percent of classroom training responsibility assumed by CLIENT.	TBD percent of CLIENT IT Solutions Delivery staff trained. One hundred percent of training responsibility assumed by CLIENT. Integration with external initiatives completed. Technical infrastructure refined. CLIENT best practices from lessons learned incorporated into methodology. Repository of best practices -reusable templates, deliverables, and methods established. Application productivity increased. System quality improved by (Percentage TBD) Application delivery cycle time reduced.

Key People

Program Sponsor: NAME, TITLE

Methodology Project Sponsor: NAME

Program Manager: NAME

Methodology Project Lead: NAME

Approved

NAME, Program Manager	**Date**

Project Status Report

Project Name	
Project Manager	
Period Covered	
Date Submitted	

Accomplishments

1	
2	
3	
4	
5	

Issues Encountered

1	
2	
3	
4	
5	

Goals for Next Period

1	
2	
3	
4	
5	

Budget Update

1	
2	
3	
4	
5	

Change Control Request

Change Request ID:		Date:
Change Description:		
Change Goal ___Upgrade __ Bug Fix __Maintenance __Problem Fix __Performance __Design Change __ Other		
Systems Involved	Groups Impacted	Systems Impacted
Priority: __Low __Med __High	Risk __Low __Med __High	Estimated Hours: Estimated Cost:
STEPS TO TAKE (attach a sheet if needed)		
• Change Specifications (List Location of document):		
• Technical Design (List Location of document):		
• Design Walk thru and approval (List Location of document):		
• Test for Change and Update Test Plans (List Location of document):		
• Documentation Update (List Location of document):		
• Other (Specify)		
Please use additional justifying documents as attachments. Changes like screen layouts, Data Base Model, etc.. need supporting documentation		
Requestor:		
Approved By:	Signature	

EXAMPLE

Risk Management Worksheet

Type of Risk	***Jeopardy***	***Description of the Risk***	***Expectation of the Risk (1 Low To 10 High)***	***Impact of the Risk (1 Low To 10 High)***	***Severity of the Risk (Expectation x Impact)***	***Contingencies/ Plan of Action***
Delay of critical resource	Budget Schedule	No bulldozers available until XYZ Project finishes the week of 6/1/2003	7	9	63	Increase funding for lease of equipment from other vendors
Delay getting permit	Schedule	Building permits were not all approved	3	7	21	Focus on task, not additional contingency required
Project staffing	Schedule Resources	Can't hire any union plumbers	2	5	10	Not necessary to monitor at this time

EXAMPLE

Customer Product/Service Acceptance Agreement

Project Name

This document, when approved by the customer, will acknowledge the acceptance of the product and/or service(s) produced by this project.

Customer

Customer

Scope Verification

This section identifies the business needs addressed by the project and what the project was intended to accomplish as agreed in the approved project proposal or plan and approved project change requests.

Need/Justification:

The project was planned to meet the following business needs:

Description:

The Project was planned to produce the following projects and/or services:

Restatement and Evaluation of Acceptance Criteria

This section identifies and evaluates project results against the acceptance criteria as defined by the project plan.

Deliverable	Acceptance Criteria	Results

CUSTOMER APPROVAL

I agree that the completed <name of product/service> as of <date> satisfactorily meets the Acceptance Criteria stated in the <name of document(s)> dated <date>.

<Customer Representative Signature> Date Signed

Typed Name & Title

Lessons Learned Summary

Project Name

This document summarizes lessons learned about any significant part of the project. The information was collected throughout project execution and/or during project closure. The project lessons learned are intended to be used for managing future "like" projects, are summarized in the following categories:

Planning

Communication

Resources

Project Results

Other

Project Closure Report

Project Title

Customer

This Project was undertaken at the request of

Project Scope Verification

This section identifies the business needs addressed by the project and what the project was intended to accomplish as agreed in the approved project proposal or plan and approved project change requests.

Need/Justification:

The project was planned to meet the following business needs:

Description:

The Project was planned to produce the following projects and/or services:

Objectives:

The following table compares the planned project objectives, as documented in approved project initiation documents and change requests, with the project results.

Objectives	Results
Replace this text with the text from the approved project proposal or project plan; include all approved changes.	

Deliverables:

The following table compares the planned project deliverables, as documented in approved project initiation documents and change requests, with the project results.

Planned Deliverable	Results
Replace this text with the text from the approved project proposal or project plan; include all approved changes.	

Project Schedule

The planned and actual project completion dates are shown below.

Project Phases	Planned Completion Date	Actual Completion Date
Business Requirements Identified and Documented		
Conceptual Design Complete		
System Requirements Identified and Documented		
Logical Design Complete		
First Build Complete		
First Build Evaluation Complete		
Subsystem Requirements Identified and Documented		
Physical Design Complete		
Second Build Complete		
Second Build Evaluation Complete		
Final Design Complete		
Final Build Complete		
Final Build Tested		
Deployment Activities Complete		
Project Closure Activities Complete		

Project Funding Source

The funding source for this project was changed as follows:

Planned Funding Source	Actual Funding Source
Identify the planned funding source(s) for the project.	Identify any changes to the planned funding source(s) for the project

Project Team

The project was accomplished through the efforts of the following people:

Name	Role
	Project Manager
	Ex: Data Base Analyst, Business Analyst
	Ex: Server Support, Desktop Support
	Ex: Techwriter, Help Desk.

Administrative Closure

Product/Service Acceptance:

The customer has accepted the product/service in writing, and a copy of the acceptance agreement is attached to this closure report.

OR

The customer signature on this closure report constitutes acceptance of the product or service.

Ongoing Support:

Ongoing support for <_____> will be provided by <_____>.

Annual Recurring Costs:

The following annual recurring costs were identified during the project. The effective date is the date when these costs will begin to be billed. The term is the time period which will be covered by the costs or charges (usually one year).

Item	**Effective Date**	**Term**	**Charge/Cost**
Software licensing / Maintenance costs			**$_____**
Hardware maintenance costs			**$_____**
Labor Costs (See attachment for detail)			**$_____**
Total Annual Recurring Costs			**$_____**

Project Documentation:

All project and product documentation has been stored in the project folder on the project drive for future reference:

Attachments

The following documents are attached to, and incorporated by reference into this Project Closure Report: <Delete this section or modify the list of attachments as appropriate for your project.>

A copy of the product/service acceptance document(s), signed by the customer representative.

A copy of the check-off document which tracks OCIT cross-functional coordination.

Fiscal Report: Summary of vendor contracts, invoices, payments, outstanding invoices, if any.

A copy of recommendations for future projects and/or enhancements.

Project Closure Approval

Project Sponsor:

I approve closing this project.

Sponsor Signature	Date Signed
Printed Name & Title	

Fiscal Services Representative:

I have reviewed the Project Closure document.

Fiscal Services Signature	Date Signed
Printed Name & Title	

Customer Approval

I approve closing this project.

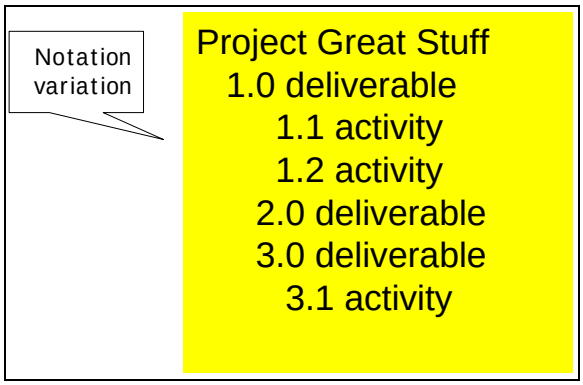
Customer Representative Signature	Date Signed
Printed Name & Title	

Appendix C

Work Breakdown Structure

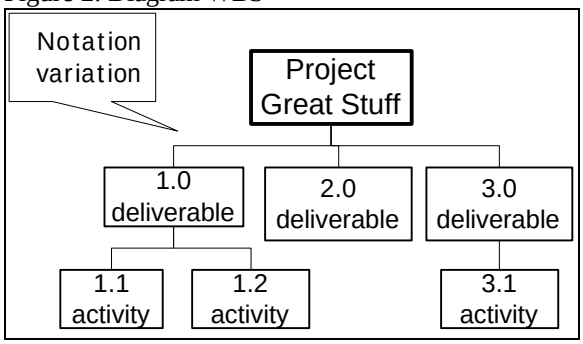
At a minimum, the Project Plan should is accompanied by a Work Breakdown Structure (WBS). The following figures show examples of a WBS. Note that a WBS does not show the duration, sequence, or resources associated with each deliverable or activity it simply decomposes the project to a manageable level of detail.

Figure 1: Indented List WBS



Best Practices Note

Figure 2: Diagram WBS



EXAMPLE

Appendix D

Sample Project Matrix

This table below is an example of characteristics in a Simple Work Request (SWR), a small, medium, and large project and how they fit according to TABLE 1 found on page 6.

Characteristics	Simple Work Request (SWR)	Small Project	Medium Project	Large Project
Financial Impact	$1600.00	$15,000	$155,000	$800,000
Technology Impact	Operating System	Upgrade database server	Update current mobile data network from 4800 baud to 19.2 baud	Develop integrated public safety system to share information countywide
Organizational Impact	Single Unit	1 department	3 departments	8 agencies
Work Description	Purchase, delivery, and install two new personal computers with department imaging software.	Setup, install, and configure SQL server in cluster environment	Develop RFP for vendor to engineer system; then build out engineered system	Needs assessment of current individual systems and data sharing requirement; develop, implement initial integration projects based on assessment
Staffing	1 staff member	3 staff members	8 staff members	12 staff members

Glossary

Acceptance Criteria – The criteria agreed to by the customer for acceptance of a product. The criteria are based on the documented project scope, specifically the project objectives and the project deliverables. Test results may demonstrate meeting the acceptance criteria.

Approval Authority – The minimum level of management needed to make go-no go or go back decisions at critical project checkpoints / milestones. This is usually the project sponsor, or someone delegated by the sponsor.

Approved Project Management Documents – Approved project management documents, such as the project definition, proposal, plan, and closure, are usually signed by the approval authority. There may be multiple versions of these documents.

Assumptions – Assumptions are factors that, for planning purposes, are considered true, real, or certain. Assumptions are documented in the in the Project Initiation documents and the Project Planning documents. When assumptions change, the Project Proposal or the Project Plan should be reviewed to identify changes to the project, and a project change request might be developed.

Business Opportunity – An un-mined situation that, if exploited, would yield revenue and/or savings. The business opportunities are identified during the Initiation Phase.

Business Problem – A situation causing costly and/or unnecessary work to be done. The business problem/need is identified and documented.

Closure – Generating, gathering, and disseminating information to formalize phase or project completion. This includes contract closure report, project archives, project closure, lessons learned, and a team celebration.

Communication Plan – A table that identifies the communication needs of individuals and organizations involved in the project.

Communication Planning – Determining the information and communications needs of the project stakeholders: who needs what information and when they will need it.

Constraints – Known or suspected obstacles to successful completion of a project. Constraints often result in boundaries within which the project solution must be completed.

Control – ensuring that project objectives are met by monitoring and measuring progress regularly to identify variances from the plan so that corrective action can be taken.

Critical Success Factors – The cultural elements needed to successfully complete a project

Customer – The Customer is the organization that will use the project's product.

Deliverable – The end result of a task; either a tangible, physical product or a clearly specified event, process, or service. Anything produced for the customer is a "final deliverable." Anything produced along the way is an "intermediate deliverable." The project team is responsible for identifying which deliverables are required to meet the completion criteria for each phase of their project.

Dependent Tasks – Tasks that are related such that the beginning of one task must wait for the completion of the other task.

Document Version – A document version is a document as signed by the approval authority and identified by date and version number.

Document Draft – A document draft is a "work in progress" - not signed by any approval authority.

Duration – The span of time (usually expressed as workdays or workweeks) over which the project effort takes place. Duration establishes the schedule for a project.[1] Duration does not include non-working periods such as holidays. .

Internal Order (Number) – An accounting component for tracking costs and for recovering costs. Also referred to as an "I/O". I/O's are used for allocating and tracking labor hours in Time Track (and in COMPASS for customer projects), and for allocating funds, and tracking costs for goods and services (in COMPASS).

Lessons Learned – An evaluation of the project results in the project team's report about the effectiveness of the processes and resources using used during the project and recommendations to improve them.

Milestone – A significant event during execution of a project often associated with the end of a phase or cycle.

Objective – The ultimate result of the product or service toward which an effort is directed. Project objectives are stated in terms of what the project will accomplish and must be specific, measurable, achievable, relevant, and time-based

Phase – The primary division of work on the project. A phase represents a major shift of focus in project activities.

Planning – Defining and refining objectives and selecting the best alternatives to attain the project's objectives that the project was undertaken to address

PMBOK – Project Management Body of Knowledge

PMI – Project Management Institute

Process – Step-by-step instructions in the performance of a given task or activity; may be accompanied by a statement of purpose and policy, and examples of results.

Project – A temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite beginning and a definite end, carried out by people to meet a specific objective within the parameters of schedule, cost, and quality.

Project Charter – A document issued by senior management that formally authorizes the existence of a project. It provides the project manager with the authority to apply organizational resources to project activities.

Project File – A formal document that contains the Project Initiation documents, the Project Plan, project communications and the Project Closure document. It may be a binder, a collection of binders, a file cabinet, and/or a directory on the server-- whatever it takes to maintain all project data in a central, readily available location.

Project Manager – The individual who is responsible for planning, organizing and controlling the project activities. Every project requires a Project Manager. The Project Manager has is responsible for managing a project to its successful completion. The Project Manager is responsible for planning the project to ensure that the project is successfully completed on time, within budget and meets the business needs. The Project Manager directs the project team, who executes the project plan.

Project Management – The application of knowledge, skills, tools, and techniques to meet the project requirements. This means balancing competing demands of scope, time, cost, and quality.

Project Management Methodology or Approach – A project management approach provides some minimum standards with flexibility to adapt the general principles to the specific project.

Project Management Deliverables – A deliverable is the tangible result of having accomplished a task (see Deliverable)

Project Management Phases – A phase is used to define significant accomplishments and measure progress. The Project Management approach is based on five phases: Initiation, Planning, Control, Execution, and Closure. Each phase includes a specific set of project management objectives that must be accomplished to successfully complete a project.

Project Office (PO) – In addition to maintaining the project management approach, the PO provides assistance and support with tools and templates for project managers, project leads, project sponsors, and anyone else involved in a project. Also referred to as a Project Management Office (PMO).

Project Plan – The project plan consists of the approved project scope, funding, labor resources, budget, responsibility plan, communications plan, and project schedule.

Project Risk – The possibility of the project missing some or all of its objectives. The three major contributors to project risk are (1) the size of the project, (2) the technology used during the project, and (3) the structure of the project.

Project Schedule – A set of dates used to plan and control the execution of project tasks; a timetable for the performance of an activity's work.

Project Scope – All the work that must be done in order to deliver the product and/or service.

Project Sponsor – See *Sponsor*

Project Status Reporting – Collecting and disseminating status information. This includes progress measurement and forecasting.

Project Team – The individuals responsible for completing the tasks to meet project objectives. In a hierarchical project organization, this team may be limited to those people who report directly to the project manager with their direct reports being part of their project team.

Project Team Leader – For large and complex projects, it may be necessary to break the projects into sub-teams and designate team leaders. Team leaders are responsible for effective project planning, execution and control, and closeout for their portion of the project. Team leaders report to the project manager for purposes of the project.

Project Team Members – Member of the project team. They may be assigned full-time or part-time depending on their tasks. Team members can play many different roles depending on the project. For purposes of the project, team members report to either the Project Manager or the Team Leader.

Resource – People and material required to complete an activity.

Resource Manager – Resource managers are IT Managers or equivalent who will provide people with the necessary skills to meet the needs of the project.

Requestor – The Requestor is a manager who requests an internal project or authorizes performance of a project for an external customer. The Requestor has approval authority for the project scope and resources.

Risk Analysis – A process for assessing the impact of uncertainty. It also highlights the impacts caused by variations in data or changes of underlying assumptions.

Sponsor – The Sponsor has the ultimate responsibility for the project's costs and benefits and should be of a high enough level to have the necessary leverage and authority to obtain resources for the project.

Stakeholder – The project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project and its results. Stakeholders may include the project manager, the customer, the performing organization, the project team members, and the sponsor.

Successful Completion Criteria – Factors that describe how the success of the project will be determined from the customer's perspective. Successful Completion Criteria factors may be identified during the Initiation Phase.

Task – A cohesive chunk of project work involving 40 to 80 hours of effort that is bounded by a well-defined deliverable or event.

Task Duration – The total workdays required from the beginning of a task to completion of that task.

Team Lead – see *Project Team Lead*

Team Member – see *Project Team Member*

Work Breakdown Structure (WBS) – A hierarchical decomposition of all work to be accomplished in meeting project objectives.