Project Management Methodology
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Approved By:

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Initials				
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Purpose and Scope:

This procedure is to be used by Information Technology staff to initiate, plan, execute and close projects. These guidelines aid in a consistent approach to managing projects as well as provide tools and templates to bring projects to successful closure.

This does not mean that all tools and templates apply to all projects. It is up to the project manager, sponsor and project team to determine what is appropriate and to what degree of rigor the tools and templates are deployed for their project.

Summary of Procedure:

'A project is a temporary endeavor undertaken to create a unique product, service or result.' (PMBOK Guide) Projects have a definite beginning and end and could last a week or years but the end result is a unique product(s), service(s), outcome(s) or deliverable(s).

Projects progress through a project management processes. Each process requires different project management activities and deliverables. 'Project management is accomplished though the application and integration of the project management processes or initiating, planning, executing, monitoring and controlling and closing.' (PMBOK Guide)

Project Management Processes
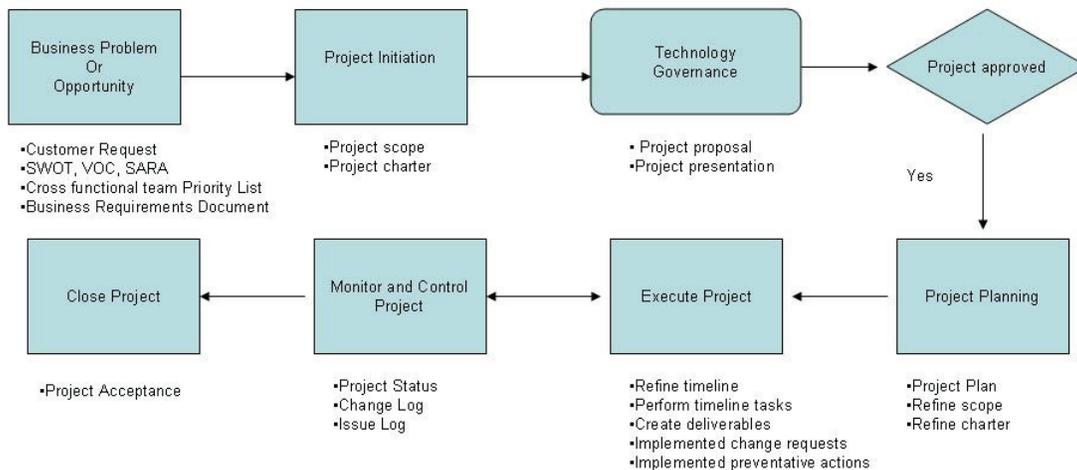
Definitions:

Project - a temporary endeavor undertaken to create a unique product, service or result. (PMBOK Guide)

Maintenance task – on-going and repetitive tasks

Project Management – the application of knowledge, skills, tools and techniques to project activities to meet project requirements. (PMBOK Guide)

Milestone – a grouping of related tasks that need to be completed. They often represent a phase in a project or a significant deliverable has been created

Task – a defined unit of work with a start and finish time and a resource assigned and may create a deliverable or contribute to a deliverable

Deliverable – a defined outcome from a task or milestone

Work break down structure (WBS) – used to define and group project tasks in a logical grouping of Milestones, tasks and sub tasks that helps organize, define and control the total work scope of the project.

Timeline-a schedule of activities or events used to detail what needs to be done to accomplish an event or outcome.

Project Sponsor – a major stakeholder in the success of the project with the ability to lead a project team, capability to remove project barriers and provides the final acceptance of the project outcome.

Project manager - the person responsible for accomplishing the project objectives. (PMBOK Guide) They often set the tone for the project team and should maintain a professional manner and use the project tools to handle communication and resolve conflict.

Project Team – resources that come together with specific skills or knowledge that can contribute to and complete the project tasks

Procedure:

The project management processes will guide a project manager from project initiation to project closing. 'Project management is accomplished though the application and integration of the project management processes or initiating, planning, executing, monitoring and controlling and closing.' (PMBOK Guide)

Although each project will follow the project management processes detailed below, it is up to the project manager, sponsor and project team to determine what is appropriate and to what degree of rigor each are deployed for their project. These processes are not completed in a straight line but in most cases will be iterative and revisited throughout the project as the project manager accommodates changes and refinements into these processes.

Is this a project? Below are some criteria to determine if the work effort undertaken is a project. A project:

- has a definite beginning and end date
- accomplishes a specific goal or objective

- is a temporary endeavor that will produce a unique product(s), service(s), outcome(s) or deliverable(s).
- is not a frequently repeatable task

1. Business Opportunity:

Projects get discovered in various ways from a customer request, cross functional team priority list, or legislative mandate. Additionally, we may be seeking our customers' input in Strength Weaknesses Opportunities and Threats (SWOT), Voice of Customer (VOC) or Scanning Analysis Response and Assessment (SARA) analysis. No matter how a business opportunity presents itself, it needs to be further investigated and defined to determine its viability and value to the organization.

2. Initiating Process Group:

Purpose:

This process group helps further refine and define the scope of work to be explored. Depending on how the business opportunity was discovered the Sponsor and Project Manager may need to gather additional information. If business requirements or a Voice of the Customer has not been done these need to be looked into. This information will be critical in determining the objectives the project will accomplish and how to determine if the project is successful. If your project is done on time but does not produce what your customer needs then the project has not added value to the organization.

This phase is largely asking and discovering the answer to many questions. To help further drill down these questions could be helpful.
- Does this business opportunity provide value to the organization?
- What objectives will this project meet?
- Do we need to further refine and define the scope to make the objective achievable?
- Are there collaboration opportunities for other parts of the organization?
- Do we have the skills in our organization to accomplish the project or will need to bring in outside help?
- Do we know enough about the opportunity or do we need to do a study?

Templates and Tools:

These templates are tools for the project manager to draft with guidance from the sponsor. The details from these templates will aid your project when it goes through an approval process like governance.
 As a general guideline, small or simple projects could use the project scope document while medium, large or complicated projects should be more well defined and use the project charter.

Project Scope – This defines what your project will accomplish and defines areas that are included and not included in a project. Agreement of the project team on the scope is critical. All team members need to be in alignment so they make decisions and contributions to the project that aid in accomplishing the project's objective. Even for small projects, the scope should be developed and signed off by the project sponsor, manager and team.
Project Scope Document

Project Charter – The project charter specifies the scope of the project and its completion criteria. It details what business opportunity the project will address, the value to the organization, the constraints, assumptions, budget and resources needed. The project charter specifies the boundaries of the project, what is included and what is excluded so a vision of the project is clear to all that participate and evaluate the project. Not all sections of the charter need to be completed but the more completed the charter the better defined your project will be so less confusion could occur later.
Project Charter Document

Process Deliverables:

The deliverables from this process are a signed off scope or charter document. If the project sponsor, project manager and project team can not agree on the scope and objectives of the project you will not be able to bring the project to successful closure. If agreement is not reached the project manager will need to illuminate the concerns and see if those can be addressed.

3. Governance and RFP/Contracts are outside the Scope of this SOP:

Purpose:

Governance and contracts are out side the scope of this procedure. They will have detailed procedures of their own but they need to be noted because a project manager will still need to engage in these processes prior to proceeding to the planning process group.

Technology Governance:

All technology projects need to go through Governance for approval. Governance determines how and where the City allocates funding and technology resources. Projects need to be approved through governance so that appropriate funding and resources can be allocated to the project. Once approved the project manager can proceed to contracting and the planning process group.
Technology Governance

Contracting/RFP:

If the project will be using resources, products or services outside the City and can not be sole sourced then a fair practice to determine your vendor is a Request for Proposal (RFP). The RFP details your business, functional and technical requirements and potential vendors will respond to the RFP detailing how they can meet those business requirements and the cost. Once a vendor is selected a contract needs to be established. If the project will be using resources, products or services outside the City and can be sole sourced then a contract needs to be established.

Contract Templates

4. Planning Process Group:

Purpose:

The Planning processes primary objective is to develop the project management plan. This plan includes a detailed work break down structure to develop the timeline, a resource plan and budget for the project. It also defines the project control mechanisms that will be used by the project team. It is best to decide prior to beginning the project how conflicts and changes will be handled and in a designated timeframe.

During planning the project manager will need to assimilate new information uncovered about the project. Projects are dynamic and as they proceed the scope will further refine and mature. This is a necessary fact of project management because project details will be uncovered that will help the team determine their value or risk to the project and can be incorporated or not into the plan.

If significant changes occur this process and possibly the initiation process group will need to be revisited. The project management processes are integrated and are not completed in a linear progression. A project could revisit all the process groups if enough significant change is introduced into a project. To what degree the previous process is revisited are determined by the sponsor, project manager and project team.

Planning does need to come to an end so that focus can move to executing and controlling the project. Once all agree to the plan and the refinement process has occurred new information that presents itself well after planning is completed will need to get routed through the project control procedures.

Templates and Tools:

These templates are tools for the project manager to draft and then get approval from the Sponsor, project team and resources assigned to the project.

Project Management Plan - The project management plan covers the schedule, team organization, budget, communication, and project controls such as issue management, risk management, and change management. There is much covered in the plan but the control processes are standard and could be used as is but you can make changes to better suit the project.

When developing the project plan or schedule there are different tools like Microsoft Project or Excel. Regardless of the tool used the critical data points are Task Name, Start Date, Finish Date and resource/owner. It is not imperative that a Gantt chart, WBS and timeline are all developed. Find the schedule tool or template that works best for those involved in the project.

Project Management Plan

If during the planning process risks have been identified by any member of the team that could impact the completion of the project the project manager could log and plan how to mitigate the probability of the risk or reduce its impact to the project. This work is documented in a risk register.

Risk Register template

Process Deliverables:

The deliverables from this process are a sponsor approved project plan and the beginning of a risk register if risks have been identified. The plan will be the blue print of how the project manager and project team will execute tasks and account for unaccounted for changes, issues and risks. This plan will also guide the project manager on how communications about the project will occur.

If significant changes occurred during the planning process that affected the scope and charter then an approved new version of those documents would also be an outcome of the planning process.

5. Executing Process Group:

Purpose:

This process group is where the actual project work gets completed to meet the objectives of the project. The project team works the plan created by the planning process. This process group is the coordination of people and resources. While the project work is being completed, there may be variance in the project that requires minor adjustments to the timeline and predefined deliverables, so timeline refinement is done by the project manager throughout this process.

The timeline tasks are executed, deliverables created and approved change requests are implemented and risk mitigation actions are completed. The Executing Processes are closely linked to the Monitor and Controlling processes, since the Executing process feeds the input needed to monitor and control the project. Therefore the Executing and Monitor and Control processes are visited iteratively.

Templates and Tools:

There are not templates specific to this process group. The timeline will be refined in the process from the planning process group.

Process Deliverables:

The outcomes from this process group are a refined and current timeline, completed timeline tasks, project deliverables, implemented change requests and implemented preventative actions.

6. Monitor and Controlling Process Group:

Purpose:

The Monitor and Controlling Process group observes the activities from the Execution Process group in order to monitor and control the progress of the project. The activities in this process group measure performance of project execution in relation to the project plan so challenges can be identified and corrective action can be taken.
In addition to ensuring the project activities are getting accomplished, this process group has control processes like budget, communication, change, issue and risk management that help document, manage and address unanticipated variances to the scope and project plan.
The project status report is a critical component in communicating to the project team and it gives a forum for the project manager to report on areas performing well and areas that need attention to be successful. The continuous monitoring of the project helps the project team know the overall health of a project and allow a focused effort on resolving those obstacles that threaten the success of the project.

Templates and Tools:

The activities in the process group occur continuously through the project and are documented in the project status, change log and issue log.

Project status - The project status is a critical communication tool for the project team, especially if schedules limit in person meetings. A team member can refer to the status reports to get a pulse on the project. It is also a forum for the project manager to call attention to items that need to be addressed. Transparency into a project can also help with buy in from all levels of the organization and also build trust that a project is getting the proper resources.
Project Status Report

Change Request – This template is for the person submitting the change to fill out and submit to the project manager. This template give the project manager important information about the request so the appropriate actions can be taken to accept or reject the proposed changes. If dealing with a third party vendor they will need an opportunity to determine how the change will effect time to deliver, cost and resource availability.
Change Request Template

Change and Issue Logs – These templates give the project manager a way to document change requests and issues that the project team brings to the project managers attention. These changes and issues should be filtered through the project manager so they can be

documented and the work flow of the change and issue management process can occur so changes and issues are properly addressed.
Change Log
Issue Log

Process Deliverables:

The outcome of this process group is the history of a project which is documented in the status reports, change and issue logs. It will help to look back on a project and understanding the progress of a project. It also will help focus efforts on strategies to overcome obstacles and keep moving the project to a successful closure.

7. Closing Process Group:

Purpose:

The Closing process group activities formalize the acceptance of the project's end results and brings the project or project phase to an orderly end. Once a project and its outcomes or deliverables is accepted project activities are terminated and resources released. This allows a project to come to a final and successful end and allow the transition of the project's end result to the customer.

Templates and Tools:

Project Acceptance – This is a document that is signed off by the sponsor that formally accepts the outcomes and deliverables of a project. Once this is signed off the project is completed and the outcomes of the project are transitioned into maintenance.
Project Acceptance

Process Deliverables:

The end result is assigned off project acceptance document.

Records Management:

Project Scope Document
Project Charter Document
Project Management Plan
Risk Register template
Project Status Report
Change Request Template
Change Log
Issue Log
Project Acceptance

Reference:

PMBOK Guide