Project Management Methodology

UNCG ITS Project Management Methodology

The division of Information Technology Services (ITS) at the University of North Carolina at Greensboro (UNCG) implemented its Project Management Initiative in 2001.

The methodology governing projects undertaken by UNCG ITS is outlined in this document.

The general goal of the UNCG ITS Project Management Initiative is to serve the division of ITS and the greater UNCG client community by developing and maintaining a streamlined project management methodology which promotes opportunities for collaboration, innovation, and progressive solutions.

The UNCG ITS Project Management Initiative also aligns projects and priorities to the ITS Strategic Plan within a developing financial model.

A. Governing Authorities

UNCG ITS's Project Management Initiative is governed by the Project Management Office (PMO), the Project Management Steering Committee, the Assistant Vice Chancellor for Project Management (AVC-PM), and the Vice Chancellor/CIO of ITS.

1. PMO

The Project Management Office is responsible for maintaining the Project Management Initiative in UNCG ITS. The primary function of the PMO is to support ITS Project Managers and ITS executives as they propose and authorize projects.

a) Responsibilities

(1) Maintenance of Methodology

The PMO is responsible for attuning the project management methodology to the needs of ITS and revising methodology documents as necessary. Methodology documents are publicly available in the PMO web space and may be accessed by ITS staff in the PMO Novell space.

(2) Reporting

The PMO generates reports on a weekly basis. The purpose of these reports is to provide snapshots of ITS as defined in the context of project management. All of these reports are available to ITS staff in the PMO Novell space.

The PMO updates its historical reports weekly, and these are available in the PMO Novell space as well.

The PMO also delivers custom reports on data collected by the PMO upon request.

(3) Document Storage

The PMO maintains digital and physical archives of project management documents.

(a) Hard Copies

The PMO maintains a physical archive of all signed project management paperwork.

At project initiation, the mandate and WBS must be signed by the Client of the project. After these two documents are signed, the Project Manager needs to send them to the PMO for archiving.

Change Control Forms must also be signed by the Client and sent by the Project Manager to the PMO for archiving.

(b) Novell Space

The PMO Novell space located at *N:\ITS\project management office* is a repository for project management documents. The PMO is responsible for managing access to folders within this directory.

New project documents are submitted to the PMO via this Novell space.

A working copy of the WBS remains in the Novell space where it may be viewed by all members of a project team.

Status Reports and Change Control Forms are submitted to the PMO via folders in the PMO Novell space.

(4) Quality Control

The staff of the PMO reviews all project documents. The PMO ascertains that the mandate accurately and completely describes the scope of the project, reflects all constraints and assumptions, and that the overall language is appropriate for business. The WBS is checked for resource assignments and timeline congruency compared to the mandate. Status reports and change control forms are reviewed for timeliness, depth of content, and clarity of information.

(5) Consulting

The staff of the PMO are available to advise Project Managers on document creation, resource management, the project management methodology, and any other questions ITS staff may have about the topic of project management at ITS and project management best practices in general.

(6) Communication

The PMO is responsible for keeping ITS and the UNCG client community informed about ITS project management practices.

(a) PMO Web Space

The PMO maintains a web presence at http://its.uncg.edu/project_management.

(7) PM Research

The PMO actively engages in research focused on project management best practices and relays this information to ITS staff.

2. Steering Committee

The Project Management Steering Committee is composed of the ITS Associate Vice Chancellors and Assistant Vice Chancellors. The Steering Committee meets weekly to review proposed projects and assign resources, schedules, and priorities to the projects.

a) Responsibilities

- Review project proposals and clarify or amend them as necessary
- Assign resources to projects
- Coordinate the impact of project on staff workload across ITS

- Schedule the start date of projects while taking ongoing projects and regular work duties into consideration
- Review reports indicating compliance with the project management methodology and address shortcomings with Project Managers under their jurisdiction
- Discuss strategic planning in the context of portfolio management and development.

3. ITS Assistant Vice Chancellor for Project Management

The Assistant Vice Chancellor for Project Management (AVC-PM) leads the PMO.

a) Responsibilities

- Reviews project proposals after the Steering Committee has approved and reviewed the necessary resource and scheduling requirements for the proposed projects.
- Project proposals must be approved by the AVC-PM before the project is considered active and project work begins.

4. ITS VC/CIO

The Vice Chancellor/CIO of Information Technology and Planning is the most senior ITS executive and is the highest level of governance for the ITS Project Management Initiative.

B. Projects

A project is defined by the Project Management Institute (PMI) as "a temporary endeavor undertaken to create a unique work product, service, or result."

UNCG ITS's project management initiative adds two more parameters to the definition of a project.

In addition to being an undertaking that has a definite beginning and end and results in a unique work product, a UNCG ITS project must also have an expected duration longer than two weeks and involve staff from multiple ITS areas.

1. Project Statuses

A project will move through several statuses during its life cycle. The statuses directly relate to the frequency of reports required of the Project Manager and expected by the project stakeholders.

a) Pending

Projects are considered Pending prior to their review by the Steering Committee. After the preliminary description of the project has been received by the PMO, this description is entered into the PMO database and the project is given a number.

b) Hold-Approved

A project is given the status Hold-Approved after the Steering Committee has reviewed the project proposal and decides that it should be sent to the AVC-PM for authorization to begin work.

c) Approved

A project is considered Approved after the project documents have been approved by the AVC-PM.

The PMO will notify the Project Manager when the project becomes approved, and from that point the Project Manager is responsible for completing weekly status reports. The Project

Manager may opt to change the frequency of status reports to an interval greater than weekly via a Change Control.

d) Active

A project is considered Active after project documents have been completed by the Project Manager, reviewed by the PMO, and accepted by the Client of the project.

e) Completed

A project is Completed after the Client has signed off on the final status report/change control form that states that the project is complete.

f) Approved - Re-Evaluation

A project is considered Approved - Re-Evaluation if the Steering Committee approves the project in general terms, but would like to review it further at a later date before recommending it for final approval. This is likely to occur if the Steering Committee is unable to allocate resources to the project, or if ITS doesn't yet have the materials needed for the project.

g) Cancelled

A project is considered Cancelled when project work is halted. The most common reasons for the cancellation of a project are that the need or scope has changed in such a way that the project is either unnecessary or should be completely re-engineered. The decision to cancel a project can be made by either the project Client or by the AVC-PM.

h) Denied

A project is Denied if the Steering Committee rejects the project proposal.

i) Held

A project is considered Held when either the project Client or the AVC-PM states that work on the project will be halted. Generally this occurs when there is a shortage in resource availability, and the intention is that work on the project will resume at a later date.

2. Project Process

a) Initiation

(1) Request Submitted by UNCG Faculty and Staff

A majority of project requests are handled through ITS's 6-TECH system. UNCG employees who have a request to make of ITS are directed to call the Service Desk by calling 6-TECH or emailing 6- tech@uncg.edu.

UNCG faculty and staff also request projects through the UNCG Administrative Systems Committee and the ITS-MIS online service request system.

Projects are defined as unique work products that have a definite start and end date, and are estimated to take longer than two business days to complete. Thus, a project request will make its way through the 6-TECH system to the area of ITS that is able to fulfill the request.

From the group to which the request applies, the ticket will be brought to the attention of the associated Assistant Vice Chancellor (AVC). ITS staff who acquire the ticket under the 6-TECH system may directly contact their AVC to discuss it, or they may send the ticket to the PMO first.

If the PMO receives the ticket prior to the AVC, the PMO will bring the ticket to the attention of the relevant AVC.

Once the AVC has looked over the project request, the ticket is forwarded to the PMO 6-TECH queue. At this point the project request is entered into the Project Management Database, its status is set to Pending, and it is given a project number. The person who requested the project is now the project Client.

The new Pending project will be discussed at the next weekly meeting of the Steering Committee.

(2) Request Submitted by ITS Staff

In the case of projects requested by ITS staff, the project request is usually made by a manager or the designated Project Manager. Typically, the Project Manager's supervisor becomes the Client or Sponsor.

b) Planning

A project enters the planning stage of its lifecycle once it reaches the Steering Committee. The planning stage concludes after the creation of a mandate and WBS that are approved by the PMO.

(1) Steering Committee

Each week, the Steering Committee reviews any projects classified as Pending.

Projects frequently require the work of ITS staff from ITS Areas in addition to the one to which the primary work of the Pending project belongs. During Steering Committee meetings, the ITS AVCs discuss resource availability and timelines.

The Steering Committee decides on the following project components before the project can move on to the next step in the planning process:

- The Project Manager
- All necessary resources
- The Sponsor
- Desired start and end dates
- Intra-project dependencies
- Hard deadlines
- Business Constraints

The Steering Committee may determine that the project is not yet ready to begin. This can occur for several reasons such as lack of available resources or equipment, or because the scope of the project is unclear and needs to be discussed with the project's Client.

(a) Hold-Approved

When the Steering Committee decides that the project is ready to begin, it is classified as the status Hold-Approved.

The AVC-PM reviews Hold-Approved projects. When he approves the project, he notifies the Project Management Officer, who then notifies the Project Manager that the project is now considered Approved.

(b) Approved - Re-Evaluation

The Steering Committee may determine that the project is not yet ready to begin. This can occur for several reasons such as lack of available resources or equipment, or because the scope of the project is unclear and needs to be discussed with the project's Client. If this occurs, the project is classified as Approved - Re-Evaluation.

At the time that the Steering Committee makes the decision to classify a project as Approved - Re-Evaluation, they also decide on a date to revisit the project proposal in their weekly meetings.

Once the Steering Committee determines that the project is ready to begin, it is classified as Hold-Approved and sent to the AVC-PM.

(2) AVC-PM

(a) Approved

A project is considered Approved after it has been approved by the AVC-PM. The PMO notifies the Project Manager that the project is now considered Approved.

<u>As long as the project remains classified as Approved, the Project Manager must submit status reports to the PMO weekly.</u>

Now the Project Manager needs to finish the planning process by completing the project mandate and work breakdown structure (WBS).

(3) Project Team

The Project Manager will work with his or her project team to develop two documents that define the project - the mandate and the Work Breakdown Structure. (WBS)

(a) Creation of Project Mandate

By this point, the Project Manager knows the following details of the project:

- Project Title (originates from the 6-TECH ticket requesting the project)
- Identity of the Project Manager (determined by Steering Committee)
- Client (person who requested the project)
- Sponsor (determined by Steering Committee)
- Performing organization (the smallest organizational group to which all project team members belong, e.g. ITS or ITS-Data and Voice Operations)
- Projected end date (the Steering Committee has a rough estimate that will need to be refined later)
- Project initiation date (the date the Project Manager is told that the project is Approved)
- Resources (the names of the project team members, determined by Steering Committee)

In meetings with the project team, the Project Manager needs to gain enough information to fill out the remaining fields on the project mandate form:

- Goal Statement and Background Description
- Project Objectives
- Performance Constraints

- Costs
- Special Authorities Required
- Assumptions
- Activities Out of Scope

Some Project Managers prefer to work on the work breakdown structure (WBS) before the mandate or at the same time. Both documents must be submitted to the PMO at the same time.

To formally submit the mandate for review by the PMO, Project Managers submit the mandate to a folder in the PMO Novell space. It is located at *N:\ITS\project management office\Public Share\SubmitProjectDocumentsHere*

The file name of the mandate should be in this format:

project number-Project Manager's last name-project title

Ex: *200-Wyatt-EmailImplementation*

(b) Creation of Work Breakdown Structure

The Work Breakdown Structure (WBS) is a document created in Microsoft Project 2003. This is a working document that is intended to assist the Project Manager and resources through the course of the project by delineating tasks, listing persons responsible for tasks, and calculating timelines and deadlines.

Work details should be updated constantly, demonstrating the working state of the project at all times.

The project manger will most likely need to consult with the project team when creating the WBS in order to ensure that the document reflects needed tasks and expected timelines as accurately as possible.

The WBS should be divided into phases, which are as follows:

- Planning and Administration Phase: The first date under this phase will be the date that the Project Manager began to plan the project. This will likely be the date that the Project Manager learned that the project had been granted Approved status by the AVC-PM. This date should match the Initiation Date on the project mandate. Each status report until the completion of the project should also be itemized under this phase.
- Subsequent Phases: If the Project Manager completes the mandate before beginning work on the WBS, these phases will be the major objectives of the project as listed on the mandate. These major phases should be broken down to the level of individual tasks leading up to the completion of a milestone.
- Finalization Phase: Two tasks are required under the Finalization Phase. The first is the provision of signed mandate and WBS documents to the PMO. The second is provision of the final Status Report / Change Control form to the project team, the Client, the Sponsor, and the PMO.

Requirements for the WBS

- The project start and end dates should match the start and end dates listed on the mandate.
- All tasks must have at least one resource assigned to them.

- If a resource appears in the WBS, that resource must also appear under the resource section of the mandate.
- Resources should be listed by their full name in the WBS.

When the WBS is complete, the Client must initial it. This initialed copy should be sent to the PMO for archiving.

To formally submit the WBS for review by the PMO, Project Managers submit a copy of it to a folder in the PMO Novell space. It is located at *N:\ITS\project management office\Public Share\SubmitProjectDocumentsHere*

<u>After the WBS has been approved by the PMO, the Project Manager should save a copy of the WBS with a baseline before altering it in the course of project work.</u>

(4) Project Manager

By default, the Project Manager is responsible for weekly reports while the project status is Approved. The Project Manager may opt to change the reporting frequency to larger intervals via a Change Control.

(a) Status Reports

While the project is classified as Approved, the Project Manager must complete weekly status reports and provide them to the project stakeholders (Client, Sponsor), all members of the project team, and the PMO.

Copies of the status report form are located in the PMO Novell space at *N:\ITS\project management office\Public Share.*

Status reports should contain a complete summary of project work and hindrances since the last status report.

Status reports should be emailed to the project Client, Sponsor, and all members of the project team.

A copy of each status report should be submitted to the PMO. Once the project became Approved, the PMO created a folder for it in the PMO Novell space. While the project is classified as Approved, the project folder will reside within the Approved folder, which is located here: *N:\ITS\project management office\Public Share\SubmitProjectDocumentsHere\Projects\Approved*. Each Approved project has its own folder. Inside each project folder is a folder called StatusReportChangeControl. The Project Manager should submit status reports to the project's StatusReportChangeControl folder weekly.

c) Communication

The Project Manager functions as a communication hub between all persons involved with a project.

Meetings and correspondence via email are commonly used methods of communication between project stakeholders and the Project Manager, and within the project team.

There are three types of documented communication that the Project Manager is required to complete. The goal of these documents is to ensure that all stakeholders and resources are well-informed about the project.

(1) Project Manager

(a) Status Reports

The Project Manager must complete weekly status reports at the frequency defined in the project mandate and provide them to the project stakeholders (Client, Sponsor), all members of the project team, his or her immediate supervisor, and the PMO.

Copies of the status report form are located in the PMO Novell space at *N:\ITS\project management office\Public Share*.

Status reports should contain a complete summary of project work and hindrances since the last status report.

Status reports should be emailed to the project Client, Sponsor, and all members of the project team.

A copy of each status report should be submitted to the PMO. While the project is classified as Active, the project folder will reside within the Active folder, which is located here: *N:\ITS\project management office\Public Share\SubmitProjectDocumentsHere\Projects\Active*

Each Active project has its own folder. Inside each project folder is a folder called StatusReportChangeControl. The Project Manager should submit status reports to the project's StatusReportChangeControl folder at the frequency defined in the project Mandate.

The PMO monitors each project's StatusReportChangeControl folder to ensure that Status Reports are created and placed within it at the frequency defined in the Mandate. The absence of a Status Report in the StatusReportChangeControl folder results in the appearance of the Project Manger on the Non-Compliance Report.

(b) Change Control

If one or more of the following events occur, the Project Manager must submit a Change Control.

- Change in Stakeholder(s)
- Project end date adjustment
- Original Mandate scope change
- Human resources adjustment
- Costing modification
- Change in project Status

The form for the Change Control is the same as the Status Report form. The form is located in the PMO Novell space at *N:\ITS\project management office\Public Share*.

There are additional sections on the form that must be filled out to qualify the report as a Change Control. The Project Manager also must obtain a signed copy of the Change Control and submit that copy to the PMO for archiving.

The Project Manager sends copies of these reports to the project Client, Sponsor, the entire project team, and his or her immediate supervisor.

The Project Manager must also submit a copy of each status report to the appropriate project folder in the PMO Novell space.

The PMO monitors each project's StatusReportChangeControl folder to ensure that Change Controls are created and placed within it as necessary. If one of the conditions for Change Control occurs and there is no Change Control form in the folder, the Project Manager will appear on the Non-Compliance Report.

(2) Project Team

The members of the project team should keep the Project Manager informed on the progress of their assigned tasks. Events that impact the project timeline should be brought to the Project Manager's attention immediately.

d) Closure

Projects must be officially closed, and the Client must sign the final Status Report/Change Control form indicating that they have received the work product of the project.

(1) Change Control

Every project will have at least one Change Control because a Change Control is required to change the status of the project from Active to Completed, thus formally ending the project.

The Project Manager should complete the final Status Report/Change Control form. On this report, the Project Manager should check the box indicating that this is the final report for the project.

The Project Manager must have the Client sign this Change Control and submit the signed copy to the PMO for archiving.

Electronic copies should be sent to the Client, the Sponsor, the entire project team, and the Project Manager's immediate supervisor.

A copy of this report must also be placed in the project's StatusReportChangeControl folder within PMO Novell space.

3. Roles

There are four roles that must be fulfilled in each project.

a) Client

The Client of a project is the person who requests the project and is providing funding.

Clients should receive Status Reports from Project Managers at a frequency determined in the Mandate.

In the case of enterprise projects, a person may be designated as a Client who acts as a representative of the University. Such a Client receives Status Reports and advocates the interests of the University.

(1) Responsibilities

Clients must review and sign a copy of the Project Mandate before the project work can officially begin.

If the Project Manager finds it necessary to submit a Change Control form, the Project Manager must obtain the Client's signature on the form. This signifies that the Client has been informed of the changes.

b) Sponsor

The Project Sponsor is the advocate or "guardian angel" of the project. This is the person to whom the Project Manager goes for support or advocacy and must be in a position to solve and mediate any project obstacles. These could include negotiations to solve resource constraints, changes in project scope or taking problems higher into the leadership chain. Sponsors are included in all project reporting and planning.

The Sponsor is often the Project Manager's supervisor, but this is not a rule. The Sponsor should be the person best positioned to support/advocate the factors necessary for successful completion of the project.

(1) Responsibilities

The Sponsor resolves hindrances to the project that the Project Manager does not have the authority to solve, such as priority conflicts and resource acquisition.

c) Project Manager

The Project Manager is the person who is assigned to lead a project. Project managers are also the central communication hub between all persons who are involved in a project.

(1) Responsibilities

The Project Manager is the person responsible for all elements of planning, managing, and controlling the project. In other words, the Project Manager is responsible for bringing the project in on time, within cost constraints, and to technical specifications (to a given quality) with agreed upon resources.

The Project Manager's most critical tasks are maintaining the flow of communication between all project stakeholders and the resolution of problems that impact the work of the project.

d) Resource

A Project Resource is a person who will be performing work on a project at the direction of a Project Manager.

The participation of a Resource on a project must be confirmed by the Resource's supervisor.

Resources should receive Status Reports from their Project Managers at a frequency set by the Project Manager on the Project Mandate.

(1) Responsibilities

Project Resources are responsible for completing project tasks to which they are assigned in a timely manner and to the best of their ability. Resources are also responsible for advising the Project Manager on the status of their tasks. Resources may add notes to the WBS, at the discretion of the individual Project Manager.

4. Project Documents

Two documents define a project, the Mandate and the Work Breakdown Structure (WBS).

a) Mandate

The project Mandate is a document that sets the conditions, resources, and objectives of a project. The project Client must sign the Mandate indicating that they agree with its parameters before the project becomes classified as Active and project work begins.

The UNCG ITS project Mandate is a Word template that can be found in the PMO Novell space at *N:\ITS\project management office\Public Share.*

(1) Creation

The Project Manager begins to work on the mandate after the project has been classified as Approved.

By this point, the Project Manager knows the following details of the project:

- Project Title (originates from the 6-TECH ticket requesting the project)
- Identity of the Project Manager (determined by Steering Committee)
- Client (person who requested the project)
- Sponsor (determined by Steering Committee)
- Performing organization (the smallest organizational group to which all project team members belong, e.g. ITS or ITS- Client Services)
- Projected end date (the Steering Committee has a rough estimate that will need to be refined later)
- Project initiation date (the date the Project Manager is told that the project is Approved)
- Resources (the names of the project team members, determined by Steering Committee)

In meetings with the project team, the Project Manager needs to gain enough information to fill out the remaining fields on the project mandate form:

- Goal Statement and Background Description
- Project Objectives
- Performance Constraints
- Costs
- Special Authorities Required
- Assumptions
- Activities Out of Scope

Some Project Managers prefer to work on the work breakdown structure (WBS) before the mandate or at the same time. Both documents must be submitted to the PMO at the same time.

(2) Document Conventions

The PMO looks for adherence to the following conventions before accepting a project mandate, thus making the project status Active.

(a) Project Title

- The project title is acquired from the initial 6-TECH ticket that requested the project

(b) Project Manager

- The Project Manager should list his or her full name

(c) Client

- The Client is the person who requested the project work. His or her name appears on the 6-TECH ticket that is the project request.
- There should only be one Client.

(d) Sponsor

- The Sponsor is determined by the Steering Committee. (Typically the Sponsor will be the Project Manager's supervisor, but this is not always the case.)
- List the Sponsor's full name.

(e) Performing Organization

- The Performing Organization will be the smallest subdivision of ITS that includes all ITS staff serving as resources on the project.

(f) Projected End Date

- This date must match the end date on the Work Breakdown Structure (WBS)
- A date must be given; this field cannot be listed as "TBD." If the end date changes in the course of the project, it can be remedied with a Change Control form.
- The format should be month day year, e.g. September 23, 2005.

(g) Project Initiation Date

- This is the date that project planning begins. It must match the first date on the Work Breakdown Structure (WBS), i.e. the date that the required planning phase of the WBS begins.
- This date is often the day that the Project Manager learns from the PMO that the project is considered Approved.
- The date format is month day year, e.g. December 12, 2004.

(h) Work Start Date

- The date that the project team will begin to work on project tasks other than the initial planning tasks, i.e. the tasks that will directly result in the completion of project objectives.
- The format for the date is month day year, e.g. January 4, 2005.

(i) Goal Statement and Background Description

- Provide a strong goal statement first, giving a clear and factual description of the project work.
- The nature of the work should be clearly stated: if the project is research and development, analysis or implementation- type work.
- Then follow with important historical or background information about why the work is important or necessary.
- This should not be lengthy but kept as brief as possible.
- Spell out all acronyms upon first use.

(j) Project Objectives

- Objectives should reflect high-level outcomes that the Client wants from the project. Detailed technical project tasks should be saved for the Work Breakdown Structure (WBS).
- Objectives should be SMART: Specific, Measurable, Achievable, Realistic, and Time-bound.

(k) Performance Constraints

- Performance constraints are known issues, deadlines, etc. that must be accounted for in the work plan.
- Performance constraints are put in place by the Client.
- Performance constraints are often also Assumptions and if so, they can appear in both places on the mandate.

(l) Costs

- "Staff Time" should always be listed as a Cost to denote ITS human resource time.
- If other concrete costs are known or required such as the cost of hardware, software, or consulting time, those costs should be listed in the Costs field as well.

(m) Resources

- Resources refers to human resources.
- All Resources should be listed by full name, ITS area (or department for non-ITS resources) and job title.
- The job titles of ITS staff are available on the ITS PMO web site at http://it.uncg.edu/pmo/ITSStaff.htm

(n) Special Authorities Required

- List persons external to the project who will need to authorize activities impacting the project.
- List each Authority by full name and job title
- Examples of events requiring Special Authorities include: travel expenses, legal consultation, and budget authorization.
- List the Critical Events Calendar if outage notifications must be sent to it as a result of project work.

(o) Assumptions

- Under the Assumptions field, list assumptions that the Project Manager and Client believe to be true about project variables.
- Assumptions are conditions that will impact the project if they turn out to not be true, e.g. a piece of software needed for the project does not arrive on schedule.
- Assumptions often mirror Project Constraints.
- Even if something appears obvious, it should be spelled out in the Assumptions field to ensure that the Project Manager and Client understand conditions that affect the project.

- An example of an Assumption: "The Magic development server will be operational and available by June 1, 2003."

(p) Activities Out of Scope

- The first item under Activities Out of Scope is required on all project mandates. It is "Any work not specifically defined in the scope of this document will be considered as 'work or activities out of scope' and can only be included via the change control process."
- Activities Out of Scope clarify the boundaries of the project by specifying what work will not be done.
- It is critical to define Activities Out of Scope in order to forestall "scope creep," or expansion of the original project goals beyond what was originally defined and planned.

(q) Reporting

- The Project Manager is responsible for reports on the project from the date the PMO tells him or her that the project has an Approved status.
- In the Who to Whom field, the Project Manager should state his or her name reporting to the names of the stakeholders (Client, Sponsor, project team), and the Project Manager's immediate supervisor if he or she is not already listed as a stakeholder.
- Under the Frequency field, the Project Manager defines how often he or she will be sending out status reports. Before the mandate and WBS are accepted by the PMO, reporting is required weekly. On this field of the mandate, the Project Manager may change reporting frequency to bi-weekly or monthly. The frequency change will go into effect after the PMO accepts the mandate, which makes the project Active.
- The Format should reflect the format of the report and the type of transmission. It should usually read "Email Project Status Report."

(3) Submittal Process

To formally submit the mandate for review by the PMO, Project Managers submit the mandate to a folder in the PMO Novell space. It is located at *N:\ITS\project management office\Public Share\SubmitProjectDocumentsHere.*

The file name of the mandate should be in this format:

project number-Project Manager's last name-project title

Ex: *200-Wyatt-EmailImplementation*

b) WBS

The WBS (Work Breakdown Structure) is a document created in Microsoft Project 2003. This is a document that is intended to assist the Project Manager and resources through the course of the project by delineating tasks, listing persons responsible for tasks, and calculating timelines and deadlines.

The project manger will most likely need to consult with the project team when creating the WBS in order to ensure that the document reflects needed tasks and expected timelines as accurately as possible.

(1) Creation

The WBS should be divided into phases, which are as follows:

- Planning and Administration Phase: The first date under this phase will be the date that the Project Manager began to plan the project. This will likely be the date that the Project Manager learned that the project had been granted Approved status by the AVC-PM. Each status report until the completion of the project should also be itemized under this phase.
- Subsequent Phases: If the Project Manager completes the mandate before beginning work on the WBS, these phases will be the major objectives of the project as listed on the mandate. These major phases should be broken down to the level of individual tasks leading up to the completion of a milestone.
- Finalization Phase: Two tasks are required under the Finalization Phase. The first is the provision of signed mandate and WBS documents to the PMO. The second is provision of the final Status Report / Change Control form to the project team, the Client, the Sponsor, and the PMO.

(2) Document Conventions

The WBS should adhere to the following conventions:

- The project start and end dates should match the start and end dates listed on the mandate.
- All tasks must have at least one resource assigned to them.
- If a resource appears in the WBS, that resource must also appear under the resource section of the mandate.
- Resources should be listed by their full name in the WBS.

(3) Submittal Process

When the WBS is complete, the Client must initial it. This initialed copy should be sent to the PMO for archiving.

To formally submit the WBS for review by the PMO, Project Managers submit a copy of it to a folder in the PMO Novell space. It is located at N:\CIS\apps\project_management\SubmITSrojectDocumentsHere

<u>After the WBS has been approved by the PMO, the Project Manager should save a copy of the WBS with a baseline before altering it in the course of project work.</u>

(4) Use of WBS

The WBS must be updated continually during the course of the project. It is a living document that tracks the progress of a project.

The Project Manager may choose to delegate access to the WBS to project team members so that they can update the WBS directly as necessary. The decision to do this is at the Project Manager's discretion.

- Notes should be entered and updated for individual tasks. These notes should include any details relevant to the task.
- The percent complete option on each task and phase should be kept up-to-date.
- Any changes to the work schedule and the addition or deletion of tasks should be reflected in the WBS.

C. Reports

Project Management at UNCG ITS generates two types of reports: individual project reports authored by Project Managers and ITS project management overview reports generated by the PMO.

1. PMO Reports

The PMO generates several reports that are available to ITS staff in the PMO Novell space. Custom reports are also available on request.

(1) Approved/Active Projects by ITS Area

This is a report describing all Approved and Active status projects. It contains description, roles, and work dates, organized by ITS area. Also included are counts of all projects by status as well as counts of projects completed in the fiscal year.

(2) Count of Resources Per Project

This report shows a count of resources assigned to all active projects.

(3) Master Projects Report

This report is a master list of all projects. It displays the project number, the Project Manager, the title, the area, the status, and the project description.

(4) Master Projects Report Lite

This report is a master list of all projects except for Completed, Canceled, and Denied statuses. It is ordered by project number and contains only project number, title, Project Manager, and status.

(5) Staff Allocation Reports

(a) Project Manager Allocation Report

This report reflects Project Manager and resource roles on Active projects only. In an approved state, the resources are not yet identified until the mandate is submitted.

(b) Resource Allocation Report

This report includes both Project Manager and Resource roles for Active and Approved Projects sorted by ITS Area.

(c) Resource Allocation by Project Report

This report shows every active project and the number of resources assigned to it by name. It is sorted in descending order by count of resources.

(6) Pending Project Reports

Pending Project Reports reflect project proposals that need to be approved by the Steering Committee.

(a) Pending Projects Report

This report provides the work scheduled to be reviewed in the next week by the Steering Committee. This work is both newly submitted as well as work scheduled for re-review that week.

(b) Pending Projects Master Report

This report shows all pending work with an established re-evaluation date by which the Steering Committee will review the work again.

(7) Custom Reports

ITS staff may request reports designed especially for them. These reports will be compiled once and delivered to the requesting person.

(8) Methodology Compliance Reports

The PMO checks for compliance with the project management methodology on a weekly basis. Below are the compliance checkpoints:

- Status Reports are submitted on schedule
- Change Control reports are filed when necessary
- Project is closed on time with Change Control form
- WBS is continually updated

The weekly results of compliance with the methodology are presented in two reports, the Project Management Compliance Report and the Project Management Non-Compliance Report.

(a) Project Management Compliance Report

This report lists all Active and Approved projects and demonstrates the Project Manager's compliance with reporting, WBS updating, and change control requirements.

(b) Project Management Non-Compliance Report

This report lists all Non-Compliant Active and Approved projects.

(9) Executive Reports

Executive reports are project management reports generated for the ITS Vice Chancellor/CIO.

(a) Pending Executive Authorizations Report

The Pending Executive Authorizations Report is the weekly report that the ITS Vice Chancellor/CIO receives. It contains projects with a status of Hold-Approved, which designates the Steering Committee's review and approval of the project. Once resourced by the Steering Committee, these projects then require Dr. Clotfelter's approval to begin.

(b) Executive Approval Report

The Executive Approval Report shows the dates that the Steering Committee and the ITS Vice Chancellor/CIO approved projects.

(10) Strategic Planning Reports

The ITS Project Management Initiative seeks to align projects and priorities with the ITS Strategic Plan. In pursuit of this goal, the PMO maintains three reports related to ITS strategic planning - the Strategic Planning WBS, the Cornerstone to Project Linking Report, and the Strategic Direction to Project Linking Report.

(a) Strategic Planning WBS

The Strategic Planning WBS contains proposed ITS projects as well as projects already under consideration. It is used to capture and prioritize the ITS project portfolio.

(b) Cornerstone to Project Linking Report

This Cornerstone to Project Linking Report reflects the correlation of projects and ITS Priorities to the Cornerstones of the ITS Strategic Plan.

(c) Strategic Direction to Project Linking Report

The Strategic Direction to Project Linking Report reflects the correlation of projects ITS Priorities to the Strategic Directions of the ITS Strategic Plan.

2. Project Reports

There are two types of project reports, Status Reports and Change Controls. Both reports are encompassed by the same form, found in the PMO Novell space at *N:\ITS\project management office\Public Share.*

Project Managers are responsible for completing Status Reports on a regular schedule and submitting Change Controls when needed.

a) Project Status Reports

Project Status Reports are completed at a frequency set in the project mandate. The Project Manager sends copies of these reports to the project Client, Sponsor, the entire project team, and his or her immediate supervisor.

The Project Manager must also submit a copy of each status report to the appropriate project folder in the PMO Novell space.

b) Project Change Control Reports

If one or more of the following events occur, the Project Manager must submit a Change Control.

- Change in Stakeholder(s)
- Project end date adjustment
- Original Mandate scope change
- Human resources adjustment
- Costing modification
- Change in project Status

The form for the Change Control is the same as the Status Report form. There are additional sections on the form that must be filled out to qualify the report as a Change Control.

The Project Manager sends copies of these reports to the project Client, Sponsor, the entire project team, and his or her immediate supervisor.

The Project Manager must also submit a copy of each status report to the appropriate project folder in the PMO Novell space.