

PROJECT MANAGEMENT METHODOLOGY

SAMPLE
<Enter Date Here>
TO OBTAIN THE FULLY FUNCTIONAL VERSION
OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM
Your organization logo here

SAMPLE
TO OBTAIN THE FULLY FUNCTIONAL VERSION
OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM
Your organization name here

SAMPLE
TO OBTAIN THE FULLY FUNCTIONAL VERSION
OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM


SAMPLE
TO OBTAIN THE FULLY FUNCTIONAL VERSION
OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM

Table of Contents

INTRODUCTION..... 4

- Overview..... 4
- Purpose..... 4
- Organization..... 4

PHASE I – PROJECT INITIATION..... 5

- Critical Success Factors ..... 6
- Activities..... 6
 - 1. Assign an initiating Project Manager..... 6
 - 2. Identify the Project Sponsor..... 7
 - 3. Define the Business Need/Opportunity..... 7
 - 4. Identify Business Objectives and Benefits..... 8
 - 5. Define Overall Scope..... 9
 - 6. Define Project Objectives..... 10
 - 7. Identify Project Constraints and Assumptions..... 11
 - 8. Ensure Alignment with Strategic Direction and Architecture..... 12
 - 9. Identify and Engage Key Stakeholders..... 15
 - 10. Identify Key Potential Risks..... 15
 - 11. Procurement and Resourcing Requirements..... 16
 - 12. Determine Cost/Benefit and Schedule Estimates..... 16
 - 13. Develop a Project Phase Exit Plan..... 18
- Initiation Phase Deliverables..... 19
 - 1. Project Charter..... 19
 - 2. Project Commit..... 19

phase II – PROJECT PLANNING..... 21

- Critical Success Factors..... 22
- PLC: Analysis Phase..... 23
 - 1. Assign Project Manager..... 23
 - 2. Refine Project Scope..... 24
 - 2. Refine Project Scope..... 24
 - 3. Determine Procurement and Sourcing Strategy..... 25
 - 4. Refine Project Schedule..... 26
 - 5. Resource Planning..... 28
 - 6. Identify Other Resource Requirements..... 30
 - 7. Establish Project Life-Cycle Phase Checkpoints..... 31
 - 8. Refine Project Cost Estimate and Budget..... 32
 - 9. Identify Potential Project Risks..... 33
 - 10. Determine Process for Issue Identification and Resolution..... 34
 - 11. Develop a Change Management Process..... 34
 - 12. Develop an Organizational Change Management Approach..... 35
 - 13. Develop a Quality Management Approach..... 36
 - 14. Develop A Project Communication Approach..... 37
 - 15. Develop A Configuration Management (CM) Approach..... 38
 - 16. Project Performance Commitment..... 38
 - 17. Consolidate the Project Plan..... 39
- Deliverables..... 39
 - Project Plan..... 39
 - 1. Detailed Designs..... 41
 - 2. Establish a Requirements Traceability Matrix..... 41



3. Manage scope, cost, schedule and quality.....	42
4. Manage issues, change and risk	42
5. Establish and report project status	43
6. Update Project Performance Commitment document.....	43
7. Obtain approval from the Governance Body at Design Review	43
phase III – PROJECT EXECUTION AND CONTROL.....	44
Critical Success Factors	45
Activities.....	46
1. Manage Risk	46
2. Communicate Information	47
3. Manage Schedule	48
4. Document the Work Results	49
5. Manage Organizational Change	50
6. Manage Scope	50
7. Manage Quality	52
8. Manage Costs	53
9. Manage Issues	54
10. Conduct Status Review Meetings	55
11. Review Project Life-Cycle Phases Checkpoints	56
12. Execute the Procurement Plan	57
13. Administer Contract/Vendor	57
14. Update Project Planning Documents	58
15. Build & Test	58
16. Implementation.....	59
17. Conduct Rollout Acceptance Meeting.....	60
Deliverables	62
1. Project Status Reports	62
2. Updated Planning Documents	62
3. Project-Specific Deliverables	62
PHASE IV – PROJECT CLOSEOUT	63
Critical Success Factors	63
Activities.....	63
1. Conduct Final Contract Review.....	63
2. Conduct Lessons Learned Meeting	64
3. Conduct Knowledge Transfer.....	65
4. Post Project Review	66
6. Distribution of Resources.....	67
7. Celebration.....	67
Deliverables	68
1. Project Closure Document.....	68
2. Lessons Learned Report.....	68
KEY PROJECT ROLES AND RESPONSIBILITIES.....	69
Key Project Roles and Responsibilities.....	69
1. Governance Body.....	69
General Responsibilities	69
During Project Initiation.....	70
During Project Planning	70
During Project Monitoring and Controlling	70
At Project Closeout	70
2. Executive Sponsor.....	70
General Responsibilities	70
Initiation Phase.....	70
Planning Phase	71

Managing Phase	71
Closeout Phase	71
3. Project Sponsor	71
General Responsibilities	71
Initiation Phase	72
Planning Phase	72
Managing Phase	72
Closeout Phase	72
4. Business Process Owner	72
General Responsibilities	73
Initiation Phase	73
Planning Phase, Managing Phase	73
Closeout Phase	73
5. Program Manager	73
General Responsibilities	73
6. Initiating Project Manager	73
Initiation Phase	74
7. Project Manager	74
General Responsibilities	74
Initiation Phase	74
Planning Phase	74
Managing Phase	75
Closeout Phase	75
8. Project Team	76
General Functions	76
Initiation Phase	76
Planning Phase	76
Managing Phase	76
Closeout Phase	77

SAMPLE
 TO OBTAIN THE FULLY FUNCTIONAL VERSION
 OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM

SAMPLE
 TO OBTAIN THE FULLY FUNCTIONAL VERSION
 OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM

SAMPLE
 TO OBTAIN THE FULLY FUNCTIONAL VERSION
 OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM

SAMPLE
 TO OBTAIN THE FULLY FUNCTIONAL VERSION
 OF THIS TEMPLATE, PLEASE VISIT:
WWW.CVR-IT.COM

INTRODUCTION

Overview

<ORGANIZATION> has established a Project Management Office (PMO) as a means of achieving a greater degree of success in its technology projects. As part of its Charter, the PMO is charged with creating and maintaining a documented Project Management Methodology for use in all technology projects. This methodology is designed to meet the needs of all segments of the organization as they engage in technical project work. It serves as a guide to the organization as it selects its projects, to project teams as they plan the work, to management as they supply the required oversight, and to Sponsors and Customers as they collaborate in the design and delivery of new business systems. This methodology is designed to be consistent with the Project Management Institute's (PMI®) *A Guide to Project Management Body of Knowledge (PMBOK®)*. It should apply equally well to and meet the requirements of projects large and small. Various templates are available to support this methodology; they are referenced throughout this document.

Purpose

This document describes in detail the process that <ORGANIZATION> intends to use during the initiating, planning, managing (controlling and executing), and closing stages of technology projects. The reader will find a detailed description of the methodology, as well as references to templates and other documents that are used in support of the methodology.

In defining this methodology, the PMO hopes to reach the following goals:

- Provide a common point of reference and a common vocabulary for talking and writing about the practice of project management for technology projects within <ORGANIZATION>.
- Increase the awareness and professionalism of good Project Management Practice by those charged with the responsibilities defined in the methodology.
- Define the roles of the Executive Committee, Sponsor, Project Manager, Stakeholders, Technical and Business Leads and other team members and obtain consensus within the organization about their importance as Critical Success Factors (CSF).
- Create the basis for a collaborative environment where everyone engaged in technical project work understands what is required of them and why those requirements are key factors for improving project results.

Organization

Each Project Phase section of the document is organized as follows:

- Overview/description
- Critical Success Factors
- Activities
- Action Plan Checklist (table)
- Deliverables

Underlined text refers to specific documents or templates.

PHASE I – PROJECT INITIATION

Project proposals can originate from many sources.

We are surrounded by people who are highly creative and energized. These individuals deal with issues of varying types and magnitude on a daily basis, and they can be very imaginative in conceiving of solutions to the problems they face. They may present these solutions as potential projects.

Organizations may discover the need or benefit in pursuing a new initiative. This may be due to an opening in the marketplace, the need for operational maintenance or the opportunity to create a strategic advantage. The Information Technology (IT) organization may be called upon to leverage the power of technology for the benefit of the organization through execution of a technology project.

Executive management may declare business objectives that the organization must meet, along with strategies for reaching them. Many elements of an organization, both business and technical, may find a role in carrying out these strategies, and the primary means of doing so is through execution of projects.

Finally, organizations may be subjected to the demands of outside agencies. For example, a local government may be on constant watch for new state legislation that can affect the way it does business. Or a division of a large company may find it beneficial to adopt a new program that is sponsored by its corporate headquarters. In each case, the organization in question may have to shuffle priorities and resources to handle new projects, and the organization's project management staff will have to find a way to make it all happen.

As we can see, projects may come about for a variety of reasons and they may present themselves at any time. Generally, organizations find that there are many more ideas and demands for technology projects than there are people and dollars to support them. Projects differ in the degree of benefit that they can bring to the organization, and the cost can vary widely. Management generally recognizes that great care must be taken in deciding which projects to support, and which to defer. Therefore, most organizations eventually discover that they need a process that will allow them to choose among the project candidates.

This project selection process is carried out during Initiation. The Initiation Process is that time in the lifecycle of a project when the project idea is defined, evaluated, authorized and then funded by an executive committee, usually through a Governance Body. The project management profession has learned that this process works best when the mission, justification, significant deliverables, risks, estimated cost and resource requirements and other information about the project are documented and reviewed in a formal manner. Formal project review and approval should take place at a phase gate review (Project Commit) at the end of Initiation. This process gives the Governance Body, the Sponsor and other stakeholders an opportunity to validate the projects potential benefits and costs.

There are several benefits to conducting Project Initiation within the context of a formal governance process:

- The Initiation process guides the project team as they determine and articulate those key aspects of a proposed project that will help in the decision process.
- Careful development of Initiation's key deliverable, the Project Charter, helps to ensure that the organization chooses the best of its project candidates, and that the technology projects chosen will be successful.

- Development of the Project Charter also promotes an early collaboration between the Sponsor, the Client(s) and the project team. Early establishment of a good rapport among these players can help ensure a cooperative spirit later in the project.
- A well-written Project Charter can help everyone involved understand and come to agreement on exactly what is being proposed, the benefits that can be expected, the technical approach to be taken and how the project's deliverables will fit into ongoing operations.
- Formal review and approval of the project by a Governance Body lets everyone know that the project in question is of high quality and must be fully supported by everyone involved.

The Initiation Process is successful when it leads the organization to select the most pressing business issues for resolution, choose effective technological approaches to resolve them, and ensures that the organization makes a good investment that is consistent with its long-term strategies.

The amount of effort that goes into Project Initiation will depend in some part on the size, complexity and risk of the proposed project. We generally will need to know more about big projects that represent substantial investment than about small ones. The total effort required to complete the Initiation Phase may range from hours to weeks. So that effort is not wasted, it is essential to keep focus on the purpose of initiation: select those projects that give the biggest bang for the buck. For this reason, it is useful to give formal guidance to project teams as to how much effort makes sense for projects of a given size. This will help them to stay focused and provide the necessary information, rather than just hand in a lot of extraneous paperwork.

Critical Success Factors

- The project is feasible
- Identification of the Sponsor
- Sponsor formally accepts responsibility for the project, including achievement of the benefits and costs described in the Project Charter
- Sponsor approves and signs the Project Charter
- Business and IT strategic plans are in alignment.

Activities

The following is a list of key activities necessary for:

- Development of a Project Charter
- Preparation for formal presentation to the Governance Body at the Project Commit phase gate review.

1. *Assign an initiating Project Manager*

Every aspect of a project requires someone to guide it. Initiation, and specifically development of the *Project Charter*, is no exception. An Initiating Project Manager (who may or may not remain the Project Manager) is responsible for defining the project purpose, establishing the deliverables and acceptance criteria, gathering strategic and background information, determining high-level planning data and developing estimated budgets and schedules for the life of the project. The Initiating Project Manager will coordinate resources and activities to complete the necessary activities in order to develop the Project Charter and any other materials required for project approval. Since it generally takes more than one person to fully develop a Project Charter, a team of individuals may also be required to do the research, generate the estimates and perform other work that may be necessary. This team may or may not carry

over to actually conduct of the project if it is approved. The Project Manager eventually will join the Project Sponsor in presenting the project to the Governance Body for approval.

Action Plan Checklist - Assign a temporary Project Manager	
	Select an Initiating Project Manager
	Identify a team to assist with Initiation phase activities
CSF	Project Manager and Initiation phase team members are identified

2. Identify the Project Sponsor

The Project Sponsor carries great responsibility. He or she is responsible for championing the project, obtaining budgets, accepting responsibility for problems escalated from the project team, and signing off documents such as the project charter. The Project Sponsor has the authority to define project goals, secure resources, and resolve organizational and priority conflicts. It has been shown, but may not be generally recognized, that lack of effective project sponsorship can be a major contributor to project failure. Conversely, an appropriately placed and fully engaged Project Sponsor can bring a difficult project to successful conclusion. Assumptions that a formal Project Sponsor is not needed (or for political reasons can be avoided) are misplaced. Steering committees are no substitute. A powerful but uninvolved Project Sponsor is no help. Even big-budget and highly visible projects require a formal Project Sponsor. The role of the Sponsor is fully described in the [Sponsor Brochure](#).

The Sponsor's responsibilities are many:

- Champion the project from initiation to completion
- Participate in the development and selling of the project [Business Case](#)
- Present overall vision and business objectives for the project
- Assist in determining final funding and project direction
- Serve as executive liaison to key Stakeholders (e.g., Senior Management, department directors and managers)
- Support the Project Team.

Action Plan Checklist - Identify a Sponsor	
	Identify a Sponsor
	Sponsor formally accepts accountability for the project
	Sponsor understands their role
CSF	Sponsor is engaged

3. Define the Business Need/Opportunity

The statement of need/opportunity should explain, in business terms, how the proposed project will address specific needs or opportunities. Typically, satisfaction of a need or opportunity will provide specific benefit to the organization, e.g.:

- Generate more revenue

- Gain a strategic advantage
- Reduce the cost of operations
- Keep an existing service or operation in good working order
- Improve the efficiency or effectiveness of a service
- Provide a new service as mandated by external authority
- Obtain access to needed information that is not currently available

Discussion of the need/opportunity should be stated in business terms and should provide an understanding of:

- Origin of the need, or how the opportunity was recognized
- The magnitude of the need/opportunity
- Contributing factors, such as increased workload, loss of staff, fiscal constraints, change in market conditions, introduction of new technology, etc.
- Results of an alternatives analysis, i.e. relative merits of alternative approaches
- The cost of taking no action

This information allows an organization to determine how much of its resources (dollars, people's time) to put into the project. The decision can be made based on how well the project should meet the business need or take advantage of the opportunity.

Action Plan Checklist - Define the Business Problem/Opportunity	
	Identify the Business Need/Opportunity
	Determine the magnitude of the Business Need/Opportunity
	Determine the extent to which the Business Need/Opportunity would be addressed if the project were carried out
	Determine the consequences of making no change
CSF	Business Need/Opportunity is documented in the Project Charter

4. Identify Business Objectives and Benefits

Every project is an investment of time, money or both. We conduct projects so that the organization can meet its strategic objectives. More specifically, projects help the organization reach business objectives that are directly related to the organization's business strategy. Business objectives define the results that must be achieved for a proposed solution to effectively respond to the need/opportunity, i.e. the business objectives are the immediate reason for investing in the project. Objectives also serve as the "success factors" against which the organization can measure how well the proposed solution addresses the business need or opportunity.

Each business objective should be:

- Related to the problem/opportunity statement
- Stated in business language
- SMART (i.e. Specific, Measurable, Attainable, Results Oriented and Time Limited)

Having established the business objectives, it is then necessary to determine the benefits. For example, determine whether the proposed solution will reduce or avoid costs, enhance revenues, improve timeliness or service quality, etc. If possible, quantify operational improvements by translating them into reduced costs. For example, a business objective might be to “Reduce the average amount of overtime worked by 100 hours per month, thereby saving \$X per year while still meeting terms of the Service Level Agreement. Attain this result within 6 months.”

Objectives can also identify, for example:

- Business process improvement opportunities
- Opportunities to improve the organization’s reputation or name recognition

Finally, determine in a general way what metrics will be used to measure business benefits once the project has been completed. List these metrics and indicate who will be responsible for taking measurements over what period of time, and who will be the recipient of reports related to them.

Business Requirements may be documented in more detail in a Business Requirements Document.

Action Plan Checklist - Identify Business Objectives and Benefits	
	Determine Business Objectives and ensure that they support the Business Need/Opportunity
	Identify Business Process Improvement opportunities
	Determine benefits of meeting Business Objectives
	Ensure Business Objectives are SMART
	Determine Cost Savings and Quality of Service improvements
	Identify metrics that can be used after the project to measure Business Value
CSF	Business Objectives and Benefits are documented in the Project Charter

5. Define Overall Scope

Provide a concise, measurable statement of what the project will accomplish (in scope), and, where appropriate, what it will not try to accomplish (out of scope). There are two kinds of Scope: Product Scope and Project Scope.

- Product Scope is a description of the product or service that would be produced as an outcome of the project.
- Project Scope is a statement of the work required to create and implement the product or service as well as the work required to manage the project.

Project scope is documented at a high level in the Project Charter. It should include a discussion of the proposed solution and the business processes that will be used with the solution, as well as a description of their characteristics. Also describe the general approach that will be taken to produce the proposed solution, and how the work will be planned and managed.

The Scope section of a Project Charter is generally written at a fairly high level. Nonetheless, the level of detail in this section must be sufficient to provide a basis for detailed scope and solution development in the *Scope Statement*, developed in the Planning phase. If Scope in the Charter is done well, Scope as developed in the Scope Statement will more completely describe the product of the project without substantially increasing the estimate of work required to create it.

If it is not possible to establish boundaries on scope during project Initiation, then there must at least be some decision made about how to handle changes to scope later in the project.

Note: “Scope creep” – adding work without corresponding updates to cost, schedule and quality – may render original plans unachievable. Therefore, initial clarification of scope, and adherence to the plan throughout the project, are of the utmost importance.

Action Plan Checklist - Define Overall Project Scope	
	Determine what the project will accomplish
	Determine what the project will not accomplish
	Determine benefits of meeting Business Objectives
	Describe the proposed solution
	Describe the general approach that will be used to create the product of the project
CSF	Project Scope is documented in the Project Charter

6. Define Project Objectives

Project Objectives are the specific goals of the project. Project objectives, if properly defined and met, will lead directly to accomplishment of the Business Objectives. While Business Objectives relate to the goals and objectives of the organization, Project Objectives relate specifically to the immediate goals of the project. For example, the project goal “implement a new time tracking system” has no value in and of itself. That goal only brings value to the organization when it leads to accomplishment of the Business objective (e.g. “Reduce costs and improve productivity through improved resource management”).

Project objectives are used to establish project performance goals – planned levels of accomplishment stated as measurable objectives that can be compared to actual results. Performance measures should be derived for each goal. These measures can be quantified to see if the project is meeting its objectives.

Note that it may not be possible to determine that the project actually provided the intended business value until some time (days, months or even years) after Project Close. By this time the project team will no longer exist. For this reason, it is essential that the organization carefully define at the start of every project how it will measure those impacts and who will be responsible for doing this and reporting on it. Organizations must conduct these measures if they are ever to know if they actually obtained the benefits that were expected from their investment in the project.

Project objectives can be described in two ways:

