PROJECT INTAKE REVIEW

Process, Framework and Measurable Results

THE NEW SCHOOL

10/31/2022
● **IT PPMO Charge**
  ○ Our goals are to align to the institutions objectives and IT ecosystem as well as IT and the businesses strategy
  ○ Fully understand stakeholder needs, technical scope, data security & privacy, impacts, effort, and budget
  ○ Provide project & portfolio transparency

● We had noticed some regularly occurring issues while managing projects such as:
  ○ unclear requirements, scope, impacts to other units throughout the institution as well as lack of engagement with stakeholders

● In order to mitigate these issues we decided to change our approach to reviewing requests
  ○ **First:** we changed the proverbial gate requiring well defined business requirements, high level scope of work, resource plan and finances prior to acceptance determination of the request
  ○ **Second:** We built a framework of processes and workflows to produce
○ measurable results towards achieving project goals.
AGENDA

- **PROJECT GOVERNANCE PROCESS**
- **PROJECT PRIORITIZATION**
- **RESOURCE MODEL**
- **COMMUNICATION**

- Agenda
  - Review changes we have implemented to our process
  - How we prioritize projects
  - Our resource model
  - and finally our communication process
• First, we updated our definition of a Project
  ○ Temporary endeavor undertaken to create a unique product, service, or result.
  ○ Work has defined timeframes with unique outputs delivered at the end of the timeframe.
  ○ Activity consists of a planning, execution, testing, and transition to readiness phases.
  ○ Work consists of more than one activity (which is in contrast to a service request/ticket).
Second, we developed a 4 phase process for reviewing, documenting, determining acceptance and scheduling a project with technical components. We call this the Project Governance Process.
1 - PROJECT REQUEST

- **IT Project Request**
  - Gather a general sense of the proposed project and its needs
- **Consultation Review**
  - Determine: business requirements, scope, stakeholders, resource support, data privacy & security needs, reporting, testing, communication

1- Project Request Phase
It all starts with a formal project request. All projects, no matter the size, requesting party, or current status are required to submit a request through our IT Project Request form

- **Goal of this form is to**
  - Gather a general sense of the proposed project and its needs
  - This helps ascertain who and what units within IT will need to be involved to assist in the consultation review.
- **Consultation review (The most important step in our process.)**
  - Most requesters are not technical folks who work specifically within their own business. They generally have an idea of what they want but likely haven’t thought about deeper requirements, impacts to other businesses nor have a clear direction on how they want their needs accomplished.
  - Therefore once a request is submitted we assign Project Engagement Manager (PEM) or PEM like resource who will partner to flesh out business requirements and help determine the technical scope.
  - Activities involved in this review include:
- Alignment with stakeholders needs including other impacted businesses
- Engagement of IT SME’s for technical scope development
- (Business/IT) Resource identification including backfill, vendor needs
- Financial needs identification
2 - PROJECT INITIATION

2- Project Initiation Phase (formal documentation phase)

- Once the consultation review has been performed
- The next step is for the PPMO to sit with the requester and the PEM to formally document the Project Criteria Worksheet (PCW) and Finance Worksheet.
Project Criteria Worksheet (PCW)

- An extended business case that formally defines the project scope, its impact (or benefits) to the institution, data security and privacy needs, and effort and Financial needs to to accomplish the work.
  - This document was developed in inspiration by John Prette previously from George Mason
  - The output of this document:
    - Defined values for impact and effort
    - Defined size of the request (Small, Medium, Large) that will be leveraged for acceptance determination
    - Identification of a need to perform a Data Security and Privacy Assessment (DS&P) by our Information Security and Privacy office (ISPO)
    - Identification of budgetary needs to perform the work and ongoing post go live support
3 - REVIEW AND ACCEPTANCE

● Two Paths for Acceptance Determination:
  ○ Small
    ■ IT Directors Review Board (Weekly)
  ○ Medium/Large
    ■ IT Project Governance Committee (Monthly)

3- Review and Acceptance
● Following the conclusion of the Project Initiation phase the request will go through a review process for acceptance determination.
● The size of the request will determine which group will review the PCW and determine acceptance.
  ○ Small requests: due to their higher rate of submissions these are reviewed on a weekly basis with the IT Directors.
  ○ Medium/Large requests: are high impacting, high effort and typically have a financial impact. We have a monthly review board called the IT Project Governance Committee that determines acceptance.
The IT Project Governance Committee:

- Group that consists of broad representation of university constituents to determine acceptance of these projects that best serve the universities needs.

- The IT PPMO Chairs this committee and provides a framework for reviewing and determining acceptance. This consists of the:
  - Review of the Portfolio of Projects: such as current load, overall portfolio health
  - Having the Business presenting their business case to the committee
  - Providing Q&A time to answer any questions
  - Review of the project financial needs
  - and finally reviewing a 4 Quadrant Matrix that leverages the Effort and Impact values identified in the PCW against other reviewed projects
    - This document was developed in inspiration by John Prette previously from George Mason
    - These project requests are plotted on the matrix based on their values to help determine the level of effort required to accomplish the work vs the level of benefit this project provides upon accomplishment.
4- Onboarding & Scheduling:
- Scheduling Project into IT Project Portfolio
  - Project Resource/Stakeholder Availability
  - Timeline Considerations

- This work involves determining project resource/stakeholder availability as well as identifying when the project work can be slotted into the portfolio.
- Once agreed with the stakeholders the project is added to the project portfolio and scheduled to start on the agreed to date.
Project prioritization is key as there is a steady stream of competing demands and limited resources.
At the moment we meet on a quarterly basis with individual business units’ executive leadership to determine their priority for their areas.

We look to gain top 3 priorities at the time of the meeting.

If there are any other new requests that come in from those units looking for elevated priority we reach out to executive leadership for their input.

### BUSINESS UNIT PRIORITIZATION

<table>
<thead>
<tr>
<th>Priority</th>
<th>Name</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project 1</td>
<td>Complete</td>
<td>11/02: Project complete on 10/29/2022</td>
</tr>
<tr>
<td>2</td>
<td>Project 2</td>
<td>In Progress</td>
<td>11/02: Active Project. Timeline: 10/01/2022 - 01/31/2022</td>
</tr>
<tr>
<td>3</td>
<td>Project 3</td>
<td>Submitted</td>
<td>11/02: Schedule for IT Governance Committee on 12/01/2022</td>
</tr>
<tr>
<td>4</td>
<td>Project 4</td>
<td>Not Submitted</td>
<td>09/06: Pending HR submission of project request. Anticipated the week of 10/31/2022</td>
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<tr>
<td>Low</td>
<td>Project 5</td>
<td>Not Submitted</td>
<td>09/06: Low priority at this time</td>
</tr>
<tr>
<td>Low</td>
<td>Project 6</td>
<td>Not Submitted</td>
<td>09/06: Low priority at this time</td>
</tr>
<tr>
<td>Low</td>
<td>Project 7</td>
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<tr>
<td>Low</td>
<td>Project 8</td>
<td>Not Submitted</td>
<td>09/06: Low priority at this time</td>
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<td></td>
<td>Project 9</td>
<td>Submitted</td>
<td>11/02: New pending prioritization</td>
</tr>
<tr>
<td></td>
<td>Project 10</td>
<td>Submitted</td>
<td>11/02: New pending prioritization</td>
</tr>
<tr>
<td></td>
<td>Project 11</td>
<td>Submitted</td>
<td>11/02: New pending prioritization</td>
</tr>
<tr>
<td></td>
<td>Project 12</td>
<td>Submitted</td>
<td>11/02: New pending prioritization</td>
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In this section I cover the various models we have for resources during the governance process as well as support for projects
Two in the box model

- All projects with IT components are run under a partnership model called “Two-In-The-Box”.
- This model establishes and assigns two core roles (Business Lead and IT Technical Lead) to projects.
- This ensures there is one single point of coordination and ownership for all business and IT activities alike.
Governance process resourcing

- In order to understand a request's business requirements, scope, efforts, impacts, finance needs.
- We require the involvement and input from the resources listed on the slide:
  - **Project Engagement Manager (PEM) or PEM resource**: is an assigned IT resource that partners with the requesting business to perform the consultation and assist through the remainder of the governance process to acceptance determination.
  - **Project Requester**: is the owner of the request. They are assigned a PEM to help define the requirements and will work towards identifying as well as engaging with the other impacted stakeholders to define request impacts and other requirements.
  - **IT Subject Matter Experts (IT SME's)**: are IT resources that are assigned as knowledge experts to assist in fleshing out the scope of the request.
  - **Impacted stakeholders**: These are business and/or IT units that are identified as being impacted by the request. They are required to provide their input to ensure success in the project and minimize any potential downwind impacts to other unit operations throughout the institution.
Hub and Spoke Model

- When it comes to projects we need the institutional experts to commit time and energy on project bodies of work.
- However, with other competing priorities finding resource availability can be difficult.
- In the Newschool we have implemented a hub and spoke model
- This model offers temporary relief to those SME’s “operational work” while they are committed to project based activities
- In order to do this, Stakeholders during the Project Governance Process are asked to identify their resource limitations which will be a part of the project finance request for backfill funding and support.
The IT PPMO is committed to transparency throughout the governance process and subsequent project management. We have found that the best way to provide that transparency is ongoing communication throughout the process. In the next few slides I will be showing the tools we use to communicate throughout the project governance process.
IT PPMO Website

- IT PPMO website is a full overview of IT PPMO and provides helpful information such as
  - Definition of a Project vs. a Service Request
  - IT Project Governance Process & Committee
  - IT Project Request Form
  - Project Lifecycle
  - Project Roles and Responsibilities
Email Communication:

- At every step of the project governance process, a formal email is sent out to the requester and the business champion.
- These email templates provide where the request sits in the process including a visual of the steps, next steps and a link to the IT PPMO website.
Recap:

- explained how we define a project
- our 4 step project governance process
- the documents and tools we use to review a request
- how we coordinate project prioritization
- our resource models and assignments
- and finally our methods for transparency and communication