HAMPTON VA

No. IT– 002	Policy Name: Project Management Policy
Effective Date: 7-1-2011 Last Revised Date: 7-3-2014	Citywide Policy _ IT Policy X IT Procedure _
Approved By: IT Director	

Project Management Policy

The City of Hampton's IT Governance Board established a comprehensive and uniform policy for the management of technology investments for the City.

What is an IT Project and Why Do We Have this Process?

IT Projects are loosely defined as a task or job that requires resources (i.e. personnel, hardware or software) from the Information Technology Department. The IT Project Management process is used to help IT organize and allocate resources in a consistent, effective and cost-conscious manner in order to provide the greatest good to the organization and the citizens of Hampton.

Requesting an IT Project

Any user can request an IT Project using the online IT Project Request Form. Users will complete the form to the best of their ability and then submit it for IT Review. IT will use the information provided in the form to determine the project level and assign an analyst for further evaluation and action.

Project Levels

IT Projects are divided into four categories, or levels, based on the effort-required and the impact.

Level I (Major)

Level I Projects are the largest projects within the department.
Criteria

A project will be classified as Level I if any of the following criteria are met:

Greater than 9 months in duration

Requires more than 1000 hours of effort

Cost of materials (not internal labor) is greater than $100,000

Level II (Large)

Level II Projects are large in scope and duration, costing over $10,000.
Criteria

A project will be classified as Level I if any of the following criteria are met:

Requires Multiple Resources

Between 90 days and 9 months in duration

Requires between 80 -1000 hours of effort

Impacts multiple departments

Cost of materials (not internal labor) is between $10,000 and $100,000

Level III (Medium)

Level III Projects are the mid-level projects that will require planning and support, but not to the degree of a Level I project.

Criteria
A project will be classified as Level III if any of the following criteria are met:

Requires no more than two IT Resources

Between 3 and 90 days in duration

Requires between 4 and 80 hours of effort

Impacts no more than two departments

Cost of materials (not internal labor) is between $1500 and $10,000

Level IV (Small)

Level IV projects are the low-level projects that do not require a significant amount of planning or expense in order to implement.

Criteria

A project will be classified as Level IV if all of the following criteria are met:

Requires only one IT resource

Less than 3 days in duration

Requires less than 4 hours of effort

Impacts a single department or user

Cost of materials (not internal labor) is less than $1500

Roles in the IT Project Management Process

Information Technology Governance Board (ITGB) – The ITGB consists of Department Directors representing the Seven Businesses of the City of Hampton, as well as the Directors of Budget and IT. The ITGB meets on a monthly basis to review all project requests requiring funding from the Innovations Pool or the Technology Fund.

Information Technology Project Management Group (ITPMG) – The ITPMG consists of the IT Department Director and IT Group Managers. (Solutions Development Manager, Network & Operations Manager, Tech Support Manager & Records Manager) . The

ITPMG meets on a periodic basis to review project requests, assign resources and priorities and generally coordinate the Department's project management efforts.

Project Manager (PM) – The PM is the IT staff member assigned to manage all aspects of the project management process. A PM is required for all Level I projects. The PM will work with the department to gather information on the project for the IT Governance Board to assess the projects viability and priority of the project. The IT Balance Scorecard form will be completed for review and assessment by the board.

IT Resource – A resource is an IT staff member assigned to provide services as part of an IT project. A resource can also be the default PM for Level II & III projects.

Department Resource – A department resource is a department staff member assigned to provide guidance and information on the business processes and implementation of the new system or expected new business process within the department. Tasks include definition of business requirements and outcomes for the project, system testers, selected users, department coordinators for system implementation, departmental project managers, evaluators of the service, etc.. Department resources are required for all projects.

Project Proponent – A project proponent is the department's executive level manager that has determined that the project is a priority within the department, has identified and agreed to the costs and funding of the project, has assigned department resources and signs off on project completion. The project proponent has responsibility for the overall success of the project. All projects will have a project proponent. Projects serving multiple departments will have a proponent from each participating department. All, level 1 projects will have oversight committees made up of the IT Director and all project proponents. Oversight committees will meet regularly to ensure project success.

Project Management Process Tools

The project manager will work with the vendor(s) and departments to utilize the best tracking tools. These tools may include spreadsheets, file sharing services and applications and project management software and services.

What is not a project?

- Problem Solving/Research

- Training

- Administrative Tasks

- Trouble Tickets

-

User Submits IT Project Request Form

- Any employee can submit a request for a new project as defined above. However, it is best if departments formulate an internal process for vetting projects within their organization to determine their

- The form is routed via email to members of the IT Director.

- The project may be added to the IT help desk system for tracking purposes.

Solutions Development Manager and IT Director Assign Resources

- All new project requests will be evaluated as they are received.

- Those deemed appropriate as potential projects will be assigned resources

Resources Complete Feasibility Study And Project Scorecard for Level 1 Projects

- Working with the requesting user, an IT resource will complete a Feasibility Study to determine the estimated functionality, scope, business requirements, resource needs and cost of a project request. The Balanced scorecard will be completed based on research by the department and the IT staff.

ITPMG Review Feasibility Study

After completion, resources will present potential project to the ITPMG for consideration.

- *Approved* – Approved requests will move to next step. Projects requiring funding from Innovations Pool or Technology Fund will be forwarded to IT Board for approval.

- *Declined* - Root issue for declined projects will be closed and IT Director will notify requestor of request status.

ITPMG Assigns Priority, Level and Project Manager

- Based on information in the Feasibility Study, IT Director will assign a relative priority, a project level and the most appropriate project manager.

All Project Steps Completed

- PM will complete all project tasks and documentation.

- PM will continue to advise IT Director and department of progress/issues/milestones

- IT Director will continue to advise IT Board of progress/issues/milestones as warranted

- Once project tasks have been completed, PM will obtain a signed project closure document from client and will complete a Lessons Learned document.

Project is Closed