

## INFORMATION SERVICES AND TECHNOLOGY POLICY

<b>SUBJECT:</b>	INFORMATION SERVICES AND TECHNOLOGY	<b>TITLE:</b>	PROJECT METHODOLOGY COMPLIANCE		
<b>CATEGORY: Check One</b>	<b>Board of Trustees</b> <input type="checkbox"/>	<b>Presidential</b> <input type="checkbox"/>	<b>Functional</b> <input checked="" type="checkbox"/>	<b>School/Unit</b> <input type="checkbox"/>	
<b>Responsible Executive:</b>	Vice President for Information Services and Technology		<b>Responsible Office:</b>	Information Services and Technology	
<b>CODING:</b>	95-01-05-02:00	<b>ADOPTED:</b>	12/02/2009	<b>AMENDED:</b>	11/29/2011
			<b>LAST REVIEWED:</b> 11/29/11		

### I. PURPOSE

This policy defines business projects that require Information Services and Technology (IS&T) support and that are required to follow the project methodology as defined by the IS&T Project Management Office (PMO).

### II. ACCOUNTABILITY

The Vice President of Information Services and Technology (IS&T), IS&T Director(s), and School/Unit IT Management shall ensure compliance with this policy.

### III. DEFINITION

**Business Project** – Any task-specific endeavor undertaken to create a unique product or service with delineated starting and ending timeframes. The endeavor requires input and support from the IS&T department. The project may be initiated by a University business unit or IS&T department.

**Deliverables** – The required result or output from completing a step in the project methodology, i.e., document.

**Estimated Effort** – A delineated estimate of team/effort hours required to implement the project.

**IS&T Management** – The group of individuals designated as the head of their respective central administration area (i.e., Enterprise Solutions, Enterprise Infrastructure, Enterprise Clinical Solutions, High Performance and Research Computing, Finance and Operations, Information Security Office) or an individual school or unit (NJDS, NJMS, SOM, RWJMS, UBHC, UH, etc.) and attend the regularly scheduled IS&T leadership meetings held by the VP of IS&T.

**IS&T Leaders** – The group of individuals designated as leads for their respective central administration area (i.e., Enterprise Solutions, Enterprise Infrastructure, Enterprise Clinical Solutions, High Performance and Research Computing, Finance and Operations, Information Security Office) or an individual school or unit (NJDS, NJMS, SOM, RWJMS, UBHC, UH, etc.). Positions may be Asst. Directors, Managers, Analyst I, etc.

**IS&T Project Manager** – Individual accountable for accomplishing the stated project deliverables.

**PMO** – The central administration IS&T department that sets the direction, monitors and provides training on how University personnel should successfully run projects.

**Portfolios** – A series of projects organized into single department portfolio consisting of data that captures project objectives, costs, timelines, accomplishments, resources and other critical factors.

**Project Methodology** – Defined by the Project Management Office, processes that provide a common set of guidelines and tools for all IS&T employees to successfully manage a project.

**Small Scale Project** – Typically, a small project is departmental in focus. This may include small organizational improvements or enhancements to current practices and/or procedures. Often this may include process improvement efforts, updates or minor enhancements to an existing information system or an incremental product development project. Small scale projects are those involving up to 500 hours of effort or less (IS&T, team members and stakeholder combined), and will have a smaller number of implementation team members.

**Medium Scale Project** – A medium project is often one conducted within an individual business unit. Medium projects typically involve implementing new capabilities to support key business function, and may include significant process improvement projects, systems enhancements or the development and implementation of new systems to support a single business function. There may be some procurement associated with the project, whether for products, services or resources. These projects are between 501 and 2000 hours of effort, and may have 10-15 implementation team members.

**Large Scale Project** – Large projects tend to be significant and strategic organizationally-driven projects. Large projects are usually aligned with the attainment of key strategic objectives of the organization, and will often have far reaching impact within the organization. These projects may require more extensive use of external consultants and contracting expertise, and will typically have much more complex procurement requirements. Large projects require over 2000 hours of effort, and likely involve increased size of the implementation teams – often with 30 or more team members.

#### IV. REFERENCES

- A. IS&T PMO Project Methodology Processes document
- B. PMO Project Checklist
- C. Project Quality Review Policy

#### V. APPLICABILITY

This policy applies to all UMDNJ IS&T employees and vendors who are implementing a business project.

#### VI. POLICY

##### A. Requirements:

A business project that meets the effort criteria for large scale will be required to follow the entire PMO Project Methodology and produce all deliverables as outlined in the methodology.

A business project that meets the criteria for small or medium scale may not be required to follow the PMO Project Methodology, although the need to follow all or parts of the process is highly recommended. The Vice President of IS&T or IS&T Management have discretion to require that the Project Methodology be followed on small or medium scale projects.

##### B. Responsibilities:

The PMO will routinely audit the IS&T project portfolios to determine if the PMO Project Methodology is being followed for large and medium scale projects. A project that meets the effort criteria for a small scale project will not be audited for compliance.

The IS&T Leaders are responsible for ensuring their project managers adhere to the PMO Project Methodology for large scale projects. IS&T Management and IS&T Leaders will cooperate with

the PMO by meeting with the PMO representative and providing any necessary methodology documents.

Internal Audit (IA) has the option to audit any large project for compliance with PMO Project Methodology.

C. Exceptions:

Exceptions to this policy must be approved by the Vice President of IS&T.

D. Procedures:

Steps:

IS&T employees will analyze project requests to determine the total number of estimated effort hours required to complete the project.

IS&T Management will review and approve the project effort estimates and communicate to the project leader the scale of the project – large, medium or small.

E. Compliance:

Steps:

PMO randomly selects a medium or large scale project to be audited for PMO Project Methodology compliance. The number of audits will depend on the availability of PMO resources. IS&T Management can request the PMO to audit a specific project.

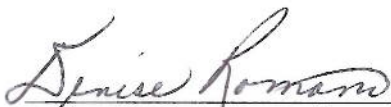
PMO notifies the IS&T Project Manager of the audit.

PMO and the IS&T Project Leaders will collaborate on the audit.

PMO produces an audit report/scorecard and distributes same to the IS&T Management, IS&T Leaders and IS&T Project Manager.

PMO reports audit findings to IS&T Vice President.

By Direction of the Vice President of IS&T



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