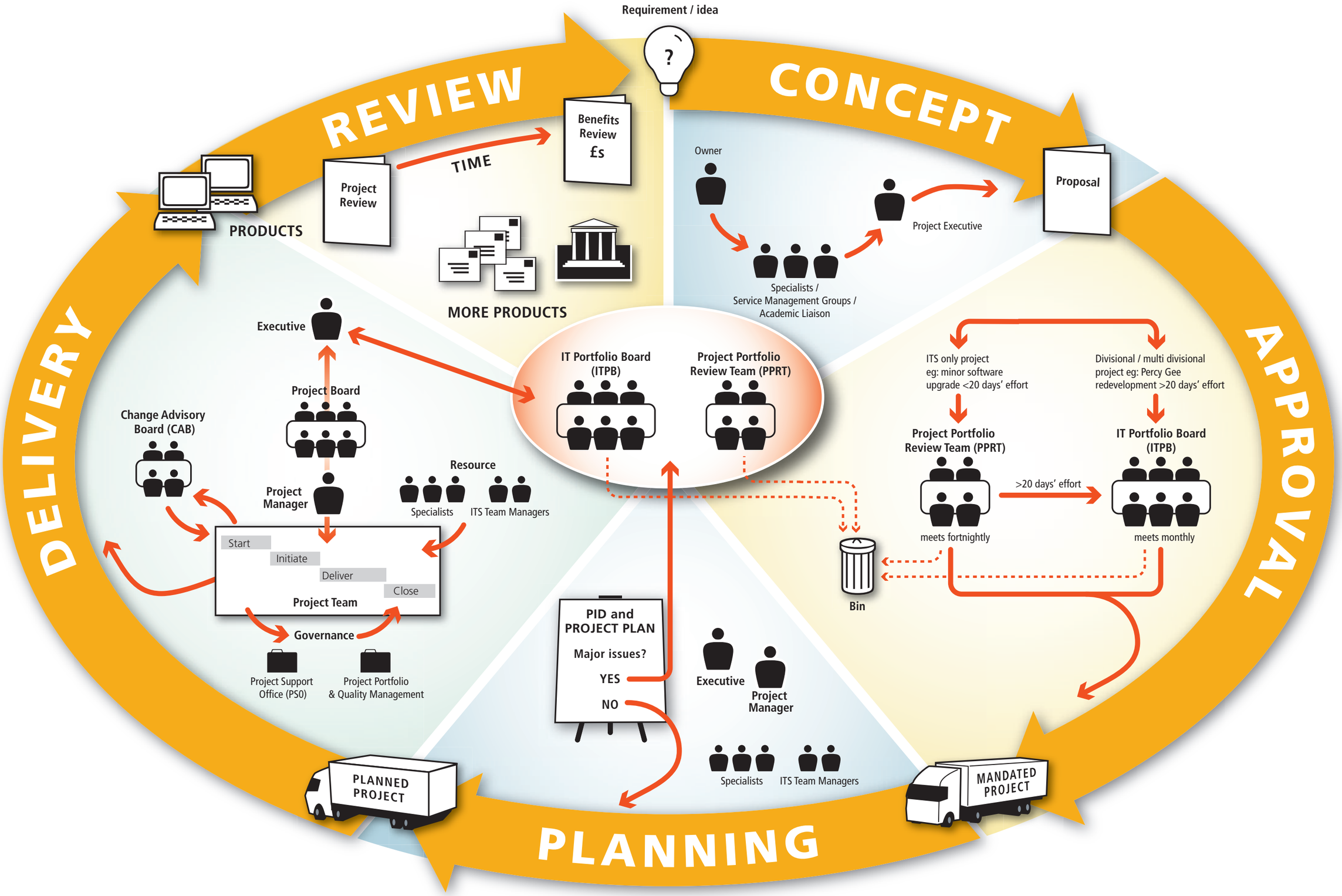
University of Leicester

IT Services – Project Management Guidelines



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IT Services – Project Management Guidelines

Project Governance

Information Technology Portfolio Board (ITPB)

Responsible for assessing, authorising, prioritising project requests across the University Colleges and Departments.

Membership: Registrar and Secretary (Chair), Academic Registrar, Heads of Divisions within Corporate Services, Director of Library Services, Senior Representatives from all four Colleges.

Project Portfolio Review Team (PPRT)

Responsible for assessing, authorising and prioritising all IT Services specific project requests.

Membership: ITS Director (Mary Visser), ITS Assistant Directors (Colin Atkinson and Liz Bailey), ITS Head of Project Portfolio and Quality (Paul Youngman), ITS Head of Project Support Office (Jon Gunnell)

Project Support Office (PSO)

Provides support to Project Managers on PRINCE2, facilitates project governance and provision of project MI.

Contact: Julie Wetherall Ext. 7967 or email its-pso-proposals@le.ac.uk

Project Portfolio & Quality Management

Manages the ITS project portfolio approval process (ITPB) and defines project and quality assurance standards.

Contact: Paul Youngman Ext.2238 or email pxy@le.ac.uk

ITS – Project Management Methodology

The ITS Project Management Methodology is heavily based on PRINCE2 but customised to the University's needs.

Key principles are:

- Every project has a business justification that is continually assessed.
- Every project has an Executive who is accountable for the delivery of project benefits.
- The Project Manager is accountable for the day to day running of the project and the delivery of products.
- PRINCE2 projects focus on defining and delivering products, in particular their scope and quality requirements.
- A Project Board will be established.
- The pragmatic application of PRINCE2. Project control and documentation will reflect the size, complexity, cost and risk profile of a project.
- Projects are planned, managed and controlled on a stage by stage basis.
- Management by exception – tolerances are defined for each project objective. These establish limits on delegated authority.
- Learn from previous experience – lessons are sought, recorded and acted upon throughout the life of a project.

Categories of Project

The level of governance applied should reflect the size, complexity, cost, risk and impact of a project.

A detailed check list is available to support this assessment X:\IT Services\WebAccess\PSO\Project Management\Project Controls Matrix.

The profiles below help differentiate broadly between major and minor initiatives.

Major Project

Cost	> £250,000
Duration	> 5 months
Effort	> 150 days

Dependencies – multiple/ 3rd parties

Business impact – significant

Prior experience – low

Minor Project

Cost	< £25,000
Duration	< 3 months
Effort	< 50 days

Dependencies – none/internal

Business impact – minor

Prior experience – high

Minor projects will typically be managed by suitably experienced ITS Team Managers or staff with support from the PSO and mentoring from an experienced Project Manager.

Major projects would be managed by an experienced Project Manager based in the PSO.

Documentation and Reporting Requirements

Formal progress reporting requirements are the same for all projects.

- Monthly highlight reports to PSO
- Exception reports to Executive and Board triggered as necessary.

A list of the mandatory project control documentation is provided below. Further guidance is available at X:\IT Services\WebAccess\PSO\Project Management\ITS Project Documentation

Mandatory Documentation

Project Initiation Document
Daily Log
Lessons Log
Risk Register
Issues Register
Quality Register
Lessons Report
Issues Report
End Project Report

The Project Executive and Project Manager can use their discretion and agree the level/type of documentation appropriate for a project. Where this differs from the 'suggested' list of deliverables this must be agreed with the Project Support Office.

Project Closure

As the project closes a formal Project Review will occur to assess the final quality of products, actual vs. planned performance, lessons learned and establish any additional arrangements relating to transitioning the new services into the live environment. The Review will also determine the need for, and nature of, a post-project Benefits Review to assess if the business case objectives have been met.

PRINCE 2 / Project Management Training

For further information on guidance or training please contact either:
Jon Gunnell on Ext. 7969 (email: jag37@le.ac.uk) or Nevin Moledina on Ext. 7985 (email: nm102@le.ac.uk).