START myResearch Project Management Processes

October 2013

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Risk management

Description: The Risk Register in the SharePoint Workspace is the single place for risks for the START myResearch project. Risks can be added by any START myResearch Project Team Member. The project manager can also work with their team or team's stakeholders to complete the Risk Register. The project manager is responsible for following up on all risk as determined by the re-evaluation date.

Significant risks will be marked by the team's project manager for executive reporting. These types of risks will be managed by the START myResearch project team and reported to START myResearch governance bodies and stakeholders.

- When a risk is identified work with the project manager to identify the risk severity and document the risk.
- All risk need to be documented in the Risk Register located on the SharePoint Workspace. (Example of Risk Register below)
    - Title – Short description of risk to help easily identify it
    - Description – Detailed explanation of the risk
    - Impact – This is a 1-5 scale. Negligible, Minor, Moderate, Significant, Severe. Refer to criteria on Risk Register.
    - Associated Impacts – Need to include if it impacts other activities within or outside of this module, projects within AITS or outside of AITS, any individuals or groups, and other activities
    - Probability – This is a % based on how likely the risk is to impact the project.
    - Severity – Please see criteria on Risk Register to determine if it is Low, Medium or High. This will be based on the probability and impact.
    - Owner – Select what individual will be working on the mitigation plan, if unknown leave blank and follow up with Project Manager
    - Mitigation and Contingency Plan – Describe the steps that will need to take to mitigate this risk. NOTE – Mitigation plans need to be tracked in MS Project.
    - Re-evaluation Date – This is the date that the first action on the mitigation plan is due. This date can continue to move as the mitigation plan is processing.
    - Impact date - This is date is determined by when this risk, if not closed, will turn into an issue. Once a risk reaches its impact date without a resolution an issue will need to be created. At this time close the risk out, noting that it was transferred to an issue and document that issue name in Notes on Closing.
    - Resolve date – This is the date that the risk is considered fully mitigated and there is no longer a risk to the project.
    - Resolution Notes – Describe how the risk was mitigated or if it was transferred into an issue.
    - Status - Choose if this item is "Not Evaluated", "In Progress", "Resolved" or "Expedited to Issue". Make sure to update this field as the issue changes status.
    - Exec Rpt – Check this box if this should be reported to upper level management.
    - Determine who should notified of the risk and escalation process.

Process owner: AJ Lavender

Review and update cycle: All open risk are reviewed weekly by Project Manager before the Weekly Ops Meeting. Any risk with a re-evaluation date or impact date in the next two week or any high risk

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will be reviewed during the Weekly Ops meeting. Any risk marked Exec Rpt needs to be added to the weekly START myResearch Messenger.

Risk Register:

https://intranet.uillinois.edu/departments/aits/AW/ITPC0465/Lists/Risks/AllItems.aspx

The Risk Register is managed by the project manager. If you have an item that should to in the risk register, please work with your project manager to complete this form.

Title	*
Attachments	Click here to attach a file
Description	The likely causes and consequences of the risk
Impact (1-5)	* Determine the magnitude of impact if the risk actually happened on a scale from 1 -5. Refer to criteria below.
Associated Impacts	
Probability (0-100%)	0 The probability that the risk will impact the project. Refer to criteria below.
Severity (Low, Medium, High)	Low Please see criteria below to determine if it is Low, Medium or High. This will be based on the probability and impact.
Owner	
Mitigation/Contingency Plan	The plans to mitigate the risk
Re-evaluation Date	This is the date that the first action on the mitigation plan is due. This date can continue to move as the mitigation plan is processing.
Impact Date	This is date is determined by when this risk, if not closed, will turn into an issue. Once a risk reaches its impact date without a resolution an issue will need to be created.
Resolve Date	This is the date that the risk is considered fully mitigated and there is no longer a risk to the project.
Resolution Notes	Describe how the risk was mitigated or if it was transferred into an issue.
Status	Not Evaluated
Exe Rpt	Check this box if this should be reported to upper level management.

Impact / Probability	1 Negligible	2 Minor	3 Moderate	4 Significant	5 Server
(81-100)%	Low Risk	Medium Risk	High Risk	High Risk	High Risk
(61-80)%	Low Risk	Low Risk	Medium Risk	High Risk	High Risk
(41-60)%	Low Risk	Low Risk	Medium Risk	High Risk	High Risk
(21-40)%	Low Risk	Low Risk	Low Risk	Medium Risk	High Risk
(1-20)%	Low Risk	Low Risk	Low Risk	Medium Risk	High Risk

Issue management

Description: The Issue Register in the SharePoint Workspace is a single place for issues for the START myResearch project. Issues can be added by any START myResearch Project Team Member. The project manager can also work with their team or team's stakeholders to complete the issue register.

Significant, project wide issues will be marked by the team's project manager for executive reporting. These types of issues will be managed by the START myResearch project team and reported to START myResearch governance bodies and stakeholders. Project issues are reviewed during the weekly project status meeting.

- When an issue is identified work with the project manager to identify the issue severity and document the issue.
- All issue need to be documented in the Issue Register located on the SharePoint Workspace. (Example of Issue Register below)
    - Title – Short description of issue to help easily identify it
    - Description – Detailed explanation of the issue
    - Date Added – Date added to SharePoint
    - Associated Impacts – Need to include if it impacts other activities within or outside of this module, projects within AITS or outside of AITS, any individuals or groups, and other activities
    - Severity –This will be based on how this issue impacts scope, schedule, quality and budget
    - Priority – This will be determined based on severity and what the associated impacts are
    - Owner – Select what individual will be working on the mitigation plan
    - Mitigation and Contingency Plan – Describe the steps that will need to be taken to mitigate this issue. NOTE – Mitigation plans need to be tracked in MS Project.
    - Due date – This date is determined by when the issue is planned to be mitigated by.
    - Status – Choose if this item is "Not Evaluated", "In Progress" or "Resolved". Make sure to update this field as the issue changes status.
    - Resolved date – This is the date that the issue is considered fully mitigated.
    - Resolution Notes – Describe how the issue was mitigated, any decisions that were made and where any documentation about this issue can be found.
    - Exec Rpt – Check this box if this should be reported to upper level management.
    - Determine who should notified of the issue and escalation process.

Process owner: AJ Lavender

Review and update cycle: Updated continuously and reviewed once a week during the START myResearch Weekly Ops team meeting. Top issues are reported weekly to the START myResearch Project Leadership team and are published in the Weekly Messenger.

Issues Register:
https://intranet.uillinois.edu/departments/aits/AW/ITPC0465/Lists/Issues/AllItems.aspx

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Title *	
Issue Description	Full description of issue
Date added	
Impact	Notes on this issue's impact on the project or other activities.
Severity	High Severity of the issue based on how it impacts scope, schedule, quality and budget
Priority	High Determined by severity and what the associated impacts are.
Owner	
Mitigation and Contingency Plan	
Due Date	
Status	Not evaluated
Resolved date	
Resolution	
Exec Rpt?	A field used for filtering items for review with upper level management.

Save Cancel

Status Meetings

Project status meetings

Description: Project status meetings are held once a week. Details on this and other recurring meetings are available in the Recurring Meetings Overview document in the Meeting Agenda and Notes document library.

Process owner: AJ Lavender

Review and update cycle: The format and invitees for this meeting will be evaluated once a year.

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Change requests

Description: Changes that will affect budget, scope, and schedule require the completion of an START myResearch Project Change Request Form. The project manager will work team or team stakeholders to complete the project change request form and usher it through the change request process. After a change request and impact analysis is complete, the START myResearch project manager will determine the appropriate approval path for the change.

Once a change is approved the following steps are followed to include the work package into the project schedule:

1. **Details:**

As an agenda item during our Monday afternoon START myResearch Project Status Meeting we would ask the group if there has been any work identified in the past week that may need to be completed and is not currently represented in the START myResearch schedule. If it is determined that there is work that needs to be added, the following process should take place:

a. Determine what the initial scope of work is thought to be and the impacts to current and future work.

b. The Functional Team will take lead on the work and kickoff any meetings needed. If there is not a functional team member that is available to start this work, resources from the technical team can be placed as the lead as appropriate. The assigned lead will gather and coordinate with the appropriate person(s)/team(s) to do analysis of the work to take place if necessary (i.e. does it involve a change to a current process or the addition of functionality to existing systems/processes?)

c. Based on the analysis, we are then able to refine the scope of work and include this in the requirements document that will be created along with such information as where the work originated, what we are trying to solve with adding it, and why it needs to be done.

d. Typically, once the analysis is complete and the scope is refined, the functional team will be asked to begin developing their requirements first with technical involvement as needed.

e. Once functional requirements are complete, the document would then be handed off to the technical and implementation teams to add their requirements.

f. After we have completed the proper analysis and defined the scope and requirements, we will then estimate and schedule the work and add it into the schedule. We will also add this work to the change log in order to keep a running list of the work that we add.

2. **Result:**

By implementing the above process, we will be better able to control the scope of the project, ensure that all parties are aware of any work that is added, and maintain a consistent process for analyzing, scoping, and developing clear requirements for what is to be done.

Process Owner: AJ Lavender

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Review and Update Cycle: Change requests are reviewed briefly each week during the project status meeting. Important change requests will be posted in the START myResearch Web Site.

Change request log and form:

https://intranet.uillinois.edu/departments/aits/AW/ITPC0465/Lists/Change%20Request%20Log/AllItems.aspx

Chg #	Type	Name	Brief Description	Change Status	Priority	Modified	Date Added	Deadline / Target Date	Completion Date	Notes on Completion / Results	Exec Rpt?
1		Emergency SMS Alert - Project Change Request	Change request for emergency SMS alert pages in Courion.	1-Not Evaluated	1-Critical	7/16/2013 2:47 PM	7/16/2013	7/19/2013			No
		Project Change Request Form	This is the form to use for a new change request. Please upload a completed version of this form to this Document Library and take care to complete all of the SharePoint Document Fields as they will help us track the status of this request.	4-N/A	5-N/A	5/8/2013 2:50 PM					No

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Excerpt of the form:

Project/Software Change Request Form Change request number

Project number and name, or Application name:	Sample Project
Date submitted:	
Change initiator & contact info:	
Change sponsor & contact info:	
Project manager/analyst & contact info:	

The following section is to be completed by the customer requesting the change.

Change type:
- ○ Project budget
- ○ Project quality
- ○ Project schedule
- ● Project scope
- ○ Software design change
- ○ Software new requirement
- ○ Software requirement change
- ○ Other

Change reason:
- ● Customer request
- ○ Legal
- ○ Performance
- ○ Other

Change Impact:
- ○ Critical - cannot move forward without this change
- ○ Necessary - change is required, but is not time-critical
- ○ Nice to have - no adverse impact if change is not made

Requested completion date:	
Title of change:	
Description of business problem:	
Impact of NOT implementing the change, and alternatives.	
Describe how the system should behave:	
Detailed requirements for requested change:	

The following section is to be completed by the Technical Team.

Estimate to complete:	Customer hours	Analyst hours	Developer hours	Tester hours	**Total hours**
Planning					**0**
Analysis					**0**
Design					**0**
Construction					**0**

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Decisions

Description: Decisions are made following the **Decision Making Process .** Completed and upcoming decisions are recorded in the **Decisions Log**.

The Decisions log is populated from the following sources:

START myResearch Steering Team Committee agendas and notes

START myResearch Executive Sponsorship Group agendas and notes

START myResearch Weekly Ops

START myResearch Business Leadership

Process Owner: AJ Lavender

Update and review cycle:

Decision log: As decisions are identified in one of the above sources, the process owner collects all the relevant data and updates the internal log by the next status meeting. Prior to the weekly Steering Committee Meeting and Executive Sponsor Meeting the project manager will review all of the open decisions and will add them to the agenda if needed. All decisions are also reviewed and updated monthly. Once a quarter, the process owner reviews the schedule new decisions are added to support new work packages or our improved understanding of the work ahead.

- Decision making process: Changes to the decision making process will be made as needed, with a full review occurring once a year.

Decision log and process:

Internal decision log and the decision making process document are in the START myResearch SharePoint Workspace.

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Project schedule management

Description: The project schedule is reviewed and updated weekly. The following list contains the requirements for an updated schedule in MS Project.

Weekly

1. All tasks in progress or scheduled to start in the next three months have an individual (not a role) allocated.
2. 80% of tasks in the next 6 months have individuals assigned to them.
3. Resources are consistent. Duplicates do not exist.
4. Tasks with start dates in the past but that have not actually started can still be completed on time.
5. Closed tasks are marked closed, 100% complete, ETCs are zero.
6. ETCs and resource assignments have been updated for remaining work on tasks
7. Actual start and finish dates are updated and tasks are marked as on track. (See Update work on a project in MS Project help)
8. Percent complete is up to date for all tasks.
9. ETC's are checked in MS Project and updated in Clarity.
10. New tasks have been added / schedule changes made per last week's meeting notes
11. Milestones are set appropriately.
12. No overdue tasks.
13. There are no overallocations.
14. Tasks that are marked as complete and the related deliverable for that task is checked for completeness by the project manager.

Monthly

1. Tasks with finish dates in the next three months are still on track to be completed.
2. Change requests are reflected in the project schedule.
3. Dependencies are up to date and a MS Project generated critical path view is useful.

Project manager will meet with each module team weekly and update MS project.

They will:

1. Review any task that should have started or should have completed.
2. Update % complete for any activity that is in progress and verify end date is still correct.
3. Ensure the ETC is still accurate for each tasks.
4. Review tasks that have a start, finish or in progress date in the next two weeks and verify dates, resources and hours are still accurate.

Process Owner: AJ Lavender

Review and update cycle: Project schedule will be reviewed each week as stated above. High-level schedule will be updated and published in the START myResearch Messenger. The High-level

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schedule is also reviewed at the Weekly Ops Meeting and the Bi-Weekly Executive Meeting and posted on the START myResearch Website. High-level milestones will be created from MS Project and reviewed with the entire team bi-weekly.

Project schedule: The project schedule is located in the SharePoint in START myResearch Workspace. The High-level timeline is also located in SharePoint.

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Resource allocation

Description: Resource allocation is driven by the project schedule and the Project Manager.

START myResearch project manager assigns their staff to their tasks in the project plan

- The tasks in the project plan, the required skill sets necessary, resource capacity, and priority will dictate assignment of staff
- Resources will be assigned by the Project Manager and Team Leads.
- Tasks don't get done unless they are on the project plan. There will be subtasks that exist off-plan in more detail in some instances, but all material tasks should be reflected in the plan.
- All resources will be assigned to tasks and based on the % of their time it will take to complete the tasks during the timeline ETC's are created and added in Clarity.

Process owner: AJ Lavender

Review and update cycle: This document and the process will be reviewed once a year.

Project organization chart: Located in SharePoint in the project management document library.

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Budget management

Description: START myResearch project budget is updated monthly.

Update and review cycle: This worksheet is updated once a month after the financial reports are distributed. All Actual dollars are added to the excel spreadsheet. It is available in SharePoint.

It will be reviewed quarterly and yearly to ensure we are within our budget.

Process owner: AJ Lavender

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Resource planning

Description: Once a month, the START myResearch project management team will produce a **3 month view** of the expected resource needs for the START myResearch project. It will be sent to AITS Resource Managers as well as CITES, ITS, and ACCC Resource Managers. In addition, it will be distributed to the START myResearch project leadership and the START myResearch project team. The START myResearch Project Management Team is responsible for producing this forecast with the best data available to them at the time. This working document is designed to help identify and resolve resource issues.

AITS will review this document during their monthly scheduling meeting, and resource constraints will be resolved according to the AITS Internal In Flight Project Priorities. Other organizational resource constraints are expected to be resolved according to their own internal processes.

Issues that are identified will be actively pursued and resolved by the START myResearch Project Management Team. If there are substantive changes, the START myResearch Project Management Team will rerun and redistribute the report. Otherwise, changes will be reflected in the next resource forecast.

All tasks for the next three months will be assigned to individuals, not generic roles. For those tasks where it is unclear which person will work on the task, the most likely assignment will be made.

Quarterly resource assessments will be done by the project management team. The output of this will be an updated schedule and a long term resource view and assessment that will be emailed to the START myResearch project leadership and central IT organization resource managers.

Process owner: AJ Lavender

Review and update cycle: The three month view is produced once a month the week before the AITS MG meeting. The quarterly resource assessment report is done the first month of each quarter.

Resource assessment reports: Current resource assessments will be stored in the START myResearch SharePoint workspace.

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Testing processes – STILL IN REVIEW

Description: The testing processes for START myResearch following the AITS SDLC methodology. The main activities and owners of each of these types of testing are outlined below:

- Acceptance testing for vendor delivered functionality (owner: Functional Team)
- Component testing (owner: Tech Team): In cases where other units are developing their own components, those units are responsible for component testing.
- Integration and system testing (owner: Tech Team)
- Performance testing (owner: Tech Team) The Functional Team provides the requirements, the Tech Team coordinates, and AITS QA executes these tests.
- Accessibility testing (owners: Functional Team for Courion delivered workflows and Tech Team for remaining functionality)
- Security (owner: Tech Team)
- User acceptance testing (owner: Functional Team)

Process Owner: ?

Review and update cycle: This process will be reviewed once a year and updated if required.

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Analysis, Requirements, Design processes – STILL IN REVIEW

Description: All work packages for the project must go through an analysis, requirements gathering, and design process. This will guide the project estimations for development and implementation.

Analysis: The assigned lead for the effort will gather the appropriate team members that will be working on the effort throughout the analysis, requirements, and design processes. They will have a 30 minute to 1 hour kickoff session to determine stakeholders, scope of the work, what needs to be analyzed, and next steps. These next steps could be meetings with the stakeholders to determine as-is processes. Both functional and technical analysis will be conducted.

Any deliverables must be reviewed and signed off by stakeholders to assure the quality and scope of work. Deliverables can include:

- Scope Document

Analysis document (located in the project Active Workspace for START myResearch under the templates folder)

- Supporting process diagrams

Requirements: Depending on the type of work package, analysis and requirements gathering may happen at the same time. The scope document and Analysis document will be inputs to the requirements. The assigned lead will begin by gathering the functional requirements. Technical team resources will be involved to assess any technical requirements needed to match the functional requirements.

Any deliverables must be reviewed and signed off by stakeholders to assure the quality and scope of work. Deliverables can include:

- Scope Document

Requirements Document (located in the project Active Workspace for START myResearch under the templates folder)

Design: The requirements document will serve as an input to the design process. Additional resources may be used to visually design elements if needed. The functional and technical team members will continue to design the new work and work with stakeholders to confirm the correct path.

Any deliverables must be reviewed and signed off by stakeholders to assure the quality and scope of work. Deliverables can include:

Application Design Document (located in the project Active Workspace for START myResearch under the templates folder)

Integration Overview Document (located in the project Active Workspace for START myResearch under the templates folder)

- Mock up diagrams
- Prototypes

Process owner: ?

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Deployment and roll out coordination—STILL IN REIVEW

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Communication management

Andy Blacker and Melissa Edwards created a communications plan.

The communications will be executed as defined in the plan. A list of Presentation has also been created to track all presentations that have been given ones coming up in the future.

The Communications Plan and List of Presentations are located in SharePoint.

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Project health monitoring - STILL IN REVIEW

Description: The following set of health indicators and reports are generated to help identify issues and facilitate the required action or decision. Health indicator values are set for issues, decisions, resources, schedule, budget (effort), barriers, and upcoming go lives. In addition, a resource anticipated and actuals effort summary and project progress and resource tracking view are generated.

Process owner: AJ Lavender

Review and update cycle: Once a month these indicators are set and are published on the START myResearch web site. Additions and refinements to this set of information will be done on an as needed basis.

Links to the indicators information: The current indicators information will be available in the START myResearch Project Management Library. A link to the public web page will be provided when it is available.

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Project status reporting

Description: The START myResearch project produces a status sheet called the START myResearch Messenger that is used for all project status meetings. This document includes a high-level timeline, current team focus, top five issues, decisions, upcoming rollouts, current tasks, and other topics for discussion. This report is designed to communicate the overall health of the project and current activities. The high-level timeline will also be added to the START myResearch Website weekly.

Process owner: AJ Lavender,

Review and update cycle: The START myResearch Messenger is produced once a week. It is drafted from the contents in the Weekly Ops Meeting and sent out to the project leadership and team.

The START myResearch Messenger: The draft and latest version of the START myResearch Messenger is in a document library in the START myResearch SharePoint Workspace.

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