



STATE OF ALABAMA

OFFICE OF INFORMATION TECHNOLOGY



Guideline 400G1: IT Project Governance

VERSION NUMBER	Guideline 400G1-03
VERSION DATE	October 1, 2017
GUIDELINE TITLE	IT Project Governance
GOVERNING POLICY	This guideline is governed by the current Policy 400 – IT Project Governance, regardless of revision.
OBJECTIVE	To maximize the return on IT investments by monitoring and minimizing risks, facilitating interagency goals, and ensuring interoperability and strategic alignment.
PURPOSE	Describe the decision making and approval structure that has been established for IT projects initiated by state agencies in Alabama.
SUPPORTING DOCUMENTS	The following documents support this guideline: <ul style="list-style-type: none">• Policy 400: IT Project Governance
EFFECTIVE DATE	This guideline shall be effective upon its approval by the Secretary of Information Technology, as evidenced by the signature of the Secretary being affixed hereto.
SUPERSEDES	This guideline supersedes version 400G1-02.
GUIDELINE	IT Project Governance

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SECTION 1. INTRODUCTION

1.1 Foundation for State of Alabama Project Governance

The State of Alabama Project Governance initiative was the result of an assignment to the Project Management Workgroup (PMWG) by the Alabama Office of Information Technology (OIT). OIT is charged with overseeing the development of an IT Project Governance framework that could be used to standardize the review and approval of IT projects from state agencies. OIT enlisted the services of the PMWG to develop IT Project Governance policies, guidelines, procedures, etc., in furtherance of this initiative. OIT Project Governance will cover activities across four phases of project management: Initiation, Planning, Execution, and Closure.

1.2 Supporting Documentation

The following is a list of policies, guidelines, procedures, and templates that support and are referenced in this guideline.

Document Name	Description
Policy 400: IT Project Governance	Policy covering the overall IT Project Governance
Guideline 400G1: IT Project Governance	Detailed guide covering basic IT Governance
Procedure 400P2: IT Project Governance Tailoring Matrix	Describes the activities and documents required based on the project size
Standard 400S1: IT Project Governance Threshold	Describes the threshold for projects that need IT Governance
Policy 410: IT Project Initiation	Policy covering the Initiation Phase of IT Project Governance
Procedure 410P1: IT Project Initiation Phase	Describes the project initiation phase
Procedure 410P2: Completing a Project Request Form	Describes the project request process for submitting a project to OIT
Procedure 410P3: Completing a Business Case	Describes the Business Case and Cost Benefit Analysis process for submitting a project to OIT
Procedure 410P4: IT Project Sizing	Describes the Project Sizing process and how Projects are sized
Procedure 410P5: Waiver Process	Describes the Project waiver process for submitting a waiver to OIT
Procedure 410P6: Completing a Project Charter	Describes the Project Charter and the process for submitting a project charter.
Diagram 410D1: Initiation Phase Workflow	Workflow describing the initiation phase
Diagram 410D2: Waiver Workflow	Workflow describing the process for submitting a waiver request

Template 410T1: Project Initiation Tool	Excel application for creating the Project Request, Business Case, Cost Benefit Analysis, and Project Charter
Template 410T6: Project Charter Template	Word Template for providing a Project Charter
Form 410F3 : Waiver Request	An Adobe PDF Form used for requesting a waiver
Policy 420: IT Project Planning	Policy covering the Project Planning of IT Project Governance
Procedure 420P1: Completing a Moderate Project Management Plan	Describes the project planning phase for submitting a Moderate sized project to OIT
Procedure 420P2: Completing a Major Project Management Plan	Describes the project planning phase for submitting a Major sized project to OIT
Diagram 420D1: Planning Phase Workflow	Workflow describing the Planning phase
Template 420T1: Moderate Project Management Plan	Word Template for providing summaries of the Project Plan to OIT
Template 420T2: Major Project Management Plan	Word Template for providing summaries of the Project Plan to OIT
Policy 430: IT Project Execution	Policy covering the Project Execution Phase of IT Project Governance
Procedure 430P1: Moderate Project Status Report	Describes the project execution phase for submitting a Moderate sized project to OIT
Procedure 430P2: Major Project Status Report	Describes the project execution phase for submitting a Major sized project to OIT
Diagram 430D1: Execution Phase Workflow	Workflow describing the Execution phase
Template 430T1: Moderate Project Status Report Template	Word Template for providing the project status to OIT
Template 430T2: Major Project Status Report Template	Word Template for providing the project status to OIT
Policy 440: IT Project Closure	Policy covering the Project Closure Phase of IT Project Governance
Procedure 440P1: Completing an IT Project Closure Report	Describes the closer phase for submitting a project to OIT
Diagram 440D1: Closure Phase Workflow	Workflow describing the IT Project Closure phase
Template 440T1:IT Project Closure Report	Word Template for submitting Project Closure to OIT

Figure 1-1 - Supporting Documents

1.3 IT Project Governance Tailoring Matrix

Procedure 400P2: IT Project Governance Tailoring Matrix							
Activities and Documents	Project Sizing Score (410T1)			References & Supporting Documents			
	Minor	Moderate	Major	Policy	Procedure	Template	Standard
Initiation Phase							
Determine Governance Threshold	Required	Required	Required	400, 410			400S1
Project Sizing		Required	Required	410	410P4	410T1	
Project Request Form		Required	Required	410	410P1, 410P2	410T1	
Business Case (includes Cost Benefit Analysis)		Required	Required	410	410P1, 410P3	410T1	
Project Charter		Required	Required	410	410P1, 410P6	410T1, 410T6	
EPMS Info Sheet				410	410P1	410T1	
Planning Phase							
Moderate Project Management Plan		Required		420	420P1	420T1	
Major Project Management Plan			Required	420	420P2	420T2	
Execution Phase							
Moderate Project Status Report		Required		430	430P1	430T1	
Major Project Status Report			Required	430	430P2	430T2	
Closure Phase							
Project Closure Report		Required	Required	440	440P1	440T1	
Required: This activity or document must be accomplished Denotes documents that must be submitted to OIT							

1.4 Waiver

An agency may request a waiver of any required documentation with the exception of the Project Request Form. To request a waiver, agencies must complete Template 410T5: Waiver Form and submit to OIT for approval. The process for requesting a waiver is described in Procedure 410P5: Waiver Process.

SECTION 2. INITIATION PHASE

Initiation is the first phase in the IT Project Governance process. In this phase, the requesting agency must first determine if the project meets the threshold for projects requiring OIT oversight. Details regarding the specific thresholds for project governance can be found in OIT Standard 400S1 – IT Project Governance Threshold. Figure 2 below illustrates the IT Project Initiation Phase workflow.

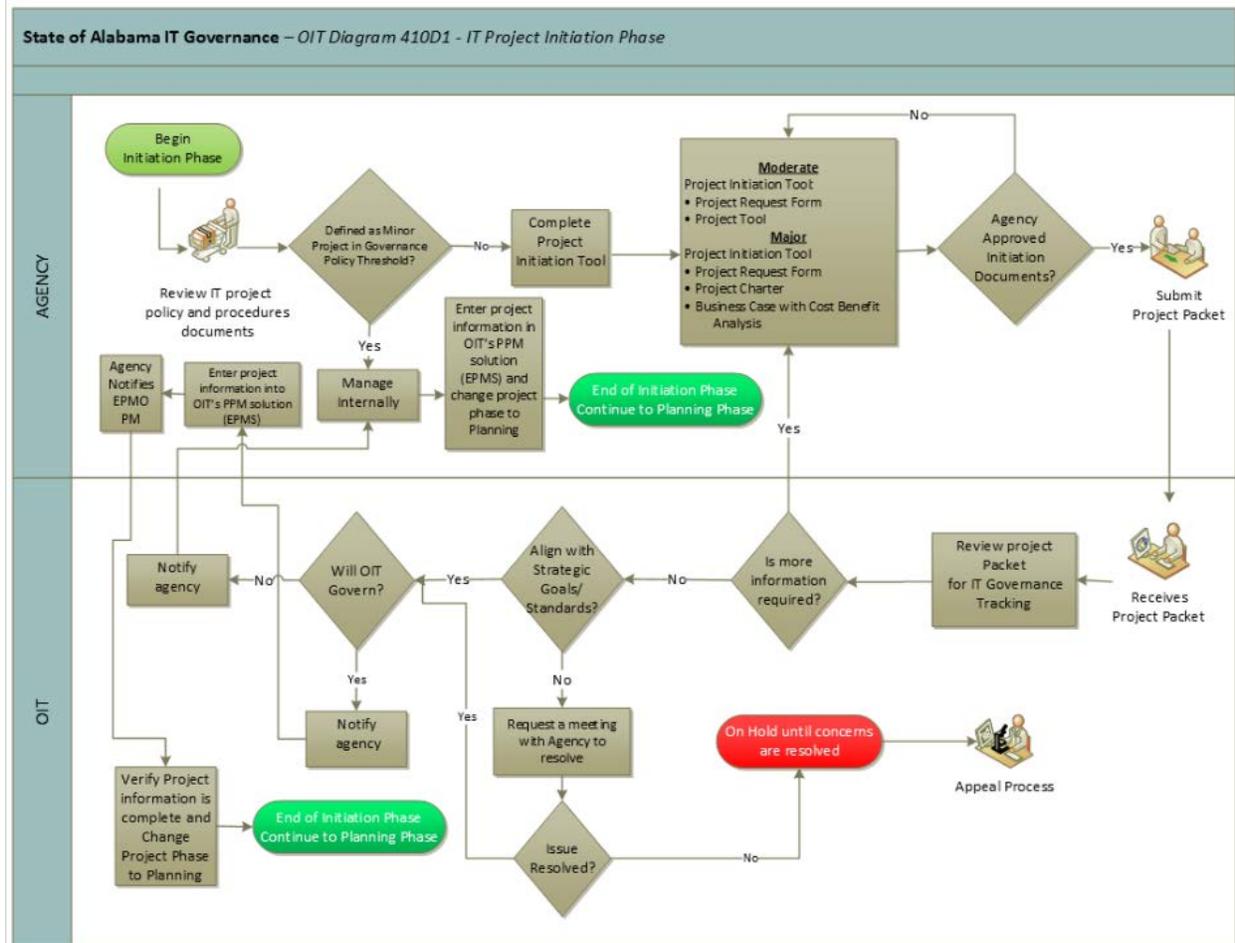


Figure 2 – IT Project Initiation Phase Diagram

Once a project has been determined to be within OIT’s threshold for governance and/or visibility, the agency should complete the appropriate portions of Template 410T1 – Project Initiation Tool, which provides pertinent project information to OIT. The Project Initiation Tool is a Microsoft Excel spreadsheet application that helps to standardize and streamline this process. This application solicits information about the project’s size, scope, duration, cost, risk strategy, etc. The project size, as determined by the Project Initiation Tool, will dictate the appropriate documents you must complete. Minor projects, that are smaller, less costly, and less complex will require less documentation than Moderate and Major projects.

- 2.1 The Project Initiation Tool produces four outputs – a Project Request Form, a Business Case, a Project Charter, and an EPMS Info Sheet. The Project Request Form, Business Case, and Project Charter are referred to as the Project Initiation Packet. Once the packet is completed, it must be approved by the agency’s approving authority and submitted to OIT for review. The EPMS Info Sheet is a used to map information entered into the Project Initiation Tool for input to OIT’s automated project portfolio management solution and is not a required document for submission to OIT. Initiation Phase Activities and Documents

The activities in the Project Initiation Phase are essential steps in the project effort. The Initiation Phase documents define the project so all project stakeholders clearly understand the project scope and expected benefits. Project initiation activities also establish executive management commitment to the project and the allocation of required resources.

2.2 Project Initiation Packet

When an agency determines that an IT project falls within the thresholds established in Standard 400S1 – IT Project Governance Threshold, the agency must complete the 410T1 – Project Initiation Tool. The Project Initiation Tool produces three documents that will be submitted to OIT. The documents are generated when an agency completes each of the major sections in the Project Initiation Tool. The documents that make up the Project Initiation Packet are the Project Request Form, Business Case, and Project Charter.

2.2.1 Project Request Form

The Project Request Form is the vehicle for formally requesting OIT approval to begin an IT project. The form provides basic information about the project that OIT needs as part of its review. This form includes the project name, project size, start date, completion date, project manager, project owner, and other key identifying information about the project. Detailed procedures for completing the Project Request Form can be found at Procedure 410P2 – Completing a Project Request Form.

2.2.2 Business Case

The Business Case is used to provide a justification for why the agency is requesting permission to complete the project. This is where the agency “makes the case” for why the project should be approved and allowed to move forward. The Business Case provides information such as the issue or problem that will be addressed/solved upon completion of the project, the anticipated outcome, the impact to the organization, an analysis of alternatives, as well as several other important topics. Procedures for completing the Business Case are provided at Procedure 410P3 – Completing a Business Case.

The Cost Benefit Analysis (CBA) is a major component of the Business Case. The CBA is used to compare various alternatives and to provide a basis for selecting the one that delivers the greatest value to the state, the agencies, and constituents. The Cost Benefit Analysis contains both quantitative and qualitative evaluation factors that were used to determine that the proposed project approach is the best course of action to address the underlying need or issue the agency is trying to solve. Instructions for completing the Cost Benefit Analysis are covered in detail in Procedure 410P3 - Completing a Business Case.

2.2.3 Project Charter

The Project Charter formally authorizes the existence of the project and provides the Project Manager with the authority to apply organizational resources to project activities. The Project Charter document establishes a partnership between the performing and sponsoring organizations as well as internal agreement among key stakeholders. Instructions for completed the Project Charter are covered in detail in Procedure 410P6 – Completing a Project Charter.

2.2.4 EPMS Info Sheet

The Enterprise Project Management System (EPMS) Info Sheet is an Adobe PDF that maps the information is entered into the Project Initiation Tool to the correct fields for input into OIT's automated project portfolio management solution. This is not a required document for submission, but rather, a useful tool to ensure information is correctly entered into the automated project portfolio management solution.

2.3 Project Request and Review Process

Projects that meet the IT Project Governance thresholds described in Standard 400S1 – IT Project Governance Threshold are subject to OIT oversight. Details regarding the process and the materials to be submitted by the requesting agency are set out above in Sections 2.1 and 2.2. Projects that do not meet either of the thresholds will follow each agency's specific approval process. Agencies must ensure their processes are in compliance with all state policies and standards. In addition to the criteria established in the referenced standard, OIT reserves the right to apply governance oversight to critical projects that do not meet these criteria or as otherwise directed by the Governor.

SECTION 3. PLANNING PHASE

Project planning is the process of defining an orderly arrangement of activities and resources to deliver a unique product or service. The project plan is a key artifact developed during the planning phase and communicates project activities in terms of: what tasks will be performed; who will perform the tasks; when will the tasks be performed; what resources will be applied to accomplish the tasks; and how the tasks will be sequenced. Time spent developing the appropriate structure for organizing and managing project activities improves performance in the Execution Phase.

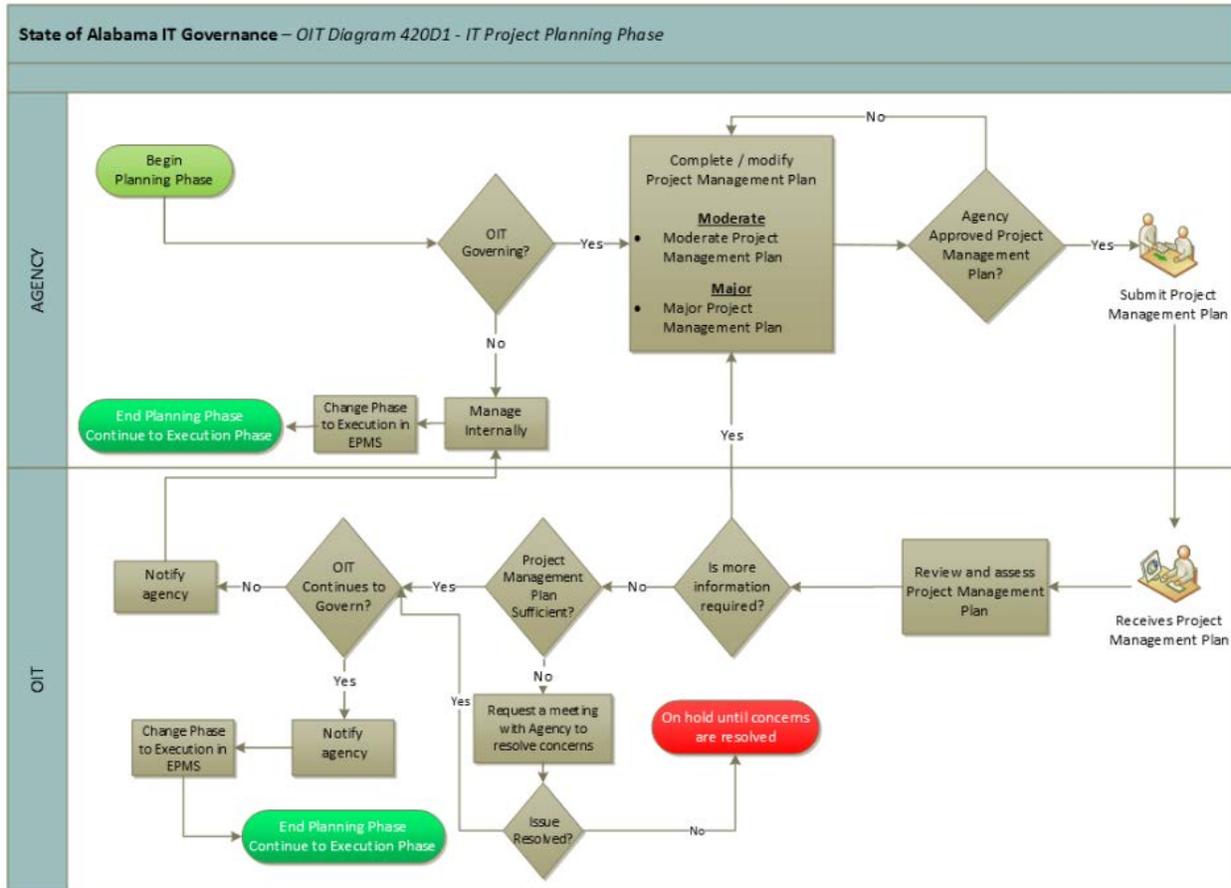


Figure 3 - IT Project Planning Phase

3.1 Planning Phase Activities and Documents

The activities and documentation that are a part of the Planning Phase are intended to provide OIT with more detail regarding the project’s timeline, key milestones, risks, communication plan and overall approach to managing the project. At this point in the project’s life, OIT has given its approval for the project to move forward after a review of the agency’s Project Initiation Packet. However, important details about how the project will be organized, managed, and reviewed are still needed by OIT in order to effectively govern it throughout the life of the project.

3.1.1 Project Management Plan

The Project Management Plan is a comprehensive document detailing all aspects of the agency's plans for managing the project. According to the Project Management Body of Knowledge (PMBOK), a Project Management Plan is "...a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines."

The Project Management Plan should not be confused with the project schedule which is sometimes referred to as the project plan. The project schedule provides a representation of predicted tasks, milestones, dependencies, resource requirements, task durations, and deadlines. The project plan, typically created in Microsoft Project, should be baselined so that OIT will be able to track the agency's progress as the project moves forward. Using Microsoft Project, the actual task durations and finish dates will be compared to the project's baseline to calculate a variance indicating that a task or project is ahead of schedule, on schedule, or behind schedule.

The Project Management Plan adopted by OIT for IT Project Governance, while similar to the standards set by PMBOK, does have a few differences. As discussed in Section 2 above, OIT Project Governance uses a project sizing questionnaire as part of Template 410T1 – Project Initiation Tool to determine if a project is Minor, Moderate, or Major. The Project Management Plan that an agency should use on its project depends on the outcome of the project sizing questionnaire. Minor projects do not require a Project Management Plan. Moderate projects will use the Moderate Project Management Plan, and Major projects will use the Major Project Management Plan. For details on each of these plans, please see Procedure 420P1 – Completing a Moderate Project Management Plan and Procedure 420P2 – Completing a Major Project Management Plan.

SECTION 4. PROJECT EXECUTION PHASE

The Project Execution Phase is the part of the project lifecycle where the tasks that build the deliverables are executed. The Project Execution Phase begins when the Project Management Plan is approved and the resources necessary for executing the starting task are assembled. Project execution should be in accordance with the approved project plan. Figure 4 depicts the components of State of Alabama Project Management, as discussed in Section 1.

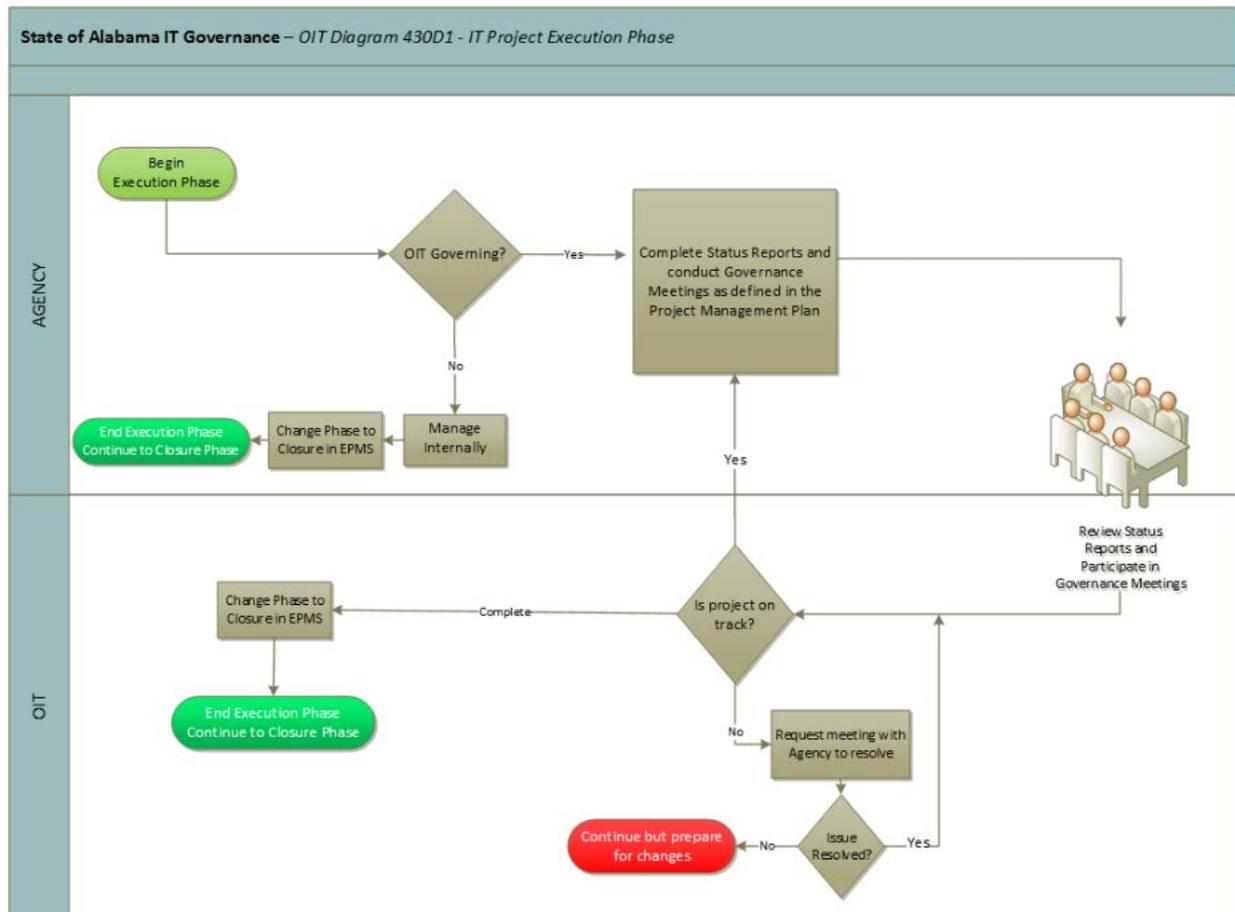


Figure 4 - IT Project Execution Phase Diagram 430D1

4.1 Execution Phase Activities and Documents

Project Execution consists of task execution, measuring project progress, reporting project status, and exercising management controls. The project team executes the tasks as mapped out in the Project Management Plan. Controlling project execution requires the measurement of project performance, monitoring project risk, and controlling change to the project baseline. The project manager is focused on observing and analyzing the work underway. Controls outlined in the Project Management Plan keep the project on schedule, in scope, and within budget. During this phase, the processes of executing, controlling, and planning are continuous interactive activities. During execution, the project team must continuously monitor performance in relation to the baselined project plan. By measuring and evaluating the actual execution of project activities against the baseline plan, the project team and stakeholders can gauge the progress of the project.

This phase ends when the product, good, or service developed has met the user acceptance criteria established in the performance plan and a user acceptance document has been completed. From OIT's project governance perspective, the essential deliverables created in this phase are project status reports which are to be submitted to OIT for review on a periodic basis and project governance meetings as defined in the Project Management Plan.

4.1.1 Status Reports

Project status reporting is a regular, formalized report on project progress as measured against the project plan. Its purpose is to effectively and efficiently communicate project status at regular intervals to project stakeholders. Agencies must produce and submit status reports on approved projects to OIT. OIT approved status reports are: Template 430T1 – Moderate Project Status Report and Template 430T2 – Major Project Status Report.

The Status Report that an agency should use on its project depends on its sizing, either Moderate or Major. Minor projects do not require status reporting. Moderate projects will prepare a Moderate Project Status Report and Major projects will prepare a Major Project Status Report. For details on how to complete each of these reports, please see Procedure 430P1 – Moderate Project Status Report and Procedure 430P2 – Major Project Status Report.

SECTION 5. PROJECT CLOSURE PHASE

The Project Closure Phase is the last phase in the project lifecycle. Closure begins when the user accepts the project deliverables and the project oversight authority concludes that the project has met the goals established. The major focus of project closure is on administrative closure and logistics. Project closure includes the following key elements:

- Turnover of project deliverables to operations
- Redistributing resources—staff, facilities, equipment, and automated systems
- Closing out financial accounts, including Contract Administration
- Completing, collecting, and archiving project records
- Documenting the successes of the project
- Documenting lessons learned
- Planning for Post Implementation Review

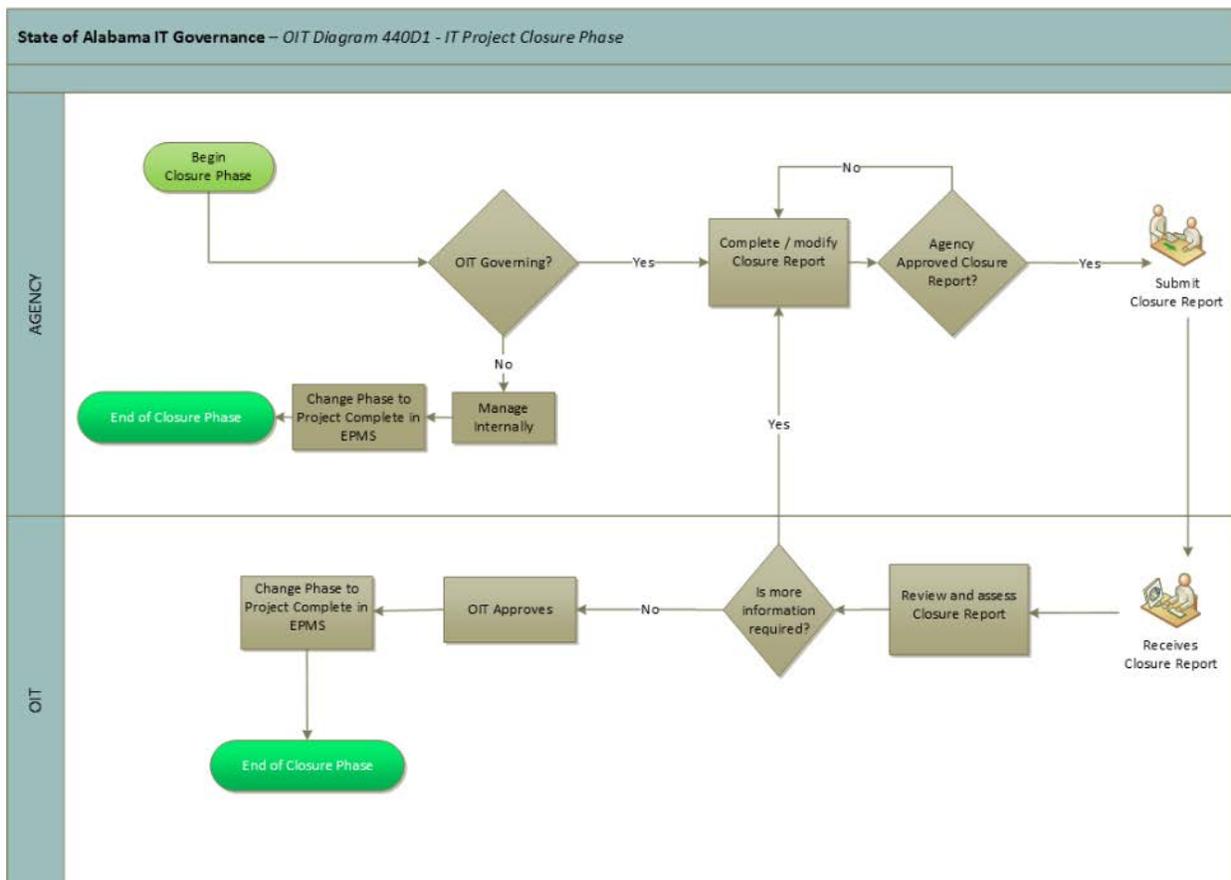


Figure 5 - IT Project Closure Phase Diagram 440D1

5.1 Closure Phase Activities and Documents

The major activities in the Closure Phase consist of tasks that are typically administrative and logistical in nature. Initially, the focus is on performing the tasks associated with dispensing and reconciling personnel, property, and funding. When these tasks are finished, the attention of the project manager is focused on documentation of lessons learned and project closure.

The most important aspect of project closure is the physical turnover of control of the product, good, or service delivered by the project. All project deliverables will need to be maintained and supported after the project team disbands. An operational unit of the organization (for which the deliverable is developed) assumes responsibility for the support of the deliverable. Procedures for this turnover and acceptance by the operational unit must be determined. Turnover and acceptance activities include but are not limited to knowledge transfer, documentation transfer, and physical transfer of the deliverable.

Historic project data is an important source of information. The purpose of collecting project archive data is to provide historical information on agency projects to capture information on lessons learned, project successes, project funding, etc. to help improve future projects.

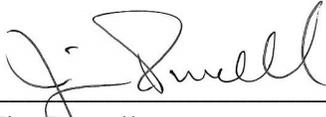
Typically, the following project data is archived:

- Project notebook
- Project Plan
- Project management and oversight review records
- Correspondence
- Meeting notes
- Status reports
- Contract file
- Technical documents, files, program, tools, etc.,

5.1.1 IT Project Closure Report

The IT Project Closure Report is the final deliverable to OIT for the project. IT Project Closure Report is an instrument prepared by the project manager at the conclusion of an IT project. It contains key metrics, best practices, lessons learned, and other valuable information about the project. The IT Project Closure Report must be prepared and submitted to OIT as a part of project cessation. For a detailed look at the IT Project Closure Report approved for OIT use, please see Template 440T1 – IT Project Closure Report.

The undersigned, as Acting Secretary of Information Technology of the State of Alabama, exercising the power vested in that Office by the laws of this State, declares this Guideline to be adopted as of the 1st day of October , 20 17 .



Jim Purcell
Acting Secretary of Information Technology

DOCUMENT CHANGE HISTORY

Version	Release Date	Comments
400G1-01	April 12, 2016	Initial version
400G1-02	June 23, 2016	Change to require Business Case for all projects
400G1-03	October 1, 2017	Updated version to incorporate changes to project sizing, Project Initiation Packet, and revisions to policies, procedures, templates, standards, and diagrams.