UNIVERSITY OF BIRMINGHAM

PROJECT MANAGEMENT FRAMEWORK

Project management enabling predictable project delivery

and enhancing the customer experience

Project Office

Contents

1 Overview and Process Flow Diagram

The new project processes replace all the current project documentation including the current Business Case and Project Initiation Document and are being introduced to address a number of challenges outlined in figure 1.

This introduces a series of project gateways that support the IT Services Governance Model (figure 2) and the IT Services demand management initiative to enable more predictable project delivery and ensure we are able to resource projects prior to their approval and that we are not over allocating our staff.

Figure 1: Reason for change

Why Change?

- Replacing the old forms with ones that are more tabular, easier to complete and read
- Reducing the need for a business case and a PID by a single document
- Improving our documents to help project managers plan projects by asking the right questions and encouraging early project initiation meetings with all parties involved, saving time later on.
- Pre-requisite to demand management; we need to know the resource requirements for a project before we can approve it
- Enabling the project manager to manage projects by stage enabling more predictable project delivery
- Allows an early awareness of upcoming projects and initiatives to enable longer term planning
- Embedding the planning for on going support and release management into the project process
- Embedding consideration of the customer experience and communication

The process is centred around 3 key forms:

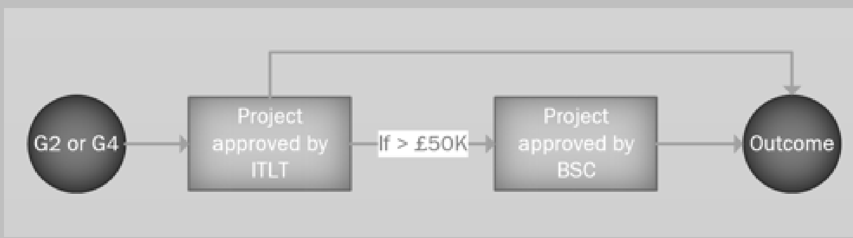
- Gate 1, the idea – for recording ideas in advance and assisting annual planning
- Gate 2, the initial business case and PID for option appraisal, feasibility and procurement activity, where previously a business case and separate PID would have been created
- Gate 4 the full business case and PID where previously a second business case and separate PID would have been created

The process also introduces a staged approach to project management as it is difficult to accurately predict the key milestones and people required 6 -12 months in advance, therefore projects can be split into stages with the high level milestones defined for the whole project but detailed planning for just the next stage. This approach is centred around updating the Gate Documents at the end of each stage rather than having to create a new PID each time.

Figure 2: How this relates to the IT Service Governance structure:

Overview of the Governance Process

- IT Services is moving towards a 2 year planning cycle of work and therefore when an idea is proposed a G1 (Project Mandate) should be submitted to IT Leadership Board (ITLT) for Go / No Go decision as to whether to progress with that idea and, if approved, the idea gets added to the list of potential planned activity in Clarity.
- Once an idea has been planned out via a G2 (for an options appraisal, feasibility of procurement project) or G4 (for the full project), it must
    - Be approved at IT Leadership Board (ITLT) via a Gate 2 or 4 document where ITLT will review and if approved prioritise the project [1]
    - Then, if a project will cost more than £50,000, this must also be submitted to the Business Systems Committee (BSC) which has representatives from key areas of the University for further discussion and approval and where these meetings happen approximately every 2 months.



The size, complexity and importance of the project determines the level of detail to be entered onto the documents. A project that will go to BSC will require more detail whereas a smaller project would have a more light-touch approach.

A project should follow this project management approach if it involves co-ordination over more than 1 team, if it requires funding from the BSC budget, ITLT governance, or if it is a complex or high profile project.

Project Process Flowchart

Idea

1 Complete G1 – Idea (Pre-Planning activity (6-24 month prior to a project starting)

At this stage the project is just an idea; no work has been completed for the project but it's vital that the Project Office be made aware of all upcoming work to allow for annual planning. Project will be added to Clarity by the Project Office. Submit this G1 via projectdocs@contacts.bham.ac.uk. The G1 will give a short non-technical paragraph overviews of the idea, what it will achieve, its key drivers and indication of when required.

This is **not** giving approval that the idea will happen or when it will happen, that will come after G2 or G4 planning activities

ITLT Approval

Plan

2 G2 – Initial Business Case for Options Appraisal, Feasibility and / or Procurement

An outline Business Case/PID is written. A project initiation meeting should take place to discuss the project with all relevant stakeholders. The G2 is completed including specifying the resource required. The project and resource required is then reviewed at ITPCG, taken to ITLT then BSC if required. Submit G2 via projectdocs@contacts.bham.ac.uk. If moving straight into the full project move into the initiation phase and complete the G4 instead.

ITLT / BSC Approval

Options/Feasibility /Procurement

3 G3 – End of Options Appraisal, Feasibility, or Procurement

This is a recommendations report following the Options Appraisal, feasibility and / or procurement work undertaken. Complete the G3 and submit via projectdocs@contacts.bham.ac.uk and start planning next stage

Next Step

Further Options Appraisal, Feasibility or Procurement work required. Start with a copy of the previous G2 for this project and update

Ready to initiate the full project

Initiate

4 G4 – Business Case and Project Initiation Document

This is the planning to initiate the full project and also includes a project initiation meeting if required. The resource requirements for this stage are detailed and estimated for future stages, the G4 is submitted via projectdocs@contacts.bham.ac.uk. Once submitted, this will go through demand management discussions with ITPCG and Demand Manager and then will go through the Governance Process via ITLT and BSC. Work must not start until approved

ITLT / BSC Approval

Start and Staged Delivery

5 G5 – End of Stage and Next Stage

This is part of staged delivery with a review at the end of each stage by completing the G5 which is primarily a checklist and quick review of the G4, with particular reference to updating the stages, the benefits, risks, and communication, and confirming the resources required for the next stage. Submit G5 and Updated G4 via projectdocs@contacts.bham.ac.uk.
This will be reviewed by demand management process but issues are not anticipated unless there has been a major change in the resource requirement and ITLT approval is not required unless there are issues

Ready for Release

Repeat for each stage

Yes

Release

G5 – Release

If the project is in the release stage, the project is updated to reflect this on Clarity

Close

6 G6 – End of Project and Lessons Learnt)

Complete G7, the end of project and lessons learnt document. Submit via projectdocs@contacts.bham.ac.uk

2 The Detailed Process

Idea 1

G1 – Idea

An idea is thought of that will require a project involving IT Services to implement it. This may come from within the service or outside of the service and should ideally come in 6 – 24 months before it is due to start. At this point the person with the idea will complete the G1 (Idea Form) and submit to projectdocs@contacts.bham.ac.uk where it will be reviewed by the Head of Project Office and Demand Manager and submitted to the ITLT Governance meeting.

- This is making Governance aware of an idea, getting approval to spend time to plan out the project that will realise the idea, and developing a vision of potential future demand.
- This is providing a short non-technical paragraph about what the idea is, what it will achieve, and what the drivers are which can be used for communication
- It will provide an indication of preferred dates
- This is **not** giving approval that the idea will happen or when it will happen, that will come after G2 or G4 after planning as it is not reviewing the resources required at this point

This will be added to Clarity, sent onto ITLT and be reviewed and feedback will be provided to the Idea Lead and person who submitted the idea. Only once approved at ITLT will its status on Clarity be updated to 'Approved'.

Plan 2

G2 Initial Business Case for Options Appraisal, Feasibility and / or Procurement

If you need to undertake a feasibility study, options appraisal or procurement, complete the **Gate 2** document which is an outline business case and PID. If you do not need to do this, go straight to the Initiate stage (Gate 4)

When completing this document consider

- How the project will run as a service after project completion.
- The staffing resource that you require for this stage and estimate the resource required for the rest of the project. This may be an estimate but it is needed to ensure the resource is available later on
- Discussing the staffing resource required with the Demand Manager prior to submitting the form to understand any potential issues

Submit this document to projectdocs@contacts.bham.ac.uk so this is added to Clarity, the Demand Manager will review and have a resource discussion with you, other teams and Resource Managers to see if the resources are available. Through these discussions it will be decided if the project can go ahead in the wanted timeframe or if there are any issues that would prevent this and necessitate a different timeframe. *(A full definition of this demand management process will be provided over the next month)*

Once the resourcing has been resolved or alternative options have been proposed, this will be discussed by the project board and submitted to ITLT and then onto BSC if required (see governance process in figure1)

Feedback will be provided to the Project Manager on whether this has been approved and the project updated on Clarity with the G2 stored on the system.

Options Appraisal /Feasibility/Procurement

3

G3 – End of Options Appraisal, Feasibility, or Procurement

Once the Options Appraisal/Feasibility/Procurement is finished, complete a Gate 3 recommendations report and either

- Go back to the Plan stage to start planning the next part of the options appraisal, feasibility or procurement by taking a copy of the Gate 2 document and updating it for the next part of the feasibility or procurement work
- Or, if you are ready to start the full project, move onto the Initiation stage

Initiation

4

G4 – Business Case and Project Initiation Document

Complete the **Gate 4** document which is a business case and PID. When completing this document consider:

- What manageable stages you want to break the project into
- How the project will run as a service after project completion.
- The staffing resource that you require for the initial stage and estimate the resource required for the rest of the project. This may be an estimate but it is need to ensure the resource is available later on
- Discussing the staffing resource required with the Demand Manager prior to submitting the form to understand any potential issues

Submit this document to projectdocs@contacts.bham.ac.uk so this is added to Clarity, the Demand Manager will review and have a resource discussion with you, other teams and Resource Managers, to see if resources are available. Through these discussions it will be decided if the project can go ahead in the wanted timeframe or if there are any issues that would prevent this and necessitate a different timeframe? *(A full definition of this demand management process will be provided over the next month)*

Once the resourcing has been resolved or alternative options have been proposed, this will be discussed by the project board and submitted to ITLT and then onto BSC if required (see governance process in figure1)

Feedback will be provided to the Project Manager on whether this has been approved and the project updated on Clarity with the G4 stored on the system.

Start and Staged Delivery

5

G5 – End of Stage and Next Stage

Complete the end of stage checklist report G5 and update the previous version of the G4 as you review progress and alignment with objectives.

Within this request staff resource for next stage. This will follow the normal demand management process but issues are not anticipated at this stage unless there has been a major change in to previously forecast resource requirement. ITLT approval is not required unless there are issues.

Submit G5 and Updated G4 via projectdocs@contacts.bham.ac.uk and Clarity will be updated and a copy of the documents stored. If the project is moving into the Release phase, the record on Clarity will be updated to show this.

Release

A project must always have a release phase and a G5 must be completed at the end of release preparation, before the project goes live.

Close

6 G7 – End of Project and Lessons Learnt

Once the project has been completed, the service will now become Business As Usual, complete Gate 6, the end of project and lessons learnt document.

At this point objectives should be reviewed to see if have the benefits been realised, if the project is closing early what deliverables have been achieved.

It may be helpful to arrange a Lessons Learned workshop. It's good practice to meet and discuss how the project was successful, or otherwise. This is not a blame exercise but attendees should be honest about their experience so that lessons may be learned. It can be helpful to have a non-stakeholder to facilitate the meeting, such as a member of the Project Office. The Gate 6, End of Project Report should be written and submitted to the Project Board and Authority Group to sign-off the project.