



## ARIZONA JUDICIAL DEPARTMENT TECHNOLOGY PROJECT PLANNING AND MANAGEMENT METHODOLOGY

The Information Technology function of the Judicial Department is adopting a statewide, process-oriented project management methodology. As part of this process, selected documents are prescribed for use in the planning and management of information technology projects. The methodology is based on the concepts provided in the course materials of *Project Management for IT Professionals* and includes the tools (Microsoft Excel spreadsheet templates) provided in that course and the Microsoft Project software application.

Documents (or record keeping documenting that certain recommended activities have occurred) are divided into four categories.

- Required for documentation of a project at inception
- Required for documentation of on-going project activities
- Recommended for documentation of on-going project activities
- Required for documentation of project completion.

The spreadsheet templates provided in Excel are self-documenting. They include notes throughout providing instructions to the project manager on how to use the template. Examples of the required templates are attached. Advanced level use Microsoft Project is expected since costing and resource allocation as well as task identification and scheduling is required.

### **REQUIRED FOR DOCUMENTATION OF A PROJECT AT INCEPTION:**

#### **Project Plan Gantt Chart**

A detailed project plan using an automated tool such as Microsoft Project is required. The plan should include detailed tasks, resources, and costs.

The alternative is use of the following spreadsheets from the *Project Management for IT Professionals* course offered in May/June, 1999: Task List, Responsibility Matrix, Estimates, Master Calendar, and Budget.

The following spreadsheets from the *Project Management for IT Professionals* course offered in May/June, 1999 are also required to be submitted with the project plan Gantt Chart.

#### **Handoff**

This is the initial explanation and purpose information regarding the project. It should reflect the views of and have been reviewed by as many parties as possible. It is not meant to replace a scope or requirements document but to provide a high-level view of the project.

## **Key Resources**

This spreadsheet reflects the SKILLS needed for the to accomplish your project. It will document the kinds of project TASKS -- e.g., Facilitation of Workshops, Structured Design, Test Planning, etc. you anticipate and associate current resource information, if known. It also allows you to record the agendas of the manager of each skill to facilitate recording what each manager expects to get out of the project.

## **Scope Document**

This template will document the project scope and promote an understanding of the expectations, deliverables, success measures, and purpose of the project. This does not take the place of a requirements or specifications document but summarizes major project elements. Associated documents with additional detail are necessary but such analysis, requirements, specifications, design, etc. documents are not required to be submitted at project inception.

## **Risk Assessment**

This spreadsheet provides a method to reflect risk analysis and planning. Such risks as loss of key person[s], unrealistic & constant customer changes, lack of supplier expertise or support are identified, associated with a probability, a cost, and a mitigation strategy or contingency plan. The detailed contingency plans are not required to be submitted but are assumed to have been prepared. If the state's Project Investment Justification form is submitted instead, this spreadsheet is not required.

## **Success Criteria**

This spreadsheet provides a method to record the criteria for measuring the success of the project. It includes specifying the manner of collecting data and processing it for the success measure (e.g., an Opinion Survey, in which case its content needs to be defined) as well as the resources responsible for performing the measurement.

## **REQUIRED FOR DOCUMENTATION OF ON-GOING PROJECT ACTIVITIES**

Certain activities are required to be performed during the progress of an IT project. Absent other tools for tracking or recording these activities, the following reports, including spreadsheets from the *Project Management for IT Professionals* course, are expected to be used.

## **Change Request Log**

This spreadsheet form is used to capture the planning, analysis, review and disposition of project change requests. As part of the project management methodology, such change request information should be documented. Appropriate update of the project documentation to reflect approved change requests is also required.

### **Issues Log**

This spreadsheet form is used to capture and track issues needing resolution, along with their status, over the course of the project.

### **Annual Report to Funding Source**

In the format prescribed by the funding agency, periodic reports should be prepared and maintained with project documentation. They should include an updated Project Plan with task completion information.

## **RECOMMENDED FOR DOCUMENTATION OF ON-GOING PROJECT ACTIVITIES**

The following spreadsheet templates from the *Project Management for IT Professionals* course suggest formats for status reports, meeting agendas and other project management activities. It is recommended that they, or substantially similar tools or formats, be used in the project management process to structure reporting and tracking:

### **Performance Appraisal Worksheet**

### **Project Workbook/Journal Reference**

### **Contacts List**

### **Highlight Report Sheet**

### **Control Agendas**

### **Time Sheet Form**

## **REQUIRED FOR DOCUMENTATION OF PROJECT COMPLETION**

### **Project Plan Gantt Chart** updated with actual progress

A final copy of project plan, having been updated as part of the project management process, should be submitted. It will reflect planned and actual durations and costs as well as any additions or modifications to the original plan.

### **Close-Out Checklist**

This spreadsheet, which should be updated during the course of the project as close-out tasks suggest themselves, should show all close-out tasks as completed. Where appropriate, the final report(s) to the funding source(s) should be added to this list.

### **Sudden Shut-Down Worksheet**

If a project is terminated, the project manager should use this format to track "loose ends."



Key Resources Required for Project: [enter in Project name here]				TableOfContents!A1			
Date: July 30, 1999				If Known:			
#	Skills Required Immediately for Initial Scoping (& later, after Initial Scoping)	Manager fo the Skill	Skilled Person[s]	Start Date Availability	End Date	% Loading	Manager's Agenda
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Document: Key Resources  
Owner:  
Original Date:

<b>Scope Document/Statement of Work for Project:</b> [enter in Project name here]	
<b>Customer:</b>	
<b>Owner:</b> <b>Sponsor:</b> <b>Date/Time:</b> <b>July 30, 1999</b>	
<b>1</b>	<b>Purpose, Outcomes, Results Expected:</b>
<b>2</b>	<b>Goals and Objectives:</b>
<b>3</b>	<b>End Deliverables to be "Turned over" to Customer:</b>
<b>4</b>	<b>Phase &amp; Stage (I.e., Intermediate) Deliverables:</b>
<b>5</b>	<b>End Conditions [What will you SEE at the END of the Project?]:</b>
<b>6</b>	<b>Success Measures [How will you measure/prove the project succeeded?]:</b>

**7 Exclusions [What the project is NOT]:**

**8 Non-Negotiables:**

**9 Organizational Implications [depts/organizations involved]:**

**10 Geographic Implications [areas/locations involved/impacted]:**

**11 Critical Success Factors / Show Stoppers:**

**12 Assumptions: [these will automatically start creating an Assumptions List for you]**

Document: Scope

Owner:

Original Date:

**Risk Assessment Table for Project:**  
**[enter in Project name here]**

**Date: 30-Jul-99**

<b>#</b>	<b>Risk Factor</b>	<b>Likelihood during Project's Life</b>	<b>Total Impact in \$</b>	<b>Exposure in \$</b>	<b>Risk Type [A or F]</b>	<b>Status [How has it been dealt with?]</b>
1				\$0		
2				\$0		
3				\$0		
4				\$0		
5				\$0		
6				\$0		
7				\$0		
8				\$0		
9				\$0		
10				\$0		
11				\$0		

**List of Potential Risks**

- Loss of key Person[s] - State for how long!!
- Unrealistic & Constant Customer Changes
- Lack of Supplier Expertise/Support
- Poor Quality of Staff
- Slow/No Management Decisions/Support
- Low Morale in Organization
- Unreliable Delivery Lead Times
- Unscheduled Work constantly Coming at Team
- Management Priority Changes/Vagueness
- Frequent Organization Restructuring
- Cyclic/Frequent Corporate Budget Cuts
- Illnesses/Accidents/Transfers of Resources
- Poor/Inadequate Planning

**Success Criteria for Project:**  
 [enter in Project name here]

Date: July 30, 1999

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#	Success Measure Description	Unit of Measure [Yardstick]	Target Quantity [Number of Units for Satisfactory Performance]	Person/Function Responsible to Perform Measurement	Measurement Process	Target Date for Measurement	Status
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							

Document:	Success Criteria
Owner:	
Original Date:	

## Change Request Log for Project:

[enter in Project name here]

Change #	Change Description:	Originator:	
	Date/Time: <b>July 30, 1999</b>	<a href="#">TableOfContents!A1</a>	
Step #	Change Request Step:	Task:	Status [Completion Date]
1 2 3 4 5 6 7	<b>Request for Project Change (to be done by the Requestor)</b>	<b>Document the Requested Change:</b> Description of Change Reason for the Change Value of the Change (in financial terms) Value of the Change (in subjective terms) Cost of the Change	
8 9 10 11 12 13 14 15 16 17 18	<b>Impact Assessment (done by Requestor &amp; Proj. Mngr)</b>	<b>Assess Effects on the Project:</b> What will it do to the End Date? What will it do to the End Cost? What will it do to Resources? How much Scrappage/Rework is involved? What is the effect on Life Cycle Cost? Does it increase Risk? (By how much?)	
19 20 21 22 23 24	<b>Approval/Adjustment/Rejection</b>	<b>Approval of Adjusted Project:</b> Adjustments Approved to Project Scope? Decision on Requested Changes? New Success Measures for Project? New Baselines for Project (Date & Cost)? Any Changes to Structure / Organization?	

25		Scrappage / Rework has been Approved?	
26			
27			
28			
29			
30			
31	<b>Roll-out of Change</b>	What has to be scrapped?	
32		What has to be adjusted / reworked?	
33		What new has to be done?	
34		Who else has to be involved?	
35		Who can be released?	
36		What equipment and other items need to be procured?	
37		What services need to be procured?	
38		What specification adjustments need to be rolled out?	
39		What documentation changes need to be done?	
40		Success Measurements needing adjustment?	
41			
42			
43			
44			
45			
46			
47			
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52			
53			

**Issue Log for Project:**  
**[enter in Project name here]**

<b>Date: July 30, 1999</b>				<a href="#">TableOfContents!A1</a>	
#	Issue or Problem	Originator	Severity	Escalation?	Status
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

Document:	Issues
Owner:	
Original Date:	