

ITI000 : ITI Programme and Project Management - Year 1 - Implementation - Project Brief 2015-16

Project Brief 2015-16

This Version : 1.0

Date : 3rd July 2015

Maurice Franceschi	Portfolio Manager	Version 1.0
Tony Weir	Portfolio Owner	Version 1.0

1. Overview

1.1 Background

ITI have published a 5 year roadmap for the IT infrastructure required to support the University's strategic objectives. This will be delivered through a combination of major programmes of work and smaller enabling projects. In order to have greater confidence in delivery, ITI would like to work in partnership with Project Services (IS Apps). The ITI and Project Services (IS Apps) partnership will focus on the following key areas:

Developing a suitable project and programme delivery framework for the IT Infrastructure Roadmap.

Project Services (IS Apps) providing project management for larger and more complex IT Infrastructure Roadmap projects and assist with the management of temporary contract project managers where this is required.

Project Services (IS Apps) establishing effective processes which support ITI staff to successfully manage and deliver IT Infrastructure Roadmap projects where this is required.

1.2 Scope

Project Visibility

Portfolio Manager to support ITI to

- S1 give greater visibility of their projects and the projects' progress - via the SMT and via the Projects Website
- S2 improve communication with user community through other channels

Annual Planning

Portfolio Manager to support ITI to

- S3 establish a timetable and planning process
- S4 ensure projects are prioritised in reference to Road Map (spend) and Compliance
- S5 provide high level estimation of project resource needs and resource planning

Project Process

Portfolio Manager to support ITI to

- S5 adoption of Project Management Methodology
- S6 use of the Projects Website as main tool to maintain website
- S7 training for staff
- S8 advise on, supply and create tools and techniques and guides for staff

Project Management of Priority Projects

- S9 Portfolio Manager to Project Manage major projects for ITI
- S10 Portfolio Manage to help find resource for Project Management / Business Analysis of projects

1.3 Objectives

Project Visibility

- Have all ITI projects planned for the year visible on the SMT and on the Projects Website by end of 2015

Annual Planning

- Have the ITI projects for 2015-16 confirmed and prioritised by the end of November
- Estimate the project resource requirements as part of the planning
- Check ITI requirements from other divisions and ITI needs for resource for other divisions as part of the planning
- Have the annual plan for 2016-17 in place for August

Project Process

- Training for staff to enable project management take up and for project methodology awareness - aim for 50% of staff to have been trained by July 2015
- All ITI projects being actively managed on the project website by July 2015
- Provide series of key tools and techniques and confirm their usage by July 2015
- Establish process and tools to Estimate Project resource needs and to then monitor project process needs by July 2015

Project Management of Priority Projects

- Portfolio Manager to manage up to five projects.
- Portfolio Manager to help identify needs for and resource additional project managers (or business analysts).

1.4 Deliverables

Project Visibility

- D1 All 15-16 projects visible on SMT and Projects Website
- D2 an annual planning process to plan for future year by August start of year
-

Annual Planning

- D3 prioritised set of projects for 2015-2016
- D4 a prioritised set of projects for 2016-2017
- D5 better awareness between IT and Apps, and later ITI and IS, of resource expectations on ITI
- D6 better awareness between IT and Apps, and later ITI and IS, of the impact of infrastructure changes from ITI projects
- D7 a MI view of resource allocation as predicted against support and projects / run, grow and transform

Project Process

- D8 use of project website for all projects
- D9 project management training for over 50% of staff done
- D10 processes for deciding the appropriate level of governance required
- D11 a set of defined roles and responsibilities for projects
- D12 stakeholders and communications to stakeholders being done in projects
- D13 clearer defined requirements, objective, deliverables and outcomes in terms of measureable success
- D14 tools available for managing small, medium and major projects - progress against milestones, task completion, estimated effort against actuals
- D15 put in place QA reviews and feedback on project management take-up and application

Project Management of Priority Projects

- Up to five projects have been managed by Portfolio Manager in 15/16

1.5 Benefits

Project Visibility

- better communication - by improved communication process within projects to stakeholders and other teams
- better communication - by improved awareness of ITI work across the university
- ITI can evidence their work and show the benefits they are providing

Annual Planning

- strategic alignment - by prioritising through formal annual planning and ongoing governance that the projects undertaken reflect the university's priorities through 2015-2020
- reduction in resource conflict - clearer awareness of project priorities - all ITI staff know which work needs their attention
- reduction in resource conflict - by planned resourcing for projects - ITI staff know when they are need to work on projects and how much effort is expected

Project Process

- better project delivery - by formal project management and process in place to set plan and estimate tasks, set stage milestones, identify and manage risks, track and resolve issues
- better project delivery - by having resources within and outside ITI being planned in advance
- reduction in resource conflict - by escalation - ITI staff know when and how to escalate an issue that impacts on them and the project
- better MI as to project progress, activity, risks and issues, resource needs and forward planning
- alignment with rest of IS in terms of vocabulary, programme management, MI reporting

Project Management of Priority Projects

- priority projects managed by experienced project manager
- some exemplar projects available for reference for ITI staff
- experience of working within ITI on projects and feedback on changes to methodology

1.6 Success Criteria

Project Visibility

- Visibility of Projects 2015-16 via SMT
- ITI Projects on the Project Website

Annual Planning

- Annual Planning Process in place
- Project Planning for 2016-17 in place for start of the yearResource
- Estimation and Monitoring for Programmes in place

Project Process

- Adopt Project Management Methodology -all projects being actively managed - a cadre of ITI trained and engaged project managers in place
- Project Management training done, Project Management Tools and Techniques available
- Resource Estimation and Monitoring for Projects - process and tools in place
- Written up ITI Project Management process in place

Project Management of Priority Projects

- up to five projects managed by Portfolio Manager

Project Milestones

Target Date	Title	Stage	Complete
	Agreement on ITI and Apps Partnership - Start of Programme	Initiate	Yes
28-Aug-2015	Regular Update of SMT in place	Execute	Yes
	ITI Resource View for Run, Grow and Transform Activities and projects 15/16	Execute	Yes
04-Sep-2015	Project Management Training from Rhian	Execute	Yes
30-Sep-2015	Establish Governance Group with in ITI for Project Oversight	Execute	Yes
26-Oct-2015	Regular Portfolio Meeting between Owner and Manager in place	Execute	Yes
26-Oct-2015	Regular Programme Meeting between Owner and Manager in place	Execute	Yes
30-Oct-2015	Agreed Governance Processes (may be revisited later)	Execute	Yes
30-Oct-2015	Projects 15/16 - prioritised, estimated and planned	Execute	Yes
13-Nov-2015	Set of Bespoke ITI Project Manager Guides	Execute	Yes
20-Nov-2015	Set out resource expectations between ITI and Apps for 2015/16	Execute	Yes
01-Mar-2016	Regular Review of All Projects in place	Execute	Yes
25-Mar-2016	Create a Project Sponsor - Project Manager agreement on responsibilities and tasks	Execute	Yes
25-Mar-2016	Supplemental Project Management Training and Theme Workshops from Maurice - withdrawn for now	Execute	Withdrawn
28-Apr-2016	Create a simple effort capture timesheet	Execute	Yes

Target Date	Title	Stage	Complete
31-May-2016	Set out resource expectations between ITI and Apps for 2016/17	Execute	Yes
31-May-2016	Create a standard set of milestones with approvers	Execute	Yes
30-Jun-2016	Create a Sharepoint Site for ITI Projects	Execute	Yes
29-Jul-2016	Annual Planning for 2016-2019 - projects selected, estimated and prioritised	Execute	Yes
31-Aug-2016	An Agreed set of tools for managing, collaborating and sharing	Execute	No
31-Jul-2017	End of Programme	Close	No

2. Impact

2.1 Priority and Funding

1 FTE for 1 Year, to be review in January 2016.

2.2 Impact and Dependencies

The expectation is that programme manager will not need to spend more than 1.5 days a week on the INF and MVM programmes.

Project Risks

Title	Impact	Probability	Status	Risk Owner
The management of INF and MVM Programmes higher than expected	High	Medium	Open	Rhian Davies

3. Organisation

3.1 Work/Task Breakdown

SCOPE	DELIVERABLES
<ul style="list-style-type: none"> Project Visibility Portfolio Manager to support ITI to S1 give greater visibility of their projects and the projects' progress - via the SMT and via the Projects Website S2 improve communication with user community through other channels Annual Planning Portfolio Manager to support ITI to S3 establish a timetable and planning process S4 ensure projects are prioritised in reference to Road Map (spend) and Compliance S5 provide high level estimation of project resource needs and resource 	<p>Project Visibility</p> <ul style="list-style-type: none"> D1 All 15-16 projects visible on SMT and Projects Website D2 an annual planning process to plan for future year by August start of year <p>Annual Planning</p> <ul style="list-style-type: none"> D3 prioritised set of projects for 2015-2016 D4 a prioritised set of projects for 2016-2017 D5 better awareness between IT and Apps, and later ITI and IS, of resource expectations on ITI D6 better awareness between IT and Apps, and later ITI and IS, of the impact of infrastructure changes from ITI projects D7 a MI view of resource allocation as

<p>planning</p> <p>Project Process Portfolio Manager to support ITI to</p> <ul style="list-style-type: none"> • S5 adoption of Project Management Methodology • S6 use of the Projects Website as main tool to maintain website • S7 training for staff • S8 advise on, supply and create tools and techniques and guides for staff <p>Project Management of Priority Projects</p> <ul style="list-style-type: none"> • S9 Portfolio Manager to Project Manage major projects for ITI • S10 Portfolio Manager to help find resource for Project Management / Business Analysis of projects 	<p>predicted against support and projects / run, grow and transform</p> <p>Project Process</p> <ul style="list-style-type: none"> • D8 use of project website for all projects • D9 project management training for over 50% of staff done • D10 processes for deciding the appropriate level of governance required • D11 a set of defined roles and responsibilities for projects • D12 stakeholders and communications to stakeholders being done in projects • D13 clearer defined requirements, objective, deliverables and outcomes in terms of measureable success • D14 tools available for managing small, medium and major projects - progress against milestones, task completion, estimated effort against actuals • D15 put in place QA reviews and feedback on project management take-up and application <p>Project Management of Priority Projects</p> <ul style="list-style-type: none"> • Up to five projects have been managed by Portfolio Manager 	

S7 D9 Work with Rhian to set out a schedule of training sessions - Q3
 S7 D9 Develop any additional bespoke documentation and guidance - Q3 Q4
 S7 D9 Give any additional training for project management and process - 15/16
 D10 Work with Tony and Section Heads to review and agree processes for project governance and escalation
 D8/14 Work with Tony and Section Heads to review and select tools for project management, communication and collaboration

S1 D1 Set up the portfolio and programmes on the project website - August
 S1 D1 Act as Portfolio Manager and Programme Manager for all ITI Programmes - 15/16
 S3/4/5 D3/4/5/6/7 Monitor all projects to advise and support - 15/16
 S8 D14/15 Monitor all projects to see where ITI have specific needs and requirements in regard to project methodology - 15/16
 S8 D14/15 Recommend any new templates or other documentation that fit ITI projects - 15/16

S2/9 D1/2/10 Work with Tony and Section Heads on the prioritisation of 15/16 Planned Projects - August
 S2/9 D1/2//10 Work with Tony and Section Heads on initial outlay of resource needs for projects in 15/16 - August
 S9 Work with Tony, Section Heads and Apps to identify significant resource expectations both directions 15/16 - August

S3 D1/3 Work with Tony and Section Heads on the 16-19 Annual Planning - Q3/October
 S3 D1/3 Ensure ITI and Apps are represented during annual planning for ITI, INF and other programmes - Q3/October
 S3 D1/3 Work with Tony, Section Heads and Apps to identify significant resource expectations both directions 16/17 - Q1 2016

S1/3 Confirm a regular meeting schedule with Tony
 S1/3 D3 Confirm a regular meeting schedule with Tony and Section Heads for project governance
 S2/3/4/5/6/8/10 Ensure regular feedback and discussion section heads

3.2 Resources Skills and Cost

Project Services will provide 1 FTE in total.

Primarily from Maurice Franceschi, Senior Project Manager and Programme Manager.

Rhian Davies, Deputy Head of Project Services, will also play a key role, working closely with Maurice and Tony Weir to identify and embed the new ways of working.

If required, some additional project management resource could be made available from Project Services for delivery of IT Infrastructure Roadmap projects.

Project Stakeholders

Name	Business Area	Role	Communication Plan
Tony Weir	ITI	ITI Portfolio Owner - Director	Meeting fortnightly with Portfolio Manager (Programmes Manager) to review progress, programme and project planning, annual planning. Monthly meeting with Section...
Simon Marsden Rhian Davies	IS Applications IS Applications - Project Services	Director Deputy Head of Project Services	At least monthly meeting with Portfolio Owner and Programmes Manager to review progress on implementation of project methodology.
Graham Newton	ITI - Desktop Services	Programme Owner - Section Manager	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress. Weekly meeting (if necessary) to review cross-programme risks and...
Orlando Richards	ITI - Research Services	Programme Owner - Section Manager	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress. Weekly meeting (if necessary) to review cross-programme risks and...
Alan Boyd	ITI - Communications Infrastructure	Programme Owner - Section Manager	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress. Weekly meeting (if necessary) to review cross-programme risks and...
Garry Scobie	ITI - Enterprise Services (Architecture)	Team Leader	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress. Weekly meeting (if necessary) to review cross-programme risks and...
Martin Campbell	ITI - Unix Platforms	Team Leader	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress. Weekly meeting (if necessary) to review cross-programme risks and...
Graeme Wood	ITI - Enterprise Services (Unix)	Programme Owner - Section Manager	Monthly meeting with Section Heads (Programme Owners) and Programmes Manager to review programme progress.



Name	Business Area	Role	Communication Plan
Maurice Franceschi	IS Applications / ITI	Portfolio Manager / Programmes Manager	Weekly meeting (if necessary) to review cross-programme risks and... Meeting fortnightly with Portfolio Manager (Programmes Manager) to review progress, programme and project planning, annual planning. Monthly meeting with Section...
Project Estimations Title Initial Estimation	Spreadsheet	Stage Initiate	Date Completed 03-Jul-2015

Source URL (retrieved on 19-Sep): https://www.projects.ed.ac.uk/project_content/export/44919/0