Motor Vehicle Division Administrative Memo # 22-02
Project Management Initiative – Systems Bureau

DATE: September 22, 2022
FROM: Denise Said, System Team Manager
TO: All Motor Vehicle Division Staff

SUBJECT

This information memo highlights the process the Systems Team will use will following when running an IT (Information Technology) project. There are five phases of a project (Initiate, Plan, Execute, Monitor, Close) which are essential to a successful launch. This memo will also address the key Stakeholder roles and responsibilities of being involved with a project, as well as the documentation required for each project.

Project Management is leading change and facilitating communication between key players to ensure change is implemented successfully. This process can be used anytime a Bureau is leading change, even if programming or IT work, is a very small component of the change.

This change will be effective October 1, 2022.

EXPLANATION

This administrative memo highlights the changes necessary to streamline the project management process to ensure visibility to projects, clearly identify the expectations of the Stakeholders roles and identify the different documentation required for the success of a project.

Project management has many facets however the process identified in this memo will help reference the preferred method used by the Motor Vehicle Division, as well as the Department of Transportation's Project Management Office in Ames.

DIFFERENCE BETWEEN PROJECT MANAGEMENT AND OPERATIONS:

Project Management is the application of knowledge, skills and techniques used to execute projects effectively and efficiently. It is a strategic competency used to drive project results, using the business goals and strategic business plan for the organization.

There is a clear difference between Project Management and Operations and it's important that you understand the differences:

Projects:

- Have a definite beginning and end
- Are unique and temporary
- Used to execute a new business objective
- Used to create a unique product or to update an existing product.

Operations:

- Are on-going activities
- Are repetitive
- Performed to keep the organization functioning
- Produces the same product or do the same work.

For the Systems Bureau, a project is the development of software for an improved business process or for required compliance with a legislative or program mandate. All projects must be expertly managed to deliver the product on-time, within budget and with quality results.

KEY COMPONENTS OF A PROJECT

Project Scope is setting boundaries on your project, define exact goals, deadlines, and project deliverables the team will be working towards. Clarifying the project scope will ensure the team will hit project goals and objectives without delay or overwork. The Scope should be SMART: Specific, Measurable, Attainable, Realistic and Time-Based. The project scope is set up front on a project, so the team knows where a project starts and can identify when the project ends.

Scope Creep is when items are identified that would be either 'nice to have' or ideas that are related to a project but are not directly connected to the project scope identified in the beginning of the project. These items should be a separate standalone project. By adding to the original scope of the project, you are jeopardizing the identified timeline, or the project will accrue additional cost.

Project Deliverables is an accumulative list of specific work items that will be done in this project. They are specific outputs that can be measured. It is important that all aspects of the project are carefully thought through and identified as a project deliverable, so key components of the project are not neglected.

Project Assumptions are what the project team expects to have or be made available without anyone specifically stating so. Assumptions are any project factor that is considered to be true, real, or certain without empirical proof or demonstration. It's impossible to plan a project without making some assumptions.

Project Constraints are limiting factors for your project that can impact quality, delivery, and overall project success. These often include personnel resources, and the time constrains placed on work schedules.

Project Timelines are a best guess estimate of how long a project will take to complete. A timeline cannot not effectively be determined until all the project deliverables are addressed. There are several key factors that affect a project timeline and often the biggest hinderance to a project timeline is staff resources. Can the project move forward without the key task assignments being completed in a timely manner?

PROJECT PARTICIPATE'S KEY ROLES AND RESPONSIBILITIES

Project Sponsor: Champion for the project and accountable for the success and end results of the project.

- ✓ This person has approval authority to make decisions during the project to ensure the project is headed down the appropriate path
- ✓ They are accountable for the overall success and end results of the project
- ✓ They make key organizational decisions for the project. Pursue guidance from Division Directors for clarification and support when necessary.
- ✓ Assures availability of essential project resources and provide support for incomplete project tasks
- ✓ Approves the budget
- ✓ Decides deliverable tolerances
- ✓ Approves and signs off on project scope, requirements, budget, and project changes.
- ✓ Ensures timely resolution of risks and issues escalated by the project manager/team.

Stakeholder: Anyone on the project team, or anyone who may be affected by the project.

- ✓ Where required, should be involved in the planning of the project
- ✓ May be involved in the creation of the project documents (requirements, scope, project schedule, risks/issues etc.)
- ✓ Identifying project changes or enhancements
- ✓ Identifying assumptions/constraints

- ✓ Risk/Issue management/resolution

Project Manager: Responsible for leading and managing the project to meet project objectives.

- ✓ Responsible for leading and managing the project to meet project objectives
- ✓ Assigned to the project no later than project initiating
- ✓ In charge of the project, but not necessarily the resources
- ✓ Assign project related tasks to the project team
- ✓ Determines and delivers required levels of quality
- ✓ Assists the team and other stakeholders during project execution
- ✓ Creates a change control system
- ✓ Maintains control over the project by measuring performance, determining if corrective action is needed, recommending corrective actions, preventive action, and defect repair management
- ✓ Is accountable for project failure
- ✓ Is responsible for communication between all stakeholders

Project Team: A group of people who are considered Subject Matter Experts (SME) from multiple Divisions and possibly involve outside partners, who contribute to the project by providing base-line and hands on experience.

- ✓ Creates work breakdown structure (WBS), creates time estimates for their work for scheduling and timeline purposes
- ✓ Identify and involve other stakeholders, as appropriate
- ✓ Execute the project management plan to accomplish work
- ✓ Define requirements
- ✓ Provide time and cost estimates, when necessary
- ✓ Identify dependencies
- ✓ Perform risk identification and planning
- ✓ Perform quality assurance (QA) and user acceptance testing (UAT)

PROJECT MANAGEMENT PROCESS

There are five Project Management principles to follow while stepping through a project. Each principle has key steps incorporated within the step, that the project manager will follow. Keep in mind that all projects are unique and different and may only use a portion of the documentation required.

Step 1 – Initiate: The project is officially approved by Management or the Sponsor in the Initiate Phase. During this process, it will be determined whether the business case can be met. This is where high-level planning occurs to verify that the project can be completed within the given constraints of scope, time, cost, and quality. The System team will use the CPID (Condensed Project Initiation Document) to collect the scope, deliverables, risks, constraints, and assumptions of the project. This is a breakdown of what needs to be done and who is involved, keeping in mind that more staff may be added if applicable:

- ✓ Project idea or thought – Submitted by Business Unit
- ✓ Business objective/value – Identified and documented by Project Sponsor
- ✓ Business case approved by Steering Committee – Done by Management Team
- ✓ Assign Project Manager (PM)
- ✓ Assign Initial Team Members – Applicable Managers
- ✓ Divide larger projects into phases if necessary – Project Manager
- ✓ Create project document repository on the EPMI SharePoint site and share with the project team – Project Manager
- ✓ Complete Project Initiation Document – Project Manager in collaboration with Project Sponsor and identified business/IT team members
- ✓ Define project summary, scope, value, assumptions, constraints, deliverables, stakeholders and their level of influence, schedule, cost, change process, and risks

Example of the CPID and breakdown of what is required for each section.

CPID (blank).pdf

Step 2 – Plan: Once the project has been approved by the Sponsor, it moves from the Initiate Phase into the Plan Phase. This is where the project will be created; define how the project will be managed, what needs to be done, who's expected to do each part, etc. There are several documents that can be useful in this phase. The Project Manager (PM) will have access to these tools and share them with the team as necessary:

- ✓ Project team meets to determine detailed requirements. Business Analyst or Project Manager leads this discussion and documents the requirements.
- ✓ Determine planning team: PM & IT/Business Managers identify who need to be on the planning team.
- ✓ Estimate resource requirements: PM will meet with team members for each area to estimate and document all activities and timing.
- ✓ Create the project schedule: PM will work with the project team to create milestones and a timeline.
- ✓ Determine critical path: PM will determine what items in the project are critical and what the path will look like initially.
- ✓ Develop budget: When required, the PM will develop a budget for all estimates of resource time, software, hardware, and vendor activity.
- ✓ Determine and document all roles and responsibilities for the project, including vendor roles. PM will document and track for the project team.
- ✓ Plan Communications and Stakeholder engagement: PM and team will determine who should draft communications and training for field staff.
- ✓ Perform Risk Identification: PM will work with the team to discuss risks for the project, resources, schedule, budget, etc.
- ✓ Create Change Management Plan: PM will draft a plan on how to process changes throughout the project and distribute to team.
- ✓ Develop realistic and final Project Management Plan (PMP) and performance measurement baselines.
- ✓ Hold Kickoff meeting: PM will bring the team together and create the project kickoff presentation for the project team, sponsors, and stakeholders identifying the project.

Step 3 – Execute: Once the project has navigated through and completed the necessary planning activities and documentation, it moves from the Plan Phase to the Execute Phase, where the work will be executed based on the Project Management Plan.

- ✓ Execute the work according to the PMP, the PM will track deliverables
- ✓ Produce product deliverables (product scope), PM will work with the Business Analyst (BA) to write the requirements
- ✓ Direct and manage project work, PM will assign tasks to the Project Team
- ✓ Meet with appropriate teams according to the communication plan, or more often as needed, PM will track and assign appropriate tasks to the Project Sponsor and Project Team, to ensure the coordination and effectiveness of these conversations.
- ✓ Perform Quality Assurance/User Acceptance Testing, PM will help vet out the requirements needed for testing with the Project Team Members from the Systems Team.
- ✓ Conduct Procurements (if applicable), PM and Project Sponsor if necessary
- ✓ Manage Stakeholder Engagement, PM will track and assign appropriate tasks to the Project Sponsor and Project Team, to ensure the coordination and effectiveness of these conversations.
- ✓ Develop and Manage project team (in conjunction with Resource Manager), PM manages the project team regarding project work during execution

- ✓ Evaluate team and individual performance, PM will work with resource managers regarding individual project performance
- ✓ Hold team-building activities, if necessary and time allows. PM and Project Sponsor will motivate and energize the team
- ✓ Reward and recognize achievements, PM and Project Sponsor are responsible for acknowledging the great work the team has accomplished.

Step 4 – Monitor and Control: Typically, once the project begins the Execute Phase, a natural progression begins as the work is executed and progress is monitored, this is called the Monitor and Control Phase. It is not uncommon to iterate between the Plan, Execute, and Monitor and Control Phases as changes occur; it is a natural project progression.

- ✓ Take action to control the project, PM will ensure the project is on track and within the confines of the CPID.
- ✓ Measure performance against the baseline and analyze and evaluate system performance, PM and System's Team will create use test cases and ensure that deliverables are met.
- ✓ Use status reporting and meetings for evaluating, PM will track progress and prepare necessary reports.
- ✓ Requested changes. PM will determine if variances warrant a corrective action or an impact to the scope of the CPID and will use a Decision Log or Change Request process for logging and tracking
- ✓ Obtain approval or rejection from Sponsor (and sometimes steering committee) before proceeding with a Change Request. PM will lead discussion
- ✓ Communicate Change Requests to stakeholders, if necessary. PM will lead discussion

Step 5 – Close: The Close Phase finalizes all activities for the project, phase, or contract. The key benefit of this process is the project or phase information is archived, the planned work is completed, and the organizational resources are released to pursue new endeavors.

- ✓ Confirm work is done to the requirements specifications, PM and Project Sponsor will evaluate.
- ✓ Complete procurement closure (if used), PM will coordinate.
- ✓ Gain final acceptance of the product by Sponsor, PM will coordinate
- ✓ Complete financial closure (if needed), PM will coordinate
- ✓ Hand off completed product to business/operational staff, PM and Project Sponsor will coordinate
- ✓ Solicit feedback from customer and the project team, PM will collect feedback
- ✓ Complete final performance reporting, PM will coordinate
- ✓ Gather final lessons learned and archive for historical purposes, All are involved in this process
- ✓ Archive all project documentation, PM will place in SharePoint or mutually agreed upon location for smaller projects.
- ✓ CELEBRATE your success!!!! All are involved in the celebration.

LIFE CYCLE OF A PROJECT

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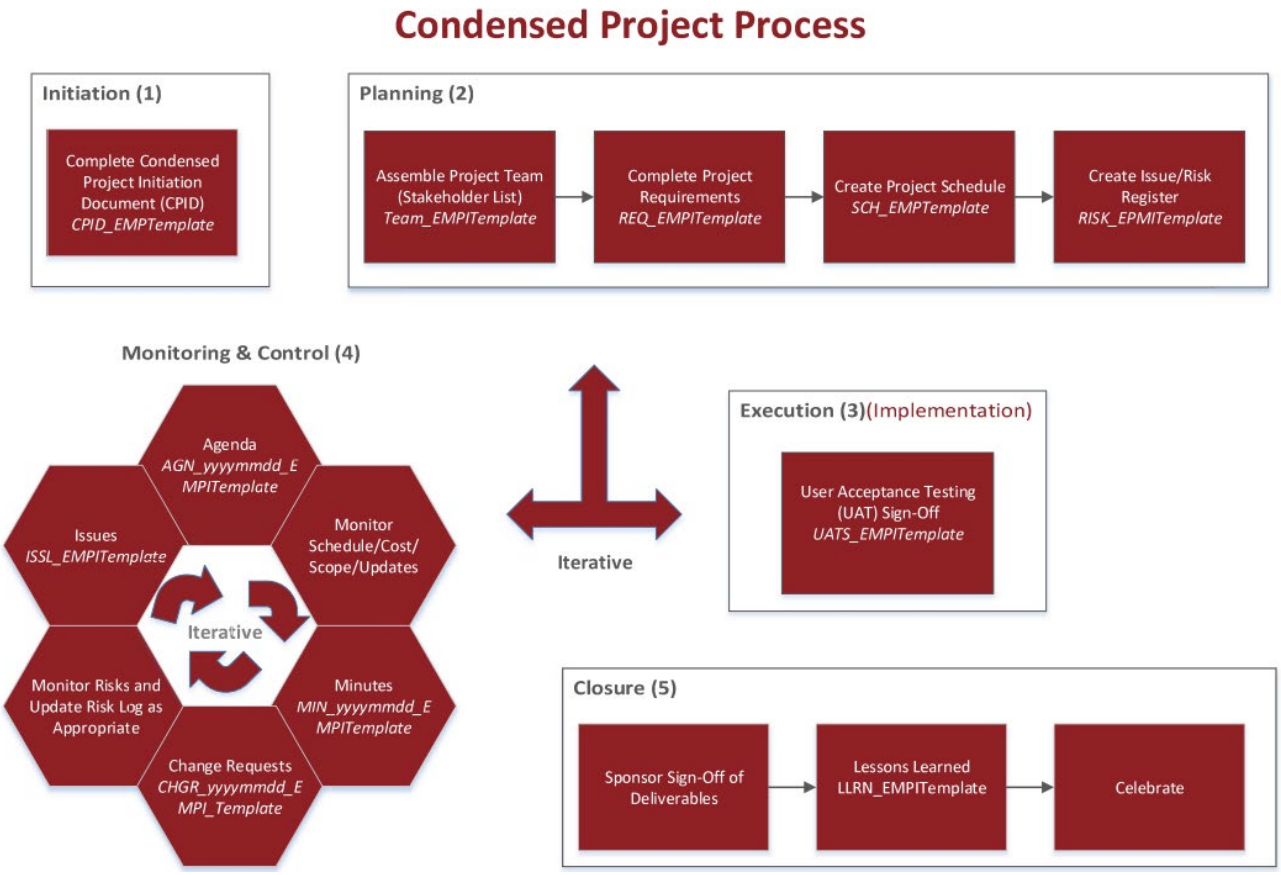
Enterprise Project Management Initiative
INITIATE | PLAN | EXECUTE | MONITOR | CLOSE



QUESTIONS AND ANSWERS

HOW ARE PROJECT DECIDED UPON AND PRIORITIZED, FOR THE SYSTEMS TEAM TO KNOW WHAT PROJECTS SHOULD BE WORKED ON?

See Administrative Memo 21-04 – New Prioritization Request Process. The Portfolio Manager's role is to ensure the MVD's vision, mission and goals are being accomplished and applied through our division's use of technology. All projects, enhancements, bug fixes and improvements will be vetted through the Portfolio Manager.

WHY IS THIS PROCESS BEING IMPLEMENTED?

This process is being implemented for uniformity, consistency and to document the changes in an effective and organized manner. All project documents are archived and stored for future reference. There is a Decision Log which will detail why decision were made, which can be used years later.

HOW IS THE TIMELINE DETERMINED?

It is important that the Deliverables are all documented within the CPID. The Business Unit needs to ensure that all aspects of the project are covered and there isn't anything missing from the Deliverables.

Once the Deliverables are all listed in the CPID, then the Project Manager and IT Lead can sit down and evaluate how long the project will take.

WHAT IS THE KEY ROLE OF THE BUSINESS UNIT?

The Business Unit is needed to contribute to the overall project objectives, to help identify the deliverables, to provide SME (Subject Matter Experts or Expertise) and to establish requirements needed for the project. The Business Unit holds a key role in helping to identify the rules and process flow needed for the project to be successful.

PLEASE CONTINUE FOR A ONE PAGER/CHEAT SHEET ON WHAT IS EXPECTED FROM EACH ROLE IN THE PROJECT.

PROJECT SPONSOR: ROLES AND RESPONSIBILITIES AT A GLANCE

Responsibilities: Champion for the project and accountable for the success and end results of the project.

- ✓ This person has approval authority to make decisions during the project to ensure the project is headed down the appropriate path
- ✓ They are accountable for the overall success and end results of the project
- ✓ They make key organizational decisions for the project
- ✓ Assures availability of essential project resources
- ✓ Approves the budget
- ✓ Decides deliverable tolerances
- ✓ Approves and signs off on project scope, requirements, budget, and project changes.
- ✓ Ensures timely resolution of risks and issues escalated by the project manager/team.

Step 1 – Initiate Phase Responsibilities/Involvement: The project sponsor has a vital role in the Initiate Phase and should be committed to all phases of the project.

- ✓ Clearly identify what the project is and if the project can be accomplished.
- ✓ Identify the best possible Subject Matter Expert (SME) to help with the project. SMEs should be identified from multiple work units to ensure that Policy, Accounting, Business Units, and any other expertise is at the table to ensure project success.
- ✓ Clearly vet out the scope of the project; Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks, costs, and deadlines. The project scope must contain the full spectrum of wants and needs from the Business Unit; this allows uniformity of the expectations for the project.
- ✓ Assist the Project Manager in completing the CPID (Condensed Project Initiation Document). Answer complex questions, make final decisions on direction of the project, etc. Required signature to sign off on the details outlined in the completed CPID.

Step 2 – Plan Phase Responsibilities/Involvement: The project sponsor has a vital role in the Plan Phase as this is where the project details are created, defining how the project will be completed.

- ✓ Identify the phases of the project; should it be completed in one phase or broke into multiple phases to accomplish the project.
- ✓ Clearly identify details for the Project Manager (PM) to write the business unit requirements.
- ✓ Breakdown the deliverable in the CPID and work with the PM to ensure expectations of the project are being completed.
- ✓ Help establish a timeline and budget (if necessary).
- ✓ Start thinking about training and communication needs for field staff and stakeholders.

Step 3 – Execute Phase Responsibilities/Involvement: The project sponsor helps oversee the progress in the Execute Phase. This is where you see the project coming to fruition, the involvement in this phase is limited communication and oversight.

- ✓ Ensure the project is on-track with deliverables and timeline.
- ✓ Meet with the appropriate teams according to the communication plan and manage stakeholder engagement
- ✓ Reward and recognize achievements

Step 4 – Monitor and Control Phase Responsibilities/Involvement: The project sponsor helps monitor the progress in this phase.

- ✓ Measure performance.
- ✓ Approve change control process if items were missed or need to be added to the scope of the project.

Step 5 – Close Phase Responsibilities/Involvement: The project sponsor has the final sign off.

- ✓ Confirm the work is completed and deliverables are met
- ✓ Attend the 'lessons learned' meeting to identify what could have been done better and then CELEBRATE the accomplishment with the team.

PROJECT MANAGER (PM): ROLES AND RESPONSIBILITIES AT A GLANCE

Project Manager: Responsible for leading and managing the project to meet project objectives.

- ✓ Responsible for leading and managing the project to meet project objectives
- ✓ Assigned to the project no later than project initiating
- ✓ In charge of the project, but not necessarily the resources
- ✓ Determines and delivers required levels of quality
- ✓ Assists the team and other stakeholders during project executing
- ✓ Creates a change control system
- ✓ Maintains control over the project by measuring performance, determining if corrective action is needed, recommending corrective actions, preventive action, and defect repair management
- ✓ Is to ensure project success and progression. Is accountable for project failure

Step 1 – Initiate Phase Responsibilities/Involvement: The Project Manager (PM)is responsible for all steps of the Project Management Process. They are running the project and ensuring that the project keeps moving forward and breaks down any barriers or gaps that are hindering the progress.

- ✓ Create the CPID; identify the scope, project summary, value, assumptions, constraints, deliverables, stakeholders and their level of influence, high-level schedule, cost, change process, and risks.
- ✓ Clearly vet the project summary, value, assumptions, constraints, deliverables, stakeholders and their level of influence, schedule, cost, change process, and risks
- ✓ Divide larger projects into phases if necessary
- ✓ Create project document repository on the EPMI SharePoint site and share with the project team

Step 2 – Plan Phase Responsibilities/Involvement: The PM devotes most of their time to the Plan Phase. This is where they are vetting out the specific details of the project. The Project Manager takes the Business Unit's vision or goals and articulate them into IT (Information Technology) terms, so the IT Developers know what changes need to take place.

- ✓ Project team meets to determine detailed requirements and the discussion is lead by the PM. The PM takes detailed notes and documents the vision and direction of the project.
- ✓ Identify the planning team, who should be on the project, what areas need to supply a SME for the project, what resources are required for the project, meet with the Managers/Supervisor of identified SME.
- ✓ Work with the IT Team to create the project timeline after vetting the project deliverables in Step 1.
- ✓ Identify communication needs for the project team, stakeholders, and management team. Complete necessary weekly and monthly reports to communicate progress.
- ✓ Identify Risks; the PM will work with the team to discuss and document the risks of the project, identify resources to help mitigate the risk, always keeping the balance of the project (Scope/Time/Cost) in the forefront.
- ✓ Develop a change control process for items that may have been missed in the Plan Phase.
- ✓ Schedule a Kickoff Meeting to explain the project and what the expectations are for each team member.

Step 3 – Execute Phase Responsibilities/Involvement: Once the project has navigated through and completed the necessary planning activities and documentation, it moves from the Plan Phase to the Execute Phase.

- ✓ Execute the work according to the PMP (Project Management Principles). Double checking the project deliverables and ensuring each deliverable is met.
- ✓ If acting as the PM and BA (Business Analyst), ensure the requirements writing process details the deliverables identified in the CPID and translates the Business Unit's vision into written documentation that a developer can pick up and follow for programming needs.
- ✓ Direct and manage the project work; identify who can help with training, communication to stakeholders,

- ✓ Assign out the testing needs: ensure they are creating a testing document that utilizes the test case scenarios and use test cases identified throughout the planning phase. Ensure the requirements are referenced when testing the changes.
- ✓ Evaluate the team and progress; follow-up with assignments given to Project Team members, give status updates and reward those that are providing support and information to keep the project moving forward.
- ✓ Communicate to all stakeholders the progress, issues or any other relevant data that arise as the work is being completed.

Step 4 – Monitor and Control Responsibilities/Involvement:

- ✓ Measure the performance against the baseline, analyze and evaluate performance of the project/enhancement.
- ✓ Requested changes. PM will determine if variances warrant a corrective action or an impact to the scope of the CPID and will use a Decision Log or Change Request process for logging and tracking
- ✓ Obtain approval or rejection from Sponsor (and sometimes steering committee) before proceeding with a Change Request. PM will lead discussion
- ✓ Communicate Change Requests to stakeholders, if necessary. PM will lead discussion

Step 5 – Closing

- ✓ Confirm the work has been completed.
- ✓ Gain final acceptance of the product from the Project Sponsor.
- ✓ Hand off the product to the Business Unit and operating staff.
- ✓ Participate in a lesson's learned meeting to understand what we could have done better and what part of the process needs to be improved. Solicit feedback from all involved, including stakeholders.
- ✓ Archive all project documents in the SharePoint site.
- ✓ CELEBRATE and close out the project with your team.

PROJECT TEAM: ROLES AND RESPONSIBILITIES AT A GLANCE

Project Team: A group of people who will complete work on the project.

- ✓ Creates work breakdown structure (WBS), creates time estimates for their work for scheduling and timeline purposes
- ✓ Identify and involve other stakeholders, as appropriate
- ✓ Execute the project management plan to accomplish work
- ✓ Define requirements
- ✓ Provide time and cost estimates, when necessary
- ✓ Identify dependencies
- ✓ Perform risk identification and planning

Step 1 – Initiate Phase Responsibilities/Involvement: The Project Team are the subject matter experts. They are asked to be part of the project by their manager and provide the technical knowledge to support the new changes. Their contributions to the project include:

- ✓ Help develop the CPID; identify the scope, project summary, value, assumptions, constraints, deliverables, stakeholders and their level of influence, high-level schedule, cost, change process, and risks

Step 2 – Planning Responsibilities/Involvement: It's important that the project team be involved in the different aspects of the planning phase to ensure that project deliverables and expectations are being met.

- ✓ Provide input and help determine the critical path the project needs to take.
- ✓ Provide feedback with the requirements writing and review process.

Step 3 – Execution Responsibilities/Involvement:

- ✓ Help ensure the final product is what the team had decided on and meets the expectations laid out in the CPID.
- ✓ Help be the SME during go-live. These team members should have a keen understanding of the process flow and how we'll implement the changes. They can provide crucial information to field staff and assist with troubleshooting/investigating issues.

Step 4 – Monitor and Control Responsibilities/Involvement:

- ✓ Provide subject matter expertise to questions from field staff and assist with training.
- ✓ Participate in Change Control meetings to discuss possible items missed during the initial phases of the project.

Step 5 – Closing

- ✓ Confirm the work has been completed.
- ✓ Participate in a lesson's learned meeting to understand what we could have done better and what part of the process needs to be improved.
- ✓ CELEBRATE and close out the project with your team.

STAKEHOLDER: ROLES AND RESPONSIBILITIES AT A GLANCE

Stakeholder are defined as individuals and organizations who have a vested interest in the project as the project could positively or negatively affect their workflow. Their involvement is high level; which involves them attending the kickoff meeting, providing high level input and requires consistent communication.

- ✓ Awareness of the project; scope, deliverables, assumptions/constraints, May be involved in the creation of the project documents (requirements, scope, project schedule, risks/issues etc.)
- ✓ May be involved in approving project changes
- ✓ Identifying assumptions/constraints
- ✓ Risk/Issue management/resolution

Step 1 – Initiate Phase Responsibilities/Involvement: The stakeholder does not take an active role in projects, rather they have a vested interest in the project and should be made aware of what is happening, as the final product/change in service will affect their business or the way they conduct business.

- ✓ They are identified on the CPID, but do not take part in developing the document.

Step 2 – Plan Phase Responsibilities/Involvement: Same as above, communication is important when necessary for transparency.

- ✓ If necessary, the Project Manager can reach out to the stakeholders, if the project affects their business at this stage.

Step 3 – Execution Responsibilities/Involvement:

- ✓ Reviewing communications provided by the PM to stay up to date on the project; any delays or hurdles to the timeline will be communicated by the PM to the stakeholders.
- ✓ Provide any updates, risks or changes made that would impact the project to the PM.

Step 4 – Monitor and Control Responsibilities/Involvement:

- ✓ If necessary, the stakeholders may be consulted for any chance controls necessary for the project.

Step 5 – Closing

- ✓ The outcome of the project will be communicated with all the stakeholders listed within the CPID.
- ✓ Provide any communications, trainings or other project related impacts to the Stakeholders circle of influence if applicable.