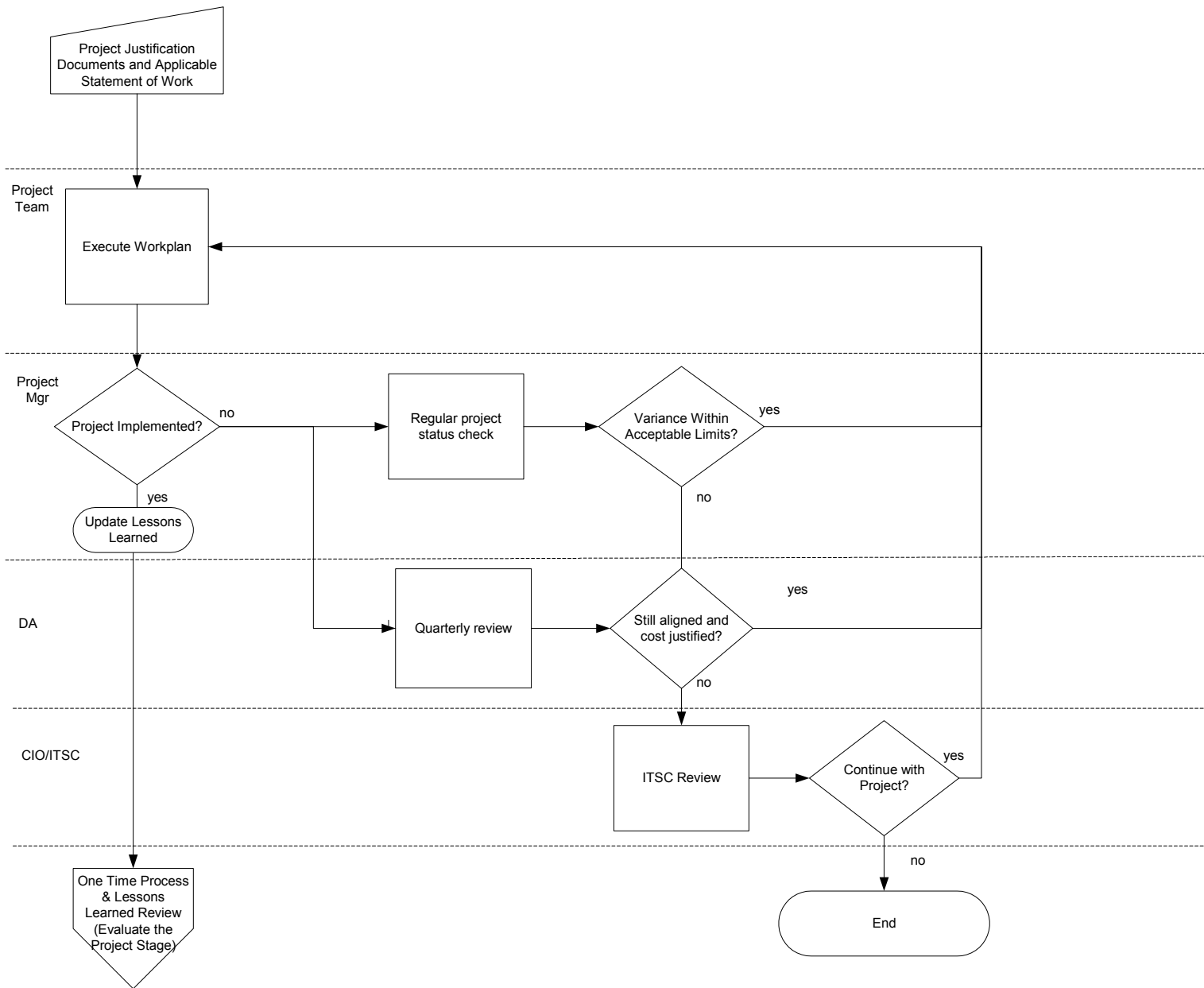




IT Investment Process

Module 8 – Deliver the Project

May, 2003





MODULE 8 – Deliver the Project

Description

This module provides an overview of those components of the Deliver the Project stage that are important to the IT Investment Process. Note that all of these components and activities would normally be done when using sound project management practices, regardless of whether there were an IT Investment Process.

Projects must have regular, meaningful Project Status Reports with updates on the project schedule and budget. These reports should be presented to the Project Sponsor, Division Administrator, CIO and/or ITSC at an agreed upon schedule. Projects also must have a documented change control process.

Each project manager should follow established, consistent project management procedures with appropriate monitoring tools. Reports should follow formats that meet the needs of the project sponsor, project team and division administrator. Any of the formats presented in this module may be used and suggest the minimum information to be captured and presented during the Deliver the Project Stage. Stipulations placed by the CIO and/or ITSC may dictate a certain format or frequency of reporting.

Module Topics

Topic 8.1: Providing Status on Project Execution

Topic 8.2: Project Change Requests

Target Skills

Upon completion of this module, you will be able to:

- Describe The Kind of Project Status Reporting Expected;
- Describe the Change Control Process.

- Deliver the Project Responsibility Flow
- Sample Project Status Report
- Sample Project Change Request Form
- Sample Change Request Log



Topic 8.1

Providing Status on Project Execution

A key document in the Deliver the Project Stage is the Project Status Report.

A sample Project Request Form is provided. However, any tool(s) that provides this kind of information may be used.

As the project is executed, its progress is monitored through regular status reporting. The Project Team will have regular team meetings and create status reports to document the project's progress. These status reports will be submitted to the appropriate parties monitoring the project, such as the Project Manager, Project Sponsor, CIO's Office, etc. The frequency of the status report and level of detail will vary based on project risk.

If the project's baseline changes whatsoever, the updated Refined Work Plan should be resubmitted to the CIO Office for review. Based on the CIO Office's discretion, baseline changes up to 25% may be submitted to the ITSC for review. If the project's estimate at completion (the estimated effort expended at the completion of a deliverable or project) or other key performance indicators is 25% or more above projected in the baseline, the Project Manager and/or the CIO Office will submit the project's status to the ITSC for review. The ITSC determines whether the project should continue and may dictate provisos for the project's continuance.

The Division Administrator also conducts a quarterly review to ensure that the project is still aligned with Division objectives. Outcomes from this quarterly review are sent to the CIO Office.

In Module 7 we outlined changes to the project baseline that cause the project to be brought to the attention of the CIO and/or ITSC before the project is launched. ***Once the project has entered the Deliver the Project Stage, it is the responsibility of the project manager to continually monitor the project's baseline. Variances must be brought to the attention of the DA, Project Sponsor and, in the case of significant changes, to***



the CIO and/or ITSC.

While the Project Manager or Project Sponsor may wish to alert the CIO of project changes at any time, variances that meet any one of the following must be brought to the attention of the CIO:

- For the Refined Work Plan, a significant variance is:
 - The **total** work hours have increased by 10%. Note, that while individual tasks and estimates may change, only the variance in total hours raises a concern.
 - A mandated implementation date will not be met
 - The expected delivery date of any major phase or major deliverable will not be met.
 - A non-mandated implementation date will vary by one month.

For the Updated Cost Benefit Analysis, a significant variance is:

- An updated NPV that no longer shows a positive outcome.
- A positive NPV that increases or decreases by 10%
- Other significant costs or benefit changes. Significant is based on the Project Manager and/or Project Sponsor's judgment.

For the Updated Risk and Severity Analysis, a significant variance is:

The new risk and severity assessment moves the project on the Risk and Severity grid to a higher review level.

If there are any change requests, the Project Team should employ a Change Control Process that is understood and agreed to by the Project Sponsor and Project Team. This includes documenting all change requests in a Change Request Form and monitoring approved changes through a Change Request Control Log.

The Change Control Process helps manage changes during the project and helps maintain the quality, scope, budget, schedule, etc of the project. The process establishes a review step to approve, reject or defer submitted changes. The review should be done periodically by a group of Project Team members. In



addition to the Project Team, the Project Sponsor, Division Administrator and/or Project Steering Committee may also be involved, depending upon the size and scope of the project.

The Change Control Process used by the team should include a Change Control Request that documents the need for the change, the impact the change will have on the project schedule, resources and budget and the disposition of the request.

Included in this training module's tools are a sample Change Request Form and a sample Change Request log.

END OF MODULE 8.

CONTINUE to Module 9.

SAMPLE PROJECT STATUS REPORT

Deliver Project Stage Cover Sheet - Status Report

Description	<p>The project team accomplishes the objectives of the project. As the project is executed, its progress is monitored through regular status reporting. The Project team will have meetings and create status reports to document the project's progress. The status report documents the following:</p> <ul style="list-style-type: none">• Schedule• Deliverable• Scope• Issue• Staffing• Risk• Budget <p>The status report is created on a regular basis and the frequency of the report will vary based on the project.</p>
Timeframe	<p>As soon as the Delivery phase starts and the team begins to accomplish the objectives of the project, status reports are completed.</p>
Owner	<p>Project Manager</p>
Reviewer	<p>Project Sponsor and Division Administrator</p>
Inputs	<p>Project Details/Information</p>

SAMPLE PROJECT CHANGE REQUEST

Deliver the Project Stage Cover Sheet - Change Request Form

Description	<p>The Change Request form is used whenever a change to the current project is requested. The project name and a description of the proposed change are documented with the impacts of the suggested change. The request for the change is then reviewed.</p> <p>The review may be done by the Project Team members, but may also include the Project Sponsor, Division Administrator and/or Project Steering Committee, depending upon the size and scope of the project and the complexity of the proposed change.</p>
Timeframe	<p>Whenever a change is identified and/or brought to the attention of the project team.</p>
Owner	<p>Project Manager</p>
Reviewer	<p>Project Team, Project Sponsor, Division Administrator, Project Steering Committee</p>
Inputs	<p>Estimate for the hours to investigate and the impact of the change on configuration, schedule baseline, budget baseline, and the impact on costs and/or resources.</p>

SAMPLE PROJECT CHANGE REQUEST LOG

Deliver Project Stage Cover Sheet - Change Request Log

Description	The Change Request Log is a document which records all the Change Requests that have been submitted. When a Change Request Form is completed, the information pertaining to the change request should be listed on the Project Change Request Log.
Timeframe	As soon as a change request form is filled out and submitted the change request should be listed on the Change Request Log. When the change request form is returned either accepted, rejected, or deferred, this information should also be documented on the Change Request Log.
Owner	The Project Manager
Reviewer	Project Team
Inputs	Change Request Form