

POLICY 1355.00 Project Management Methodology

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APPLICATION

This policy is intended for statewide compliance and applies to all Executive Branch Departments, Agencies, Trusted Partners, Boards or Commissions using state of Michigan (SOM) information technology (IT) Resources.

PURPOSE

This policy provides guidance for the management of IT projects within the SOM. This policy is applicable to all IT projects, including software and infrastructure projects as well as enhancements to existing systems and maintenance releases. This policy also outlines specific responsibilities for Agency Directors and the Director of Technology, Management and Budget.

CONTACT AGENCY

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SUMMARY

The intent of this policy is to document best practices in project management and promote on-time, on-budget delivery of projects that meet or exceed customer expectations. Information Technology (IT) plays an increasingly critical role in delivering a variety of services to Michigan's citizens. It is the partnership between DTMB and its client agencies that results in high quality and cost effective automated solutions that meet a variety of public sector business needs.

The Project Management Methodology (PMM) was created to assist the SOM's government agencies in managing their IT projects by establishing formal project management practices. This methodology is based on industry best practices and provides in-depth guidance for the entire project life cycle. PMM provides comprehensive guidance for the SOM's IT project managers, including contracted resources. The methodology is flexible and applicable to projects of all sizes, duration, and complexity. Although this policy focuses on IT projects, the methodology is sufficiently generic for use in all projects within the SOM.

This methodology includes both automated and manual processes that span the entire project life cycle and include key project management knowledge areas.

For specific guidance, see the public facing State Unified Information Technology Environment ([SUITE](http://michigan.gov/suite)) (<http://michigan.gov/suite>) website.

Additional information and training opportunities can be found on the SOM internal [SUITE](http://inside.michigan.gov/dtmb/wr/epm/suite/Pages/default.aspx) (<http://inside.michigan.gov/dtmb/wr/epm/suite/Pages/default.aspx>) intranet.

POLICY

DTMB and its client agencies are required to follow PMM for all IT-based initiatives.

Agency Director

As a Project Management Customer, the Director within their area of responsibility shall ensure:

- Prioritization of agency business needs and inclusion in agency strategic plan.
- A business case for each proposed project.
- Review/approval of commitments to external entities (e.g., vendors, other agencies).
- Appropriate funding for a proposed project.
- Executive sponsorship for a proposed project.
- Availability of sufficient and knowledgeable resources, including subject matter experts (SME), testers, policy experts and trainers.
- Availability of resources authorized to approve and accept project deliverables.
- Agency staff is properly trained.
- Identification of individuals to act as agency business project managers. An agency business project manager has shared responsibility for the resulting product(s) and is responsible for gathering information and providing management recommendations on the resources required to meet operational objectives.
- Identification of individual(s) to act as application system owner(s). An application system owner has ultimate responsibility for a system and is responsible for gathering information and providing management recommendations on the resources required to meet operational objectives. It is understood that no one person can know all the details of a system and its operations. Therefore some of the following responsibilities may be delegated:
 - Review/validate project Risk Analysis and Mitigation Plans.
 - Review/approve Project Plan and budget and establish management reserves.
 - Ensure that team leaders assist in estimation.
 - Regularly conduct executive management reviews.
 - Approve changes to the Project Plan

- Review/approve changes in contract commitments.
- Contribute to lessons-learned sessions.
- Participate in business requirements.

DTMB Director

As a Project Management Provider, the Director shall ensure:

- Identification of individual to act as IT project manager. The IT project manager has ultimate responsibility for the resulting products.
- Agencies are provided information and recommendations about the best technical approaches to meet business needs.
- Agencies are provided reliable and cost-effective technical solutions.
- DTMB and client agency managers and staff are educated in use of the PMM and its associated products.

TERMS AND DEFINITIONS

Agency

The principal department of state government as created by Executive Organization Act, P.A. 380 of 1965.

Availability

Ensuring timely and reliable access to and use of information and assuring that the systems responsible for delivering, storing and processing information are accessible when needed, by those who need them.

Business Owner

The person responsible for administration of systems. A business owner is usually the owner of the primary business functions served by the application or the application's largest stakeholder.

Confidentiality

Protecting information from unauthorized disclosure or interception and assuring that information is shared only among authorized persons and organizations.

Data Custodian

An individual or organization delegated by a data owner that has responsibility for maintenance and technological management of data and systems.

Data/Information

State of Michigan agency information. No distinctions between the words "data" and "information" are made for purposes of this policy.

Data Owner

An individual or organization – usually a member of senior management of an organization – who is ultimately responsible for ensuring the protection and use of data.

Due Care

Shows that an organization has taken responsibility for the activities that take place within the organization and has taken the necessary steps to help protect the SOM, its resources and employees from possible risk.

Due Diligence

The practice of implementing controls and safeguards that insure protection mechanisms are continually maintained and operational.

Formal Project Management Practices

Using formal practices and procedures within the SOM PMM to manage a project.

Information Technology (IT) Resources

Includes, but is not limited to, devices, networks, data, software, hardware, email, system accounts, and facilities provided to conduct official state business.

Integrity

Guarding against improper information modification and/or destruction, ensuring information has not been altered by unauthorized people and the assurance that the information can be relied upon to be sufficiently accurate for its purpose. Integrity considers all possible causes of modification, including software and hardware failure, environmental events, and human intervention.

Methodology

A system of principles, practices and procedures applied to a specific branch of knowledge. A documented approach for performing activities in a coherent, consistent, accountable and repeatable manner.

Project Life Cycle

Standard project life cycle phases include initiation, planning, execution, monitoring/control, and closeout.

Project Management Knowledge Areas

Standard project management knowledge areas include:

1. Scope Management
2. Time Management
3. Quality Management
4. Risk Management
5. Communication Management
6. Procurement Management
7. Cost Management
8. Human Resource Management
9. Integration Management
10. Stakeholder Management

Trusted Partner/ Business Partner

A person (i.e., vendor, contractor, third party, etc.) or entity that has contracted with the SOM to perform a certain service or provide a certain product in exchange for valuable consideration, monetary, or goods and services.

AUTHORIZATION

Authority

This policy obtains its authority from:

- Administrative Guide [Policy 1305 Enterprise Information Technology](http://www.michigan.gov/documents/dmb/1305_193158_7.pdf) (http://www.michigan.gov/documents/dmb/1305_193158_7.pdf).
- The [Administrative Guide to State Government](http://www.michigan.gov/dtmb/0,5552,7-150-9131_9347---,00.html) (http://www.michigan.gov/dtmb/0,5552,7-150-9131_9347---,00.html).
- DTMB [IT Technical Policies, Standards and Procedures](http://inside.michigan.gov/dtmb/wr/psp/Pages/2_DTMB_IT_PSP.aspx) (http://inside.michigan.gov/dtmb/wr/psp/Pages/2_DTMB_IT_PSP.aspx), on the DTMB Intranet.

Enforcement

All enforcement for this policy shall be in compliance with the standards and procedures of Administrative Guide [Policy 1305 Enterprise Information Technology](http://www.michigan.gov/documents/dmb/1305_193158_7.pdf) (http://www.michigan.gov/documents/dmb/1305_193158_7.pdf).

Developing Standards and Procedures for this Policy

All requirements for developing standards and procedures for this policy shall be in compliance with Administrative Guide [Policy 1305 Enterprise Information Technology](http://www.michigan.gov/documents/dmb/1305_193158_7.pdf) (http://www.michigan.gov/documents/dmb/1305_193158_7.pdf).

Exceptions

All exception requests to this policy must be processed in compliance with Administrative Guide [Policy 1305 Enterprise Information Technology](http://www.michigan.gov/documents/dmb/1305_193158_7.pdf) (http://www.michigan.gov/documents/dmb/1305_193158_7.pdf).

Effective Date

This policy will be effective upon signature of the Administrative Guide approval memo by the DTMB Director.
