

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, the Director of Technology, Management and Budget, and the DTMB Enterprise Portfolio Management (EPMO) Director.

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SUMMARY

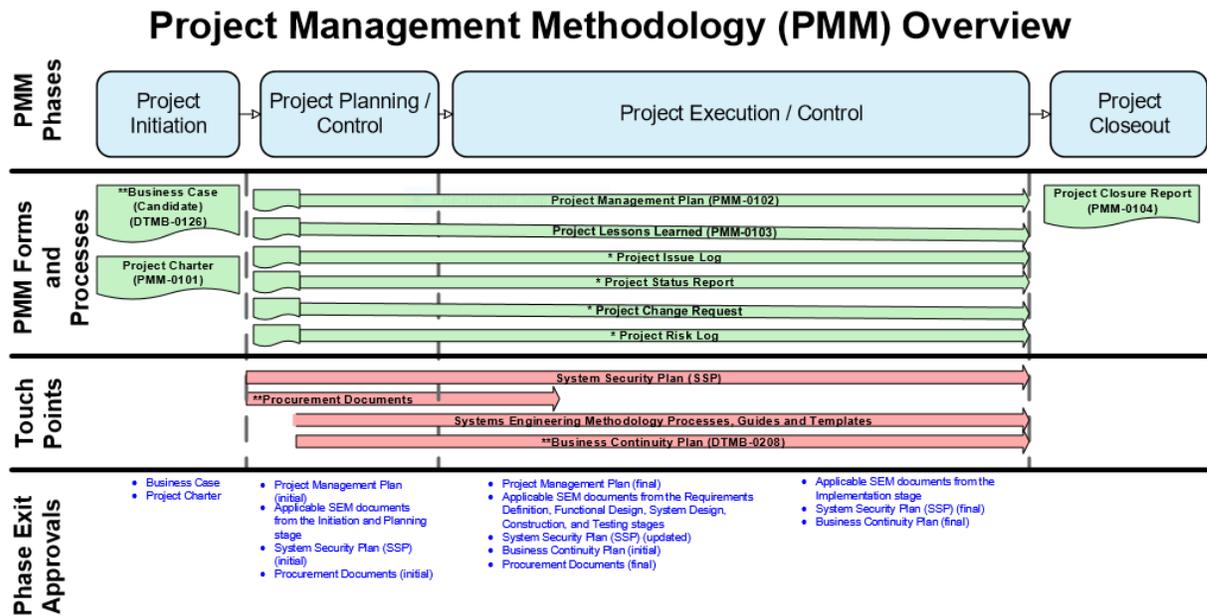
The intent of this policy is to document best practices in project management and promote on-time, on-budget delivery of projects that meet or exceed customer expectations. Information Technology (IT) plays an increasingly critical role in delivering a variety of services to Michigan's citizens. It is 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 the industry standard project management phases of the project life cycle: initiation, planning, execution, monitoring/control, and closeout.

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

The following diagram depicts a high-level overview of the PMM:



*Functions supported by the enterprise Project Portfolio Management (PMM) tool
 **Templates available only at Inside DTMB forms index

03/28/2018

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](https://stateofmichigan.sharepoint.com/sites/epmo/suite) (<https://stateofmichigan.sharepoint.com/sites/epmo/suite>) website.

POLICY

All SOM agencies are required to follow PMM for all IT-based initiatives.

Agency Director

As a Business Owner and Sponsor of an IT project or program, the Director shall ensure:

- Alignment to agency and SOM goals.
- Prioritization of agency business needs and inclusion in agency strategic plan.
- Executive Sponsorship for a proposed project:
 - Review/validate project Risk Analysis and Mitigation Plans.

- Review/approve/monitor Project Charter and Project Management Plan, including project progress and budget through PMM tool.
- Ensure that team leaders assist in estimation.
- Conduct executive management reviews.
- Approve changes to the Project Management Plan.
- Review/approve changes in contract commitments.
- Contribute to lessons-learned sessions.
- Participate in business requirements.
- A business case for each proposed project, including identification of benefits of completing the project or the risks of not completing the project as well as assessing the need for a Lean Process Improvement (LPI) initiative for the applicable business processes before beginning a new IT project. Additional information on the LPI process is available at <https://stateofmichigan.sharepoint.com/teams/insidedtmb/work/Pages/process.aspx>
- Participation as a partner with DTMB in project governance.
- Review/approval of commitments to external entities (e.g., vendors, other agencies).
- Appropriate funding for a proposed project.
- Availability of sufficient and knowledgeable resources, including subject matter experts (SME), business process analysts, testers, policy experts, data stewards and trainers.
- Availability of resources authorized to approve and accept project deliverables.

DTMB Director

As a Project Management Provider, the Director shall ensure:

- Information and recommendations about the best technical approaches to meet business needs.
- Reliable and cost-effective technical solutions.
- Education in use of the PMM and its associated products.
- Project management team:
 - To which project and operational metrics are provided.
 - Through which decisions about the project or system – escalated issues – can be resolved.
 - In which membership includes DTMB Agency Services Business Relationship Manager (BRM) as the lead for delivery of the IT Project outcome and Agency representatives.

DTMB Enterprise Portfolio Management Office (EPMO) Director

As a Project Management Provider, the DTMB EPMO Director shall ensure:

- Monitoring and reporting on SUITE compliance, including consistent and effective project management, transparency of IT projects, and enterprise IT project spending.
- Organizational structure through which all IT Project and Program Management resources report.
- Sourcing all IT Project and Program Managers across SOM Agencies, including those funded by DTMB, Agencies, or other sources.
- Identification of an individual to act as IT project manager. The IT project manager is accountable for project delivery through collaboration with the BRM, who is ultimate responsibility for project success.
- Appropriate PMM tools to measure on-time, on-budget delivery of projects that meet or exceed customer expectations. Tools may include enterprise project and portfolio management (PPM) dashboards, scorecards, analytics, benefits realization, and customer satisfaction surveys. Provide Agency Director or designate access to PMM tool to facilitate Agency project progress monitoring.

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.

Data Steward

An individual who is accountable for data assets from a business perspective, including data management, data quality, and alignment with enterprise data standards.

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)

Refers to software, hardware, networking, Internet of Things, and telecommunication products and services that the state uses to store, manage, access, communicate, send and receive information. IT also refers to data, voice and video technologies. The determination of whether something falls under IT is not dependent on cost (i.e., could be a free service) or whether the product or service is hosted on state systems.

Examples of IT products or services include, but are not limited to, the following:

- On-premise, commercial-off-the-shelf (COTS) software applications installed on state systems (e.g., Adobe Acrobat).
- Externally hosted, COTS software applications installed on a vendor's system (e.g., DocuSign, Salesforce, etc.).
- Custom developed software applications (e.g., DHHS' CHAMPS system).
- Software-as-a-Service (SAAS) applications hosted by a vendor (e.g., LexisNexis, Survey Monkey, etc.).
- Subscription-based information services (e.g., Gongwer, Gartner, etc.).
- Social media accounts (e.g., Twitter, Facebook, etc.).
- Mobile applications (e.g., iTunes).
- Server hardware and software used to support applications such as database, application/web servers, storage systems, and other hosting services (e.g., Dell EMC PowerEdge Blade server).
- Hardware devices (e.g., laptops, tablets, smartphones, etc.).
- Data, voice, and video networks and associated communications equipment and software (e.g., Cisco routers and switches).

- Peripherals directly connected to computer information systems (e.g., Ricoh scan printers, printers).
- Internet of Things (IOT) are objects with electronic components that include processing and networking capabilities designed to enhance the functionality of the object by leveraging communications over the internet (e.g., ADT Security, smart thermostat, software-enabled lab equipment, refrigerator with an LCD screen, etc.).
- Vendor services for software application, installation, configuration, development and maintenance, including staff augmentation arrangements (e.g., CNSI resources assisting with maintenance and support of the DHHS CHAMPS system).

To utilize or source a product or service that includes components that meet the definition of Information Technology, the agency shall engage with the designated General Manager, or Business Relationship Manager for consultation on the need for DTMB IT services, (e.g., Cyber Security, Agency Services, Enterprise Architecture, Telecom, etc.).

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

A temporary endeavor undertaken to create a unique product, capability or service.

Project Life Cycle

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

Project Management

The application of knowledge, skills, tools, and techniques in order to meet project requirements. The practice of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time. The primary challenge of project management is to achieve all of the project goals within the given constraints.

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

Project Manager

The individual appointed and accountable for project delivery.

Trusted Partner/ Business Partner

A person (e.g., 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](https://www.michigan.gov/dtmb/0,5552,7-358-82547_9347---,00.html) (https://www.michigan.gov/dtmb/0,5552,7-358-82547_9347---,00.html).
- DTMB [IT Technical Policies, Standards and Procedures](https://stateofmichigan.sharepoint.com/teams/insidemi/Pages/For%20Your%20Job/In%20the%20Office/IT_PSP.aspx) (https://stateofmichigan.sharepoint.com/teams/insidemi/Pages/For%20Your%20Job/In%20the%20Office/IT_PSP.aspx), on the DTMB Intranet.
- [Michigan Compiled Laws \(MCL\) 18.441](http://legislature.mi.gov/doc.aspx?mcl-18-441) Executive Reorganization Order (excerpt) E.R.O. No. 2009 (<http://legislature.mi.gov/doc.aspx?mcl-18-441>)

Enforcement

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