

# **COMMONWEALTH OF VIRGINIA**



## **Information Technology Resource Management Guideline**

### **PROJECT MANAGEMENT GUIDELINE**

**Virginia Information Technologies Agency**

## **ITRM PUBLICATION VERSION CONTROL**

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This chart contains a history of this ITRM publication's revisions.

<b>Version</b>	<b>Date</b>	<b>Purpose of Revision</b>
Original	10/28/2004	Base Document (COV ITRM Guideline GOV2003-02.2)
Revision 1	1/23/2006	Updated Table of Contents page references; (publication designator updated to: ITRM Guideline CPM 110-01)
Revision 2	11/16/2006	Corrected and Updated Preface (re-designated CPM 110-02)

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### **Preface**

*(Project planning approval; Project development approval; Procurement approval for major information technology projects; Project oversight)*

### **Publication Designation**

Commonwealth of Virginia (COV) Information Technology Resource Management (ITRM) Guideline CPM 110-02

Code of Virginia, §2.2-2457; §2.2-2458  
*(Powers and duties of the Information Technology Investment Board; the "Board")*

Code of Virginia § 2.2-2651  
*(Duties of the Council on Technology Services)*

### **Subject**

Project Management Guideline

### **Scope**

This guideline is applicable to all Executive Branch state agencies and institutions of higher education (hereinafter collectively referred to as "agencies") that are responsible for the management, development, purchase and use of information technology investments in the Commonwealth of Virginia. Local government entities are encouraged to consider the implications of this guideline for their work.

### **Effective Date**

11/16/2006

### **Supersedes**

COV ITRM Guideline GOV2003 - 02.2

### **Purpose**

To establish guidelines for the management of information technology projects with total cost greater than or equal to \$100,000 in the Commonwealth of Virginia (COV).

### **Scheduled VITA Review**

One (1) year from the effective date, then every two years thereafter.

### **General Responsibilities (*Italics indicate Code of Virginia requirements*)**

### **Authority**

Code of Virginia, §2.2-2007  
*(Powers and duties of the CIO)*

### **The Information Technology Investment Board (the "Board")**

Code of Virginia, §2.2-2010  
*(Powers and duties of the Virginia Information Technologies Agency; "VITA")*

The Information Technology Investment Board is assigned the following general technology management responsibilities:

Code of Virginia, §2.2-2017  
*(Powers and duties of the VITA Division of Project Management)*

Code of Virginia, §2.2-2014  
*(Submission of information technology plans by state agencies and public institutions of higher education; designation of technology resource.)*

Code of Virginia, §2.2-2015  
*(Authority of CIO to modify or suspend major information technology projects; project termination)*

Code of Virginia, §2.2-2018; §2.2-2019; §2.2-2020; §2.2-2021

- *Approve or disapprove the development of all major information technology projects as defined in § 2.2-2006. The Board may terminate any major information technology project recommended for termination by the Chief Information Officer pursuant to § 2.2-2015;*
- *Approve strategies, standards, and priorities recommended by the Chief Information Officer for the use of information technology for state agencies in the executive branch of state government;*
- *Approve the four-year plan for information technology projects;*

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- *Approve criteria for the review and approval of the planning, scheduling and tracking of major information technology projects as defined in § 2.2-2006;*

### Chief Information Officer (CIO)

The Chief Information Officer is assigned the following general technology management responsibilities:

- *Monitor trends and advances in information technology; develop a comprehensive, statewide, four-year strategic plan for information technology to include specific projects that implement the plan; and plan for the acquisition, management, and use of information technology by state agencies. The statewide plan shall be updated annually and submitted to the Board for approval. In developing and updating the plan, the CIO shall consider the advice and recommendations of the Council on Technology Services created pursuant to § 2.2-2651.*
- *Direct the formulation and promulgation of policies, guidelines, standards, and specifications for the purchase, development, and maintenance of information technology for state agencies, including, but not limited to, those (i) required to support state and local government exchange, acquisition, storage, use, sharing, and distribution of geographic or base map data and related technologies, (ii) concerned with the development of electronic transactions including the use of electronic signatures as provided in § 59.1-496, and (iii) necessary to support a unified approach to information technology across the totality of state government, thereby assuring that the citizens and businesses of the Commonwealth receive the greatest possible security, value, and convenience from investments made in technology.*
- *Direct the development of policies and procedures, in consultation with the Department of Planning and Budget, that are integrated into the Commonwealth's strategic planning and performance budgeting processes, and that state agencies and public institutions of higher education shall follow in developing information technology plans and technology-related budget requests. Such policies and procedures shall require consideration of the contribution of current and proposed technology expenditures to the support of agency and institution priority functional activities, as well as current and future operating expenses, and shall be utilized by all state agencies and public institutions of higher education in preparing budget requests.*

- *Direct the development of policies and procedures for the effective management of information technology investments throughout their entire life-cycles, including, but not limited to, project definition, procurement, development, implementation, operation, performance evaluation, and enhancement or retirement. Such policies and procedures shall include, at a minimum, the periodic review by the CIO of agency and public institution of higher education information technology projects estimated to cost \$1 million or more or deemed to be mission-critical or of statewide application by the CIO.*
- *Direct the development of policies and procedures that require VITA to review information technology projects proposed by state agencies and institutions exceeding \$100,000, and recommend whether such projects be approved or disapproved. The CIO shall disapprove projects between \$100,000 and \$1 million that do not conform to the statewide information plan or to the individual plans of state agencies or institutions of higher education.*
- *Approve Contracts and Statements of Work for Independent Verification and Validation (IV&V) of major IT projects.*

### Virginia Information Technologies Agency (VITA)

The Virginia Information Technologies Agency is assigned the following general technology management responsibilities:

- *Prescribe regulations necessary or incidental to the performance of duties or execution of powers conferred under the Code of Virginia, §2.2-2010.*
- *Develop and adopt policies, standards, and guidelines for managing information technology by state agencies and institutions.*
- *Develop and adopt policies, standards, and guidelines for the procurement of information technology and telecommunications goods and services of every description for state agencies.*

### The Project Management Division (PMD) of VITA

The Division of Project Management is assigned the following general technology management responsibilities:

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- *Implement the approval process for information technology projects developed in accordance with § 2.2-2008;*
- *Assist the CIO in the development and implementation of a project management methodology to be used in the development of and implementation of information technology projects in accordance with this article;*
- *Provide ongoing assistance and support to state agencies and public institutions of higher education in the development of information technology projects;*
- *Assign project management specialists to review and recommend information technology proposals based on criteria developed by the Division based on the (i) degree to which the project is consistent with the Commonwealth's overall strategic plan; (ii) technical feasibility of the project; (iii) benefits to the Commonwealth of the project, including customer service improvements; (iv) risks associated with the project; (v) continued funding requirements; and (vi) past performance by the agency on other projects; and*
- *Provide oversight for state agency information technology projects.*
- *The head of each state agency shall designate an existing employee to be the agency's information technology resource who shall be responsible for compliance with the procedures, policies, and guidelines established by the CIO.*
- *Prior to proceeding with any major information technology project, an agency shall submit to the Division (PMD) a project proposal, outlining the business need for the project, the proposed technology solution, if known, and an explanation of how the project would support the agency's business objectives and the Commonwealth's information technology plan. The project management specialist may require the submission of additional information if needed to adequately review any such proposal.*
- *Upon approval of the CIO of the project plan, an agency shall submit to the Division (PMD) a project development proposal containing (i) a detailed business case including a cost-benefit analysis; (ii) a business process analysis, if applicable; (iii) system requirements, if known; (iv) a proposed development plan and project management structure; and (v) a proposed resource or funding plan. The project management specialist may require the submission of additional information necessary to meet the criteria developed by the Division (PMD).*

### Executive Branch (Cabinet) Secretaries

Executive Branch (Cabinet) Secretaries are assigned the following general technology management responsibilities:

- *Make appropriate recommendations to the CIO regarding COV enterprise technology programs and projects, throughout the program or project life-cycle, which includes program or project initiation, planning, execution, closeout, and operations and support.*
- *Review agency major IT projects and make appropriate recommendations to the CIO, throughout the project lifecycle, which includes the project initiation, planning, execution, closeout, and operations and support phases.*
- *Upon approval of the Board of the project development proposal involving a major information technology project that requires the procurement of goods or services, the agency shall submit a copy of any Invitation for Bid (IFB) or Request for Proposal (RFP) to the Division (PMD). The project management specialist shall review the IFB or RFP and recommend its approval or rejection to the CIO. The CIO shall have the final authority to approve the IFB or RFP prior to its release and shall approve the proposed contract for the award of the project.*
- *Whenever an agency has received approval from the Board to proceed with the development and acquisition of a major information technology project, the CIO shall establish an internal agency oversight committee. The internal agency oversight committee shall provide ongoing oversight for the project and have the authority to approve or reject any changes in the project's scope, schedule, or budget. The CIO shall ensure that the project has in place adequate project management and oversight structures for addressing major issues that could affect the project's scope, schedule, or budget and shall*

### Executive Branch State Agencies

State Agencies are assigned the following general technology management responsibilities:

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*address issues that cannot be resolved by the internal agency oversight committee.*

- *Whenever a statewide or multiagency project has received approval from the Board, the primary project oversight shall be conducted by a committee composed of representatives from agencies impacted by the project, which shall be established by the CIO.*
  - Comply with the policies and standards, and consider guidelines for the management of information technology resources in the Commonwealth.
  - Plan and manage agency IT projects, throughout the project lifecycle, which includes the project initiation, planning, execution, closeout, and operations and support phases.
  - Propose the initiation of major IT projects to the CIO. Manage approved major IT projects, throughout the project lifecycle, which includes project initiation, planning, execution, closeout, and operations and support phases.
  - *On an annual basis, each agency must report to the CIO and the director of Planning and Budget performance measurement information for technology projects. The information shall include, but not be limited to, the degree to which projects were completed on time and within budget. The performance reporting will be based on guidance issued by the CIO and the Department of Planning and Budget.*
- IT Strategic Planning & Portfolio Management Standard (To be published)
  - Project Manager Selection and Training Standard (COV ITRM Standard 2003-02.3)
  - Technology Management Glossary (COV ITRM Standard GOV2003-02.1)
  - Project Management Standard (ITRM Standard CPM 112-01)

### **Council on Technology Services (COTS)**

The Council on Technology Services is assigned the following general technology management responsibility:

- *The purpose of the Council shall be to advise the Chief Information Officer on the services provided by the Virginia Information Technologies Agency and the development and use of applications in state agencies and public institutions of higher education.*

### ***Related COV ITRM Policies, Standards, and Guidelines***

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