

# ENTERPRISE PROJECTS & SERVICES (EPS) WORKBOOK

The Office of Information Technology at Winston-Salem State University

Version 1.7

Date: 8/31/17

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## Enterprise Projects & Services (EPS) – Charter

**Purpose:** The Enterprise Projects & Services (EPS) unit is a centralized entity under the Office of Information Security, Compliance, & Services (ISeCS) within the Office of Information Technology (OIT). The EPS unit responsibilities include providing leadership in project portfolio management; project management training and development; developing and coordinating performance metrics, measurement dashboards, and assessment structure; and ensuring quality assurance and compliance.

**Vision:** To successfully implement portfolio and project management protocols, to expertly leverage training and development leadership principles, and to effectively ensure quality assurance and compliance protocols within the Office of Information Technology (OIT) in support of the University's strategic plan.

**Mission:** The EPS unit will ensure execution of the University's strategic objectives by:

- providing portfolio management leadership and governance structure for all projects;
- facilitating and monitoring project management documentation and benchmarks;
- providing timely support of information technology resources to University;
- providing consultation, mentoring, planning, and training support for all projects;
- providing structure for performance measurement dashboards and assessments;
- ensuring a systematic approach for quality assurance and compliance standards.

**Goal:** To provide support to our University's strategic plan, the EPS unit will:

### ***Develop and Maintain Standards:***

- Develop and maintain a standard set of portfolio and project management protocols
- Establish and maintain portfolio and project governance policies
- Establish and maintain portfolio and project assessments, metrics, and dashboards
- Develop and maintain quality assurance and compliance guidelines and standards

### ***Provide Products and Services:***

- Provide portfolio and project management protocols, processes, and tools
- Provide portfolio and project management training and development support
- Provide a communication and tracking structure for portfolio management
- Provide a central tool for managing process improvements across the University

**Training/Coaching/Mentoring:**

- Provide portfolio and project management training to OIT's leadership and staff
- Coach and mentor project managers and teams on tools, processes, and methodology
- Provide a project management leadership and development programming
- Keep abreast on best practices in the field of project management and compliance

**Values:** The EPS unit will adhere to the values defined by:

- *The Project Management Institute (PMI) [Code of Ethics and Professional Conduct](#):*  
1) Responsibility, 2) Respect, 3) Fairness, and 4) Honesty
- *The International Organization for Standardization (ISO) [national standards bodies](#).*
- *The Lloyd's Register Quality Assurance, Inc. <https://www.lrqa.com/>*

## University Strategic Plan 2016-2021

### Goal 5: Enhance the Quality of Physical and Operational Infrastructure

- **Objective 5.2:** Technology will be used to manage transactional processes efficiently, free staff to focus on customer service with an equity-minded approach.
  - Strategy: Implement strategy for using technology to increase customer service.
- **Objective 5.5:** Staff will be highly trained and committed to excellence.
  - Strategy: Develop a process to promote staff accountability through performance management.
  - Strategy: Ensure that consistent assessment tools are utilized to gather actionable data on interaction and satisfaction with service across the institution.
  - Strategy: Insist upon a customer-centered approach as an essential quality when hiring, training, and evaluating staff.
- **Objective 5.6:** Operational excellence will be evidenced by results-oriented goals, policies, procedures, and assessments.
  - Strategy: Review and revise all policies and procedures to ensure that they reflect an equity-minded approach that is both effective and efficient.

## Procedure: 2.0 – EPS-PM High Level Process

### Project Intake – High Level I Process

**Definition:** Project Intake is an iterative process designed to review and evaluate project proposals that are submitted.

1. Business Sponsor submits project concept via Project Management System (PMS).



2. Enterprise Projects & Services (EPS) reviews concept (Form 1.1).



3. EPS shall present proposal (Form 1.1) at bi-weekly PM Leadership meeting.



4. If approved as an EPS project, then OIT Leadership will assign Project Manager (PM) or Project Lead (PL) and initiate as an Enterprise Project or Department Project.



5. PM or PL shall collaborate with Business Sponsor to complete and submit Project Charter (Form 1.3) to OIT Leadership.



6. If approved OIT Leadership will notify EPS to activate and track project.

**- End of Project Intake: Process 2.0 -**

## **Project Management – High Level I Process**

**Definition:** Project Management is the application of processes, methods, knowledge, skill-sets, and experience to achieve project objectives or outcomes.

**1. Project Manager (PM) or Project Lead (PL shall create Initiating Process Group to authorize project phase and/or Project Charter (Form 1.3).**



**2. PM or PL shall lead Planning Process Group to establish scope, refine objectives, and define course of action for project phase and/or project.**



**3. PM or PL shall lead Executing Process Group to complete the work defined in the project management plan to satisfy the project specifications.**



**4. PM or PL shall lead Monitoring and Controlling Process Group to track, review, and regulate progress and performance of the project.**



**5. PM or PL shall lead Closing Process Group to finalize all activities across all process groups to formally close project or phase.**

**- End of Project Management: Process 2.0 -**

## Procedure: 2.1 – Project Intake

### Project Intake – Level II Procedure

**Purpose:** To review and evaluate a proposed project during the initiation phase to make a decision on whether to approve or reject project.

**Scope:** Project Intake is an iterative process that **Begins** with receiving project concept and **Ends** with Project Charter approval.

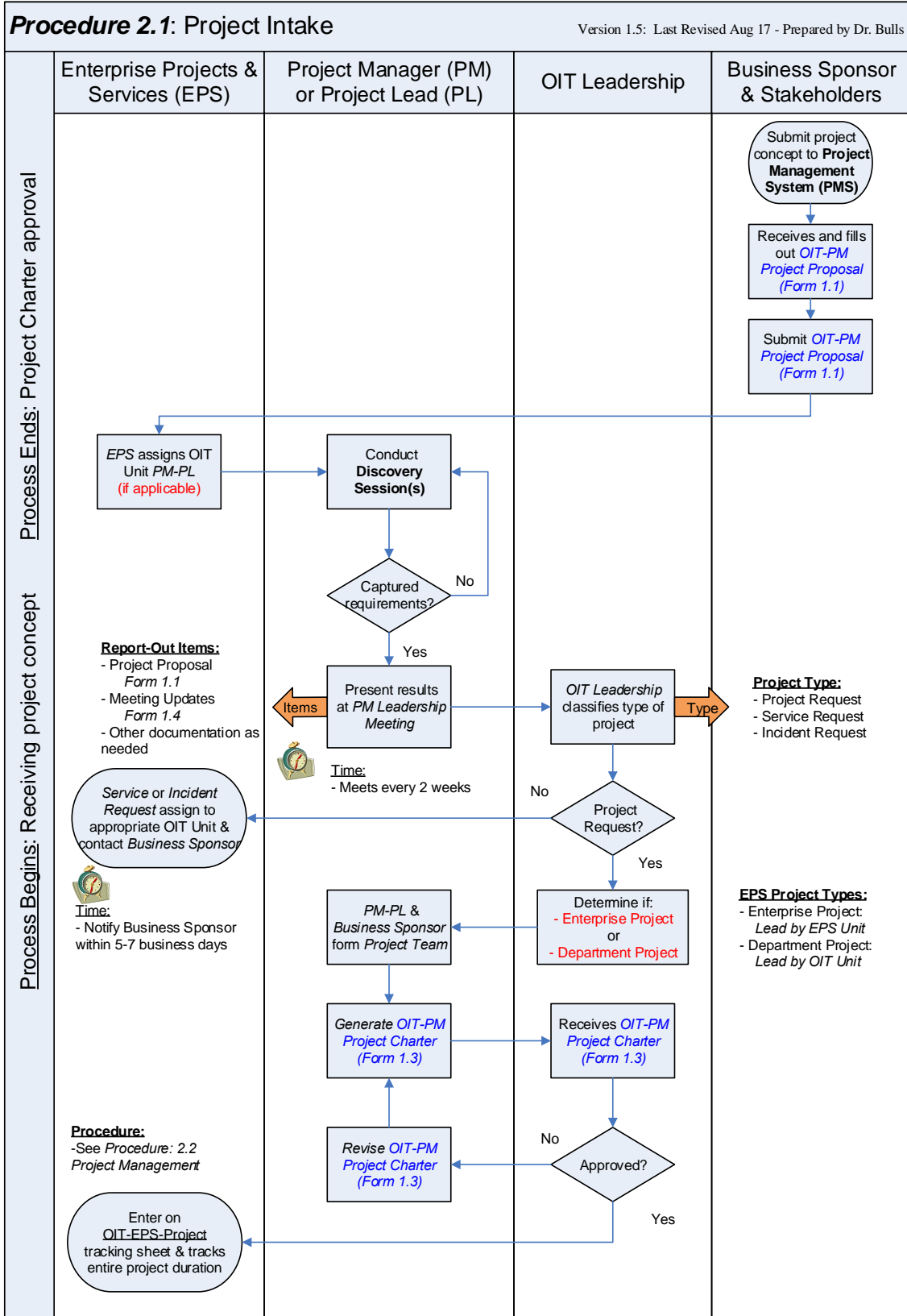
#### Definitions:

- **Discovery Session:** A focus group meeting designed to gather and/or clarify data about the project.
- **Project Intake:** Managed by the Project Management Office (PMO), it is the process of matriculating projects through the project management system.
- **Project Charter:** A document created by project sponsor that formulizes the existence of a project; whereas the project manager and team are assigned.
- **Project Management:** The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.
- **Project Management Team (PMT):** The members of the project team who are directly involved in the project activities.
- **Project Manager (PM):** May also be referred as Project Lead (PL), the person assigned by the performing organization to achieve the project objectives.
- **Report Out:** A method to present project information and/or data.
- **Sponsor:** Person(s) that is actively involved in the project, or whose interests may be positively or negatively affected by project execution or completion.
- **Stakeholder:** Person(s) or organizations that may exert influence or may be impacted by the project and its deliverables.

#### References:


- Gygi, C., DeCarlo, N., & Williams, B. (2005). *Six Sigma for Dummies*. Wiley Publishing, Inc. Hoboken, NJ.
- Jacka, M. J. & Keller, P. J. (2009). *Business Process Mapping*. Wiley Publishing, Inc. Hoboken, NJ.
- Madison, D. (2005). *Process Mapping, Process Improvement, and Process Management*. Paton Press, LLC. Chico, CA.
- Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge-5<sup>th</sup> Edition*. Project Management Institute, Inc. Newton Square, PA.

## Procedure 2.1: Project Intake – Flowchart





## Procedure 2.1: Project Intake – Narrative

- 1-1. *Business Sponsor* submits project concept via **Project Management System (PMS)**.
- 1-2. *Business Sponsor* receives and fills out [OIT-PM: Project Proposal \(Form 1.1\)](#).
- 1-3. *Business Sponsor* shall complete and submit [OIT-PM: Project Proposal \(Form 1.1\)](#).
- 1-4. *Enterprise Projects & Services (EPS)* will review project concept.
  -  Notify *Business Sponsor* of status within 5-7 business days.
- 1-5. Upon receiving project proposal from *Business Sponsor*, *EPS* shall assign *Project Manager (PM)* or *Project Lead (PL)* to conduct **Discovery Session(s)**.

**\*Note: Discovery Session is a focus group-style meeting designed to gather information, to narrow focus, and to refine the problem and opportunity of the project proposal.**
- 1-6. *PM-PL* shall present findings and results at bi-weekly **PM Leadership Meeting**.
- 1-7. *OIT Leadership* shall classify type of project.
  - 1-7.1 **IF Project Request**, then go to step 1-8.
  - 1-7.2 **IF** other request type (see list below), then assign IT request as needed to complete and contact *Business Sponsor*.
    - Service Request (purchasing or upgrade request)
    - Incident Request (repair request)
- 1-8. **IF Project Request**, then *OIT Leadership* shall determine if:
  - Enterprise Project (lead by EPS Unit)
  - Department Project (lead by OIT Unit)
- 1-9. Upon receiving project assignment from *OIT Leadership*, the *PM-PL* shall conduct **Discovery Session(s)** with *Business Sponsor* and *Stakeholders* (as needed).
  - 1-9.1 *PM-PL* and *Business Sponsor* shall form *Project Management Team (PMT)*.
  - 1-9.2 *PM-PL* will generate [OIT-PM: Project Charter \(Form 1.3\)](#).
- 1-10. *PM-PL* shall submit [OIT-PM: Project Charter \(Form 1.3\)](#) to *OIT Leadership*.
  - 1-10.1 **IF** revisions, then submit to *PM-PL* to revise (see step 1-9).
  - 1-10.2 **IF** approved, then submit approval status to *EPS*; then go to procedure **2.2 Project Management**.

**- End of Procedure 2.1 –**

## Procedure: 2.2 – Project Management

### Project Management – Level II Procedure

**Purpose:** To accomplish project objectives through the application and integration of project management processes.

**Scope:** Project Management is an iterative process that **Begins** with receiving project approval and **Ends** with closing project.

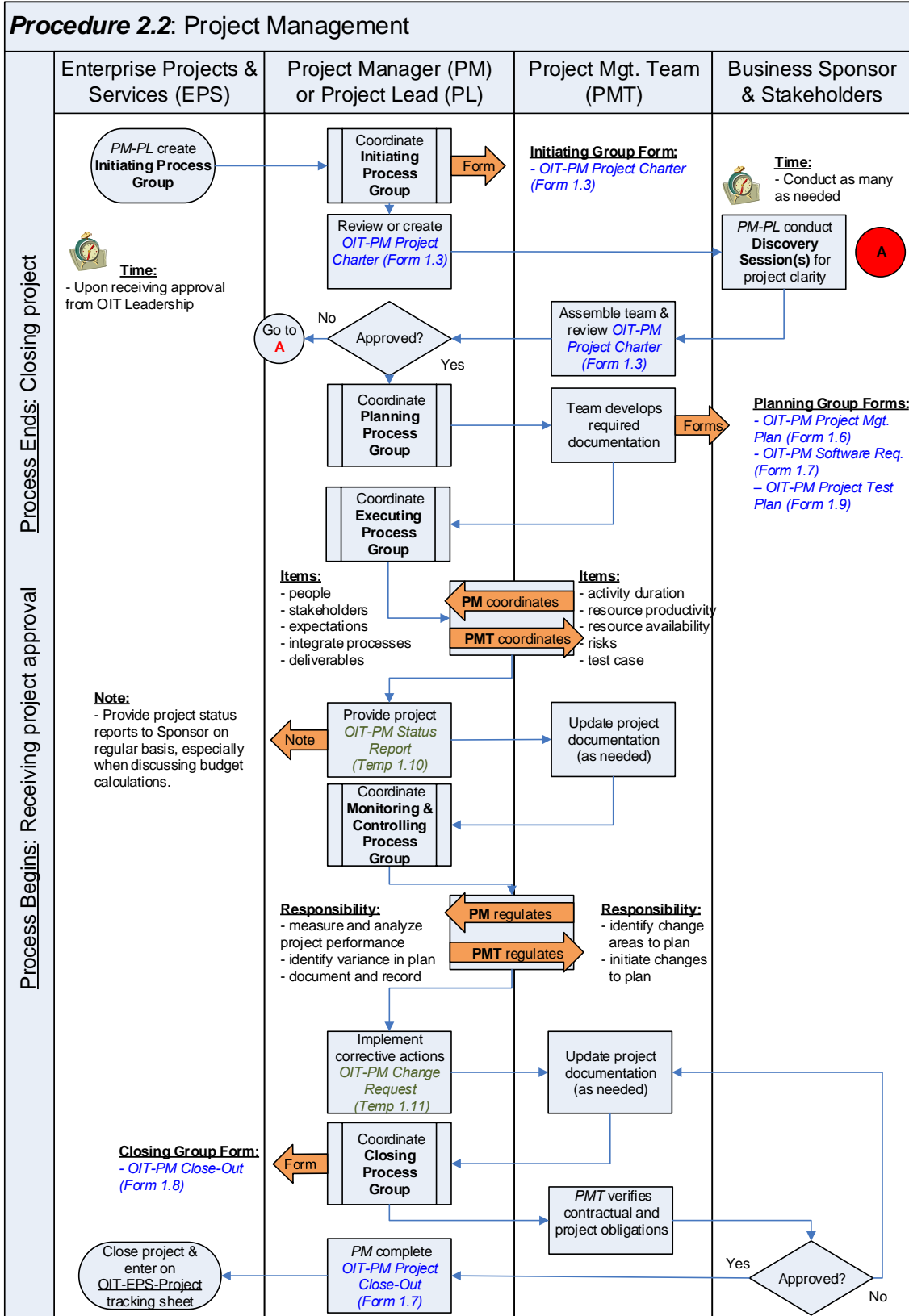
#### Definitions:

- **Discovery Session:** A focus group meeting designed to gather and/or clarify data about the project.
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- **Report Out:** A method to present project information and/or data.
- **Sponsor:** Person(s) that is actively involved in the project, or whose interests may be positively or negatively affected by project execution or completion.
- **Stakeholder:** Person(s) or organizations that may exert influence or may be impacted by the project and its deliverables.

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- Jacka, M. J. & Keller, P. J. (2009). *Business Process Mapping*. Wiley Publishing, Inc. Hoboken, NJ.
- Madison, D. (2005). *Process Mapping, Process Improvement, and Process Management*. Paton Press, LLC. Chico, CA.
- Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge-5<sup>th</sup> Edition*. Project Management Institute, Inc. Newton Square, PA.

## Procedure 2.2: Project Management – Flowchart



## Procedure 2.2: Project Management – Narrative

- 1-1.** Upon receiving project approval from *OIT Leadership, Project Manager (PM)* or *Project Lead (PL)* shall create **Initiating Process Group**; to define and authorize the project phase and project charter.
- 1-1.1** *PM-PL* shall review or create [OIT-PM: Project Charter \(Form 1.3\)](#).
- 1-1.2** *PM-PL* shall conduct **Discovery Session(s)** with *Business Sponsor* and *Stakeholders* (as needed) to clarify [OIT-PM: Project Charter \(Form 1.3\)](#).
- 1-1.3** *PM-PL* and *Business Sponsor* shall form *Project Management Team (PMT)*.
- 1-1.4** *PM-PL* will update [OIT-PM: Project Charter \(Form 1.3\)](#) with *Business Sponsor* if necessary.
- \*Note: Involve sponsors, customers, and other stakeholders (internal and external) as needed to create a shared understanding of Project Charter.**
- 1-2.** *PM-PL* shall coordinate **Planning Process Group**; to assist in gathering information, sources, *Stakeholders*, data, materials, etc.; needed for the continual development of the project management plan, software requirements, and test plan.
- 1-2.1** *PM-PL* shall use the **Planning Process Group** to delineate the strategy and the action items needed to complete the project or phases.
- 1-2.2** *PMT* shall research and develop the following items for the project:
- scope
  - time
  - cost
  - quality
  - communication
  - human resources
  - risks
  - procurements (if applicable)
  - stakeholder engagement (if applicable)
- 1-2.3** *PM-PL* shall create [OIT-PM: Project Mgt. Plan \(Form 1.6\)](#) for project.
- 1-2.4** *PM-PL* shall create [OIT-PM: Software Requirements \(Form 1.7\)](#) for project.
- 1-2.5** *PM-PL* shall create [OIT-PM: Project Test Plan \(Form 1.9\)](#) for project and use [OIT-PM: Test Case \(Template 1.13\)](#) to design test case.
- 1-3.** *PM-PL* shall coordinate **Executing Process Group**; to assist in integrating people and resources to effectively carry out all the project requirements.

**1-3.1** *PMT* shall coordinate these efforts for the project management plan:

- people
- resources
- deliverables
- managing stakeholder expectations (internal and external)
- integrating processes and procedures (if applicable)

**1-3.2** *PM-PL* shall analyze the project management plan during this phase and anticipate any variation which may include, but not limited to:

- activity durations
- changes in resource productivity
- changes in resource availability
- unanticipated risks

**\*Note: Variance(s) may affect the project management plan or any project document and may require a detailed analysis and development of appropriate project management responses.**

**1-3.3** **IF** required after analysis, *PM-PL* may modify project management plan or other project documents as required.

**1-3.4** **IF** required after analysis, *PM-PL* may establish new project baselines.

**\*Note: Due to the majority of project's budget being either calculated and/or expended during this phase, collaborate with sponsor.**

**1-3.5** *PM-PL* shall execute the OIT-PM: Test Case (Template 1.13).

**1-3.6** *PM-PL* will update project documentation as required.

**1-3.7** *PM-PL* shall provide project progress reports to *Sponsor* on OIT-PM: Status Report (Template 1.10).

**\*Note: Involve sponsors, customers, and other stakeholders (internal and external) as needed to create a shared understanding of Project Charter.**

**1-4.** *PM-PL* shall coordinate **Monitoring and Controlling Process Group**; to track, review, and regulate the progress and performance of the project.

**1-4.1** *PMT* shall identify any areas of changes to the plan.

**1-4.2** *PMT* shall initiate corresponding changes to the plan.

**1-4.3** *PM-PL* shall measure & analyze project performance at regular intervals.

**1-4.4** *PM-PL* shall identify variances from the project management plan.

**1-4.5** *PM-PL* shall document and/or record the following recommend corrective or preventive action plan

- measure project activities and compare project baselines
- influence factors that can circumvent change mechanisms
- implement approved changes

**\*Note: Involve sponsors, customers, and other stakeholders (internal and external) as needed to create a shared understanding of Project Charter.**

- 1-4.6** *PMT* is responsible for implementing corrective and preventive actions to keep the project management plan in compliance.
- 1-4.7** *PM-PL* shall update project on [OIT-PM: Change Request \(Template 1.11\)](#).
- 1-4.8** *PM-PL* shall provide project progress reports to *Sponsor* on [OIT-PM: Status Report \(Template 1.10\)](#).
- 1-5.** *PM-PL* shall coordinate **Closing Process Group**; to conclude the project.
- 1-5.1** *PMT* shall verify that the project, phase, or contractual obligations have been met.
- 1-5.2** *PM-PL* shall document and/or record premature closed projects, such as:
- aborted projects
  - cancelled projects
  - critical situation projects
- 1-5.3** **IF** project cannot be formally closed, then *PM-PL* may:
- obtain *Sponsor* acceptance to formally close project or phase
  - conduct post-project or phase-end review
  - record impacts of tailoring to any process
  - document lessons learned
  - apply appropriate updates to organizational process
  - keep project documents as historical data
  - close out procurement activities and relevant agreements
  - perform team assessments and release project resources
- 1-5.4** *PM-PL* shall document and/or record the following:
- recommend corrective or preventive action plan
  - measure project activities and compare project baselines
  - influence factors that can circumvent change mechanisms
  - implement approved changes
- 1-6.** *PM-PL* shall complete [OIT-PM: Project Close-Out \(Form 1.7\)](#).  
**\*Note: Obtain all sponsor signatures as needed to create a shared understanding of Project Close-Out and completed requirements.**

**- End of Procedure 2.2 -**

## Procedure: 2.0 – Document List

### Project Management Forms and Templates

Documentation		Form Info	
Process	Form Name	ID #	Version #
2.0-EPS	OIT-PM: Business Project Proposal	1.1	1.1
2.0-EPS	OIT-PM: Project Proposal Review	1.2	1.2
2.0-EPS	OIT-PM: Project Charter	1.3	1.2
2.0-EPS	OIT-PM: Meeting Updates	1.4	1.1
2.0-EPS	OIT-PM: Project Report-Out	1.5	1.1
2.0-EPS	OIT-PM: Project Management Plan	1.6	1.4
2.0-EPS	OIT-PM: Software Requirements	1.7	1.1
2.0-EPS	OIT-PM: Project Close-Out	1.8	1.4
2.0-EPS	OIT-PM: Project Test Plan	1.9	1.1
red	Currently not in use		
green	Currently owned by another department		
blue	Currently in use; owned by another department		
Documentation		Form Info	
Process	Template Name	ID #	Version #
2.0-EPS	OIT-PM: Schedule	1.1	1.0
2.0-EPS	OIT-PM: SIPOC (Diagram)	1.2	1.1
2.0-EPS	OIT-PM: RAMMP (Matrix)	1.3	1.1
2.0-EPS	OIT-PM: Benefit-Effort (Matrix)	1.4	1.1
2.0-EPS	OIT-PM: Risk Matrix	1.5	1.1
2.0-EPS	OIT-PM: Issue Log	1.6	1.1
2.0-EPS	OIT-PM: Demo-Script	1.7	1.1
2.0-EPS	OIT-PM: Vendor-Software Evaluation	1.8	1.1
2.0-EPS	OIT-PM: Work Breakdown Structure (WBS)	1.9	1.1
2.0-EPS	OIT-PM: Project Status Report	1.10	1.1
2.0-EPS	OIT-PM: Change Request	1.11	1.1
2.0-EPS	OIT-PM: Communication Plan	1.12	1.1
2.0-EPS	OIT-PM: Test Case	1.13	1.1
red	Currently not in use		
green	Currently owned by another department		
blue	Currently in use; owned by another department		



## Project Management Document Mapping

Process Group	Form	Templates
Initiating Process Group	<ul style="list-style-type: none"> <li>- OIT-PM: Business Project Proposal: Form 1.1</li> <li>- OIT-PM: Project Proposal Review: Form 1.2</li> <li>- OIT-PM: Project Report-Out: Form 1.5</li> <li>- OIT-PM: Project Charter: Form 1.3</li> <li>- OIT-PM: Meeting Updates: Form 1.4</li> </ul>	
Planning Process Group	<ul style="list-style-type: none"> <li>- OIT-PM: Project Management Plan: Form 1.6</li> <li>- OIT-PM: Software Requirements: Form 1.7</li> <li>- OIT-PM: Project Test Plan: Form 1.9</li> </ul>	<ul style="list-style-type: none"> <li>- OIT-PM: Schedule: Temp 1.1</li> <li>- OIT-PM: SIPOC (Diagram): Temp 1.2</li> <li>- OIT-PM: RAMMP (Matrix): Temp 1.3</li> <li>- OIT-PM: Benefit-Effort (Matrix): Temp 1.4</li> <li>- OIT-PM: Risk Matrix: Temp 1.5</li> <li>- OIT-PM: Issue Log : Temp 1.6</li> <li>- OIT-PM: Demo-Script : Temp 1.7 (if applicable)</li> <li>- OIT-PM: WBS: Temp 1.9</li> <li>- OIT-PM: Communication Plan: Temp 1.12</li> <li>- OIT-PM: Test Case: Temp 1.13</li> </ul>
Executing Process Group		<ul style="list-style-type: none"> <li>- OIT-PM: Project Status Report: Temp 1.10</li> <li>- OIT-PM: Test Case: Temp 1.13</li> </ul>
Monitoring & Controlling Process Group		<ul style="list-style-type: none"> <li>- OIT-PM: Vendor-Software Evaluation: Temp 1.8</li> <li>- OIT-PM: Project Status Report: Temp 1.10</li> <li>- OIT-PM: Change Request: Temp 1.11</li> <li>- OIT-PM: Test Case: Temp 1.13</li> </ul>
Close-Out Processing Group	<ul style="list-style-type: none"> <li>- OIT-PM: Project Close-Out: Form 1.8</li> </ul>	<ul style="list-style-type: none"> <li>- OIT-PM: Project Evaluation (via SurveyMonkey)</li> </ul>