ITS
Project Management
Methodology

Standards and Guidelines for managing projects at
Information Technology Services, NYU

July, 2008
Version 1.4
# TABLE OF CONTENTS

1 INTRODUCTION.................................................................................3
   1.1 Overview..............................................................................3
   1.2 Purpose..............................................................................3

2 PROJECT DEFINITION ..................................................................4

3 ITS PROJECT TRACKING TOOL (ProjTrak)...............................5
   3.1 What is ProjTrak?..............................................................5
   3.2 Why ProjTrak?.................................................................5
   3.3 When should a project get entered?.................................6
   3.4 The ProjTrak Checklist.....................................................6
   3.5 Next Steps.........................................................................7

4 PROJECT PHASES.....................................................................8

5 PROJTRAK WORKFLOW.............................................................9

6 PROJECT MANAGEMENT WORKFLOW..................................10

7 TECHNICAL REVIEW PROCESS..........................................11

8 TEMPLATES............................................................................12
   8.1 ITS Project Charter..........................................................13
   8.2 ITS Project Charter (PROJTRAK)......................................14
   8.3 Business Case.................................................................15
   8.4 Communication Plan......................................................16
   8.5 Roles and Responsibilities.............................................17
   8.6 Work Breakdown Structure............................................18
   8.7 Project Status Report......................................................19
   8.8 Project Initiation Checklist..............................................20
   8.9 Identity and Access Management Questionnaire.............22
   8.10 Project Closing Checklist..............................................24
   8.11 The After Action Review...............................................26

9 GLOSSARY: PROJECT MANAGEMENT TERMS.....................27
1 INTRODUCTION

1.1 Overview

The Information Technology Services (ITS) division at New York University has established a Project Management Assistance (PMA) function to create and maintain a documented Project Management Methodology for use in all technology projects at ITS.

This methodology is designed to meet the needs of the various ITS departments, provide for the required oversight, and be consistent with the Project Management Institute’s (PMI®) A Guide to Project Management Body of Knowledge (PMBOK®). It is recognized that this Project Management Methodology must be scalable to meet the requirements of projects large and small.

This methodology will be a living document. As project management experience is gained and techniques are mastered, the content of this document will evolve.

1.2 Purpose

The primary purpose of this document is to describe the framework that is used by ITS in initiating, planning, managing (executing and controlling), and closing technology projects. This document describes the methodology and references other documents and tools that are used in support of the methodology.

By defining the methodology, this document is intended to provide a common point of reference for talking and writing about the practice of project management for technology projects within ITS. This common basis is intended to increase the awareness and professionalism of those charged with the responsibilities defined in the methodology.
2  PROJECT DEFINITION

A project is “a temporary endeavor undertaken to create a unique product, service, or result.” (Project Mgmt. Institute) A project:

- Will deliver academic, business and/or technical objectives
- Is made up of defined processes and tasks
- Will run for a finite period of time
- Requires specific resources and/or funding

By contrast, a service is a function or process (or a set of related functions or processes) provided on an ongoing, duplicable basis to a set of clients. A service is able to be repeated, or provided, in the same way to each of a set of clients. The introduction, upgrade, or removal of a service is a project; providing that service on an ongoing basis is not.
3  ITS PROJECT TRACKING TOOL (ProjTrak)

3.1  What is ProjTrak?

ProjTrak is a web-based project management tool for planning, scheduling, and managing projects and portfolios across ITS. It is used as a central repository for project scope, schedule, resources, issues, comments, status reports, and documents.

It provides users the ability to view the entire ITS project portfolio. Available functionality includes:

- Add a new project
- Manage existing projects
- Generate a Project Portfolio Report
  - Create a listing of all projects across ITS
  - Generate a report based on selection criteria, such as Risk Level, Priority, or Status
  - Use drill down functionality to view project detail Information

3.2  Why ProjTrak?

Some of the benefits of the system include:

- Decentralizes the maintenance of the project information
- Provides project teams with the ability to update the information of their project as progress is made or changes occur
- Provides management with real-time access to an updated listing of all projects
- Allows the assigning of other departments or project team members involved in a project
- Provides a central place to manage cross-departmental projects
- Tracks project definition, key dates, risk level, status, and other relevant information.
- Provides report(s) for discussion during the project and portfolio status meetings

All users of the Project Management Tool have access to add new projects. This tool is used by the ITS Project Teams to keep the information on their projects up to date.
3.3 When should a project get entered into ProjTrak?

ITS is involved in many projects on a daily basis. Any project can be entered into project and project managers should feel free to use ProjTrak to manage projects of any size. However, some of these projects need to draw resources from multiple functional groups within ITS, and/or should be brought to the attention of the Executive Team for purposes of prioritization, funding requirements, etc. Projects of this nature must be entered into ProjTrak. The checklist below is intended to help you determine whether the project you are working on should be in ProjTrak.

Although the project you are considering may not need to be entered into ProjTrak initially, during the course of the work on the set of activities the scope may change from the original concept. You then should reflect on this checklist again and re-evaluate whether it is necessary to enter it into ProjTrak.

3.4 The ProjTrak Checklist

Any endeavor which meets the definition of a project (above), and which crosses thresholds in terms of resources required, impact on the University, or coordination requirements across functional ITS groups must be entered into ProjTrak. To figure out whether your project crosses such thresholds, answer the following questions:

Visibility
- Will there be a significant impact to ITS, the University, or to other initiatives inside and outside ITS (including other projects in ProjTrak), if the project fails?
- Does the project represent an initiative of strategic importance to NYU and/or is it highly visible?
- Does the project involve the processing of data considered restricted by the University?
- Will the project affect a large percentage of the University population (at least 10,000 people)?

Coordination
- Will the project require the coordination of two or more ITS or University departments?
- Will the project require coordination with an entity outside of the University?

Resource Allocation
- Will the project require at least 20 business days of effort?
- Will the project cost at least $10,000?

If you answered yes to any of the questions above, you must enter your project into ProjTrak.
3.5 Next Steps

If the endeavor you’re working on meets the requirements of a project, and should be entered into ProjTrak as per the above requirements, you should log into ProjTrak and click “Add a Project”. (See the Work Tab in NYUHome.) More information on ProjTrak can be found in the help section of ProjTrak.

If the endeavor you’re working does not meet the requirements of a project or the ProjTrak requirements but you still believe it should be entered into ProjTrak, or if you are unsure if it is a project or not, talk to your manager or PMA office at its.pma@nyu.edu.

Please note that you should still use other parts of the project management methodology even if your project does not meet the requirements for entrance into ProjTrak.
4 PROJECT PHASES

All projects are unique and take on a different forms that presents many degrees of uncertainty. Managing these projects dictate that organizations divide them into manageable pieces called project phases. Collectively these phases are known as the project life cycle. The project life cycle methodology is divided into five project phases that are listed below:

1. **Initiation** - This phase defines and organizes the project. Problem or opportunity is demonstrated; business is compelling, the project is authorized.
   - Develop Business Case
   - Develop initial Project Charter
   - Enter Project in ProjTrak
   - Participate in the Technical Review
   - Obtain Project Approval
   - Use Project Initiation Checklist

2. **Planning** - In this phase a workable project plan is developed that will accomplish the project. The project has clearly understood and agreed upon scope, schedule, and resources.
   - Develop Work Breakdown Structure (WBS)
   - Assign roles and responsibilities
   - Develop a communication plan
   - Update ProjTrak (Scope, Milestones, Deliverables, Status, & Other Info.)

3. **Execution** - Coordinating and allocating resources and people take place in this phase. Work results are produced.
   - Support project team in their work
   - Update ProjTrak (Assumptions, Dependencies, Scope, & Other Information)

4. **Control** - Throughout all phases of the project, objectives are monitored and measurements of project progress are computed. Respond to issues, change requests, and risks.
   - Request and Provide Status
   - Log issues and Discuss Changes
   - Submit Project Status Reports using ProjTrak or other mechanism

5. **Closeout** – In this phase, project makes a smooth transition to operations and lessons learned are documented.
   - Obtain Sign-Off on Acceptance
   - Conduct Lessons Learned Sessions
   - Use the After Action Review Form
   - Use Project Closure Checklist
   - Update ProjTrak (Final Documentation)

**Iterative Process** Project management is an iterative process where the beginning of one phase often overlaps the ending of another phase. In some instances, phases may be repeated throughout the life cycle of the project. Phases may be performed sequentially or simultaneously. For example, planning, execution and control may all be performed in parallel as changes are made to the project baseline.
5 PROJTRAK WORKFLOW

[Diagram showing the workflow process for entering a project in ProjTrak, technical review, decision-making, and approval or rejection with notifications and updates.]
<table>
<thead>
<tr>
<th>Contributors</th>
<th>Initiation</th>
<th>Planning</th>
<th>Execution</th>
<th>Control</th>
<th>Closeout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Business Case, Project Charter</td>
<td>Refine scope, schedule, budget, WBS, Perform Risk Assessment</td>
<td>Manage Change Control, Team, Communication, Deliverables, &amp; Transition</td>
<td></td>
<td>Generate Status Reports, Measure Plan vs. Actual, Manage Risk</td>
<td>Conduct Post-Implementation Review</td>
</tr>
<tr>
<td>New Project Creation Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Log issues, discussions, comments, Submit status reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Update Project Information—Lessons Learned</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial Technical Review Process</td>
<td>Planning &amp; Design Review (if needed)</td>
<td>Execution / Build / Pilot Review (if needed)</td>
<td></td>
<td>Issue Escalation, Status Reporting, Verification (if needed)</td>
<td>Historical Records Maintained</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Approval</td>
<td>Planning &amp; Design Signoff (if needed)</td>
<td>Execution / Build / Pilot (if needed)</td>
<td></td>
<td></td>
<td>Sign-off on Acceptance (if needed)</td>
</tr>
</tbody>
</table>
7 TECHNICAL REVIEW PROCESS

1. ProjTrak sends an email notification to all TRT members

2. Each member reviews the project information in ProjTrak

3. The TRT lead facilitates the group meeting (twice a month). The project managers are invited to attend as guests.

4. During the group meeting, the project is discussed and a high-level risk assessment is conducted for the following areas:
   - Sensitive Data
   - Policy (Compliance/Regulatory)
   - Security
   - Business Continuity
   - Schedule
   - Resources (Personnel, Cost, Hardware/Software/Network, Space)
   - Project Management
   - Dependencies & Redundancies
   - Complexity of Technology
   - Support – Organization & Training
   - Documentation
   - Other

5. The TRT lead gathers all the results of the risk assessments and documents the discussion on the project in the ‘Discussion’ section of ProjTrak.

6. If additional information or follow-up is necessary, the project manager is notified by the TRT lead via e-mail (cc its.trt@nyu.edu)

7. The TRT lead adds the appropriate comments to the workflow notification and clicks on the ‘Complete’ button

8. The response to the TRT comments is reviewed in the following TRT meeting.
8 TEMPLATES

ITS Project Charter
The ITS project charter is a statement of the scope, objectives and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager.

Business Case
A business case is the concept of having a non-technical reason for a project. The logic of the business case is that any time resources such as money or effort are consumed; they should be in support of the business.

Communication Plan
The purpose of the Communications Plan is to describe and document the communications needs of the project teams and stakeholders.

Roles and Responsibilities
Projects of different sizes have different ways and requirements on how the people are organized. The purpose of the Roles and Responsibilities document is to show the primary role of team members, any deliverables in which they are involved, and the percentage of time they are expected to work on the project.

Work Breakdown Structure
A work breakdown structure (WBS) is a hierarchical outline of the tasks needed to deliver the project’s product or service. It “breaks-down” the project into low-level subtask units of work that will be scheduled, executed and controlled.

Project Status Report
The purpose of a project status report is to manage expectations by commenting on any and all items that show a variance from your project baselines and stakeholder expectations. The report should be created on a weekly or monthly basis depending on the size and scope of the project.

Project Initiation Checklist
This Initiation Checklist is meant to help you determine if a set of activities that should be considered during the initiation phase of a project; and the degree of project management activities and deliverables needed to ensure project success; and it is also meant to trigger thoughts on key project constraints and criteria in order to facilitate discussion with the project team.

Project Closing Checklist
This Closing Checklist is meant to help you capture post-project assessment data from various stakeholders involved in the project; and apply the lessons learned on similar projects in the future.

The After Action Review
This After Action Review can be used as a structure for reflection on a specific piece of personal work; by a small number of colleagues at the end of a meeting or a short activity; after an identifiable activity within a large project; as a formal tool for a facilitated review at the end of a large project.
# ITS Project Charter

<table>
<thead>
<tr>
<th><strong>Project Name:</strong></th>
<th><strong>Date:</strong></th>
</tr>
</thead>
</table>

**Project Goal & Objective:** [Concise description of the proposed work or project]

**Scope:** [What are the project interdependencies, and by showing which deliverables, systems, and technologies are within or outside of scope.]

**Project Manager, Sponsor & Team Members:** [Who is the highest level leader or administrator who is backing this project? Who is the lead person & who else needs to be involved at what level of commitment?]

**Timeline:** [When does the work need to be completed? If spread out over time, list key milestones or deadlines]

**Deliverables:** [What is the unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project?]

**Expense Budget:** [think short- and long-term costs. Factor in professional time commitments]

**Additional Information:** [Assumptions, Issues, Risks, Business Process Change]

---

Reviewed By: 
Approved By:
ITS Project Charter (ProjTrak)

Project Name: Date:

**Project Goal & Objective:** [Concise description of the proposed work or project]

**Objective (max 1000 characters):**

**Scope:** [What are the project interdependencies, and by showing which deliverables, systems, and technologies are within or outside of scope.]

**Statement Of Work / Scope (max 1000 characters):**

**Project Manager, Sponsor & Team Members:** [Who is the highest level leader or administrator who is backing this project? Who is the lead person & who else needs to be involved at what level of commitment?]

**Assign Project Team Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Role</th>
<th>% Time</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Timeline:** [When does the work need to be completed? If spread out over time, list key milestones or deadlines]

<table>
<thead>
<tr>
<th>Dates (mm/dd/yyyy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Start Date</td>
</tr>
<tr>
<td>Actual Start Date</td>
</tr>
<tr>
<td>Estimated End Date</td>
</tr>
<tr>
<td>Actual End Date</td>
</tr>
<tr>
<td>Duration</td>
</tr>
</tbody>
</table>

**Deliverables:** [What is the unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project?]

**Expense Budget:** [think short- and long-term costs. Factor in professional time commitments]

**Expense Information**

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Operating Cost</th>
<th>Estimated Cost</th>
<th>Actual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onetime</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Totals:**

**Additional Information:** [Assumptions, Issues, Risks, Business Process Change]
# Business Case

<table>
<thead>
<tr>
<th>Project Name:</th>
<th>Date:</th>
</tr>
</thead>
</table>

**Executive Summary:** [The executive summary should be the written in such as way as to capture the attention and make the management team say “I see value in this I need to read more.”]

**Background** [What is the summary of the background and circumstances leading up to this initiative? What are the problems or disconnects and the risks to the organization in maintaining the status quo?]

**Summary of Objectives** [At a summary level, why should this project be considered? What is the importance to the organization, short and long-term benefits, etc.?]

**Alternatives Summary** [Briefly, summarize each of the solutions that are outlined in this proposal. You may only have 2 or you may have many more.]

## Financial Summary
[For each of the solutions, what are the summary numbers involved?]

<table>
<thead>
<tr>
<th>#</th>
<th>Solution</th>
<th>Total Cost</th>
<th>Total Benefits</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>[Solution Name]</td>
<td>[Sum of all costs.]</td>
<td>[Sum of all benefits.]</td>
<td>[Benefits-Costs.]</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Conclusions** [What conclusions can be made about the project at this point in time? What are the next steps?]

**Recommendations** [What do you recommend management consider on the project? Which alternative should they go with and why?]

**Reviewed By:**

**Approved By:**
Communication Plan

The purpose of the Communications Plan is to describe and document the communications needs of the project teams and stakeholders.

<table>
<thead>
<tr>
<th>ID</th>
<th>Communication</th>
<th>Description</th>
<th>Frequency</th>
<th>Format</th>
<th>Owner</th>
<th>Recipient/Attendees</th>
<th>Post-Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Initiation Meeting</td>
<td>Gather information for Initiation Plan (Project Charter)</td>
<td>FIRST Before Project Start Date</td>
<td>Meeting</td>
<td>Project Manager / Sponsor</td>
<td>All stakeholders*</td>
<td>Obtain feedback on the meeting</td>
</tr>
<tr>
<td>2</td>
<td>Distribute Project Initiation Plan</td>
<td>Distribute Plan to alert stakeholders of project scope and to gain buy in.</td>
<td>Before Kick Off Meeting Before Project Start Date</td>
<td>Document distributed via hardcopy or electronically. May be posted on project wiki space or Blackboard site.</td>
<td>Project Manager</td>
<td>All stakeholders*</td>
<td>Revise as necessary; Sign-off from the team.</td>
</tr>
<tr>
<td>3</td>
<td>Project Kick Off</td>
<td>Communicate plans and stakeholder roles/responsibilities. Encourage communication among stakeholders.</td>
<td>At or near Project Start Date</td>
<td>Meeting</td>
<td>Project Manager</td>
<td>All stakeholders*</td>
<td>Obtain feedback on and revise as necessary.</td>
</tr>
<tr>
<td>4</td>
<td>Status Reports</td>
<td>Update stakeholders on progress of the project.</td>
<td>Regularly Scheduled. Monthly is recommended for large/midsize projects.</td>
<td>Distribute electronically and post via ProjTrak. Template: Status Report</td>
<td>Project Manager and Project Management Assistance (PMA) Office</td>
<td></td>
<td>Get input on content, format, design &amp; frequency.</td>
</tr>
<tr>
<td>5</td>
<td>Team Meetings</td>
<td>To review detailed plans (tasks, assignments, and action items).</td>
<td>Regularly Scheduled. Weekly is recommended for entire team. Weekly or bi-weekly for sub-teams as appropriate.</td>
<td>Meeting</td>
<td>Project Manager/Project or Team Lead</td>
<td>Entire Project Team. Individual meetings for sub-teams, technical team, and Functional teams as appropriate.</td>
<td>Measure effectiveness of meetings based on feedback. Change as necessary.</td>
</tr>
<tr>
<td>7</td>
<td>Periodic Demos and Target Presentations</td>
<td>To gain input from other ITS staff members and keep them abreast of the Project’s status.</td>
<td>Once product has enough to “show”. As you complete critical phases or make major enhancements.</td>
<td>Presentation / Discussion</td>
<td>Project Team Members</td>
<td>Specific Focus Groups or End Users. Examples: Project Managers Group, ITS Services Group</td>
<td>Seek feedback; Follow-up to open issues.</td>
</tr>
</tbody>
</table>
Roles and Responsibilities

Projects of different sizes have different ways and requirements on how the people are organized. The purpose of the Roles and Responsibilities document is to show the primary role of team members, any deliverables in which they are involved, and the percentage of time they are expected to work on the project.

<table>
<thead>
<tr>
<th>Name</th>
<th>Core/Extended Team</th>
<th>% Assigned</th>
<th>Deliverables Leading</th>
<th>Deliverables Participating On</th>
<th>Project Role</th>
<th>Responsibility</th>
<th>Other Project Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PROJTRAK (Examples)**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Role</th>
<th>% Time</th>
<th>Est. Person Days</th>
<th>Act. Person Days</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devyani Manish</td>
<td>Chief Info Technology Office</td>
<td>Project Director</td>
<td>60</td>
<td>124.88</td>
<td>0</td>
<td>Drive and coordinate achievement towards the PMA objectives</td>
</tr>
<tr>
<td>Fauerbach, Kenneth</td>
<td>Chief Info Technology Office</td>
<td>Project Sponsor</td>
<td>30</td>
<td>94.5</td>
<td>0</td>
<td>Owns the overall PMA, provides strategic direction and support</td>
</tr>
<tr>
<td>Alvarado, Keith</td>
<td>Administrative Computing Svcs</td>
<td>Team Member</td>
<td>6</td>
<td>20.25</td>
<td>0</td>
<td>PMO Team Member, Identify best practices and improvement processes, Project visibility, status, and coordination</td>
</tr>
<tr>
<td>Burr, John</td>
<td>Student Technology Services</td>
<td>Team Member</td>
<td>6</td>
<td>20.25</td>
<td>0</td>
<td>PMO Team Member, Identify best practices and improvement processes, Project visibility, status, and coordination</td>
</tr>
<tr>
<td>Barefield, William C</td>
<td>Communications &amp; Computing Svcs</td>
<td>Team Member</td>
<td>5</td>
<td>20.25</td>
<td>0</td>
<td>PMO Team Member, Identify best practices and improvement processes, Project visibility, status, and coordination</td>
</tr>
<tr>
<td>Moniz-Jacob, Nicola R</td>
<td>Estenices</td>
<td>Team Member</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>PMO Team Member, Identify best practices and improvement processes, Project visibility, status, and coordination</td>
</tr>
</tbody>
</table>

**Project Deliverables**

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Phase</th>
<th>Status</th>
<th>Est. Start Date</th>
<th>Est. End Date</th>
<th>Actual Start Date</th>
<th>Actual End Date</th>
<th>Creator</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS PM Methodology - v2.0</td>
<td>Planning</td>
<td>In Progress</td>
<td>10/15/2007</td>
<td>03/31/2008</td>
<td>10/15/2007</td>
<td></td>
<td>Devyani Manish</td>
</tr>
<tr>
<td>Establish PHP Certification Incentive Program</td>
<td>Initiation</td>
<td>Future</td>
<td>02/01/2008</td>
<td>02/29/2008</td>
<td></td>
<td></td>
<td>Devyani Manish</td>
</tr>
</tbody>
</table>

**Deliverable Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devyani Manish</td>
<td>Team Manager</td>
<td></td>
</tr>
<tr>
<td>Maxx, Barbers</td>
<td>Other</td>
<td>Team Member</td>
</tr>
<tr>
<td>Smith-Sweeney, Brian</td>
<td>Other</td>
<td>Team Member</td>
</tr>
</tbody>
</table>
Work Breakdown Structure

A work breakdown structure (WBS) is a hierarchical outline of the tasks needed to deliver the project's product or service. It "breaks-down" the project into low-level subtask units of work that will be scheduled, executed and controlled.
Project Status Report

The purpose of a project status report is to manage expectations by commenting on any and all items that show a variance from your project baselines and stakeholder expectations. The report should be created on a weekly or monthly basis depending on the size and scope of the project.

<table>
<thead>
<tr>
<th>Key Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Next Steps/Planned Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges/Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
# Project Initiation Checklist

This document, **THE PROJECT INITIATION CHECKLIST**, is meant to help you accomplish the following:

- Determine if a set of activities that should be considered during the initiation phase of a project
- The degree of project management activities and deliverables needed to ensure project success
- It is also meant to trigger thoughts on key project constraints and criteria in order to facilitate discussion with the project team.

## Project Name (ProjTrak Project ID):

---

### Project Manager: ______________________  Project Sponsor(s): ______________________

<table>
<thead>
<tr>
<th></th>
<th>Project Initiation Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Who proposed this project (Individual/Department)? [Replace this text with a brief description of the project background. Identify the source of the project request.]</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Have you identified the ITS strategic initiatives into which this project fits? [Replace this text with ITS strategic alignment information.]</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Does this project affect the priorities of other projects in the queue? [Replace this text with the Priority and Rank of the project.]</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Has a budget for this project been established and approved? [Replace this text with the dollar amount of the Project Budget.]</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Has appropriate approval been obtained for this project? [Replace this text with the name of approval authority.]</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Have the members of the project team been identified? (Make sure they are present at initial meetings.) [Replace this text with a list of names of the Core Team.]</td>
</tr>
<tr>
<td><strong>7</strong></td>
<td>Do any non-ITS NYU groups (including consultants/vendors) need to be involved? [Replace this text with a list of names of the non-ITS Team members.]</td>
</tr>
<tr>
<td><strong>8</strong></td>
<td>Have you identified security and risk assessment concerns? [Replace this text with the location of the Risk Assessment document.]</td>
</tr>
<tr>
<td><strong>9</strong></td>
<td>Have you established a scope for this project? [Replace this text with a list of in-scope business functions.]</td>
</tr>
<tr>
<td><strong>10</strong></td>
<td>Has a project deadline (completion date) been established? [Replace this text with the Deadline Date in this format: mm/dd/yyyy]</td>
</tr>
<tr>
<td><strong>11</strong></td>
<td>Have the hardware and software needs been identified? [Replace this text with the hardware and software requirements.]</td>
</tr>
<tr>
<td><strong>12</strong></td>
<td>Is any training needed for this project? [Replace this text with your training plan.]</td>
</tr>
<tr>
<td><strong>13</strong></td>
<td>Have you identified any factors that may influence the scope or the due date for this project? [Replace this text with your critical success factors.]</td>
</tr>
</tbody>
</table>
General Observations

[Replace this text with information regarding the overall readiness of project initiation.]

Comments

[Replace this text with comments.]

Approvals

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Customer</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Project Manager</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Facilitator</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________________</td>
<td><strong>/</strong>/___</td>
</tr>
</tbody>
</table>
Identity and Access Management Questions for New Services and Projects

Answers to these questions will help NYU/Information Technology Services understand a proposed new service or upgrade to an existing service, and provide best advice on identity and access management aspects.

Please return to Gary Chapman, NYU/ITS, gary.chapman@nyu.edu

1. Name of Application / System: ________________________________

2. Description:

3. Responsible NYU Department:

4. Departmental contact (name/e-mail):

5. Please describe the end-user community of this service:

6. Will the system be hosted externally to NYU, or hosted at NYU? __________________________
   ___ Externally, by (company:) ___________________________
   or ___ Internally, by (department:) ___________________________

7. What access methods are used by this application/system?
   ___ Web-based (browser)?
   ___ Thick client?
   ___ Other? (Please describe)

8. Is it proposed to use NYU NetID/Password for end-user login to the system?
   ___ Yes ___ No

9. Is it proposed to use username/passwords other than NYU NETID/Password for end-user login to the system?
9. How can a record of each account on the system be transmitted to the ITS Registry Database for central account record-keeping?

10. Please describe administrative accounts used to access or manage the system:

11. Which of the following authentication technologies does the vendor integrate with?

   ___ LDAP   ___ Shibboleth
   ___ Active Directory (AD)   ___ Sun Access Manager
   ___ Liberty Federation   ___ SAML/Web Services
   ___ Other:

12. If the system integrates with LDAP or AD, does the vendor expect:

   ___ one or more specific attributes in LDAP or AD to be used by the application?
   ___ a schema extension to LDAP/AD?

13. Is it expected that your application or system will be reached via access to the NYU Oracle portal (Administrative Systems)?

   ___ Yes   ___ No

14. Is it expected that your application or system will be reached via access to the NYUHome enterprise portal?

   ___ Yes   ___ No

15. If there will be access via NYUHome, is Single Sign-On from NYUHome desired?

   ___ Yes   ___ No

16. Is it intended for your application or system to offer login / authentication services to other applications or systems?

   ___ Yes   ___ No

Additional Comments?
# Project Closing Checklist

This document, **THE PROJECT CLOSING CHECKLIST** is meant to help you accomplish the following:

1. Capture post-project assessment data from various stakeholders involved in the project; and
2. Apply the lessons learned on similar projects in the future

**Project Name (ProjTrak Project ID):** __________________________________________________

**Project Manager:** ______________________  **Project Sponsor(s):** ______________________

<table>
<thead>
<tr>
<th>Project Closing Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment Team (Name/Role):</strong></td>
</tr>
<tr>
<td><strong>1</strong> Business Goals: Based upon the completion of the project, do you remain confident that these goals will be achieved?</td>
</tr>
<tr>
<td><strong>2</strong> IT Goals: Based upon the completion of the project, do you remain confident that these goals will be achieved? (e.g., scalability, supportability, standards, etc.)</td>
</tr>
<tr>
<td><strong>3</strong> Were the Customer Survey Results captured?</td>
</tr>
<tr>
<td><strong>4</strong> Were the IT Team Survey Results captured?</td>
</tr>
<tr>
<td><strong>5</strong> Has the project team been acknowledged?</td>
</tr>
<tr>
<td><strong>6</strong> Have the project successes and lessons learned been documented?</td>
</tr>
<tr>
<td><strong>7</strong> Have the development factors that influenced the project been documented?</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td>10</td>
</tr>
</tbody>
</table>

**General Observations**

[Replace this text with information regarding the overall readiness of project closing.]

**Comments**

[Replace this text with comments.]

**Approvals**

<table>
<thead>
<tr>
<th>Role</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Customer</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Project Manager</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Facilitator</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
<tr>
<td>Attendee</td>
<td>___________________</td>
<td><strong>/<em>/</em></strong></td>
</tr>
</tbody>
</table>
The After Action Review

This document, THE AFTER ACTION REVIEW\(^1\) can be used:
- as a structure for reflection on a specific piece of personal work
- by a small number of colleagues at the end of a meeting or a short activity
- after an identifiable activity within a large project
- as a formal tool for a facilitated review at the end of a large project.

<table>
<thead>
<tr>
<th>Project Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Original Objective(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
</tr>
<tr>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual Results:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
</tr>
<tr>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What went well?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What</strong></td>
</tr>
<tr>
<td>✗</td>
</tr>
<tr>
<td>✗</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What could have gone better?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What</strong></td>
</tr>
<tr>
<td>✗</td>
</tr>
<tr>
<td>✗</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary:</th>
</tr>
</thead>
</table>

\(^1\) Reference obtained from Information Technology Leaders Program (ITLP) – MOR Associates
## Glossary: Project Management Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>A approved starting point or condition against which future changes are measured. The project baseline is the detailed project plan established during the plan stage of a project. During the execute and control stage, changes may require one or more revised project baselines to be issued.</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>The project budget is a detailed estimate of all the costs required to complete project tasks. The typical budget specifies costs for staff labor, materials procurement, ongoing operating costs and other direct costs such as travel or training.</td>
</tr>
<tr>
<td><strong>Change Management Plan</strong></td>
<td>A change management plan defines activities and roles to manage and control change during the execute and control stage of the project. Change is measured against the project baseline, which is a detailed description of the project’s scope, budget, schedule, and plans to manage quality, risk, issues, and change. During the execute and control stage, changes may require one or more revised project baselines to be issued. <em>(ModTrak – ITS Change Management System – may be used to record change information)</em></td>
</tr>
</tbody>
</table>
| **Communication Plan** | A communication plan facilitates effective and efficient communications with the various audiences having a major stake in the project. It describes how project communications will occur. A good communication plan generally includes the following elements:  
  - Communication objectives
  - Target audiences
  - Key content for the communications
  - Communication method and frequency |
| **Critical Path**  | The critical path is a project management technique that analyzes what activities have the least amount of scheduling flexibility and then predicts project duration based on the activities that fall along the “critical path.” |
| **Customer**       | In a project management role, customers are members of the business units who identify the need for the product or service the project will deliver and are the ultimate consumers of the project’s product or service. |
| **Deliverable**    | Any unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project. Often used more narrowly in reference to an external deliverable, this is a deliverable that is subject to approval by the project sponsor or customer. |
| **Expense**        | An approximation (estimate) of the cost of the resources needed to complete the project. *(See Budget)* |
| **Funding**        | A numbering system used to monitor project costs based on an approved set of financial accounts (Chartfields). The source funding can be Operating Budget, Technology Fund, Grant, Other. |
### Gantt Chart
A Gantt chart graphically represents a project by showing each task as a horizontal bar whose length is the time needed to complete the task. Various project management tools can generate Gantt charts. Microsoft Project is commonly used for this purpose.

### Issue
An issue is a situation or concern that arises during the execute and control stage of the project, was not addressed in the project plan, requires resolution, and may impede the progress of the project. When an issue cannot be resolved by the project manager and project team it is escalated to outside help. Some issues, if not addressed, could adversely impact the success of a project.

### Lifecycle
The Project Life Cycle has been divided into five phases:

- **Initiation:** This is the phase of the project where the project concept as a need solution is evaluated, selected, and defined.
- **Planning:** This is the phase of the project where the concept is verified and developed into a workable plan for implementation.
- **Execution:** This is the phase of the project where the implementation plan is carried out.
- **Control:** This is the phase of the project where certain management activities are carried out to ensure that the project is established with clear reference terms and substantial management structure.
- **Closeout:** This is the phase of the project where the project process is completed and documented, and the finished product is transferred to the care, custody, and control of the owner.

### Milestone
A significant point or event in the project to be achieved on a specified date. Milestones can be viewed as "how are we doing" thresholds indicating whether a project is on track to finish as expected.

### Post Project Review
To conduct the post project review, you:

- Measure how closely the project meets customer needs
- Identify what worked well and what needs improvement
- Document patterns and trends
- Articulate methods for improvement
- Formulate/share *Lessons Learned* and *Best Practices* from feedback
- Ensure material is archived for easy access by managers of future projects

### Project
A **project** is "a temporary endeavor undertaken to create a unique product, service, or result." (Project Mgmt. Institute) A project:

- Will deliver academic, business and/or technical objectives
- Is made up of defined processes & tasks
- Will run for a finite period of time
- Requires specific resources and/or funding

### Project Charter
A project charter is a statement of the scope, objectives and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager.

### Project Management
Is a discipline that conceptualizes, initiates, plans, executes and controls, and closes a project.
**Project Management Assistance (PMA)**

The Project Management Assistance (PMA) office is part of the Office of the Chief Information Technology Officer (CITO) in Information Technology Services (ITS) at New York University (NYU). It has been established because of the organization’s desire to excel at project execution.

While the ITS units remain ultimately responsible for project success, the PMA provides the tools and guidance to establish a culture of successful project management by means of:

- Providing project portfolio management
- Providing project management methodology
- Maintaining a single repository of project information and project reports
- Serving as a source of project management best practices and tools
- Consulting and mentoring on project management practices
- Supporting improvement efforts
- Training Project Managers
- Integrating project management into the ITS organization
- Serving as a change catalyst towards management, clients, and staff

**Project Management Methodology**

The Project Management framework that:

- Defines how to manage a project.
- Classifies and organizes project management concepts and methods.
- Guides the project manager through project management activities.
- Contains five project management stages.
- Each stage includes activity definitions, templates, and examples.

**Project Manager**

The project manager is responsible and accountable for following standard project management processes to manage projects, including estimating, budgeting, staffing, planning, tracking and reporting. The project manager is responsible for successfully completing projects or escalating to project sponsors information about a project that is in jeopardy.

In general, the project manager makes sure the project is delivered within budget, on schedule, and within scope. Often IT service providers and primary functional or business-line service providers are collaborative partners in an IT project. When the partnership is strong, the parties may choose to share the project manager responsibility.

**Project Managers Group (PMG)**

A cross-departmental ITS committee that is part of the Project Management Assistance (PMA) office. The purpose of PMG is to:

- Improve project management capabilities
- Discuss cross-departmental projects and major initiatives

**Project Plan**

The final deliverable from the Plan Stage of the project management framework.

**Project Sponsor**

The project sponsor is responsible for championing the project and is accountable for supporting and guiding project managers and teams.

The project sponsor assures project manager and supporting management accountability for following project management principles and processes. The project sponsor assists with conflict resolution concerning resource contention and/or scope management.
The project sponsor demonstrates interest in the outcome of the project and is responsible for securing funding and resources for the project and is the ultimate decision maker for the project.

Often IT service providers and primary functional or business-line service providers are collaborative partners in an IT project. When the partnership is strong, the parties may choose to share the project sponsor responsibility.

### Project Team
The project team is responsible for performing the tasks and producing the deliverables as outlined in the project plan and as directed by the project manager.

### ProjTrak
ProjTrak is a web-based project management tool for planning, scheduling, and managing projects and portfolios across ITS. It is used as a central repository for project scope, schedule, resources, issues, comments, status reports, and documents. The use of ProjTrak has expanded to outside of ITS organization.

### Quality Assurance
Quality assurance refers to the internal work processes used to manage and deliver the solution. Quality assurance activities make sure project processes used to manage and deliver the project’s product or service are effective and being applied. Quality assurance can be performed by a manager, customer or third-party reviewer or separate quality assurance group.

### Requirements
Requirements specify the capabilities, features or attributes of the project’s deliverables based on stakeholder needs, wants and wishes.

### Risk
Risks are possible deviations from the planned outcomes of a project owing to factors present in the project or its environment. Deviations can be positive (opportunities) or negative.

### Role
Roles are the staff resources needed to complete the project and may include a preliminary or high-level description of responsibilities, skills, time commitments and sources of key project staff. This can be in the form of a list of titles and positions (i.e., customer contact, lead programmer, systems analyst, operations and support specialist etc.).

### Schedule
A project schedule designates work to be done and specifies deadlines for completing tasks and deliverables. The project schedule depicts:
- Time (duration) estimates for all project tasks
- Start and finish dates for the tasks
- Names of staff resources assigned to complete the tasks
- Sequence of tasks

### Scope
Defining the scope of a project develops a common understanding of what is included in and excluded from the project. It is usually defined by:
- Project Business Need
- Project Goals
- Product Description
- Project Customer, Project Sponsor, Project Manager
- Project in Scope, Out of Scope
- Project Critical Success Factors
- Project Assumptions
| **Staffing Plan** | A project staffing plan involves selecting and assembling a project team. The staffing plan specifies when and how to meet the requirements for staffing the project. The staffing plan builds on the high-level staffing needs identified in the Initiate Stage. Items to consider in the project staffing plan:  
- How the staff will be acquired  
- How long the staff will be needed  
- The skills required  
- What training is needed |
| **Stakeholders** | In a project management role, stakeholder is a general term to describe individuals or groups who are impacted by or who can impact outcomes of the project. Their support is critical to success. This can include the project team, the customers, regulatory authorities, infrastructure teams, on-going product support providers – who will be affected by the introduction of a new product or service. |
| **Tasks** | A task is a discreet, identifiable, meaningful, and cohesive component (unit) of work on a project (usually 40 to 80 hours of effort). Tasks can be categorized and prioritized in multiple ways to help manage time and effort, including tracking to-do lists. |
| **Technical Review Team (TRT)** | A cross-departmental ITS committee that is part of the Project Management Assistance (PMA) office. The TRT is responsible for technical oversight of ITS projects. Purpose of the committee includes:  
- Maximize value of IT investments while minimizing the risk  
- Allow planners to schedule resources more efficiently  
- Reduce the number of redundant projects and make it easier to kill projects  
- Enable management to make well-informed technical decisions  
- Secure the IT systems that store, process, or transmit organization information  
- Remind the project personnel of the policy, regulatory, and compliance implications of the project  
- Provide ITS personnel with advice and support on projects |
| **Variance** | The variance is the current baseline minus the cost expected at end. A positive variance means the actual cost of the project is less that the budgeted cost. A negative variance means the actual cost of the project is greater than the budgeted cost. |
| **Work Breakdown Structure** | A work breakdown structure (WBS) is a hierarchical outline of the tasks needed to deliver the project’s product or service. It "breaks-down" the project into low-level subtask units of work that will be scheduled, executed and controlled. |