

UNM IT Project Management Standard

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Purpose of the IT Project Management Standard

The purpose of the Information Technology (IT) Project Management standard is to provide guidelines for the consistent management of information technology projects at the University of New Mexico. The IT Project Management Standard supports minimal best practices for completing the right projects:

- On time
- Within budget
- To scope
- With quality

Effective project management ensures the project is strategically aligned; that is, the resulting system(s) will help achieve business objectives aligned with the University's core strategies and the sponsoring organization realizes a planned return on investment in software, hardware, human resources and capital. The standard supports a framework of best practices to ensure projects have clear benefits, are executed in a predictable manner and are accountable to UNM leadership for outcomes.

Project and Project Management Definitions

A project is defined as a temporary endeavor undertaken by or on behalf of the University and:

- Has a clearly defined beginning and end date.
- Provides tangible and unique technology products and services.
- Fulfills a defined business objective to substantially improve business processes for a department or to the University.
- Incorporates significant changes to the technology architecture through new or existing systems. UNM IT will not dictate what constitutes significant as this is a matter for departments managing the IT project.

The Project Management Institute (PMI) defines Project Management as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”¹ Project success is defined as producing well-defined, achievable deliverables according to plan (time and budget) to meet an agreed-upon set of requirements (relating to boundaries of the effort, project scope, stakeholder and customer satisfaction, governance criteria, and quality of deliverables). Disciplined project management entails formalized steps that initiate, plan, execute, control and close a project based on clear and preferably quantified functional/business objectives.

The UNM Information Technologies Department (UNM IT) under the Chief Information Officer conducts IT projects using standardized [processes and tools](#). These are available campus-wide to support standardization of project management.

¹ Project Management Institute (PMI) [definition of project management](#):

To Whom Does The IT Project Management Standard Apply?

This IT Project Management standard applies to any UNM organizational entity (i.e. branch, division, college, school, department, business unit, or other UNM-affiliated organization that conducts an IT project), hereinafter referred to as a “department”.

Scope of the Standard

The standard addresses **Project Management**, a supplemental service named by the IT Strategic Advisory Committee.

Given the distributed nature of Application Development and Support and the potential for application development across the campus community, the standard supports continuity, reliability, and sustainability of solutions used by and branded as UNM. The standard encompasses capital and infrastructure projects and excludes the maintenance of established programs and day-to-day operational (sustaining) work.

Responsibilities Concerning the Standard

- **Departments that conduct IT projects:** Departments providing IT project management or leveraging IT resources are accountable to document their practices for managing projects in alignment with the standard.
- **Office of the CIO:** Ensure currency, correctness and appropriate periodic review of the Standard by facilitating review and update of the standard as requested or needed.

Process for Review

The process to review and update the standard is defined and published on the [Standards page](#) of the CIO website.

- Requests for review and update of the standard can be submitted to the Office of the CIO. The CIO may independently, or upon request of the administration, also determine if review and update is appropriate for the standard.

Compliance

- This standard has been developed under and is subject to all UNM policies, some of which are cited in the References.
- UNM IT is available to consult with departments on applying project management methods or techniques on specific projects.
- While compliance with this standard is expected, monitoring and enforcement processes are currently being developed.

IT Project Management Standard Specifications

The UNM IT standard is not prescriptive regarding project management methodology. Instead, it endorses the use of proven industry standard project management methods. A variety of methodologies—including Agile, Waterfall and Extreme--can be employed to successfully complete a project.

Regardless of project management methodology employed, UNM IT recommends the use of artifacts to document the work performed by the project team as it proceeds through its project life cycle and conducts the tasks and activities necessary to successfully deliver an IT solution or service. Here are the minimal set of project artifacts the PM standard recommends, but does not require:

- [Business Case](#) to determine whether the project is feasible and if it should be undertaken. A well-developed business case enables a governance group to evaluate, select and prioritize among multiple project proposals.

- [Project Assessment Rubric](#) which captures value, probability of success and cost information. For multiple projects, such a Rubric may be used for prioritization.
- [Project charter](#) to outline the purpose and high-level requirements of the project--what will be needed to meet the objectives of the business case.
- [Security questionnaire](#) to address important security concerns involving information and processes intended to be used by the system.
- [Project Plan](#) which documents the team's commitment regarding the overall project schedule, scope and budget. The sponsor's signature on the plan gives authorization to spend the necessary human and financial resources on project activities based delivery commitments.
- [Project Change Request](#) form to help analyze the impact on project objectives and scope of every change requested.
- [Project Acceptance and Customer Sign-off](#) to formally capture the concurrence of the customer, sponsor, and other stakeholders that the project has been completed and meets its objectives.

References

Project Management Institute (PMI). <http://www.pmi.org/About-Us/About-Us-What-is-Project-Management.aspx>
UNM IT Project Management Process and Templates. <http://it.unm.edu/dashboard/projects/index.html>.
