

	INFORMATION TECHNOLOGY GUIDELINE	
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INFORMATION TECHNOLOGY PROJECT MANAGEMENT		

PURPOSE

This guideline serves to assist project leaders, coordinators, and managers in planning and executing projects to their successful completion. The IT Project Management Guideline sets forth recommendations consistent with best practices promoted by the nationally recognized Project Management Institute (PMI) and have been appropriately tailored to the specific circumstances of the Virginia Community College System.

Although not required for compliance to be achieved, the VCCS Project Management Guidelines are designed to offer suggestions, templates, and illustrations that can provide support and direction for project management activities identified in the PM Standard. Whereas the PM Standard uses auxiliary verbs “must” and “shall”, the guideline uses the verbs “should” and “may”. In most cases, following these guidelines will exceed the criteria established in the PM Standard and provide an optimal level of project management oversight.

SCOPE

The project management practices described herein applies to all Enterprise, Non-Enterprise, College-Centric/System Office, and Data Center IT projects that are a temporary endeavor undertaken to create a unique product, service, or result that:

- establish a new technology-based system or service;
- facilitate a significant business process transformation using technology; or
- include a major change in technology architecture (upgrade) or a system migration

Out of Scope

This guideline does not apply to systems/projects that are defined as general Maintenance, Enhancement, or Refresh (MER) activities. Examples of MER activities are:

- a general patch update or interim release upgrade (i.e. 3.2 to 3.25);
- migrating to a new version of an application (i.e. 3.x to 4.x) unless it poses a significant infrastructure or architecture change or notable change in functionality (such as with Oracle/PeopleSoft version 8)
- upgrading equipment/software in a class/lab (whereas establishing a new class/lab facility might include an IT project)

Also out of scope are those activities which are research projects, research initiatives, or instructional programs at any of the community colleges. Contact the System Office PMO for specific guidance to determine if project management guidelines apply.

The following are examples of special situations involving academic programs which might require the application of the project management principles contained in this guideline:

- Project activities in support of academic programs when the technology is used to collect, process, or store sensitive information.

- Project activities in support of academic programs when the system/project requires an operational interface with another system, is hosted off-site, or has potential for multiple deployments in the VCCS community.

APPLICABILITY

The IT Project Management Guideline is applicable to the System Office, colleges, departments, auxiliaries, research and administrative entities (organizations) supporting the programs or services provided by the twenty-three colleges and VCCS.

DEFINITIONS

Approver – An approver has the authority to confirm a project process or stage and allow the project manager to move forward.

College-Centric/System Office Project – An IT project, purchase, or undertaking of varying complexity that addresses the business or technology needs of one of the 23 community colleges, or the System Office.

Data Center Project – An IT project, purchase, or undertaking to maintain or enhance a data center, associated components or servers, storage systems, telecommunications equipment, power supplies, environmental controls (e.g., air conditioning, fire suppression, security devices, or the physical space required to house a data center).

Enterprise – Initiatives that include IT projects, purchases, or undertakings that are especially difficult, complicated, or risky that involve the entire VCCS community (23 colleges plus System Office). These software or technology projects provide business logic support functionality with the aim of improving productivity and efficiency for the entire VCCS community.

Functional Unit – An organizational part of the VCCS System that is treated for any purpose as a separate entity/department within the parent organization. (e.g., Client Services, Admissions, Human Resources, NOVA CC Student Activities Office, John Tyler College Security Services).

Independent Verification & Validation – Independent Verification & Validation (IV&V) is the evaluation, by an independent third party outside the organization, of project deliverables, to confirm they meet specified requirements (verification), and meet the needs of the intended target audience (validation). IV&V services are solicited and procured as needed for major IT projects.

IssueTrak – This enterprise system is used to record and track procurement, project, and MER (maintenance, enhancement, and refresh) requests from inception to completion.

Life Cycle Cost – Life Cycle Cost is a financial estimate designed to help the project manager and stakeholders value the direct and indirect costs associated with computing assets. Life-cycle costing considers the entire life-cycle of the information technology deployment including acquisition, implementation, operations, maintenance, and replacement. Life Cycle Cost is sometimes referred to as total cost of ownership.

Maintenance and Operational Activities – Activities undertaken in support of an existing product or service will not be defined as projects for the purposes of this guideline, so long as the bulk of the effort involves continuation, with improvement, to the current product or service. This may apply whether or not the activity involves significant cost or extensive procurement. For example, routine software upgrades and network component replacements are not necessarily projects. Utilization of project management principles and techniques in the management of maintenance and operational activities are encouraged, whether they are defined to be projects or not.

Managed Project Baseline – A time-phased plan that incorporates the VCCS System authority's approved changes to the project scope, cost, schedule and technical strategies. Following

integrated change control processes, the plan allows for managed changes to all project baselines. It is understood that the rapidly evolving nature of information technology can significantly impact project scope, cost, schedule, and technical strategies requiring the management of the project baselines.

Project – A project is a temporary endeavor undertaken to create a unique product, service, or result that establishes a new technology-based system or service; facilitates a significant business process transformation using technology; or includes a major change in technology architecture (upgrade) or a system migration. VCCS will establish the threshold

Project Document Repository – The collection of all project documentation (e.g., forms, project plan, checklists, etc.) for the entire project life cycle.

Project Leader – May or may not be the same individual in the role of project manager. If not the same individual, the project leader is responsible for the project's vision and for enabling, developing, challenging, and inspiring the project team.

Project Manager – An individual with professional credentials and/or project management training or experience, responsible for achieving the project goals and objectives.

Project Plan – Refers to all of the planning materials that constitute a complete set of working documents which guide and control the activities of a project through the entire project life-cycle. (Note: A Microsoft project plan represents only one of the many planning items which compose a complete information technology project plan.)

Research Projects, Research Initiatives, and Instructional Programs – Research projects, research initiatives, and instructional programs are not defined to be projects for the purposes of this guideline. Utilization of project management principles and techniques in the management of research projects, research initiatives, and instructional programs are encouraged, whether they are defined to be projects or not.

Sponsor – The person or group responsible for starting or scoping the project and project team. The sponsor removes roadblocks, provides resources, in cash or in kind, and gets help for the team when necessary. The sponsor is usually not a "member" of the project team and may only occasionally attend meetings. The sponsor intervenes if they believe the project team has gotten off-track, or are working on goals inconsistent with the project scope.

Technology Procurement or Project Request (TPPR) – This form is currently used to capture information needed to initiate technology related procurements OR projects in accordance with Commonwealth and VCCS policies, standards, and guidelines. The TPPR will be replaced by the new TPR and TWR forms and instructions once they are approved.

Technology Procurement Request (TPR) – This draft form is anticipated to replace the TPPR and will be used to capture information needed to initiate ONLY technology related procurements in accordance with Commonwealth and VCCS policies, standards, and guidelines.

Technology Work Request (TWR) - This draft form is anticipated to replace the TPPR and will be used to capture information needed to initiate a technology project in accordance with Commonwealth and VCCS policies, standards, and guidelines.

Work Breakdown Structure – The work to be executed by the project team to accomplish project objectives and produce expected project deliverables. It is the breaking down of project tasks into manageable units of work and with sufficient detail to show how project deliverables are accomplished.

GUIDELINE

1. PROCESS

The Virginia Community College System (VCCS) is committed to continuously improving the delivery of IT solutions on budget, on schedule, and within scope and in such a way as to best contribute to accomplishing the VCCS strategic mission. These guidelines have been developed to assist IT project leaders in planning and managing their projects to successful completion.

Although every project should follow the basic project management methodology listed below, it is up to the project manager/leader, project team, and the System Office Project Management Office (PMO) to determine the specific processes which are needed. This includes the preparation of documentation and development of an oversight plan, both of which should be appropriate to the complexity of the project.

Initiation Processes	<ul style="list-style-type: none"> • Agree to a vision for the project, define the major goals & project justification (why do this project). • Bring together the core team members and the stakeholders. • Assign a project manager and establish others' roles and responsibilities. • Identify the resources needed, the cost estimates and a broad timeline at a high level. • Complete the TWR form with assistance from the System Office PMO. • Obtain approval to move forward with detailed planning.
Planning Processes	<ul style="list-style-type: none"> • Gather functional requirements as needed. Options include focus group sessions, stated stakeholder requirements, surveys, etc. • Perform a risk assessment, analysis, and plan that include mitigation and contingency options as appropriate. • Assess the security issues for the project and its deliverable(s). Determine resources and staffing needs (resources can be special skills, hardware, software, services, etc.) • Identify special skills needed to accomplish project tasks. • Assess project procurement needs of goods and services and determine best course of action. • Develop a budget plan to include the life cycle cost or total cost of ownership, projected out 3-5 years. • Assess the communication needs and prepare a communication plan. • Analyze testing needs and plan accordingly. • Assess training needs and develop a strategy or plan as appropriate. • Use the project scorecard as an aid in assessing project complexity level and thus the rigor and detail of planning, documentation, and approvals necessary. • Prepare a scope document that includes how to verify completion of deliverables and how to manage scope change requests. • Develop a work plan that establishes the work breakdown structure, the time and cost estimates and a schedule. • Obtain planning assistance from the System Office PMO during this phase so as to facilitate approval to move forward with executing the project plan.

<p>Executing Processes</p>	<ul style="list-style-type: none"> • Assemble and develop the project team (training, etc.). • Procure or secure needed resources (hardware, services, software, etc.). • Review security plan with project team. Make sure security issues are prominent and addressed. • Implement quality assurance procedures. • Make project information available to stakeholders. • Obtain approval for any changes. • Consult with the System Office PMO during execution to ensure the project stays within scope and budget and is completed on schedule.
<p>Monitoring/Controlling Processes</p>	<ul style="list-style-type: none"> • Implement change management - modifications of original project scope, cost, schedule and technical strategies. • Direct and lead the project team, manage project progress, and measure project performance against the plan. • Manage project issues and risks. • Implement testing plan. • Implement training plan, as appropriate. • Conduct status review meetings and disseminate status reports. • Document any lessons learned up to this stage in the project. • Obtain approval to close the project. • Resolve issues and manage project scope, cost, and schedule with support from the System Office PMO.
<p>Closing Processes</p>	<ul style="list-style-type: none"> • Obtain acceptance of project deliverables. • Document or summarize costs spent on project and close any purchase orders. • Document any timeline changes (schedule compression and/or overruns). • Outline maintenance procedures and the long-term operational implications and then hand off operations and support responsibilities. • Document the lessons learned over the course of the project. • Formalize closure and obtain sign-off from project manager and project sponsor. • Transition to operation/maintenance mode with the support of the System Office to ensure ongoing successful system functionality through the entire system life-cycle.

2. IT PROJECT COMPLEXITY LEVEL INDICATORS

The Complexity Level Indicators and Project Scorecard are to be used in conjunction with management experience as an aid in assessing a project's complexity level. Once the project complexity level is determined, the process, methodology, and documentation guidelines will suggest the rigor and detail appropriate for that project. The complexity model therefore is used to aid in determining the level of documentation and oversight that is appropriate to guide a project to successful completion. Note that any project can be managed at a complexity level higher than what is assessed using these guidelines.

IT Projects at low, medium or high complexity levels show some or all of the following properties:

Low Complexity	Medium Complexity	High Complexity
Impacts a single Functional Unit, Department, or Office at a single location	Impacts multiple Functional Units, Departments, or Offices at a single location	Extensive impact across the VCCS Enterprise, Functional Units, Departments, or Offices over multiple locations

Simple schedule with few to no dependencies	Schedule has some dependencies	Complex schedule with many dependencies
Low total cost (<\$100K)	Moderate total cost (< \$1M)	High total cost (> \$1M)
Tested technology, techniques and procedures	Evolving technology, techniques or procedures	Untested technology, techniques or processes
Involves project staff from a single functional unit or department	Involves project staff from more than one functional unit or department	Involves project staff from many functional units or departments
None to minimal vendor or consulting activity	Some vendor or consulting activity	Extensive vendor or consulting activity
Incremental effect on the objectives of a functional unit or department	Effect on business goals of multiple functional units or departments in VCCS system	Effects strategic direction of functional units, departments, or VCCS as a whole

3. VCCS IT PROJECT COMPLEXITY SCORECARD

The VCCS IT Project Scorecard provides a numerical assessment of the complexity of the proposed project by multiplying an IMPACT factor by a DIFFICULTY factor.

3.1. IMPACT FACTORS

Three factors determine the potential impact on VCCS.

3.1.1. Total Expenditures

Should include procurement costs, contractual costs, expected budget for new employees, and local staff labor costs.

- Less than \$100K (1pt)
- Between \$100K and <\$500K (5pts)
- Between \$500K and <\$1M (7pts)
- \$1M and over (10pts) ***Major Project***

3.1.2. Effect on Business Goals

Effect of the project's overall success or failure on the business goals of the functional unit, department, college, or on the VCCS system.

- None (1pt)
- One Functional Unit (3pts)
- Multiple Functional Units (7pts)
- VCCS Mission Critical (10pts) ***Major Project***

3.1.3. Type of Project

Impact based on locations; a single college (College-Centric/System Office), the VCCS - architecture (Data Center), a subset of the VCCS Enterprise (Non-Enterprise), or on all VCCS locations (Enterprise).

- College-Centric/System Office (1pt)
- Data Center (5pts)
- Non-Enterprise (7pts)
- VCCS Enterprise (10pts) ***Major Project***

3.2. DIFFICULTY FACTORS

Five indicators determine the potential difficulty of the project.

3.2.1. Schedule

Degree of schedule compression, schedule uncertainty, amount of schedule dependence between this and other projects, harshness of penalty for schedule overruns

- Low: Estimated time less than 3 months, no dependencies or late penalties (1pt)
- Medium: estimated time less than 1 year, some uncertainty, one project dependency, no late penalties (3pts)
- High: Estimated time more than one year, high uncertainty, multiple project dependencies, potential penalties (5pts)

3.2.2. Budget

Degree of underfunding, degree of budget uncertainty, amount of budget spent on outside vendor or consulting agency product, harshness of penalty for budget overrun

- Low: Funding secure, no overrun penalty (1pt)
- Medium: Funding from multiple sources, less secure, outside vendor expense, no overrun penalty (3pts)
- High: Funding from multiple and unsecured sources, more than one outside vendor expense, potential overrun penalty (5pts)

3.2.3. Quality/Performance

Lack of margin of error in results, uncertainty in requirements, presence of externally mandated requirements, harshness of penalty for errors in performance.

- Low: Requirements clearly stated, no external requirements, data and/or performance problems not an issue (1pt)
- Medium: Requirements somewhat vague or difficult to elicit, some external requirements, data and/or performance problems could have negative consequences (3pts)
- High: Requirements vague or non-existent, external requirements, data and/or performance problems could have serious consequences (5pts)

3.2.4. Complexity

Difficulty of coordinating the number of departments/functional units/locations while considering the size of staff and duration of the project.

- Low: Conflicting stakeholder interests unlikely, a single location, small (3-4) project team (including business representatives), no change in business processes (1pt)
- Medium: Possibility of some conflicts between stakeholders, several locations, project team between 5 and 10 (including business representatives), some business process reengineering required (3pts)
- High: Potential for conflicting stakeholder interests is high, colleges and System Office impacted, project team composed of more than 10 (including business representatives) (5pts)

3.2.5. Innovation

Amount of new technology, processes, procedures, or management approaches.

- Low: Technology/code is very familiar to project team, no new processes or programming languages, very little PMO assistance needed (1pt)

- Medium: Technology/code is known and presents some risk to VCCS, some incorporation of new processes and/or programming languages, PMO assistance recommended (3pts)
- High: Technology/code is new and/or not proven in VCCS environment, and team will require training to become competent, familiar to project team, no new processes or programming languages, PMO assistance will be needed to help ensure success (5pts)

The following is a snapshot of the VCCS IT Project Scorecard Worksheet that is used to determine the Estimated Project Complexity Score.

VCCS IT Project Scorecard Worksheet:			
Project Title:		Anticipated Project Start Date:	
Project Leader/Manager:		Date Prepared:	
Sponsor:			
This scorecard is a project management tool to be used in conjunction with Project Level Indicators and management experience as an aid in assessing a project's complexity level. Once the project complexity level is determined the Process, Methodology, and Documentation Guidelines will suggest the rigor and detail appropriate for that project complexity level. This scorecard should be used as a guideline and not to render a decision on whether or not to move forward with a project. In addition, any project can be managed at a complexity level higher than what it scores here, if desired.			
Directions for use:			
For each item listed below (shaded areas), select the appropriate level from the dropdown list that best describes the impact and difficulty for this project.			
Total Expenditures:	Less than \$100K (1pt)	Schedule Risk:	Low (1pt)
Effect on Business Goals:	None (1pt)	Budget Risk:	Low (1pt)
Type of Project:	College-Centric/System Office (1pt)	Quality Risk:	Low (1pt)
		Complexity Risk:	Low (1pt)
		Innovation Risk:	Low (1pt)
Impact Total = 3		Difficulty Total = 5	
Score = impact total (3) x difficulty total (5) = 15			
Suggested score categories: Low complexity 15 - 225, Medium Complexity >225 - 375, High Complexity >375		Estimated Project Complexity:	Low
<small>Note: This scorecard is a "living document" with adjustments made based on experience and use.</small>			

4. IT PROJECT APPROVAL & OVERSIGHT

IT Project approval and oversight is also determined according to the level of project complexity. The approval and oversight table below identifies appropriate approvers. Each of the process forms listed in this guideline identifies when approval is recommended.

IT Project Type	Low Complexity	Medium Complexity	High Complexity
Enterprise	Chancellor ACOP Technology Council Vice Chancellor ITS	Chancellor ACOP Technology Council Vice Chancellor ITS	Chancellor ACOP Technology Council Vice Chancellor ITS
Non-Enterprise	College President(s) Project Sponsor Vice Chancellor ITS	Technology Council College President(s) Vice Chancellor ITS	Technology Council College President(s) Vice Chancellor ITS

College-Centric/ System Office	College President Vice President Project Sponsor ----- Vice Chancellor Project Sponsor	College President Vice President Project Sponsor ----- Chancellor Vice Chancellor Vice Chancellor ITS Project Sponsor	College President Vice President Project Sponsor Vice Chancellor ITS ----- Chancellor Vice Chancellor Vice Chancellor ITS Project Sponsor
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5. RECOMMENDED IT PROJECT DOCUMENTATION

Low-Complexity IT Project Documentation
<ul style="list-style-type: none"> • Initiation of any IT project begins with an entry into IssueTrak as a potential project work request • If determined to be a valid project request, the sponsor completes the TWR form. • The goal is to communicate and document the essence of the project, primarily for informational purposes, both within the VCCS System and to outside stakeholders. • The Low-Complexity Project Form provides a template for providing this information. • A low-complexity project is completed by a sentence or two of text in each of the sections. • The level of detail in this documentation will be agreed upon mutually by the project manager and the project sponsor, with additional input and guidance as appropriate from the key project stakeholders (if appropriate, a Functional Unit Workgroup) and the System Office PMO.
Medium-Complexity IT Project Documentation
<ul style="list-style-type: none"> • Initiation of any IT project begins with the completion of the TPPR form. • Documentation should be more detailed than for low-complexity projects. • The System Office PMO strongly encourages the use of project planning software, e.g., Microsoft Project, in assembling the project plan and schedule. • At a minimum, The Project Plan for a medium-complexity project should include: <ol style="list-style-type: none"> 1. <u>The Project Scope</u> should include objectives and deliverables. System requirements should be elicited and documented through a systematic process 2. <u>A Work Breakdown Structure</u> should not be more complex than the project demands 3. <u>The Schedule</u> should include major tasks and milestones 4. <u>Resource and Staffing Needs</u> should include key or required staff 5. <u>The Project Budget</u> should be appropriate to the sponsor 6. <u>Risks</u> should be identified and address mitigation and contingencies 7. <u>A Communication Strategy</u> should articulate the extent and type needed 8. <u>A Security approach</u> should identify issues to be addressed 9. <u>Quality Assurance/Testing Approach</u> should be determined based on complexity and expected quality 10. <u>A Training Plan</u> should identify the who, how, and when for necessary training activities • Involvement of the System Office PMO with the appropriate Functional Unit Workgroup is recommended during each phase of the project, as this will encourage dedicated stakeholders, champions, and support teams that are critical during User Acceptance Testing (UAT), deployment, and implementation.
High-Complexity IT Project Documentation
<ul style="list-style-type: none"> • Initiation of any IT project begins with the completion of the TPPR form. • Documentation for high-complexity projects will provide all of the information needed to initiate,

plan, execute, monitor, and complete the project in a timely and cost-effective manner.

- The documentation will follow the general guidance found in A Guide to the Project Management Body of Knowledge (PMBOK) of the Project Management Institute.
- **The Project Plan** for a high-complexity project will include:
 1. A Scope Document will include objectives and deliverables and specific plans and procedures for change control. Business, User, Functional, and Data Requirements should be elicited and documented through a systematic process that includes development of use cases to ensure comprehensive system specifications
 2. The Work Breakdown Structure (WBS) will detail all tasks and subtasks as well as products, services, and activities necessary to assign resources and develop the schedule
 3. A Project Schedule will include the components of the WBS, milestones, dependencies, task durations, deadlines, and resource requirements. The System Office PMO strongly encourages the use of project planning software, e.g., Microsoft Project, in assembling the project schedule.
 4. A Resource and Staffing Plan will explain what resources (people, equipment, materials) and what quantities of each will be used to perform project activities and it will provide a complete account of key or required staff.
 5. The Budget Plan will be appropriate to the needs of the Project Sponsor and will provide a complete accounting of costs for staffing, equipment, software, supplies, consulting, and other costs. A life cycle cost or total cost of ownership, projected out at least 5 years, will be included. The Security Plan will identify anticipated security issues and indicate how they will be addressed.
 6. A formal Risk Plan will include the strategy for managing risks to include the means of identifying, quantifying (with costs), monitoring, and mitigating them.
 7. The Communication Plan will describe the processes that ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.
 8. A Security Plan will identify anticipated security issues and indicate how they will be addressed
 9. A Quality Assurance/Testing Plan will be consistent with the complexity of the project and the associated risks.
 10. The Training Plan, if appropriate, will outline plans for training of all anticipated and intended users; who, how, and when.
- Involvement of the System Office PMO with the VCCS Functional Unit Workgroup is highly recommended during each phase of the project, as this will encourage dedicated stakeholders, champions, and support teams that are critical during User Acceptance Testing (UAT), deployment, and implementation.

6. IT PROJECT MANAGEMENT PROCESSES AND FORMS

Once a project complexity level is determined using the project level indicators and the project scorecard these guidelines outline the recommended planning, documentation, and approvals for VCCS Information Technology projects. While the processes that are employed for low, medium, and high complexity projects are the same, the System Office PMO can help provide guidance for determining recommended project documentation that is appropriate to the complexity of the project.

Use of the “Low Complexity Form” is recommended for most low-complexity projects, and the full documentation package could be as brief as two to three pages.

The management of Medium Complexity, High Complexity, and/or Major Projects will be supported with the documentation listed in the table below (or equivalent). High Complexity and Major Projects generally require substantially more detail than would be expected for a Medium Complexity Project.

PHASE	PROCESSES ► indicates template/form is available
Initiation Phase	Initiate and log the request through creation of an IssueTrak item
	► Technology Work Request and Technology Procurement Request (template/form)
	► Project Charter (template/form)
	Approvals
Planning Phase	► Project Scope (template/form)
	► Work Breakdown Structure (WBS) (template/form)
	► Schedule & Milestones (template/form)
	► Resources & Staffing plan (template/form)
	► Budget plan (template/form)
	► Communications plan (template/form)
	► Security Plan (template/form)
	► Quality Assurance/Testing plan (template/form)
	► Training plan (template/form)
	► Risk Management plan (template/form)
	► Implementation plan (template/form)
	► Change Management Plan (template/form)
	Business, User, Functional, and Data Requirements
	Purchases & Acquisitions plan
	Project Level Indicator
Project Score Card	
Approvals	
Executing Processes	Project Team Development
	Procure or Secure Resources
	Security
	Quality Assurance
	Direct & Manage Project Resources
	Communications/Information Distribution
	Approvals
Monitoring & Controlling Phase	Integrated Change Control
	Track Project Work (performance measures)
	Monitor Issues & Risks
	Implement Testing plan
	Implement Training plan
	Status Reports
Closing Phase	Verify Acceptance of Project Deliverables
	Finalize Budget & Timeline
	Operations & Support Transition

REFERENCES

[Project Management Institute](#)

The website to the world's leading not-for-profit professional association in the area of project management.

[Virginia Tech Project Management Standards and Guidelines](#)

(<https://secure.hosting.vt.edu/www.itplanning.org.vt.edu/pm/process.html>)

REVISION HISTORY

Date	Version	Author	Revision Description
08/24/2009	0.1 Draft	Scott McCombe	Initial draft version
08/25/2009	1.0	Scott McCombe	Version for Tech Council review 09/23/2009
12/02/2009	1.1	Scott McCombe	Added clarification regarding difference between a standard and guideline. Further detailed the definition of a project. Removed reference of the PM Standard for final oversight authority.
12/09/2009	1.2	Scott McCombe	Replaced "Technology" with "Data Center Project" to be consistent with PM Standard. Replaced any wording which might imply that a specific process or template in the Guideline might be assumed to mean that it is mandatory. Added an Implementation Plan and Change Management Plan to the templates list. Included definitions for IssueTrak, TPPR, TPR, and TWR.