Section 2: *Planning*

Overview

Prior to beginning any detailed project planning, every project must be prioritized on the *Master Plan* by the appropriate *Leadership Group*. Projects are introduced to the Leadership Group for prioritization. Refer to *Section 11: Master Planning*, for more information.

The following are the steps for developing and maintaining a detailed project plan:

1. *Initial Planning:* Initial planning consists of developing the detailed *Scope & Approach* document, updating the *Return on Investment (ROI) Analysis* spreadsheet with technical costs and savings information, and creating a project plan in *Open Workbench*. The project needs to reflect the following before continuing:
    - Detailed labor estimate is within the original *Leadership Group* allocation
    - *ROI Analysis* summary indicates a six year payback

    For more information on *Initial Planning*, refer to the *Initial Planning* section of this document.
2. *Project Approval:* All projects must be reviewed and approved by the *IT Steering Committee* before work can begin. Refer to *Section 5: Scheduling*, for more information.
3. *Project Execution:* On-going *PM* responsibilities during project execution include weekly tracking & analysis, tracking issues, monitoring variances, and managing scope and contingency. The *Project Manager* must ensure the project maintains the following:
    - Labor estimate remains within the *Leadership Group* allocation.
    - *ROI Analysis* continues to indicate a six year payback.
    - Project Variance is less than +/- 10%.
    - *Project Sponsor* gives written approval of size estimates and *ROI Analysis* at the end of *Analysis Phase* and after every additional 2,200 hour increment.
    - Scope increases remain within the established *Scope Change Budget*.
    - Work is not done on unapproved (preliminary) tasks.

    There are many detailed components of the *Project Execution* process. These are documented in other sections of the *PM Handbook*.
4. *Project Close:* The *Project Manager* obtains the *Project Sponsor's* signature indicating approval for project completion on the *Scope & Approach* document and *ROI Analysis*, and then performs *Project Closeout.* For more information on *Closing Projects,* refer to *Section 9: Closing Projects*.

Initial Planning

Initial Planning consists of developing the detailed *Scope & Approach* document, updating the *ROI Analysis* spreadsheet with technical costs and savings information, and creating a project plan in *CA Open Workbench® (a.k.a. Open Workbench*) assuming that a preliminary *Scope & Approach*, size estimate, and *ROI Analysis* have already been prepared, *Initial Planning* should take no more than 40 hours. Refer to *Section 11: Master Planning,* for more information.

S *A project Scope & Approach document is required for all projects. The Scope & Approach can be created by retrieving the Word document (Template) from the Project Management Office (PMO) web site, specifically Leadership Groups. Scope & Approach instructions and examples can also be found on this site.*

S *A ROI Analysis is required for all projects except for: Team Management, Customer/Systems Support, Unscheduled System Maintenance, Planned Maintenance & Upgrades less than 400 hours, 100% Grant Funded, 100% funded by the BOC, Enhancement Budgets and Federal and State Mandates.*

The ROI Analysis can be created by retrieving the Excel spreadsheet (Template) from the PMO web site, specifically Leadership Groups. ROI instructions and examples can also be found on this site.

Tangible, Intangible and/or Cost Avoidance benefit(s) need to be identified in the ROI Analysis.

S *Planned Maintenance and Upgrade projects that are greater than 400 hours require a detailed project plan, Scope & Approach and ROI Analysis. All other projects greater than 200 hours must have a detailed project plan with a PM phase. Any projects less than 200 hours may use the mini-project type template.*

S *A Scope & Approach document and a detailed project plan are not required for Enhancement Budgets. However, a Scope & Approach document is required when an Enhancement Request is greater than 200 hours.*

S *The Project Manager must meet with both SEP and EA teams to determine involvement required.*

S *All projects must be reviewed and approved by the IT Steering Committee before any time can be tracked, other than Initial Planning.*

S *The Project Manager must schedule and complete a Developer Standards Peer Review meeting for all internally developed applications.*

G	*Initial planning should take no more than 40 hours to complete.*

The Project Manager should add additional hours to the task ***Initial Planning – Next Phases*** when subsequent phases of the project are ready to be planned to detail.

However, project renegotiations should continue to be tracked to the ***Tracking & Control/Replanning*** task.

G	*Planning each subsequent phase(s) of a project should take no more than 20 hours to complete.*

Once a project is approved by an *IT Leadership Group* as part of the *Master Plan* and detailed planning begins, the *IT Project Manager* should create the project plan in *Clarity* using a standard *Clarity* template. After the project plan is created via the template, the *Project Manager* should assign himself/herself to the *Initial Planning* task with an estimate to complete of 40 hours.

S	*The Project Manager should post time to the Initial Planning task for the time spent developing and approving the project plan, and to the Initial Planning – Next Phases task when subsequent phases are planned to detail.*

The remaining tasks should be assigned to generic roles until resource commitments have been negotiated with the appropriate *Resource Manager.*

S	*When initially creating a new project plan in Clarity, the Project Manager must identify the Charge Code immediately in order to begin posting time to Initial Planning. Refer to Creating a New Project Plan – General Properties, for more information.*

Scope & Approach

The initial *Scope & Approach* document for a project is typically created by the *Project Sponsor* prior to the project being approved by the *Leadership Group.* Refer to *Section 11: Master Planning*, for more information. However, the *Project Sponsor* should only have completed certain sections of the document. The *Project Manager* must complete the remaining sections when creating the detailed project plan. He or she may also need to revise or enhance the sections that have already been completed. The document should be stored on the **Collaboration** tab, **Documents** link, of the project in *Clarity.* Refer to *Section 11: Master Planning*, for more information. If the *Scope & Approach* document does not exist, the *Project Manager* must work with the *Project Sponsor* to create it. The following documents are available on the *PMO* web site, specifically *Leadership Groups*.

Document	***Link***
Instructions for completing the *Scope & Approach*	*lg_scope_approach_instructions.doc*
Scope & Approach Template	*lg_scope_approach_template.doc*

Document	***Link***
Examples of *Scope & Approach* documents that have the *Project Sponsor* sections completed	*lg_sa_example1.doc*, *lg_sa_example2.doc*, and *lg_sa_example3.doc*

Each project should also have an *Open Workbench* file containing high-level sizing estimates within the **Collaboration** tab, **Documents** link. Refer to *Section 11: Master Planning*, for more information. These initial estimates can be used as references when estimating the detailed project plan. However, the estimates for the detailed plan may in fact be significantly higher, or significantly lower, than the initial estimates.

The detail project plan should be created from the *Size Estimate.* Refer to the *Overview – Creating a New Project Plan* section of this document.

Scope & Approach documents are not required for *Enhancement Budgets*. Project plans for *Enhancement Budgets* are created by *PMO* at the beginning of the two-year *Master Planning* period. When a *Project Sponsor* requests an enhancement to a particular computer system, an *Enhancement Change Request* should be generated. Refer to *Section 4: Change Request Process*, for more information. However, if the requested enhancement is estimated at more than 200 hours, it will be treated as a separate project. In this case, the enhancement request *will* require a *Scope & Approach* document and a detailed project plan.

Return on Investment (ROI) Analysis

The initial *ROI Analysis* spreadsheet for a project is typically created by the *Project Sponsor* prior to the project being approved by the *Leadership Group*. Refer to *Section 11: Master Planning,* for more information. However, the *Project Sponsor* may only have completed the non-technical sections of the document. The *Project Manager* must complete the remaining sections when creating the detailed project plan. He or she may also need to revise or enhance the sections that have already been completed. The document should be stored in *Clarity* under the project's **Collaboration** tab**, Documents** link. If the *ROI Analysis* spreadsheet does not exist, the *Project Manager* must work with the *Project Sponsor* to create it. The following documents are available on the *PMO* web site, specifically *Leadership Groups*.

Document	***Link***
Detailed instructions for completing the *ROI Analysis*	*lg_roi_instructions.doc*
ROI Analysis Template	*lg_roi_analysis_template.xls*
Examples of *ROI Analysis*	*lg_roi_example1.xls*, and *lg_roi_example2.xls*

Once the detailed project plan is created, the *Project Manager* should update the **Cost Detail** and **Savings Detail** tabs of the *ROI Analysis* spreadsheet. On the **Cost Detail** tab, the *Project Manager* will provide technical *(e.g., IT and contractor labor estimates, hardware license and maintenance, software license and maintenance)* project cost estimates. The estimated cost identified on the **ROI Cost** portlet can be used to determine the cost detail portion in the *ROI Analysis*. Refer to *Section 10: Reports and Portlets* for information on accessing this portlet.

On the **Savings Detail** tab, the *Project Manager* will need to provide technical project cost. Refer to the *ROI Instructions* (*Leadership Groups*) for determining *Technical Services* cost. On both tabs, the *Project Manager* needs to ensure that the proper year is indicated for the associated cost or savings. Please note that these estimates will be continuously refined during project execution.

S *For all projects, the ROI Analysis must be revised once the Analysis phase of the project has been completed. The Project Sponsor and the manager of the Technical Systems and Networking Division must give written approval of the ROI Analysis before work on the project can continue.*

S *For all projects greater than 2,200 hours, the ROI Analysis must be revised at the completion of each major phase. The Project Sponsor must give written approval of the ROI Analysis before work on the project can continue.*

S *If, at any time during project planning or project execution, the ROI Analysis indicates that the project will not meet 6-year payback; work on the project must stop. The Project Sponsor must review the project with the appropriate Leadership Group before the project can continue.*

Project Planning Assumptions

Before creating a detailed project plan, there are several assumptions of which the *Project Manager* must be aware.

Preliminary Estimates

As a general rule, detailed estimates at the task level prove to be inaccurate when completed too far in advance of the actual start of the work. This is especially true for later phases of a project, such as technical design, programming, and installation. It is difficult, for example, to produce accurate task-level estimates for programming tasks when the project's business requirements have not yet been determined. Therefore, it is recommended that only the first phases of a project be planned in detail, and later phases of a project initially be given preliminary estimates. For example, the *PM and Business Area Requirements* phases may be planned in detail, while the *Technical Design*, *Programming*, *Installation*, and *Post-Implementation Support* phases have preliminary estimates.

G *Project phases should not be planned in detail more than three months out.*

S *The IT Steering Committee will only approve detailed labor estimates up to 2,200 hours. All estimates exceeding 2,200 hours must be preliminary.*

Any phase that is not planned in detail must have a task named *<phase name> Preliminary Estimate*. A preliminary estimate for the core work in that phase should be assigned to the task. The estimates created during project sizing, may be used, or the *Project Manager* can revise that estimate. Refer to *Section 11: Master Planning, Project Sizing,* for more information. Generic resources must be assigned to *Preliminary Estimate* tasks. The preliminary phases must have a *"P"* in position 5 of the **Category** field. Refer to *Appendix C: Task Category Field Standards*, for more information. It is also recommended that estimates be created for *PM*, *Scope Change Management*, and *Contingency for Preliminary* phases. *See next page for an example*.

When presenting the project for approval, only the non-preliminary phases will be considered. Once the project is approved, the entire project, including the preliminary phases, will be baselined.

As work on the initial phases nears completion the *Project Manager* will need to revise the next phases of the plan. Detailed activities, tasks, and estimates will be added. Tasks must be assigned to actual resources after negotiation with *Resource Managers*. The project must then be re-submitted for approval. Refer to *Section 5: Scheduling*, *Project Renegotiation Process*, for more information. Once approved, *PMO* will remove the *"P"* from the **Category** field and rebaseline the newly approved phases. The phases that had been initially approved will retain the original baseline.

It is possible that a project could be resubmitted several times. For example, the *Project Manager* may wish to have only the *Project Management and Business Area Requirements* phases planned in detail, with the remaining phases being preliminary. Then he or she may resubmit the project with the *Technical Design*, *Programming*, and additional *PM* phases planned in detail, but the *Installation and Post Implementation Support* phases staying preliminary. Eventually the project will be submitted a third time for the remaining phases.

Open Workbench Calendars

Open Workbench maintains calendars at two levels.

1. The *Base Calendar* records holidays and business days applicable to all projects. *PMO* uses the *Oakland County Holiday* schedule to maintain the *Base Calendar*. Each year's holidays can be reviewed by accessing the holiday schedule. Refer to the directory, https://oakgov.sharepoint.com/sites/HumanResources/SitePages/Payroll-&-Compensation.aspx.
2. The *Resource Calendar* can be used to define work days for a single resource. When a new project is created the *Resource Calendar* is identical to the *Base Calendar*.

> S *Project Managers must not update the Resource Calendar since Calendars must be consistent across projects for accurate roll-up reporting.*

Project Plan Creation

All *IT* projects require a project plan, developed in *Clarity* and *Open Workbench*. *Open Workbench* works in conjunction with *Clarity*. It can be accessed either from *Clarity* by clicking Open in Scheduler and then choosing Workbench [Read-Write] or Workbench [Read-Only] or it can be accessed independently of *Clarity* by opening the *Open Workbench* application.

Note: Be aware if you have both *Clarity* and *Open Workbench* open and you have a project open in *Open Workbench* in Read-Write mode and you want to change something about the project in *Clarity*, you have to close *Open Workbench* first as it will have a lock on the project.

There are a number of steps involved in creating a detailed plan:

- Create the initial plan file using a pre-defined *Clarity* template.
- Complete the *Project Definition*.
- Add tasks and milestones to create a *Work Breakdown Structure (WBS)*.

- Define dependency relationships between tasks.
- Negotiate to assign resources and hours to each task.
- Auto schedule the project.
- Refine the project schedule to ensure it meets major milestone dates.

Projects must be created in *Clarity* using available project plan templates. It is not recommended that a *Project Manager* start from scratch when creating a detailed project plan.

Overview – Creating a New Project Plan

If a *Sizing Estimate* project already exists, the *Sizing Estimate* project should be used to create a detail project plan. See a member of the *PMO* team to assist with modifying the *Sizing Estimate* project.

If a Sizing Estimate project does not exist, a new project plan should be created from an existing template:

1. Launch the *Clarity* application.
2. From the **Portfolio Management: Projects** page, click the **New from Template** button.
3. From the **Select Project Template** page, click the radio button next to the appropriate template. For more information regarding templates, refer to *Appendix D: Templates.*
4. Click the **Next** button.

G *It is recommended that the "small" version of a template be selected for creating a detailed project plan.*

S *Any project greater than 200 hours must have a detailed project plan with a Project Management Phase. Projects less than 200 hours may use the Mini-Project plan template.*

Creating a New Project Plan – General Properties

Project ID's are typically assigned when the project is sized and prioritized by the *Leadership Group* on the *Master Plan*. Refer to *Section 11: Master Planning*, for more information.

S *Once an ID is assigned and the project is financially enabled, the ID cannot be changed. Refer to the Project Properties: Financial section of this document for more information.*

S *Use the following documented standards to complete the Create Project page.*

Field Name (Characters)	***Usage***	***Value***
Project Name	Required	Enter the project name indicated on the *Scope & Approach*

Field Name (Characters)	***Usage***	***Value***
Project ID	Required	Enter the *Project ID* by typing the following in the indicated positions: • *IT Division* – Position 1 • *IT Team* – Position 2 • *Last Digit of Year* – Position 3 • *Cost Accounting Customer Code* – Position 4 – 6 • *Project Name Acronym* – Position 7 – 8 Use all upper case. A *Unique ID* is required and cannot be changed. Refer to *Appendix A: Clarity Project ID Naming Conventions,* and *Appendix L*: *Customer Codes,* for more information.
Description	Required	Use *Project Scope & Approach* goal.
Manager	Required	Verify or change *Project Manager* name.
Page Layout	Required	Verify or change the *Page Layout*. For a project, leave the default – *Project Default Layout*.
Start Date	Required	Leave as default – date will change after scheduling.
Finish Date	Required	Leave as default – date will change after scheduling
Goal	Optional	
Priority	Default	Leave as default – *10*. This does not indicate Leadership Group priority.
Progress	Required	Leave as default – *Not Started*.
Status	Required	Leave as a default – *Unapproved*.
Stage Identifier	Required	Verify or change the *Stage* Identifier to ***Open Request.***
Organizational Breakdown Structure	Omit	*PMO* will populate once project is approved.

1. Enter all required fields.
2. Click the **Save** button to continue.

Project Properties: Main - General

1. Click **Actions, Add to My Projects**. This will allow the project to appear on the **Overview: General** page under the **My Projects** section.

Field Name (Characters)	***Usage***	***Value***
Template	Required	Unchecked

3. Click the **Save** button to continue.

Project Properties: Main – Schedule

1. From the **Project Properties** page, click the **Schedule** link under **Properties**.
2. Enter all required fields.

Field Name (Characters)	*Usage*	*Value*
Start Date	Required	Leave as default.
End Date	Required	Leave as default.
As Of Date	Optional	Leave blank.
Progress	Required	Leave as default – *Not Started.*
Approved Flag	Optional	Leave as default.
Closed	Optional	Leave unchecked.
Priority	Optional	Leave as *10*. Does not represent *Leadership Group* priority.
Status Indicator	Optional	Select a status below:  Green On-Track  Yellow Warning  Red Critical
On-Hold Date	Optional	Leave blank.
Status Comment	Optional	Provide comment for *Warning* or *Critical*.
Time Entry	Optional	Click on the check box.
Track Mode	Optional	Leave as *Clarity*.
Charge Code	Required	Browse for *Charge Code*.
Sponsored By	Optional	Enter *Sponsor Name*.

3. Click the **Save** button.

Project Properties: Main – Environmental Risk

1. From the **Project Properties** page, click the **Environmental Risk** link under **Properties**.
2. Enter all required fields.

Field Name (Characters)	*Usage*	*Value*
Business Environment Risk	Required	Enter as indicated on the *Scope & Approach*: • *Low* - Little or no impact to existing business processes.

Field Name (Characters)	*Usage*	*Value*
		• *Medium* – Project requires some changes to existing business processes. • *High* – Product dramatically changes existing business processes.
Technical Environment Risk	Required	Enter as indicated on the *Scope & Approach*: • *Low* – Proven or previously implemented technologies. • *Medium* – previously implemented technologies, new requirements. • *High* – New or non-standard technology.

3. Click the **Save** button.

Project Properties: Main - Report Information

This section will be populated by *PMO*.

Project Properties: Main - Project Status

This section should be used for *Project Status* and *Project Storyboard* reporting purposes. The frequency of how often a status should be entered is at the discretion of your manager.

1. From the **Project Properties** page, click the **Project Status** link under **Properties**.
2. Click the **New** button.
3. Enter all required fields.

Field Name (Characters)	*Usage*	*Value*
Name	Required	Enter a name.
ID	Required	Leave as default – *autonumber*.
Variance Explanation?	Optional	Check the appropriate value: Checked – *Status* is a variance explanation. Unchecked – *Status* is a general comment about the status of the project.
Status Date	Optional	Defaults to today's date.
Status	Optional	Enter in the project status.

4. Click the **Submit** button.

Project Properties: Main – IT Strategies & Initiatives

1. From the **Project Properties** page, click the **IT Strategies & Initiatives** link under **Properties**.

Field Name (Characters)	*Usage*	*Value*
Strategies	Required	Determine appropriate strategies that align with the project; may need to review with Supervisor or Division Manager.

2. Check all required boxes.
3. Click the **Save** button.

Project Properties: Main – Budget

This section reserved for future use.

Project Properties: Main – Financial

1. From the **Project Properties** page, click the **Financial** link under **Properties**.
2. Enter all required fields:

General		
Field Name (Characters)	***Usage***	***Value***
Company Name	Required	Defaults to *Information Technology*.
Project ID	Required	Leave as default.
Affiliated Project	Omit	Leave as default – *blank*.
Department	Required	Browse for the appropriate department.
Location	Required	Browse for *Info Tech*
Financial Status	Required	Leave as default – *Open*.
Type	Required	Leave as default – *Standard*.
WIP Class	Required	Leave as default – *DEFAULT*.
Investment Class	Required	Browse for the appropriate *Investment Class*: • *EN* – Enhancement • *MN* – Maintenance • *ND* – New Development • *NP* – Non-Project • *PM* – Planned Maintenance & Upgrades • *SP* – Customer Support • *TM* – Team Management
Cost Type	Required	Leave as default – *Operating*.

Billing		
Field Name (Characters)	***Usage***	***Value***
Billing Currency	Required	Leave as default – *USD*.
Labor Transaction Rates		
Field Name (Characters)	***Usage***	***Value***
Rate Source	Required	Leave as default – *OCIT Rate Matrix.*
Cost Source	Required	Leave as default – *Currency in Hours*.
Exchange Rate Type	Required	Leave as default – *Average*.
Material Transaction Rates		
Field Name (Characters)	***Usage***	***Value***
Rate Source	Required	Leave as default – *OCIT Rate Matrix*.
Cost Source	Required	Leave as default – *Currency in Hours*.
Exchange Rate Type	Required	Leave as default – *Average*.
Equipment Transaction Rates		
Field Name (Characters)	***Usage***	***Value***
Rate Source	Required	Leave as default – *OCIT Rate Matrix*.
Cost Source	Required	Leave as default – *Currency in Hours*.
Exchange Rate Type	Required	Leave as default – *Average*.
Expense Transaction Rates		
Field Name (Characters)	***Usage***	***Value***
Rate Source	Required	Leave as default – *OCIT Rate Matrix*.
Cost Source	Required	Leave as default – *Currency in Hours*.
Exchange Rate Type	Required	Leave as default – *Average*.

3. Click the **Save** button.

Project Properties: Main - Estimating

This section reserved for future use.

Adding Resources to Projects

When a project is being created, the *Project Manager* may not know exactly which resources are available to staff the project. They may only know the roles that are required in order to complete the project. A *Project Manager* can assign roles to the project as a placeholder for the resources they have not yet identified. The *Project Plan* can be created and completely scheduled using generic roles.

When the real resources have been identified and negotiations have been completed with the *Resource Manager*, the generic roles may be replaced. Three methods are available to the *Project Manager*.

- *Method 1*: Transferring assignments from a generic role to a resource.

  Note: The staff resource must *not* exist on the **Team** tab, **Staff** page.

- *Method 2*: Adding a resource to the project.
- *Method 3*: Transferring assignments from a generic role to a resource in *Open Workbench*.

  Note: The staff resource must already exist on the **Team** tab, **Staff** page.

Method 1: Transferring Assignments from a Generic Role to a Resource

1. From the **Project Properties** page, click the **Team** tab.
2. Click the **Magnifying Glass – Resource Finder** icon next to the generic role to be replaced.

   Note: If the resource role assignment does not match the generic role being replaced, remove the role by clicking on the **Trash Can** icon next to the **Role** box for filtering on resources.
3. In the **Resource Finder Filter** section, enter in the **Last Name** of the negotiated resource.
4. Click the **Filter** button.
5. On the **Find Resources** page, select the assignment by checking the checkbox next to the resource name.
6. Click the **Replace** button.
7. Click the **Yes** button to add the resource to the **Project Team: Staff** page.

All tasks originally assigned to the generic role will be re-assigned to selected resource.

Note: In order for the **Staff Replace** function to work properly, the resource replacing the generic *Role* must *not* exist on the **Staff** page. If the resource does exist on the **Staff** page, the assignments will not transfer.

Method 2: Adding Resource to the Project

1. From the **Project Properties** page, click the **Team** tab.
2. Click the **Add** button.
3. In the **Select Resource Filter** section, enter the **Resource/Role Name** or **Resource/Role ID** of the resource to be added to the project.
4. Click the **Filter** button.
5. Check the box next to the resource name (to be added).
6. Click the **Add** button or if adding multiple staff resources click the **Add and Select More** button.
7. Click the **Yes** button to add the resource to the **Project Team: Staff** page if prompted.

Staff Resources are now added to the project and have been made participants. After task assignments have been made, *Staff Resources* can track time (if time tracking is on) and are able to view all aspects of the project.

Method 3: Transfer Assignments from a Generic Role to a Staff Member

Task assignments can be transferred from one role to another within *Open Workbench*.

1. From the **Project Properties: Main – General** page, select **Workbench [Read/Write]** from the **Open In Scheduler** link.
2. From the *Open Workbench* **Project** menu bar, click **Transfer Assignments**.
3. Select the appropriate **Transfer assignments from this resource…** from the dropdown menu.
4. Select the appropriate **…to this resource** from the dropdown menu.
5. Check the **Keep Baselines** checkbox.
6. Click the **All** button.
7. After the assignments are transferred, click the **OK** button.

Note: If the project has been baselined and the **Keep Baselines** checkbox is *not* checked when transferring assignments, baseline will be lost.

Adding Participants to Projects

In order to add, modify or view forms/documents in a project within *Clarity*, resources must have project participation rights. Project participation rights are granted by the *Project Collaboration Manager*.

- Resources added on the **Staff** page are automatically made participants.
- The *Project Collaboration Manager* must grant the *Clarity Administrator* project participation rights prior to submitting a project plan to *PMO* for *Assurance & Compliance*.
- Only the *Project Collaboration Manager* can add participants to a project.

1. From the project **Team** tab, click the **Participants** link.

   Note: The *Project Manager* should have the *Project Collaboration Manager Icon* next to their name.
2. From the **Project Team: Participants** page, click the **Add** button. (Only *Project Collaboration Managers* will have the **Add** button available).
3. Enter the resource's **Last Name** or **ID** and click the **Filter** button.
4. Check the box next to the resource name and click the **Add** button or if adding multiple resources, click the **Add and Select More** button.

Participants are able to view all aspects of the project including documents, but will not be able to track time. Only staff resources may track time to a project.

Adding Documents to Projects

Within *Clarity*, the *Project Manager* is encouraged to store all project documents with the project. Documents can be maintained and stored within the project's **Collaboration** tab, **Documents** link. At a minimum, the *Project Manager* is required to store the project *Scope & Approach, ROI* (if required) *and a* copy of the *Board of Commissioner (BOC) Resolution* (if the project is funded via a *BOC Resolution*) within *Clarity*.

S *The Scope & Approach, ROI and BOC Resolution documents must be attached to the Clarity project.*

To add the required documents to a project:

1. Select the project and click the **Collaboration** tab.
2. Click the **Documents** link.
3. Under Actions, select the **New Folder** link from the drop down menu.
4. Enter *Project Management Phase* as the **Folder Name**.
5. Click the **Save and Return** button.
6. Under the **Project Management Phase Actions** area, select **New Folder**.
7. Enter *Scope & Approach* as the **Folder Name**.
8. Click the **Save and Return** button.
9. Under the **Project Management Phase…Scope & Approach…Actions** area, select **Add Documents** from the drop down menu.
10. From the **Select Files** field, click the **Browse** button. Either:
    - Select the existing *Scope & Approach* from its originating directory.
    - Select the *Scope & Approach* template from a saved copy off the *PMO* web site.
11. Click the **Add** button.
12. Repeat steps 6-11 for the *ROI and BOC Resolution.*

Work Breakdown Structure

A *WBS* is a hierarchical tree that organizes, defines and graphically displays the project tasks necessary to accomplish project objectives. *Open Workbench* has four levels of its *WBS*: *Project*, *Phase*, *Activity*, and *Task* (*Milestone* is the same level as *Task*).

The first step in creating a *WBS* is to analyze what constitutes a project.

- A project could be a new system development effort with its inherent set of phases, activities, tasks and milestones. A single *Open Workbench* file would represent that single project.
- A project could be a large effort represented by a master schedule in one plan file and multiple subprojects, each with their own phases, activities, tasks, and milestones contained in their own physical files. In this case, several plan files would represent the project. This *Master Schedule* would be better known as a program.
- A team may work on a large number of small projects, none of which warrant its own set of phases, activities, tasks, and milestones. The *Project Leader* could have multiple projects entered into a single plan file as activities which represent the *Project.* Examples of this type of team work are the *Customer Support*, *System Maintenance* and *Planned Maintenance & Upgrades* projects. *Projects* other than *Planned Maintenance & Upgrades*, greater than 200 hours require a detailed project plan. *Planned Maintenance and Upgrade* projects that are greater than 400 hours require a detailed project plan.

IT has adopted standard *WBS* template for each type of project to assist the *Project Manager* in creating project plans. The *Phases and Activities* in current *WBS* templates should be considered a skeleton. *Project Managers*

should define the tasks relevant to their specific project under the appropriate *Phase*. For further details regarding templates, refer to *Appendix D: Templates.*

Phases in the *WBS* templates are process oriented industry standards that are derived from the *Project Quick Start (PQS) Methodology*. These *Phases* should be sufficient for developing project plans in *IT*. The *Activities* are used to categorize all the tasks that need to be done within a *Phase*. *Activities* are usually described by a noun.

G	*Standard Phases should be used whenever possible.*

S	*If standard Phases, Activities, or Tasks are used, the ID, Phase, Activity and Task name must not be changed*.

S	*If standard Tasks are used, the corresponding standard Activity must also be used.*

S	*In the event it is necessary to create your own Phase, the Phase ID must be between 100000 and 900000.*

S	*Every Phase must have at least one activity and every activity must have at least one task.*

S	*Any phase that is not planned to detail, must have a task estimating the hours required for the phase and given a task name of "Phase Name Preliminary Estimate."*

G	*Tasks should always contain a verb to indicate a specific action (e.g., Design, Prepare, and Attend).*

G	*It is recommended that every project includes a Post-Implementation Support phase.*

Phase 000000 Project Management contains level of effort tasks for the entire project. *Tasks* in this phase with the exception of *Initial Planning* are set up as *Fixed* duration that are *Locked* to start on day one of the project and finish on the project end date (as initially calculated by *Autoschedule*). Resources are assigned an estimate for these tasks that cover the life of the project *(e.g., 1 hour weekly status meeting times a 52 week project = 52 hours per resource)*. The resource estimate is *Uniform* loaded, so that the work is spread evenly over the project duration.

Task Definition

1. From *Open Workbench*, select the *Add Task w/ Baseline* view from the *Favorites* folder of the *View Library*.
2. To access **Task Properties**, double click the grey square box to the left of the displayed task, or highlight the task, right click and select **Modify**.
3. *Task Information* can be modified as necessary.
4. If a *WBS* template was used to create the initial *WBS*, tasks not needed should be deleted.

When creating new tasks, use the following standards:

Task Properties

Field Name (Characters)	***Usage***	***Value***
Name	Required	Enter the name of the *Activity*, *Task*, or *Milestone*.
Category	Optional	Refer to *Appendix C: Task Category File Standards,* for standards.
ID	Required	Use standard or 100000 thru 900000 for custom phases.
Type	Required	Select *Phase*, *Activity*, *Task* or *Milestone*.
Key Task	Optional	Indicate *Key Tasks* to keep a better control on the schedule.
Duration	Optional	System generated unless you are locking a task for a specific duration.
Fixed	Optional	Fixed duration is used sparingly, for situations such as training or tasks fixed in duration due to specific time constraints. Check box if task is to be fixed.
Priority	Optional	Refer to *Section 5: Scheduling*.
Inherited	Omit	Not used by *Oakland County*.
Start Date and Finish Date	Required	System generated based on duration (if a locked task) or based on resource availability.
Status	Optional	Leave as default – *Not started*.
% Complete	Omit	Not used by *Oakland County*.

The **Task Category** field can be used by *Project Managers* to identify additional information about specific tasks, such as scope increases or decreases. Refer to *Appendix C: Task Category File Standards*, for more information.

Milestone Definition

Milestones are used to designate major *"checkpoints"* and completion of work packages or deliverables. This allows the *Project Manager* to manage *Tasks* around major *Milestones*. A resource can be assigned to a *Milestone* to show responsibility for completion, but hours are not assigned to *Milestones*. *Milestones* should also be used to designate *Phase* begin and end points in the *WBS*.

S *All projects must include a milestone for "Conduct Technical Review Meeting" at the end of the Analysis phase.*

Disaster Recovery

The *Programming*, *Build or Development Phases* must contain a *task* to ensure the *Disaster Recovery Toolkit* is created and/or updated.

S *All projects must include a task for "Create/Update Disaster Recovery Toolkit" at the end of the Programming, Build or Development Phase.*

Changes resulting from *Programming*, *Build or Development Phases*, could impact the recovery information documented in the *Disaster Recovery Toolkit*. The *Implementation Phase* must contain a *task* to ensure the *Disaster Recovery Toolkit* is finalized prior to production implementation.

S *All projects must include a task for "Finalize Disaster Recovery Toolkit" as part of the implementation phase.*

Service Center

The *Implementation Phase* must contain the following tasks for the development and/or update of the *Service Center Knowledge Documents*.

S *All projects must include the following task at the beginning of the Implementation phase:*

- *Develop, Review and/or Revise the Service Center Knowledge Documents*

The *Implementation Phase* must also contain *Milestones* to ensure the *Service Center* and *Operations Staff* have the necessary information/documentation and are properly trained to support the project once implemented in production.

S *All projects must include the following tasks/milestones at the beginning of the Implementation phase:*

- *System Documentation and Scripts provided to Service Center*
- *Service Center Staff Trained*
- *Service Center Knowledge Documents Published*
- *Operations Transition*

Training

Projects that require IT resources to receive training must include a *Training* task. The *Project Manager* is responsible for notifying assigned IT resources of the training and the appropriate task name for time tracking purposes prior to the scheduled training. Tracking training efforts to the project plan will provide a clear picture of the effort required for training. This will also help with determining training estimates for similar future projects.

S *All projects requiring IT resource training must include a task for "Training". Project Managers must notify the assigned resources of the "Training" task for time tracking purposes prior to the scheduled training.*

Dependency Relationships

Dependencies define relationships between tasks and define a scheduling strategy. For example, when a task has a *Finish – Start* relationship to a predecessor, it has been established that the earliest the task can start is the business day after the completion of the predecessor.

S *Dependency links must be defined for all tasks in the Work Breakdown Structure.*

G *The PM Phase of a plan should be excluded from the dependency chain because it can have a negative impact on the critical path.*

Begin this step when there is general satisfaction with the tasks identified within the *WBS*. The *WBS* and dependencies can always be revised later.

G *The most effective dependency type is Finish-Start with a lag amount of 0. Using this dependency as the default dependency type for all tasks with usage estimates will make for a tighter schedule with less float. When assigning dependencies to milestones, or tasks with no resource usage, use a minimum lag of 0 days for any dependency type. Milestones with no resource usage are usually used as monitoring tasks such as waiting on delivery of equipment or any turn-around type activity.*

Because dependencies are used to define sequencing determined by task relationships, do not use dependencies to sequence tasks for resource assignment. *Autoschedule with Resource Constraints* will delay tasks until the assigned resource is available. Using dependencies to try to control resource constraints will cause other scheduling problems.

Autoschedule frequently while assigning dependencies. Use the *Task Plan* view within the *Project Approval Packet* folder of the *View Library* to review the effects of *Autoschedule*. Use the *Define Dependencies* view in the *Assurance & Compliance* folder of the *View Library* to review dependency relationships. Since dependencies can be added or adjusted as needed, there is no requirement to have relationships perfectly defined before scheduling.

Use the *Task Dependencies* tab or the *Dependency Status* view in the *Assurance & Compliance* folder of the *View Library* to define predecessor-successor relationships, select the *Define Dependencies* view or the *Dependency Status* view in the *Assurance & Compliance* folder of the *View Library* to validate the completeness of the logic definition.

Note: In the *Define Dependency* view in the *Assurance & Compliance* folder of the *View Library*, dependency relationships can be graphically added by clicking on the box of the predecessor task and dragging to the successor task to add the link.

Project Managers may want to gather assigned resources in a room and use a white board or post-it notes to map out the logical dependency network before entering them into *Open Workbench*. Not only is this a good team building exercise, but the outcome will be a well thought out network diagram that the team buys into. Missing work steps are often identified in this type of brainstorm session. Early recognition of missing work steps can prevent the need to add unplanned tasks with additional estimates into the work plan after baselining. *Remember, the most common problem in PM is one of omission, not commission!*

Building dependencies and *Autoscheduling* the plan will determine the duration of the project. *Project Managers* are cautioned to avoid placing key tasks on the *Critical Path*. By definition, a task on the *Critical Path* has zero float. A one day delay in the start/finish of the task will cause a one day delay in the project. *Tasks* that are crucial to the success of the project should be allowed the widest possible latitude in their start/finish dates so they can be started as early as possible and/or finished as late as possible in the project without negatively affecting the schedule. The higher the risk on the key task, the more float should be designed into the task. Remember, *"critical"* tasks do not need to be on the critical path, in fact, such *"key"* or high-risk tasks are better managed if they have float, which provides some natural contingency buffer. Brainstorm with the *Project Team* to develop a *Critical Path Method (CPM) Network* that reduces overall project risk by taking key tasks off the critical path.

Resource Availability

The following calculations were used to determine the available project hours per day for planning purposes. These calculations are based on a 7-hour day (employee is present 8.5 hours per day less 1 1/2 hours for lunch and breaks).

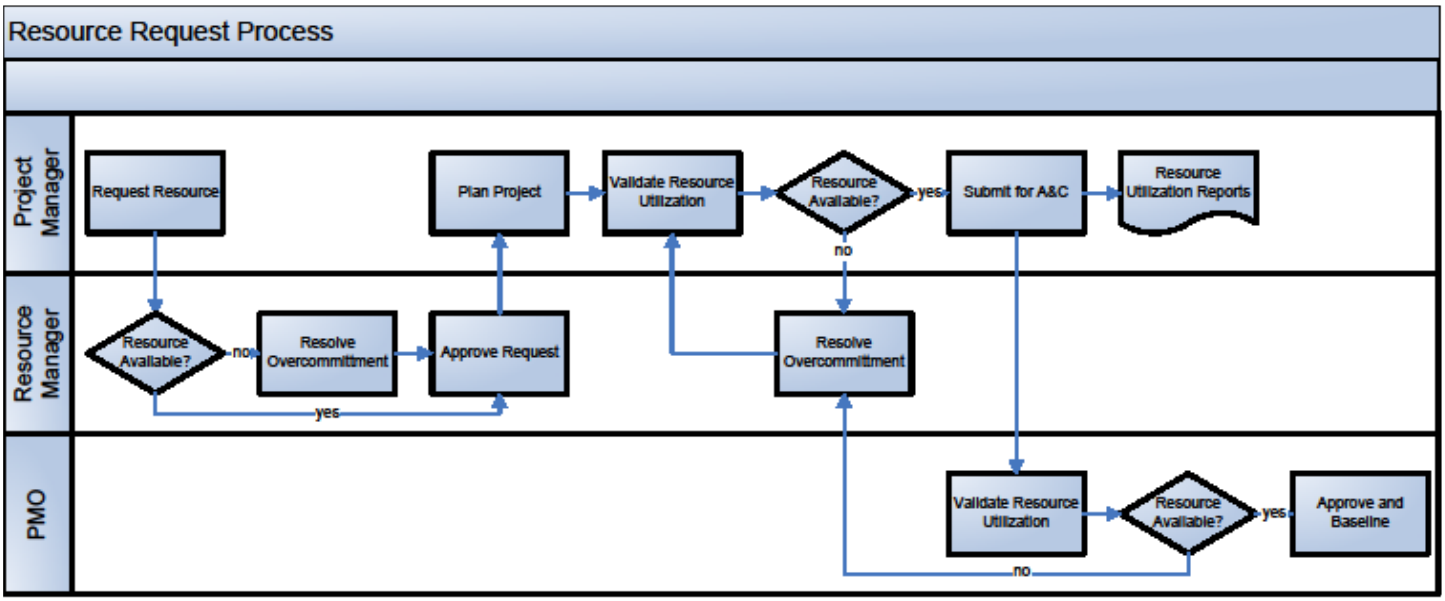
Project Time Calculations All Employees		
Description	***Amounts***	***Notes***
Gross Annual Hours	1733	247.5 Business Days * 7 hours per day
Less:		
Annual Leave	112	Mean longevity of 10 – 14 years @ 16 days per year * 7 hours
Personal Leave	21	3 days * 7
Floating Holiday	7	1 day * 7
Misc. Leave	7	1 day death leave, jury duty, disability etc. * 7
Training	35	5 days * 7
Administration	50	50 weeks * 1 hour
Full Department Meetings	4	4 meetings * 1 hour
Team Meetings	12	1 meeting per month * 1 hour
Employee Review	1	1 review per year
Total Non-project Hours	249	
Total Annual Project Hours	1484	Gross annual hrs - total non-project hrs
Total Monthly Project Hours	124	Total annual project hours / 12
Total Daily Project Availability	6.0	Total annual project hours / 247.4 business days
Supervisors and Chiefs		
Supervisors and *Chiefs* are allocated an additional 145 hours annually (6.5 hours per week * 52 weeks) for *Management Activity* providing the following availability:		
Description	***Amounts***	***Notes***
Total Annual Project Hours	1339	Gross annual hrs - total non-project hrs - 145
Total Monthly Project Hours	112	Total annual project hours / 12
Total Daily Project Availability	5.4	Total annual project hours / 247.5 business days

Due to this non-project time, Employees are available a maximum of 6.0 hours per day (30 hours per week) for project-based work. Supervisors are available a maximum of 5.4 hours per day (27 hours per week).

The *Project Manager* must negotiate with the appropriate *Resource Manager* before assigning a resource to their project. The request should include the required skill set, the timeframe the resource will be needed, and the approximate amount of effort. The *Resource Manager* will review resource availability, determine which resource will be available to work on the project, and resolve any over commitment issues.

> *Resources may not be assigned in excess of 10 hours per month above their availability, or allocated by more than 120% per month, across all projects.*

The following diagram illustrates the process to request resources for a project:



The *Resource Manager* is responsible for resolving any resource overcommitment. However, the *Project Manager* is responsible for demonstrating that no overcommitment exists prior to submitting the final project plan for Assurance and Compliance review. Ideally, any overcommitment issues should be resolved before the *Project Manager* begins any detailed project planning. Refer to Section 5: Scheduling for more information about Resource Availability Analysis and the Assurance and Compliance process.

Once identified, the *Resource Default Allocation Percent* must be assigned for each resource based on the amount the *Resource Manager* has committed to. Each allocation is represented as a percentage of the resource's total availability. Currently, employees are available for a total of 35 hours per week and contractors for 40 hours per week. The resource's availability to work on the project must be calculated prior to *Autoscheduling*. This allocation should be based on the percentage necessary to meet project requirements and not cause the resource to become over committed.

Changing Allocation in Clarity

1. From the **Clarity Overview: General** page, click the **Project Name** link.
2. Click the **Team** tab.
3. Click the **Staff** link.
4. Click a specific **Resource Properties** icon.

5. Enter the **Default Allocation %**. Refer to the Default Allocation % Calculation Table of this document.

   Note: A Resource Manager's default percentage may not exceed 71% or 5.0 hours per day. An employee's default percentage may not exceed 86% or 6.0 hours per day.

6. Click the **Save** button.

Field Name (Characters)	***Usage***	***Value***
Start Date	Required	Leave as default.
Finish Date	Required	Leave as default.
Default % Allocation	Required	Populated based on the hours/day negotiated with the *Resource Manager* and indicated on the *Scope & Approach*. Refer to the Default Allocation % Calculation Table of this document.
Booking Status	Required	Should be *Soft* until project is approved by *Steering Committee*. *PMO* will change to *"Hard"* after approval.
Request Status	Required	Leave as default – *Open*.
Investment Role	Required	Leave as default.
Open for Time Entry	Required	If this box is checked, the resource will have the ability to post time to the project plan if tasks are assigned. If unchecked, the project will not appear on the resource's timesheet. Recommendation: During *Initial Planning*, only the *Project Manager* should have the ability to post time. Upon *Project Approval* by the *Steering Committee*, *PMO* will ensure that the box is checked for all resources.
Allocation Segments	Optional	Populated based on any deviations from the Default % Allocation.

Default Allocation % Calculation (Allocated hours per week divided by Available hours per week)		
Available Hrs/Week	***Employee***	***Contractor***
1 hr/week	1/35 = 2.85%	1/40 = 2.5%
5 hrs/week	5/35 = 14.29%	5/40 = 12.5%
10 hrs/week	10/35 = 28.57%	10/40 = 25%
20 hrs/week	20/35 = 57.14%	20/40 = 50%
30 hrs/week	30/35 = 85.71%	30/40 = 75%
35 hrs/week	N/A	35/40 = 87.5%
40 hrs/week	N/A	40/40 = 100%

Due to 5 hours per week of non-project time, the maximum allocation for an Employee on a detailed project is 30 hours per week. Keeping in mind that most resources are assigned to more than one project at a time, it is unlikely that any resources, whether Employee or Contractor, will be allocated to a detailed project at the maximum amount.

G	*Default Allocation % should be set at the minimum amount needed to meet the project requirements.*

G	*If a task is resource-driven (e.g., team member can finish this task and move onto another task independent of other resources responsible for other components of this task), it is a good rule to assign only one person to each task. If a task is dependency-driven (e.g., all resources must finish all components before they can move on to their next assigned task), multiple resources are advisable.*

On-going project tasks such as status meetings are the obvious exception to this rule. Assign the entire *Project Team* to these tasks.

Generic Resources

In the early stages of project planning the *Project Manager* may not know exactly who will be assigned to the project. In this case use role assignments based on generic job classifications *(e.g., BA for Business Analyst, PG for Programmer, VN for Vendor)*. The generic resources can also be defined as more than one person so that the *Project Manager* can perform some *"what if"* scenarios with the tool. For example, compare the end date of the project when you assign four *Business Analysts* vs. two. As real resources become known and available, split these generic resources into one per person and substitute the actual resource abbreviation for these generic roles. Refer to *Appendix B: Resource/Role Standards*, for more information.

S	*Approved project plans can have generic resources only on future Phase Preliminary Estimate Tasks.*

S	*If generic resources are used, only standard IT generics can be used. Refer to Appendix B: Resource/Role Standards, for more information.*

S	*A project plan may have generic resources assigned to Non-preliminary tasks only if the Project Manager has documented in the Scope & Approach the commitment to utilize a pending resource such as the hiring of a contractor or the filling of an open County position.*

Usage and Duration Estimates

It is important to differentiate between *Usage and Duration*. Duration defines the number of elapsed *business* days over which a task occurs. Usage refers to the task estimate (or work effort). In resource-driven projects, the *Project Manager* will generally assign resource usage and allow *Autoschedule* to determine task duration.

Task duration is driven by several factors, including dependencies, priorities, resource availability, and usage. For example, if a resource is assigned 24 hours of work and is available six hours per day, the minimum duration will be four days. If, however, the resource is available eight hours per day, the duration will only be three days. *Autoschedule* works most efficiently in a resource-driven environment when used in conjunction with Variable task duration. If it is necessary to assign a fixed duration to a task, remember to consider resource availability when estimating to avoid resource over commitment for that particular task.

G *Keep task usage estimates at a level that can be managed. Do not plan to such a detailed level that the plan becomes cumbersome for Team Members to track and Project Managers to maintain (e.g., less than 7 hours per resource, per task).*

It is equally important to assign usage estimates that are not too large for each resource to manage and track efficiently. Project Managers should plan to the level of detail required to maintain control of the project. Large tasks, especially in new or unknown areas of work, should be decomposed further into smaller chunks.

S *Task estimates cannot be greater than 70 hours per resource.*

Open the *7/70 Compliance* view in the *Assurance & Compliance* folder to quickly determine those tasks that are under 7 hours or over 70 hours.

There may be times when it is necessary to reflect a *waiting period* in a plan due to the *Board of Commissioners* approval process, bid processing, vendor delivery, etc.

S *A task must be created to represent this "waiting period" with no resource or hours assigned, and the appropriate fixed duration of the "waiting period". This will cause dependent tasks to be scheduled after the end of the fixed duration task, thus reflecting the actual date's subsequent work can progress once the waiting period is complete.*

Maximum Percent Load

Maximum Percent Load supports simultaneous tasking. In situations where a resource could work on more than one event at a time, a value of less than 100% will *"split"* their available time between the simultaneously occurring events. It is important to remember; however, when more than three events are occurring simultaneously, productivity tends to be negatively impacted, so the percentage value should be closely managed.

Maximum Percent Load allows the *Project Manager* to divert a percentage of a resources available time to a task. For example, 50% availability to a task of a 35 hour a week resource allows that resource to work up to, but not exceed 17.5 hours per week on that task. 50% availability to a task of a 7 hour a day resource allows that resource to work up to, but not exceed 3.5 hours per day on that task. The resource's availability is based upon how they were established as a resource and does not consider their other commitments.

If a resource is assigned to a task with a *Maximum Percent Load* of less than 100% and there are no other simultaneous events occurring, then that resource's availability will not be maximized. For example, a 35 hour per week resource is assigned to a task at 50%, but has no other tasks occurring at the same time. That resource would be working up to but not exceeding 17.5 hours on the existing task with at least 17.5 hours of unused availability during that same period of time.

Loading Pattern

Five resource loading patterns are available:

Loading Pattern	***Description***	***Use***
Contour	Spreads usage as evenly as possible across the task duration without over utilizing a resource.	Part-time support Maintenance Change request
Front	System Default. Allocates usage as early in the tasks as possible.	Appropriate for most tasks in major development projects. Results in tighter schedules and shorter plans.
Fixed	Allows the assignment of resources on specific days or weeks.	Meetings that must be scheduled on a certain day of the week. Use sparingly – maintenance required.
Uniform	Spreads allocation evenly over the duration of a task. It is most appropriate for ongoing tasks over a ***fixed*** period of time.	Project Management Meetings Documentation
Back	Allocates usage as late in the task as possible. It is effective for future, non-detailed tasks with large estimates.	High level phase planning In situations where one resource is picking-up or wrapping-up a task from another.

Note: When working with a fixed, locked, uniform loaded task, make sure to fix and lock the task prior to adding new resources. This will enable the *Autoschedule* tool to schedule the task properly.

Planning for Contingencies

No project ***ever*** goes exactly according to plan - there are ***always*** events that were not foreseen or expected and ***will*** happen. It is critical that the *Project Manager* and the *Project Team* attempt to identify all areas of risk within the project, and to determine their impact to the plan. Quantification of the risk's impact can be determined by analyzing the probability of the event and multiplying it by the cost of the risk situation *(e.g., if it goes wrong it will cost $3000, but there is only a 30% chance of this happening - a risk impact factor of $900)*.

Once the risk event has been identified and its impact to the project determined, analysis should occur to determine if the risk factor can be mitigated (reduce the impact), deflected (passed on to another), or ignored. The result of this analysis is a *Contingency Plan* with a documented approach. Additionally, *contingencies* can be built into plans to accommodate unforeseen or unexpected risk events. Typically, *fudge factors* are added to estimates (padding) to compensate for contingencies. This approach lacks realistic estimating processes and reduces the opportunity to improve estimating skills, to track variances and to populate a historical database. Planning for contingency time is allowing for those unforeseen events so that time, usage and cost commitments are more realistic.

S *Contingency hours must be explicitly stated as a separate task in the plan rather than hidden within other tasks. A maximum total of 10% of the core work effort (total hours in the plan minus PM and Scope Change hours) can be allocated to the standard contingency tasks. The entire 10% can be allocated to the contingency task in one phase or across all phases at the discretion of the Project Manager. There must be a direct correlation between confidence factors in the estimate and contingency time allocated to a phase. When tasks have greater than usual risk or uncertainty greater contingency hours must be included in that phase.*

Mandate Exception

A maximum total of 50% of the core work effort (total hours in the plan minus PM and Scope Change hours) can be allocated to the standard contingency tasks.
If the project is a Mandated project, refer to Appendix C: Task Category Field Standards, for a definition.

Calculate the duration of the entire project using *Autoschedule*. Assign a percentage of the total contingency to a contingency task in each phase. Link the early end milestone to the last task in phase.

When contingencies arise, the amount of the overrun in hours is subtracted from the *ETC* of the contingency task. If a task runs 7 hours over, the *ETC* for the contingency task in that phase is decremented by 7 hours. If more slippage in that phase happens than was allowed for in the contingency task, the project will show a negative schedule variance. The contingency task for a phase is never increased beyond the original baselined estimate.

Planning for Scope Change

The standard *IT PM Phase* contains a *Scope Change* task to plan for time identifying and documenting scope changes, obtaining approval of scope changes, planning for, and hours to accomplish additional scope tasks.

S *A maximum total of 5% of the core work effort (total hours in the plan minus Contingency and PM hours) can be allocated for Scope Management. Any unused estimate to complete an unplanned change order must be added back into the Project Management Phase Scope Change Management ETC once the added task is completed.*

Mandate Exception

A maximum total of 20% of the core work effort (total hours in the plan minus Contingency and PM hours) can be allocated for Scope Management if the project is a Mandated project. Refer to Appendix C: Task Category Field Standards, for a definition.

Scope Change is defined as any task that was not included in the original scope of the project and is now being considered. *Scope Change* also includes any unplanned tasks (missed or forgotten). *Scope Change* can be an increase or a decrease. Project *De-scope* would be eliminating a task that was part of the original plan.

Project Managers can authorize any scope change requests that do not exceed the *Scope Change Management Budget*. If a *Scope Change* is requested beyond the original budget, it must then go to the *Weekly Project Approval Meeting* for re-negotiation. The *IT Steering Committee* can authorize increases up to two times the original budget, provided that the total amount of scope change (original amount plus requested increase) does not exceed 400 hours. Any increase beyond two times the original amount or 400 total hours must be presented to the *Leadership Group* for approval.

For example, if a project's original *Scope Change Management* budget is 100 hours, the *IT Steering Committee* can approve up to 200 additional hours (two times the original amount, for a total of 300 hours). If the project's original budget is 150 hours, the *Steering Committee* can approve up to 250 hours (a total of 400 hours). In either case, any subsequent requests must be approved by the appropriate *Leadership Group*.

Scope Change is managed throughout the project's execution. Refer to *Section 4: Change Request Process,* for more information.

Project Management Phase

The standard *IT Project Management Phase* consists of the following tasks:

S	*Initial Planning*	*Detailed planning of project phases that were initially defined as Preliminary – Required.*
	Tracking & Control Replanning	*Posting of actual time, rescheduling, staff reallocation, monitoring status – Required.*
	Vendor Management	*Working with outside vendors – Optional.*
	Issues Management	*Time related to issues with resource constraints, technology availability, obtaining commitment, lack of or inconsistent participation. Basically any time required as a result of a process breaking down or not working properly – Required.*
	Status Meetings	*Meetings with member of the project team. Checkpoint and Approval meetings should be placed at appropriate points within the body of the project – Required.*
	Scope Change Management	*Identifying and documenting scope changes, obtaining approval of planning for scope changes, and hours to accomplish additional scope tasks. Actual scope tasks approved should be placed at appropriate points within the body of the project – Required.*
	System Source Consulting	*Consultation of resource who are considered the "system source expert." This resource would assist in reviewing deliverables, providing knowledge of original system, etc. – Optional.*
	Project Management Contingency	*Contingency hours for the tasks in the PM Phase – Required.*

S *A maximum total of 20% of the core work effort (total hours in the plan minus Contingency and Scope Change hours) can be allocated to the PM phase across the standard tasks at the Project Manager's discretion. An exception would be a project which includes an outside vendor. In this case the PM time would be higher. Specifically, a task must be added for Vendor Management. Considerations for estimating this task must include the total cost of the project. For example, a percentage of total project cost, including vendor time, must used (i.e. if the total cost is $100,000, 20% would be $20,000/$85.00 Average Rate equals 235 hours for vendor management.*

Mandate Exception

A maximum total of 30% of the core work effort (total hours in the plan minus Contingency and Scope Change hours) can be allocated to the PM Phase across the standard tasks if the project is a Mandated project. Refer to Appendix C: Task Category Field Standards, for a definition.

G *The System Source Consulting task included in the PM Phase can be used in all projects which require the consultation of resources who are considered the "system source expert". This resource would assist in reviewing deliverables, providing knowledge of original system, etc. This task is considered part of core work. It will not be included in the 20% PM.*

S *PM end dates must be adjusted monthly with the date being within two weeks of project end date.*

Questions to Ask During Initial Planning

Here are some questions to review before moving on with scheduling the project. Each question is followed by an *Open Workbench* view that a *Project Manager* can use to answer the question.

Question	***View***
Does each task have the correct name and task ID? *(Remember: If you cannot define the deliverable for each task, you cannot hold your people responsible for creating it.)*	Default View – *Add Tasks*. *Project Properties* will display *Project Name*, *Project ID*. Deliverables are not currently being tracked in *Clarity*.
Are there checkpoints and sign-offs at regular intervals represented by milestones?	*View Library* **PROJECT APPROVAL PACKET**: *Project Milestones* and *Milestones Approval*.
Does the work follow a logical flow?	*View Library* **ASSURANCE & COMPLIANCE**: *Define Dependencies*.
Are all *"loose ends"* tied up? Are there any *"dangling"* nodes in the CPM Network?	*View Library* **ASSURANCE & COMPLIANCE**: *Define Dependencies* or *Dependencies?.*
Are there any missing work steps? Review the plan with Team Members to ensure all required.	Default View – *Add Tasks*.
What is the range of task estimates? Should the longest task be decomposed further? Are the shortest tasks too detailed?	*View Library* **ASSURANCE AND COMPLIANCE**: *7 Compliance* or *70 Compliance*.
Which tasks are over 70 hours? Can I control the outcome?	*View Library* **ASSURANCE AND COMPLIANCE**: *70 Compliance.*
Does each task have at least one resource assigned to it? Do any tasks have more than four people assigned to them? If so, is it a dependency driven task?	*View Library* **ASSURANCE AND COMPLIANCE**: *Resource Load (All Resources).*
Are task/deliverable responsibilities clearly assigned? Is one resource specifically responsible for the task deliverable?	Default View – *Add Tasks*. Deliverables are not currently being tracked in *Clarity*.

Commonly Asked Questions

1. **Why are a task blue and the resource purple?**

   The answer is *Highlights*. *Highlights* are user-selected colors, fonts, or symbols used to mark specific conditions or attributes of project data. Default *Highlights* are available in *K:\InfoTech\Internal Services\PMO\PM\Clarity\Highlights\Standard.rwh* which can be found in the **Tools…Options**, **Location** dialog box.

   Project Managers can modify and save new highlights by doing the following:

   1. Copy the *Highlights file (Standard.rwh)* from *K:\InfoTech\Internal Services\PMO\PM\Clarity\Highlights* to *C:\Program Files (x86)\Open Workbench\Views*.
   2. Select **Preferences** from the *Open Workbench* application menu.
   3. Click the **Location** tab.
   4. Select the *Highlights file* and click the **Browse** button.
   5. Point to the *Highlights file* found on the *C:\Program Files (x86) \Open Workbench\Views\Standard.rwh*. Changes can then be made to highlights.

      Note: In the default settings, a teal task is a completed task, a green background task is a dependency violation, and a purple resource has started project work.

   View Highlights defines the condition that will be displayed on the view. If multiple conditions are met, only the last condition will display if each condition is defined independently. For example, if a task is on the critical path ***and*** has inherently over committed resources, only the inherently over committed condition will display. To resolve this possibility, use a different background color on one condition statement, and then both conditions will be noted on the task, one by the foreground color and one by the background.