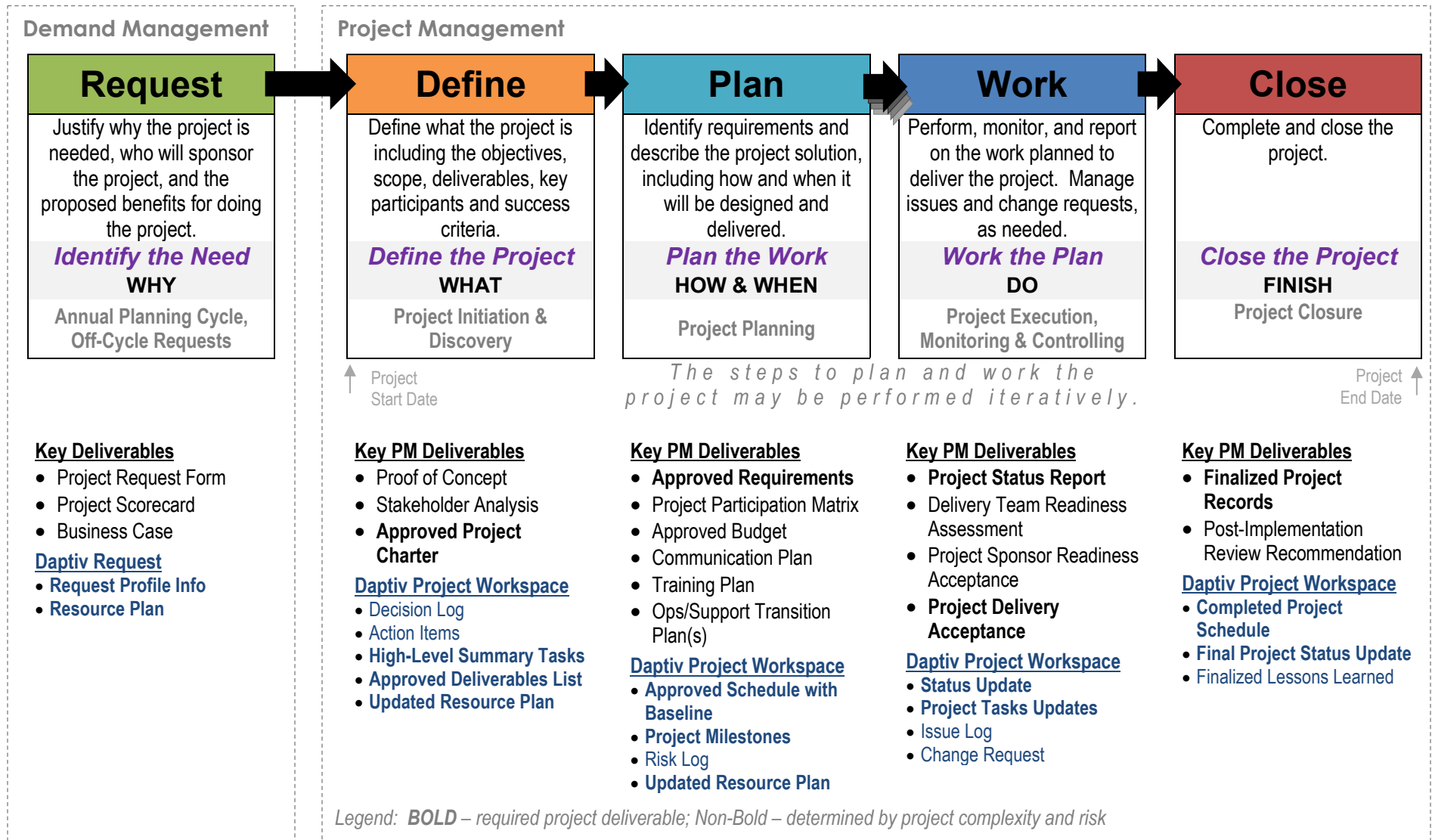


Northwestern IT Administrative Systems – Project Management Framework



The project management framework may be applied to the project. It may also be applied to a project phase.

Key Project Management Deliverables Summary

	Key Deliverable	Description
Request	Project Request Form	Used to submit a new project request for review and approval.
	Project Scorecard	Used to assess strategic and technical alignment, risk, and financial impact.
	Business Case	Used to provide a more extensive, structured proposal to justify the use of resources to achieve a desired project outcome resulting in measurable benefits to be realized.
	Project Request Info	Information about the request, such as Project Sponsor, Work Category, etc.
	Resource Plan	Used to provide initial effort estimate by resource type. (Request Estimate – E1)
Define	Proof of Concept	A project strategy to verify, before being used to deliver a project outcome, certain concepts or theories that have the potential for real-world application. A PoC is designed to determine feasibility that may not be fully functional.
	Stakeholder Analysis	Used to understand preliminary project objectives, expectations, needs or concerns. Stakeholders include anyone with an interest or ability to influence (positive or negative) in the project, may affect or be affected by the project, and/or may be involved in delivering the project – both internal and external to the University.
	Approved Project Charter	Used to provide a detailed definition of the project. The Project Charter clearly and concisely outlines the project objectives and project scope, as well as the proposed approach and success criteria to complete the project. The approved Project Charter will be referenced throughout the project life cycle.
	Decision Log	Captures project decisions, including Owner and Rationale.
	Action Items	Captures project activities outside the scheduled tasks, often for project assumptions, final decisions, issue resolution, risk response strategies, lessons learned, and/or project change requests.
	High-Level Summary Tasks	Provides the overview of the key portions of project work. Most or all other project tasks will roll-up into these tasks. Most projects will have 3-5 HLSTs.
	Approved Deliverables List	An approved list of key project deliverables, or verifiable outcome(s) (<i>intangible</i>) or output(s) (<i>tangible</i>) to be produced. The deliverables must meet predetermined standards or criteria to be accepted as complete.
	Updated Resource Plan	Updates to the initial effort estimate. (Initial Project Estimate – E2)
	Plan	Approved Requirements
Project Participation Matrix		Used to identify and communicate the roles and responsibilities of project team members (business and technical). The matrix helps to minimize duplication of work, identifies work that might otherwise be overlooked or assumed the responsibility of another project team member, and improves cohesion and collaboration among key project stakeholders.
Approved Budget		Used to capture the planned project budget.
Communications Plan		Used to identify the planned communications for the project (meeting, reports, notifications, emails, etc.). The plan is created based on the communication requirements of all project stakeholders to describe how and when the project communications will be created and delivered to the appropriate stakeholders.
Training Plan		Used to identify the appropriate training that will be needed to ensure a successful implementation of the project.
Ops/Support Transition Plan		The outcome of the project will likely have an operational role in the organization that will require on-going support. This plan will address documentation creation and transition activities to successfully turn over the project outcome to operations and support teams.

Key Project Management Deliverables Summary

	Key Deliverable	Description
	Approved Schedule with Baseline	The version of the planned project schedule that will be used to monitor and measure the project schedule performance (planned versus actual). The project schedule identifies activities/tasks, planned dates, estimated task effort, task durations, assigned resources, dependencies, and project milestones for the work needed to deliver the project outcome(s).
	Project Milestones	An approved list of key project milestones, or significant points, markers, or events in the project schedule that will signal project progress, the completions of tasks, or the making of an important project decision.
	Risk Log	Used to capture all identified project risks, or uncertain events that if realized could affect the project. Each risk will be assigned a Risk Owner, and will be assessed for likelihood of occurring (probability) and impact. As needed, the project team will develop risk response strategies to reduce threats to the project (negative risks) or enhance opportunities (positive risks).
	Updated Resource Plan	Updates to the Resource Plan from the planned project schedule. (Planned Project Estimate – E3)
Work	Project Status Report	Used to report the status and progress of the project. The report highlights recent project accomplishments, project issues, risks, and project decisions.
	Delivery Team Readiness Assessment	Used prior to implementation(s) to ensure the IT team is ready to implement the project.
	Project Sponsor Readiness Assessment	Used prior to implementation(s) ensure the business team is ready to implement the project.
	Project Delivery Acceptance	Following final implementation of the project outcome(s), this is a final sign-off by the Project Sponsor to acknowledge and accept the project outcome(s). This acceptance signals the completion of all project work.
	Status Update	Used to update project state and health, as well as provide comments that summarize the current project status, health concerns, and/or explain project issues.
	Project Tasks/Schedule Updates	Updates to the planned project schedule to track task progress (% Complete), and report actual project effort and task dates.
	Issue Log	Used to capture and monitor project issues, or disruptions to the planned project. Each issue will be assigned an Issue Owner, and will be assessed for impact to the project. Prioritized issues will be monitored for resolution prior to project completion.
	Change Request	Used to manage changes to the planned project scope, schedule, and budget. Each change request will be analyzed for value to the project and impact on the project. Approved project changes will be incorporated into the planned project.
Close	Finalized Project Records	All project documents, artifacts, and/or records will be completed. The project records provide historical information about the project.
	Post Implementation Review	Used to evaluate a completed or terminated project. This process captures information about how proposed project benefits are being (or have been) realized, how the project performed against the project plans, and additional lessons learned.
	Completed Project Tasks/Schedule	The planned project schedule will be completed to close out all tasks, including final updates on actual project effort, actual start dates, and actual end dates.
	Final Project Status Update	A final project status report will be distributed to key project stakeholders.
	Finalized Lessons Learned	Used to assess the project, identifying what went well and where opportunities for improvement may exist.

Legend: **BOLD** – required project deliverable; Non-Bold – determined by project complexity and risk