## TABLE OF CONTENTS

SECTION 1.0 POLICY STATEMENT OVERVIEW ................................................................. 1

1.1 POLICY STATEMENT .................................................................................................. 1
1.2 POLICY OBJECTIVES ................................................................................................. 1
1.3 POLICY SCOPE ......................................................................................................... 2

SECTION 2.0 PROJECT INITIATION STANDARDS ....................................................... 3

2.1 PROJECT REQUEST PROCEDURES ......................................................................... 3
2.2 PROJECT EVALUATION CRITERIA ............................................................................ 6
2.3 PROJECT SELECTION CRITERIA .............................................................................. 6
2.4 PROJECT KICK-OFF PROCEDURES ......................................................................... 6
2.5 PROJECT OUTSOURCING CRITERIA ......................................................................... 6

SECTION 3.0 PROJECT DEFINITIONS STANDARDS ..................................................... 7

3.1 PROJECT OBJECTIVES DEFINITION ...................................................................... 7
3.2 PROJECT SCOPE DEFINITION ................................................................................ 7
3.3 PROJECT REQUIREMENTS DEFINITION ................................................................. 7
3.4 PROJECT DELIVERABLES DEFINITION .................................................................. 8
3.5 PROJECT SUCCESS CRITERIA ................................................................................ 8
3.6 PROJECT STAKEHOLDER ANALYSIS ..................................................................... 8
3.7 PROJECT RISK IDENTIFICATION .......................................................................... 9
3.8 PROJECT ASSUMPTIONS AND CONSTRAINTS ....................................................... 10
3.9 PROJECT ROLES AND RESPONSIBILITIES ......................................................... 10

SECTION 8.0 PLAN ADMINISTRATION .......................................................................... 12

8.1 CONTACT INFORMATION ...................................................................................... 12
8.2 FEEDBACK AND VERSION CONTROL .................................................................... 12
8.3 APPROVALS PROCESS ............................................................................................ 12

APPENDIX A: PROJECT STANDARDS POLICY APPROVAL ......................................... 13
SECTION 1.0 OVERVIEW

1.1 Statement

All projects that require substantial or critical OCIO resources to be assigned will follow a formal, organized, and effective Project Management process that meets or exceeds the standards listed within this document.

OCIO Project Managers must follow the methodology described within this document. Please contact the OCIO PMO for assistance with any process or tool described within this standard, and for access to the documents, tools, and systems that can assist with managing your projects.

Non-OCIO Project Managers are not required to use this methodology, but they must be prepared to demonstrate that their methodology meets or exceeds the standards listed herein before substantial or critical OCIO resources may be assigned to their project.

1.2 Objectives

- To improve the quality of project deliverables.
- To improve the quality of project processes.
- To increase the number of projects completed “on time and on budget”.
- To ensure that project objectives are clear.
- To ensure that project risks have been addressed.
- To ensure that all project costs have been estimated accurately.
- To assume more control over project requests and workload.
- To reduce the number of projects that fail.
- To improve OCIO-to-customer relationships.
- To reduce project management costs.
- To have greater control over project changes and “scope creep”.
- To ensure that projects are better aligned with MUSC's business objectives.
- To create a better work environment for project staff.
- To strengthen management’s commitment to project management.
- To set more realistic expectations for end-users.

We expect to gain:

- Productivity Improvements. Over the long term our productivity will increase as our project managers, team members, and customers become accustomed to, and skilled in, the new tools and techniques used to plan and execute a project.
- Consistency Improvements. As we train staff and they gain experience using the tools and techniques required to manage a project, the success of a project will depend less upon the choice of project manager and more on the value and quality of the methodology we employ.
OCIO Project Guidelines

- Performance Improvements (results and costs). Overall projects will consume less time as the cost of scrap and rework will decrease substantially due to better defined objectives, improved accuracy of the requirements, better control over scope, and improved testing that come about by adherence to this policy.
- Customer Relationship Improvements. Project Management is concerned with choosing the right projects, applying the appropriate resources to them, and improving their success rate through improved planning and execution, which in turn will improve customer relationships.

1.3 Scope

This policy’s scope includes any project that meets or exceeds one or more of the following criteria:
- Requires more than 80 hours of OCIO resources spread over three or more calendar months.
- Requires OCIO resources that report to more than one OCIO Director, regardless of hours required for each resource.
- Requires one or more OCIO resources to be assigned for more than one three-month calendar period, regardless of the number of hours required of the resource(s).

The above criterion was defined to help identify projects that are more complex or risky to either MUSC or the OCIO. They are based on the assumption that projects that require resources over a long period time, or increased level of resources (even for a short period of time), or increased diversity of resources are more likely to be the more complex projects that require more formalized management.
SECTION 2.0 PROJECT INITIATION STANDARDS

This section should be used to describe project initiation standards, including guidelines, procedures and related process deliverables. Any standards variations for projects of different size, duration, scope, complexity and risk should be documented.

2.1 Project Request Procedures

All new project requests must be analyzed by the OCIO functional manager to develop a high level estimate of project costs. Project costs are based on five-year total cost of ownership of the system, and includes the cost of all required purchases (hardware, software, etc.), maintenance contracts, professional services, contract labor, consulting fees, travel, and internal labor. Internal labor should be estimated at the fixed rate of $45 per hour unless instructed otherwise by your OCIO Director.

Based on the estimated five-year costs, you would follow one of the following tracks:

**Under $25,000 – Minor Projects**

Confer with your OCIO Director and create a one to two page Statement Of Work (SOW). Assuming there are no major hurdles identified and funding is available, generally, the purchase or acquisition may proceed.

Minimum requirements for the SOW include:

- Executive Summary (overview) – in a sentence, what is this project all about?
- Executive Sponsor – who is the stakeholder with the most to gain / lose? Who will champion this project?
- Key Stakeholders – who do we anticipate will be most impacted by this project?
- Strategic Alignment Analysis – how does the project align with your departmental objectives?
- Description of Problem – what problem or need is this project resolving?
- Description of Solution – how will this project solve this problem?
- Primary Business Objectives – what are the primary business objectives?
- Cost Estimates – roughly how much should this project cost?
- Time Estimates – roughly how long should this project take to complete?
- Funding Source – has funding been identified, and if so, where is it coming from?
- High Level Risks – what can prevent this project from being successful?
- Constraints – what will constrain the project (money, resources, time, etc.)?
- Assumptions – what must we assume if we are to be successful?
- Outsourcing – are there any outsourcing requirements, and why?
$25,000 - $99,999 – Small Projects

Confer with your OCIO Director and present to appropriate governance committee, (such as FAIC, Infrastructure, etc.). Assuming there are no major hurdles identified and funding is available, generally, the purchase or acquisition may proceed.

Minimum requirements for the Executive-level Business Plan include:

- Executive Summary (overview) – in a paragraph, what is this project all about?
- Executive Sponsor – who is the stakeholder with the most to gain / lose? Who will champion this project?
- Key Stakeholders – who do we anticipate will be most impacted by this project?
- Strategic Alignment Analysis – how does the project align with departmental or MUSC objectives?
- Description of Problem – what problem or need is this project resolving?
- Description of Solution – how will this project solve this problem?
- Primary Business Objectives – what are the project objectives, their benefits, and metrics we will use to measure our results?
- Financial Plan – roughly how much should this project cost, and how accurate is our estimate? What is the expected payback on this investment? When will the expenses be incurred?
- Time Estimates – roughly how long should this project take to complete, and how accurate is our estimate?
- Funding Source – has funding been identified, and if so, where is it coming from? Any strings attached?
- High Level Risks – what can prevent this project from being successful?
- Constraints – under what constraints will the project be working (typically money, resources, time, etc.)?
- Assumptions – what must we assume if we are to be successful?
- Outsourcing – are there any outsourcing requirements, and why?
- PMO Opinion – what comments does the PMO have in regard to this project?

University purchases over $50,000 must also have IT Planning approval from the state CIO’s office; this can be coordinated through the appropriate OCIO Director.

Between $100,000 and $249,999 – Medium Projects

Work with the designated OCIO Director in preparing a detailed Business Case supporting the acquisition of new technology or systems. Work with the OCIO Project Management Office (PMO) to ensure that all required information is included in the Business Case.

Minimum requirements for the detailed Business Case include:

- Executive Summary (overview) – in a page or two, what is this project all about?
• Executive Sponsor – who is the stakeholder with the most to gain / lose? Who will champion this project?
• Key Stakeholders – who do we anticipate will be most impacted by this project?
• Strategic Alignment Analysis – how does the project align with the MUSC objectives?
• Description of Problem – what problem or need is this project resolving?
• Description of Solution – how will this project solve this problem?
• Detailed Business Objectives – what are the specific objectives, their benefits, and metrics we will use to measure our results?
• Alternatives analysis – what other options were available to solve the problem, and why was this one picked?
• Financial Plan – roughly how much should this project cost, and how accurate is our estimate? What is the expected payback on this investment? When will the expenses be incurred?
• Time Estimates – roughly how long should this project take to complete, and how accurate is our estimate?
• Funding Source – has funding been identified, and if so, where is it coming from? Any strings attached?
• High Level Risks – what can prevent this project from being successful?
• Constraint Sensitivity Analysis – of time, money, and quality, which constraint do we have the least amount of flexibility with?
• Anticipated Resource Requirements – what resources are required to complete this project?
• Resource Sensitivity Analysis – which resources are key to this project’s success?
• Constraints – under what constraints will the project be working (typically money, resources, time, etc.)?
• Assumptions – what must we assume if we are to be successful?
• Outsourcing – are there any outsourcing requirements, and why?
• PMO Opinion – what comments does the PMO have in regard to this project?

This information will then be presented to the appropriate governance committee within the IMC framework and may subsequently be presented to the full IMC for final approval and/or information.

University purchases over $50,000 may also require IT Planning approval from the state CIO's office; this can be coordinated through the appropriate OCIO Director.

Greater than $250,000 – Major Projects

Any purchase over $250,000 requires approval from the Board of Trustees. Prior to submitting the item to the Board, however, there must be a detailed Business Case and financial analysis developed which is presented and reviewed in the IT governance structure. The requestor should work closely with their designated OCIO Director to develop a detailed Business Case and determine the necessary approval framework.
University purchases over $50,000 may also require IT Planning approval from the state CIO's office; this can be coordinated through the appropriate OCIO Director.

2.2 Project Evaluation Criteria

All project requests are reviewed by the appropriate Information Council, and if deemed necessary, are scored based on the defined scoring criteria.

2.3 Project Selection Criteria

Project selection is based on available resources and estimated value of the project. The governance committees (Information Councils) review project champions’ presentations and business plans to determine merit, benefit, and adherence to MUSC strategic plans.

2.4 Project Kick-off Procedures

Project kickoff procedures will vary according to the size of the project. The PMO will facilitate project kick-offs as requested, and will provide up to sixteen hours of project training to the entire project team at the request of the assigned project manager or his/her director.

2.5 Project Outsourcing Criteria

No project outsourcing criteria have been formalized at this time. If we lack the internal resources to complete the work, it must be identified as part of the Business Case.
SECTION 3.0 PROJECT DEFINITIONS STANDARDS

This section should be used to describe project definitions standards, including guidelines, procedures and related process deliverables. Any standards variations for projects of different size, duration, scope, complexity and risk should be documented.

3.1 Project Objectives Definition

Project objectives should be as specific as possible, taking into account the cost, duration, and mission critical nature of the project. Typically projects will include the following format for defining objectives.

An example has been given.

<table>
<thead>
<tr>
<th>Project Objective</th>
<th>Benefit to MUSC / Department</th>
<th>Metric Used to Measure Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the amount of time required to register patients for inpatient admissions.</td>
<td>By reducing the amount of time required to admit patients, admissions staff can admit more patients per hour.</td>
<td>Number of patients admitted per hour, per admissions staff member, before vs after the implementation.</td>
</tr>
</tbody>
</table>

Note that for the above example, care must be given to the wording of the objective to ensure that it will be realized by the completion of this project. Further, the benefit must be carefully considered since it will help drive the metric used. For instance in the example given above, perhaps the time required to admit patients will indeed be decreased. However, perhaps the extra time now afforded the registration staff will be used to provide better customer service to the patient (perhaps by providing MUSC literature and maps and going over them personally with the patient). In this case the benefit described above will not be realized and the metric will indicate failure of the objective.

3.2 Project Scope Definition

The project scope can be considered to be “the box which defines the project”. It confines the project to the work required, and is used to help define the required deliverables. Without a well defined scope a project could theoretically never end.

3.3 Project Requirements Definition

Project requirements are simply a more detailed view of the Project Scope. Requirements need to be defined to the degree required to ensure the customer needs are understood. If the project includes more than one-hundred requirements, it is suggested that the project be broken down into phases, with each phase having its own requirements.

Requirements should also be prioritized based on at least three categories: must haves (high), nice to haves (medium), and glitter (low). Although the project team can often complete all requirements,
normally the constraints of time and money require the project team and sponsor to complete only the highest priority requirements.

Project success is frequently based on how well the customer’s project requirements are met. It is critical that both the customer and the project team sign off on the project requirements, both for clarity and feasibility.

3.4 Project Deliverables Definition

Project deliverables are the products, services, or other outputs of the project. If a project is intended to develop a new piece of software, the software is the primary output (deliverable). However, training materials, hardware, training classes, and networks may all be deliverables for that project. Project management documents are always deliverables of projects and should be included in the deliverables list.

The deliverables list is best defined in a format that is easy to understand by the project team and customers. Most find the Work Breakdown Structure (WBS) best suited for this, as it allows everyone to clearly see the major deliverables and then each sub-deliverable. For more information on how to develop or use a WBS, or for assistance with creating one, please contact the PMO.

3.5 Project Success Criteria

Project success criteria allow the project manager, and customer, to know when the project is completed successfully. These criteria must be defined after the requirements and deliverables have been clearly defined. Although some projects may require that all requirements be met before the project may be declare complete, usually there is a middle ground whereby the customer is willing to accept partial requirement fulfillment.

3.6 Project Stakeholder Analysis

Stakeholders are those people who are impacted by, or who can influence, a project’s outcome. Stakeholders always include end users who will use the system, the project team, OCIO leadership, and MUSC leadership. Stakeholders, for some projects, also include patients, students, vendors, the public, and SC state leadership, as the project may impact them either directly or indirectly.

The project team must identify stakeholders and determine how to best engage them in the project. Using a stakeholder analysis grid is one good way to do this, and once completed the team can then determine the best strategy for involving the stakeholders at the appropriate time during the project. It is a good idea to use letters or number for each stakeholder when completing the stakeholder analysis grid, as shown on the following page.
3.7 Project Risk Identification

Risk can be defined as the level of certainty / uncertainty that a particular event may or may not occur. Example above shows one way (in this case, derived from a book by Rita Mulcahy on risk management) to chart project risks.

We encourage project managers to include representatives from all stakeholder groups while identifying and qualitatively assessing risks. Project managers should allocate between two and four hours for the initial risk assessment, and then assign a project risk manager from the team to continue monitoring and tracking risk.

The PMO offers services whereby we will facilitate risk identification and qualitative risk assessment sessions for any project manager who requests it. Below is an example of a completed risk matrix that is developed during an initial risk assessment workshop.
3.8 Project Assumptions and Constraints

When projects are kicked off they operate within a set of constraints (such as budget, resources, quality, time, risk, and scope) and a set of assumptions (things that you believe are true). The constraints should be clearly identified as they will partially define the project capabilities. The assumptions should also be identified as many project decisions will be based on assumptions that are made by the team (such as “we anticipate full leadership support…” or “we have the infrastructure required to host 100 concurrent users”). Note that assumptions are NOT things that you hope are true, but rather things that you believe are true based on sound logic, knowledge, or feedback from your leadership.

Later in the project you will assess every assumption as if it weren't true, and put these observations into the risk register as project risks. If any constraint changes later in the project, then all other constraints must also be re-evaluated to assess the impact on them. It is rare that any project constraint can change without impacting the others.

3.9 Project Roles and Responsibilities

One of the reasons why projects fail is the lack of clear definition of who is responsible for completing each piece of project work. By using a scheduling tool, such as MS Project, Open Project, or other tool that assists with developing project schedule network diagrams, most activities are assigned to individual resources.

What is often lacking are the project management tasks, or administrative work, that is required to keep the project running on a day-to-day basis. If you can ask any question that begins with, “Who should...?” then you should be sure that the task in question is assigned to a specific team member.

For instance,

- Who should maintain the project schedule?
- Who should oversee the risk management process?
- Who should maintain the issue log?
- Who should manage the team directory?
- Who should ... 

A handy way to identify and document who is responsible for each project task is to use a Responsibility Assignment Matrix (RAM). These matrices are frequently called RACI charts due to the symbols used to define the correlation between the work and the role. See next page for examples.
Even if the project manager develops an accurate Gantt chart, it is still a good idea to list major activity, or deliverable, assignments in a RAM. See below for an example.

Please contact the PMO for assistance in creating a RAM.
SECTION 8.0 PLAN ADMINISTRATION

8.1 Contact Information

Who is the main and alternate contact for this Project standards policy Statement?

Main Contact - Project Management Officer
♦ Dan Furlong, PMP, CSPM, CPM
♦ Email: furlongd@musc.edu
♦ Desk: 843-792-1114
♦ Mobile: 843-452-4461

Alternate Contact
♦ Greg Fisher, PMP
♦ Email: fisherg@musc.edu
♦ Phone: 843-792-5171

8.2 Feedback and Version Control

This policy is to be reviewed annually by the OCIO Directors to ensure that it still applies to our business process.

Any policy stakeholder may request changes to this policy. Requested changes can be submitted to the PMO directly through the contact information listed in 8.1 (above).

The PM-SIG will review requested changes before submission to the OCIO Directors for review in order to obtain feedback and comments on the changes.

The PMO will then present the requested changes, with the PM-SIG comments, to the OCIO Directors for review and approval.

8.3 Approvals Process

All changes to this policy must be approved by the OCIO Directors with a simple majority vote.

Approved changes to the policy will be communicated to the following groups:

1. PM-SIG,
2. MUSC PMPs (PMI credential),
3. MUSC OCIO Management (email list).
APPENDIX A: PROJECT STANDARDS POLICY APPROVAL

To:  [Name of the individual collecting approvals]

Date:  [Enter approval date here]

[Plan Title and Version] Approval Terms:

1. I believe that this Project Standards Policy Statement is an accurate reflection of all project process improvement goals.

2. I understand and accept all policy assumptions.

3. I understand and accept all policy scope inclusions and exclusions.

4. I understand and accept policy risks.

5. I agree to any and all assigned roles and responsibilities.

6. I understand and approve all related policy implementation and execution costs.

Additional Terms and Comments:

Name:

Title:

Phone:

Email: