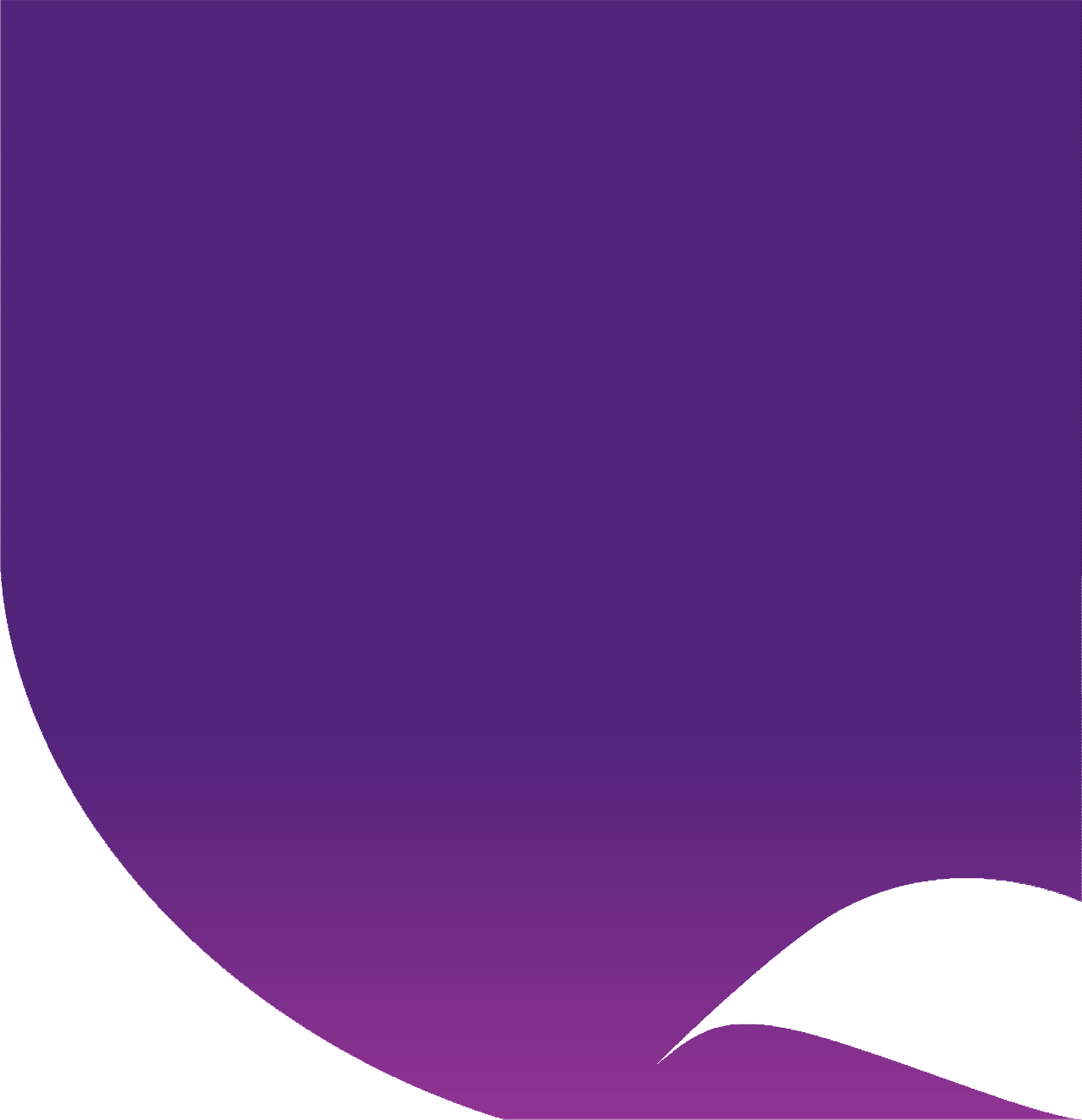
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| Information Technology Services  **23/03/2020** |  |

**Project Management Framework Delivering IT Projects at UQ**



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# General Information

|  |  |
| --- | --- |
| **Document Name:** | Project Management Framework – Delivering IT Projects at UQ |
| **Date:** | 01 August 2019 |
| **Author:** | Ian Biggs |
| **Owner:** | Chief Information Officer |
| **Version:** | V 1.5 |
| **Release:** | Final |

# Revision History

***Date of next revision:*** *01 March 2020*

|  |  |  |
| --- | --- | --- |
| **Version** | **Revision Date** | **Summary of Changes** |
| V1.0 | 14/03/2018 | Comprehensive revision of existing project management framework. |
| V1.1 | 07/06/2018 | Minor update to reporting requirements and Solution Architect role description. |
| V1.2 | 27/02/2019 | Minor updates to project definition, architecture and reporting requirements. |
| V1.3 | 28/03/2019 | Substantial changes to structure and style and inclusion of Project Assurance Framework, Life Cycle and Benefits Realisation Place Mats |
| V1.4 | 10/07/2019 | Refinements & Inclusion of Portfolio detail |
| V1.5 | 01/08/2019 | Phase Name Changes to conform to University PGO requirements |
| V1.6 | 23/03/2020 | Small flow changes. Addition of Tech Lead role. Add Project Roles. |

# Committee Approvals

*This document requires the following approvals. A signed copy should be placed in the project files.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Endorsement Date** | **Date of Issue** | **Version** |
| IT Project Approval Board | 03/04/2019 | 28/03/2019 | V1.3 |
| IT Governance Committee | 18/04/2019 | 28/03/2019 | V1.3 |
| SITC |  |  | V1.3 |

# Overview

## Purpose

The purpose of this Project Management Framework (‘Framework’) is to enable a transparent, efficient and consistent approach to the management of IT projects, while still facilitating flexibility in delivery methods. It defines a standard framework setting out minimum expectations, and highlights control points through the project phases, directing the Project Manager to a set of supporting tools to facilitate the successful delivery of IT investments across UQ.

## Goals

Project Management Framework has the following goals:

* + - Informing IT Project Managers of minimum requirements, policies and procedures that ground the University’s project management process from the outset, and enable consistency across the lifecycle; and
    - The successful transition of the solution to business operations, project closure and plan for benefits realisation.
    - Enabling the CIO to have visibility and oversight over IT investments at UQ;

Agility, and our ability to respond to change throughout a project’s lifecycle is a principle we embrace across IT. As all projects are uniquely different, and each Project Manager draws upon lessons learned knowledge from previous endeavours, the framework does not mandate a particular methodology for execution, but rather, has identified a set of processes and minimum requirements to be complied with as the project progresses through each phase of the project lifecycle.

Having a framework that is appropriate for our operating environment is important for the achievement of our goals, therefore, we have drawn upon our own lessons learnt, and practices conducted across the tertiary and private sector to compose a framework appropriate for use at UQ.

The framework applies and is intended to be used by all staff/contractors/consultants who are performing the role of Project Manager for any IT project that is being delivered across UQ. It provides a structured framework specifying the minimum expectations through the project lifecycle. It is further supported by a document library of standardised templates and recommended tools for conducting activities.

Continuous improvement is an IT principle within the IT Strategy, therefore, feedback and recommendations based on lessons learnt are encouraged. This framework also remains a ‘work-in-progress’ and as our capability matures, users of the framework will also see a continuous improvement cycle.

## ITS Resources

**Title Description URL**

IT Strategy Provides strategic direction for information technology at UQ.

[Information Technology Strategy 2017 - 2020](https://coo.uq.edu.au/operational-areas/information-technology-services/its-strategy)

IT Governance Framework Overview of IT Governance at UQ. [IT](https://its.uq.edu.au/it-governance-framework) Governance [Framework](https://coo.uq.edu.au/operational-areas/information-technology-services/it-governance/it-governance-framework)

IT Change Management Expectations and approach in

relation to Change Management for ITS projects

[IT Change Management](https://confluence.its.uq.edu.au/confluence/display/governance/Resources#Resources-change)

[Technical Change Management Procedure](https://confluence.its.uq.edu.au/confluence/display/governance/Change%2BManagement%2BProcedure)

Technical Change Management Procedure

Technical Change Management Procedure

Procurement Management Information about the IT procurement

framework and associated guidelines and templates.

[Procurement Management](https://its.uq.edu.au/about/it-governance/it-category-management)

Web presence for IT project across [IT Projects Showcase](https://coo.uq.edu.au/operational-areas/information-technology-services/its-projects-and-initiatives) the University.

IT Projects Showcase

IT Governance Overview of IT Governance functions supporting the Chief Information Officer.

[IT Governance](https://coo.uq.edu.au/operational-areas/information-technology-services/it-governance)

IT Project Approval Board Mandate, scope, terms and

processes of the IT Project Approval Board.

[IT Project Approval Board](https://coo.uq.edu.au/operational-areas/information-technology-services/it-governance/information-technology-governance-committee/itgc-sub-committees)

JIRA ITS instance of JIRA. [ITS Jira Dashboard](https://jira.its.uq.edu.au/jira/secure/Dashboard.jspa)

Confluence ITS instance of Confluence. [ITS Confluence Dashboard](https://confluence.its.uq.edu.au/confluence/index.action)

## IT Governance Portfolio Management

The [IT Governance](https://its.uq.edu.au/it-governance) team supports the CIO to monitor, evaluate and govern IT delivery at UQ. This team manages the vast portfolio of IT programs and projects undertaken. Portfolio management provides:

* + - A scalable and efficient framework for project management delivery, governance, risks and issues;
    - Centralised visibility of IT Projects;
    - A platform to showcase key ICT investment initiatives across UQ;
    - An approach for consistency and common language throughout a project’s lifecycle;
    - Reporting on project and portfolio status to UQ executives;
    - Support for the IT community through the capital funding process for virtual environment initiatives;
    - Advice on program and project delivery at UQ from lessons learned; and
    - Business investment capability mapping and investment priority

# Project Classification

## Project definition and Scope

The [Project Management Institute (PMI)](https://www.pmi.org/about/learn-about-pmi/what-is-project-management) defines a project as having the following characteristics:

* + - **Temporary:** in that it has a defined beginning and end in time, and therefore defined scope and resources.
    - **Unique:** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. Unique activities are generally not repeated.
    - A **project team** often includes people who don’t usually work together – sometimes from different organisations and across multiple geographies.

To distinguish a project from operational work, the following differences have been identified:

* + - Projects are the primary mechanism to introduce change via new business objectives.
    - Operations are ongoing, where projects are time-bound endeavours with defined beginning and end dates.
    - The output of a project is a unique product or service.
    - A project is undertaken to achieve an established goal.

An initiative is UQ’s way of setting a priority. It is usually a description of the direction we want to take and how it will improve our business. The term initiative is often heard when discussing strategy i.e. ‘*what strategic initiatives have we completed this quarter*?’ An initiative may be quite large and consist of many projects or it may be confined to one project. Generally, once an initiative has been approved during the business case phase, it is thereafter referred to as a ‘project’.

This framework is applicable to all UQ IT projects. Exceptions should be requested in writing to the IT Portfolio Manager, which will subsequently be reviewed and approved (or denied) by the CIO.

## Out of scope

This framework is not mandated for the following:

* + - If the activity is not unique, it is not a project and therefore this framework does not govern the activity.
    - Business-as-usual activities or investments that fall under normal investment delegations and processes.
    - Business-as-usual changes that are managed as Change Requests submitted through the IT Change Advisory Board.

## Deliverables and Templates

[IT Governance](https://its.uq.edu.au/it-governance) provides a suite of standardised templates containing core deliverables designed to promote consistency, and facilitate the successful management, assessment and delivery of project initiatives throughout all phases of the project lifecycle at UQ. Deliverables are categorised in the following manner:

|  |  |
| --- | --- |
|  | **Definitions** |
| **Core Phase Deliverables** | A core deliverable in this context are those artefacts used to baseline project information such as project proposal, business case, and project management plan etc. It is a mandatory requirement to complete all core deliverables, maintain these over the course of the project lifecycle and make available to access within the project collaboration space.  There is no requirement that these be physical documents, and collaboration pages that contain or provide links to the relevant information will be sufficient. |
| **Supporting Tools and Templates** | A supporting tool and/or template is one which may be used to assist the project manager in that particular phase. They are not mandated as a key deliverable; however, these may be required by the Sponsor or Steering Committee. |

All templates can be accessed via the [IT Governance document library.](https://confluence.its.uq.edu.au/confluence/display/governance/IT%2BGovernance%2BHome) This library also provides supporting documentation requirements that may be requested by the Project Steering Committee and/or provide guidance.

Many teams use [Confluence](https://confluence.its.uq.edu.au/confluence/) pages for project content. To avoid duplication, referencing and/or extracting information from other core or supporting documents is encouraged where appropriate.

|  |  |
| --- | --- |
| **Contact** | **Role** |
| [pab@its.uq.edu.au](mailto:pab@its.uq.edu.au) | ITS Portfolio Manager |

## Project Tools

ITS teams use [JIRA](https://jira.its.uq.edu.au/jira/secure/Dashboard.jspa) for managing software development and [Confluence](https://confluence.its.uq.edu.au/confluence/) or [SharePoint](https://uq.sharepoint.com/SitePages/Home.aspx) for team collaboration during projects. [Microsoft Project Online](https://uq.sharepoint.com/sites/pwa-coo/Projects.aspx) is a tool that helps projects of varying sizes, to collaborate and execute projects. It allows project managers and stakeholders follow progress, share information, make plans and adjustments to the project. It's also a useful tool for communicating work progress to stakeholders, and present the data as clearly as possible using dashboards in conjunction with Power BI.

It is recommended that all project teams have a [Confluence](https://confluence.its.uq.edu.au/confluence/) space and [JIRA](https://jira.its.uq.edu.au/jira/secure/Dashboard.jspa) project created for their initiative. Each project is to have a [Microsoft Project Online](https://uq.sharepoint.com/sites/pwa-coo/Projects.aspx) space which is established by the Portfolio Manager IT Governance and is usually created for projects upon their approval by the PAB.

It is a requirement that all project content be accessible for assurance purposes.

## Project Classification

Project classification allows for categorisation of a project’s size and provides a baseline to determine the rigour required for planning, governance and control points. Factors considered are enterprise risk level, business unit involvement, project duration, technical complexity, scope impact and project budget.

Specifically, size provides guidelines around governance and oversight, reporting requirements and project deliverables.

The following criteria should be used to map against the initiative to identify the project size:

1. Enterprise Risk Level: An initiatives risk should be assessed against UQ’s [Enterprise Risk Matrix.](https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf)
2. Business Unit Involvement: Representation of the different business units across UQ that will support the role of implementation partner.
3. Project Duration: The estimated duration of the project.
4. Change Management: Informs PAB through submission process. Identifies the relative complexity and strategic significance of the change required by a project to realise its benefits.
5. Technology Complexity: Technical Complexity is defined as ‘The existence of many interdependent variables in a given system, where more variables and higher interdependence mean greater **complexity** and uncertainty.’ Some examples of the interdependent variables can be seen below:
   1. The team/vendor have had no/limited previous implementation experience.
   2. Number of technologies involved.
   3. Number of interfaces, business processes involved.
   4. The product/release is a first for higher education being piloted in UQ.
   5. Rollback requires significant effort and/or is not possible.
   6. Solution is complex with multiple dependencies.
6. Scope (Change) Impact: Scope of the proposed solution should be assessed not only in terms of complexity, but the change impact to the University.
7. Project Budget: Estimated budget of the initiative. The bigger the budget the greater the management requirements.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **(1) Small Sized**  **Project** | **(2) Medium Sized**  **Project** | **(3) Large Sized**  **Project** |
| **Enterprise Risk Level** | Low | Medium | High/Extreme |
| **Business Unit Involvement** | Contained within a business. | Spans two (2) business units. | Spans multiple business units. |
| **Project Duration** | < 3 months | 4 – 12 months | > 12 months |
| **Technical Complexity** | Low technical and business complexity. | Moderate technical and business complexity. | High technical and business complexity. |
| **Scope Impact** | Only within originating business unit. | Only the Information Technology (IT) community within UQ. | Outside of IT community at UQ. |
| **Project Budget** | Less than 100K | 100k – 500K | >500K |

Where one criterion exceeds others in terms of size, it is recommended the initiative is categorised as the larger size.

In determining the size of the project, judgement will be required, and decisions made through collaboration with the Sponsor. The project size has a direct bearing on the governance to be applied so irrespective of the selected statements in the table above, the Sponsor must be comfortable that the governance selection is appropriate to the project.

## UQ ITS Project Roles

All IT projects at UQ must have an allocated Project Sponsor and Project Manager, at a minimum. Medium and Large projects must also nominate a Business Owner. IT projects which are managed externally to ITS will engage via their Relationship Manager, or appoint a Technical Lead. Technical Lead roles may be performed by the Relationship Manager. Project Roles are further detailed in Appendix A: “Governance, Project Roles and Responsibilities”.

## Tolerance Thresholds and Performance Indicators

The following tolerances have been established to provide guidance on permitted deviations to project parameters. It is a requirement that the [IT Project Approval Board](mailto:it-governance@its.uq.edu.au) be informed of any tolerances exceeded with respect to Schedule, Budget, Scope, Risks and Issues.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Tolerance Thresholds and Performance Indicators** | | | | | |
| **Tolerance Areas**1**/Performance** | | **Tolerance Exceeded** | **Within Tolerance - Requires Attention** | | **Within Tolerance** |
| **Schedule**  **+/-** amounts of time on target  milestone dates | | >= 10% | >= 6 – 9% | | >= 1 – 5% |
| **Budget**  **+/-** amount of  estimated/approved budget | | >= 20% | >= 10 – 19% | | >= 1 – 9% |
| **Scope** | | The scope has significantly changed from the approved Business Case and won’t support benefits identified. | Minor changes to original scope from baseline. | | Scope is in line with approved Business Case. |
| **Risks**  Open Risks  [(See Enterprise Risk Matrix)](https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf) | | Where Likelihood is Very High/High/Medium, and Consequence is Major or  Critical. | Where Likelihood is High/Medium/Low, and Consequence is Moderate or  Minor | | Where Likelihood is Medium/Low, and Consequence is Minor or  Insignificant. |
| **Issues2**  Open Issues | | Where the management of this issue falls outside of the project managers ability to  manage. | Where the management of this issue is within the project managers ability to manage. | | Where this issue is manageable, and resolution is routine. |
| **Quality**  (Awareness only and not considered part of overall health as will be captured in  risks and/or issues) | | High likelihood deliverables are not fit for purpose; issues and/or potential defects will cause significant delays and/or cost. | Moderate likelihood that deliverables are not fit for purpose; issues and/or potential defects may cause delays and/or cost. | | Quality meets defined quality criteria. Low likelihood that deliverables are not fit for purpose; potential defects and/or issues will not cause  delays. |
| **Resources** Allocation/availability of resources  (Awareness only and not considered part of overall health as will be captured in  risks and/or issues) | | Resources unavailable. Roles and responsibilities unclear. | Known gaps in resourcing to satisfy roles and responsibilities currently being addressed. | | No gaps in resourcing with all roles and responsibilities satisfied. |
| **Stakeholder engagement and communication**  (Awareness only and not considered part of overall health as will be captured in  risks and/or issues) | | Key stakeholders are not engaged. Little visibility of project provided to key stakeholders and UQ community. Communications plan activities unsatisfactory. | There is some engagement with key stakeholders, but participation is limited. Lack of visibility of project to key stakeholders and UQ community. | | Key stakeholders are engaged and participating positively.  Communications are undertaken according to agreed communications plan. |
| **Overall Health3** Red = 2 points Yellow = 1 point  Green = 0 point | | Total >=2 points and at least one category is red. | Total >=2 points and no categories are red. | | Total <= 1 point |
| **Trend** (comparison to previous report) | Positive | | |  | |
| Negative | | |  | |
| No Change | | |  | |

1 Modelled on Prince2 Best Management Practice and current tolerances adopted by internal teams.

2 Criteria established in Issues table.

3 Overall Health is calculated by Schedule, Budget, Risks & Issues only.

**Tolerance Thresholds and Performance Indicators**

|  |  |
| --- | --- |
| **Issue Priority** | **Description** |
| Critical | Project progress is halted which may preclude go-live, progressing to the next phase, or other key activities. |
| High | Issue will have a negative consequence on schedule, and/or budget. Scope and quality will be materially affected. |
| Medium | Issue will have a negative consequence on schedule, scope and/or budget. May require significant investment in resources. Work around available. |
| Low | Low effect on project but will required to be addressed. |

## Project Reporting

Project Managers will be required to provide monthly reports to the IT Portfolio Manager (via MS Project Online) that provides an overview of the performance health of the initiative in alignment with the performance indicators above. The output of these updates will also provide a basis for supporting additional executive reporting requirements.

The following reports are provided to the CIO for dissemination:

|  |  |  |  |
| --- | --- | --- | --- |
| **Report** | **Description** | **Audience** | **Frequency** |
| IT Portfolio Executive Report | Quarterly IT Project Portfolio report providing a high- level performance overview of key ICT initiatives across the University. | ITGC COO USMG  VCC | Quarterly |
| USMG Portfolio Update | Highlighting key milestones that have been met over the course of the month for key ICT initiatives. | USMG | Monthly |
| IT Project Portfolio Roadmap | Project performance update of projects on the IT roadmap. | PAB | Every 6 weeks |
| IT Portfolio Status Report Update | Project performance update of projects on the IT roadmap. | ITGC | Every 6 weeks |
| COOs Portfolio Monthly Dashboard | Issues and achievements for IT initiatives. | COO | Monthly |

In addition to the schedule above, the CIO may request ad-hoc reports on specific initiatives.

|  |  |
| --- | --- |
| **Point of Contact** | **Role** |
| [pab@its.uq.edu.au](https://uq-my.sharepoint.com/personal/uqibigg2_uq_edu_au/Documents/pab%40its.uq.edu.au) | ITS Portfolio Manager |

# ITS Procedures, Teams and Resources

## IT Projects Website Showcase

An important channel to promote and showcase how IT is delivering value to the UQ community through project investment is via the [IT Projects and Initiatives Website.](https://its.uq.edu.au/projects) Projects profiled are commonly those that are key ICT initiatives, are high priority, and/or whose transformation is highly visible to the UQ community.

Projects may request a web presence to assist with communication to the UQ community. All project landing pages are required to adhere to the ITS template, however, there is flexibility to customise additional pages.

To inform the project community and other stakeholders via an on-line presence, the following information will be requested from Project Managers:

|  |  |
| --- | --- |
| **Field** | **Description** |
| Project Name |  |
| Description | Briefly describe the project and over what period it will run |
| Why are we completing this project? | Includes reasons why this project is being undertaken. |
| What are the benefits? | Business benefits statement and benefits list to be realised. |
| Project Team | Names and roles of project team members. |
| Steering Committee | Names and positions of steering committee members. |
| Contact Information | Details on how to contact the project team. |

|  |  |
| --- | --- |
| **Point of Contact** | **Role** |
| [**pab@its.uq.edu.au**](mailto:pab@its.uq.edu.au) | ITS Portfolio Manager |

## Project Assurance

‘*Differences between expected and observed performance has resulted in many project failures costing organisations $109 million for every $1 billion invested in projects and programs4.’*

Project Assurance uses objectives and principals that guide the approach to the monitoring and controlling of projects. There are many triggers that generate assurance activities, and these will be covered in greater detail in the ITS Guide to Project Assurance (Under Development)

Generally, there is a recognised hierarchy of project assurance activities from least intrusive being the ‘Health Check’ to the most intrusive being ‘internal/external Audit’ as follows:

4 PMI Pulse of the Profession: The High Cost of Low Performance February 2014

* + 1. Health Check

The objective of the health check is to focus on the project and not the Project Manager.

The health check is a reflective learning exercise, a snapshot of the status of a project or program in order to identify what is going well and what areas need improvement. The health check will focus on the following:

* + - * Estimates are proving to be realistic,
      * The work plan is realistic and understood by the team,
      * Quality checks being performed,
      * Governance requirements are being adhered to, and
      * That the Methodology being used is suitable for the project type and is being used appropriately.

The Project Health Check Template provides further guidance on the general project attributes that make up this assurance activity.

* + 1. Project Review

Evaluation of why an aspect of a project failed. A project review results in recommendations that will guide the lead agency or other responsible authorities in making formal decisions on the recovery of the project. Project Reviews are examinations of projects or events for the purposes of:

* + - * Reviewing the events that occurred.
      * Evaluating not only what happened, but also why those events happened.
      * Determining the correct actions to take to improve the results of the next event or project.
    1. Internal Audit

All IT projects are subject to auditing through UQ’s Internal Audit Division. Internal Audit will conduct their review against the IT Project Management Framework. As part of their review they will assess:

* + - * Process for setting up roles and communicating responsibilities;
      * Project structure;
      * Project core deliverables and supporting artefacts; and
      * Delivery mechanism.

Any questions regarding project assurance activities at UQ should be directed to the ITS Portfolio Manager in the first instance.

|  |  |
| --- | --- |
| **Point of Contact** | **Role** |
| [**pab@its.uq.edu.au**](mailto:pab@its.uq.edu.au) | ITS Portfolio Manager |

## Project Resource Recruitment

To achieve the objectives of the solution, project resources with specific and specialist skills maybe required to support the project management plan and execution phases. A resource plan should be produced articulating the capabilities required.

#### Resource Process

UQ Employees ***(Permanent, Fixed-Term, Casual)***

[HR Services](https://staff.uq.edu.au/information-and-services/human-resources/pay-leave-entitlements/pay-scales/professional-research) can provide assistance with the recruitment process through UQ jobs.

For recruitment of individuals whose daily work activities will be specifically directed, HR Services can provide assistance for contingent labour through Recruitment Management Services (RMS).

Recruitment outside of this provider will require compliance with the procurement process. The IT Category Manager can provide guidance on compliance.

Contingent Labour

Consultancy If specialist consultancy services to deliver a scope of work, or whose specialist IP and knowledge is required, the IT Category Manager should be engaged to assist with providing guidance on the procurement process.

All requests for standard position descriptions should be referred to HR Services.

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| **Point of Contact** | **Role** |
| [**central-hr-advisory@uq.edu.au**](file://localhost/C:/Users/uqmwils5/Desktop/central-hr-advisory%40uq.edu.au) | HR Services |
| [**itcategorymanagement@uq.edu.au**](mailto:itcategorymanagement@uq.edu.au) | IT Category Manager |

## Organisational Change and Communication Management

High level consideration for the organisational change and communication requirements to support the successful delivery of the initiative are essential for a successful delivery and benefits realisation. The following should be considered:

* Organisational impact;
* Communication requirements to support the change; and
* Resourcing required to fulfil roles and responsibilities.

Most projects will require dedicated resources for communications, and some will require dedicated resources for change management. A [change complexity assessment tool](https://confluence.its.uq.edu.au/confluence/download/attachments/15474752/UQ%20Change%20Complexity%20Assessment.xlsx?version=1&modificationDate=1554852310000&api=v2) is available for you to evaluate the complexity of the change and determine your change management resourcing requirements. It is recommended that you run this tool prior to submitting your resourcing requirements to PAB.

The Change and Communications Specialist within the IT Governance team can provide guidance, templates, and frameworks. Information regarding organisational structure is available via the web:

* [UQ Organisation Chart](http://www.uq.edu.au/about/docs/org-chart.pdf)
* [ITS Organisational Chart](https://coo.uq.edu.au/operational-areas/information-technology-services/about-information-technology-services-division/our-people)

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| **Point of Contact** | **Role** |
| [**communications@its.uq.edu.au**](https://uq-my.sharepoint.com/personal/uqibigg2_uq_edu_au/Documents/communications%40its.uq.edu.au) | Change and Communications Specialist |

## Technical Change Management

IT has a formal [Technical Change Management Procedure](https://confluence.its.uq.edu.au/confluence/display/governance/Change%2BManagement%2BProcedure) in place to enable fast, reliable and consistent delivery of IT change to the business services and mitigate the risk of negatively impacting the stability or integrity of the changed environment.

All technical changes to the IT landscape require adherence to the Change Management Procedure5 and often requires approval from the Change Advisory Board. Meetings are held weekly, with the expectation that Change Requests are submitted two (2) weeks prior to the proposed scheduled change.

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| **Point of Contact** | **Role** |
| [**cab@its.uq.edu.au**](mailto:cab@its.uq.edu.au) | Change Advisory Board |

## IT Architecture

The IT Architecture team undertakes an enterprise architecture role within projects. For significant projects, IT Architecture will provide a UQ wide view of the change that will be introduced by the project to make sure that the project outcome delivers on both the local and enterprise levels and in support of UQ strategy. The Architecture team will provide current state, future states, and roadmaps to help the project stakeholders decide on the best route and mechanism for project execution that ensures architecture requirements are met in compliance to principles, standards and conceptual designs.

For initiatives that involve proposed business ideas or early stage projects, the IT Architecture team will provide conceptual modelling services to highlight the goals to be achieved and the capabilities required to achieve an outcome within the guardrails of the enterprise architecture vision.

The Architecture team will further maintain and track all blueprints that are used or developed as part of the project execution. Those blueprints are made available to others, if authorised, for future reference.

Throughout the project, upon a request of the project stakeholders, the Architecture team will collaborate, review and advise on significant architectural work required to support the project in such a way to deliver on UQ strategy. An [Architecture-Review Request Form](https://survey.its.uq.edu.au/Checkbox/Request-for-Architectural-Review.aspx) is available on the ITS website.

In general, the IT Architecture team is responsible for defining architecture vision, ensuring the proposed solution aligns with enterprise architecture vision, standards and principles, and for building and maintaining business capability model, and supporting of the following:

* Developing & managing the roadmap of architecture and technology;
* Maintaining business domain architectures as well as current and future state technology, application and data domains;
* Ensuring the proposed solution architecture supports business and IT strategy;
* Performing architecture assessments; and
* Providing architecture oversight for solution architect assigned to the project.

Some changes may impact the cyber security risk profile of a service. Examples include modifications to the security configuration of the service, or the introduction of a new feature or capability. In these cases, an assessment of the cyber security risk should be undertaken to determine whether additional actions are required to manage the associated cyber security risk. The Enterprise Architecture team is not resourced to develop solution architectures. Each project should assess its solution architecture requirements and resourcing. If a solution architect is required and recruited, it is recommended that they meet with the Enterprise Architecture team upon commencement.

5 Refer to Referenced Documents.

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| **Point of Contact** | **Role** |
| [**itarchitects@uq.edu.au**](mailto:itarchitects@uq.edu.au) | IT Architecture Team |

## IT Project Approval Board

The IT [Project Approval Board](https://its.uq.edu.au/about/it-governance/information-technology-governance-committee-itgc/project-advisory-board-pab) (PAB) is chaired by the CIO and is responsible for the portfolio of IT investments at UQ.

The CIO is supported by ITS’ Senior Management Group (SMG) to oversee the responsible allocation of programs and projects under the ICT investment plan. Projects will be reviewed for alignment to UQ’s strategic and IT goals, and prioritised or rejected based on organisation need and direction. External representatives are invited to attend PAB to speak on behalf of their submission.

Additionally, the PAB provides an escalation point for Project Managers and/or stakeholders to seek guidance on approaches to resolve critical issues during the project lifecycle.

Meetings are held every Wednesday at 1:30pm. Agenda items and supporting materials must be submitted by close of business Friday for consideration at the subsequent meeting.

The [IT Governance Framework](https://its.uq.edu.au/it-governance-framework) defines Information Technology Governance and describes the structures, processes and mandates required.

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| **Point of Contact** | **Role** |
| [pab@its.uq.edu.au](mailto:pab@its.uq.edu.au) | ITS Portfolio Manager |

## Finance Professional Services

To support project budget management, Project Managers are requested to obtain access to [Business Objects](https://www.pbi.uq.edu.au/Content/ApplyforAccess.aspx) [Reportal,](https://www.pbi.uq.edu.au/Content/ApplyforAccess.aspx) which allows for reports to be run against their allocated project code/s.

Access to Business Objects can be requested via the [Reportal website](https://www.pbi.uq.edu.au/Content/ApplyforAccess.aspx) and requires approval from the ITS line manager.

For access, the following steps must be undertaken:

1. If the relevant staff member has not previously requested access to finance universes (Finance UNIFI Ledger, Finance UNIFI Transactions and Finance UNIFI Projects), application must be via the [Online Application Form](http://www.pbi.uq.edu.au/Content/ApplyforAccess.aspx)6 with the following criteria:
   1. **Universe Access**: select ‘above mentioned universes’;
   2. **Universe Access – Optional Access:** click on the box so it becomes green; and
   3. **Finance Access**: select ‘Project access only’.
2. Send an email to the Central Finance Advisory team advising of their project access requirements.

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| **Point of Contact** | **Role** |
| [**central-finance-advisory@uq.edu.au**](mailto:central-finance-advisory@uq.edu.au) | Senior Management Accountant, Finance Professional Services |

6 If the user has been granted access on a previous occasion, this form does not need to be resubmitted.

## Procurement

IT Category Management within IT Governance can provide assistance on compliance when conducting procurement planning activities at UQ. As a guide, the Business Case should consider the following:

* Procurement need;
* Estimated procurement value (over the term of the contract);
* Internal UQ demand analysis;
* Market analysis and identification of potential suppliers;
* Procurement approach;
  + EOI; ITO; RFQ;
  + open; restricted or closed;
  + shortlisting approach;
  + briefing sessions; presentations/demonstrations;
* Evaluation approach;
  + Evaluation panel members;
  + Evaluation methodology;
  + Evaluation criteria, weightings;
* Identification of procurement related risks [this may be included in the project risk assessment];
* Contract management plan;
  + Nominate contract manager;
  + Contract performance management approach (KPIs, Service Credits; Periodic reporting; quarterly/annual reviews etc.

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| **Point of Contact** | **Role** |
| [**itcategorymanagement@uq.edu.au**](mailto:itcategorymanagement@uq.edu.au) | Category Manager, IT |

## Legal Services at UQ

[Legal Services](https://legalservices.app.uq.edu.au/) provides legal advice and services to the executive, administration and academic areas of the University.

All requests for services are to be made through the Legal Services online request form and require the appropriate organisational authorisation.

Please note that due to legal professional privilege, in-house counsel is only permitted to provide advice directly to UQ employees. Contractors and Consultants should direct all legal requests through the appropriate ITS management.

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| **Point of Contact** | **Role** |
| [**mailto:legalservices@uq.edu.au**](mailto:legalservices@uq.edu.au) | UQ Legal Services |

## Project Management Community of Practice

A Community of Practice (CoP) for IT Project Managers has been established to bring together anyone who has a passion for the practice of project management.

The CoP meets monthly and the group is keen to discuss sharing tips and tricks, using tools like JIRA and Confluence, project induction, estimation, release management, and improving understanding of IT Governance.

In addition, a quarterly Project Management Forum is held for all project professionals operating in UQ. These are a three hour event and attract external speakers who are experts in their field but also internal speakers who provide excellent advice and guidance on topics that specifically relate to UQ.

For those project professionals who are Certified Members of the Australian Institute of Project Management (AIPM), the CoP and the Forum attract Continual Professional Development (CPD) points. Members of other similar organisations such as the Project Management Institute (PMI) or International Project Management Association (IPMA) may also claim Professional Development Units (PDU’s) for their attendance.

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| **Point of Contact** | **Role** |
| [**pab@its.uq.edu.au**](mailto:pab@its.uq.edu.au) | ITS Portfolio Manager |

# ITS Project Phase Definitions

IT will manage projects using 6 process groups. These process groups are an organisation of management processes by generalised context or sequence in which they are performed. These are arranged as follows:

* Project Proposal Phase;
* Business Case Phase;
* Project Management Plan Phase;
* Execution Phase;
* Closure Phase;
* Business Benefit Realisation Phase.

From concept appraisal in the project proposal phase, through to project closure and realising the benefits forecasted, each phase outlines core deliverables, optional supporting documents7 required for all IT projects at UQ. There is no specific project management methodology prescribed, though one should be selected and used as appropriate. The framework is designed to be flexible to allow Project Managers to draw upon their experience, to deliver projects successfully.

Each phase outlines the following:

* Phase definition;
* Core phase activities8;
* Core phase deliverables; and
* Supporting tools and templates.

During any phase of the project lifecycle the Project Sponsor and/or the Project Manager may identify that a project should be recommended for premature closure. This may be due to the project being at risk of not meeting its milestones and/or becoming no longer strategically viable. It is the responsibility of the Project Manager to escalate this to the Project Steering Committee, where the Project Sponsor will provide a directive on whether the project should continue or be terminated. All projects with a premature closure will be required to complete a Project Closure Report. Refer to the *Closure* phase for further guidance.

A diagrammatic representation of the Lifecycle phases can be seen at Figure 4-1 and the phases will be explained further in the following chapters.

7 Steering Committees may request supporting documents be core deliverables for the initiative.

8 These are not exhaustive and further activities to support delivery may be required.

## Project Lifecycle Process Group on a Page

**CORE ACTIVITIES**

* + - Discussing and documenting an idea that may facilitate advancing UQ towards its strategic objectives and IT goals.
    - Identify Project Sponsor & Business Owner

**CORE PHASE DELIVERABLES**

* + - Business Idea Statement
    - Project Proposal

**SUPPORTING DOCUMENTS**

* + - Project Seed Funding

**CORE ACTIVITIES**

* + - Capture high-level details of initiative
    - Align initiative with UQ’s strategic objectives and goals.
    - Identify the benefits and how the solution will assist UQ in its strategic vision.
    - Conduct initial Architectural Impact

Assessment.

* + - Seek funding sources and approval.
    - Organisational Impact Assessment.

**CORE PHASE DELIVERABLES**

* + - Business Case

**SUPPORTING DOCUMENTS**

* + - Organisational Impact Assessment (PROSCI Change Impact Tool)

**CORE ACTIVITIES**

* + - Clarify scope.

Project Proposal Phase

Gate 0

Business Case Phase

Gate 1

Project Management

Plan Phase

Gate 2

Execution Phase

Gate 3

Closure Phase

Gate 4

* + - High-level business requirements.
    - High-level solution design.
    - High-level estimates (development effort, testing effort and change management effort).
    - High-level test strategy.
    - High-level identification of benefits capable of being realised.
    - Formalisation of governance structure.
    - Project team resource plan (team size, skills matrix, roles and responsibilities).
    - Procurement activities (if applicable).
    - Determine appropriate methodology for solution delivery.
    - Commencement of Architectural Support

Package.

* + - Assemble project initiation documentation.
    - Formation of working groups/reference groups.

**CORE PHASE DELIVERABLES**

* + - Project Management Plan 4.3.2)
    - Architectural Support Package (see section 4.3.2)
    - Steering Committee Terms of Reference
    - Steering Committee Status Report

**SUPPORTING DOCUMENTS**

* + - Financial Workbook

**CORE ACTIVITIES**

* + - Articulating function and nonfunctional requirements.
    - Mobilise delivery team and delivery mechanism.
    - Maintain core phase deliverables produced in Initiation phase.
    - Review of governance structure established during initiation phase.
    - Execution of project delivery activities.
    - Support organisational change by undertaking activities and documentation requirements outlined in the Change & Communication plan.

**CORE PHASE DELIVERABLES**

* + - Maintaining and refining project documentation developed in initiation phase
    - Sprint Plan (Agile) • Product Roadmap (Agile)
    - Architecture Support Package • JIRA

project (Agile)

* + - Release Schedule • Go/No Go Report

**SUPPORTING DOCUMENTS**

* + - Benefits Realisation Roadmap

**CORE ACTIVITIES**

* + - Project Closure Report submitted to ITS PAB.
    - Lessons Learned summarised and distributed for approval by governance committee.
    - Archive project documentation.

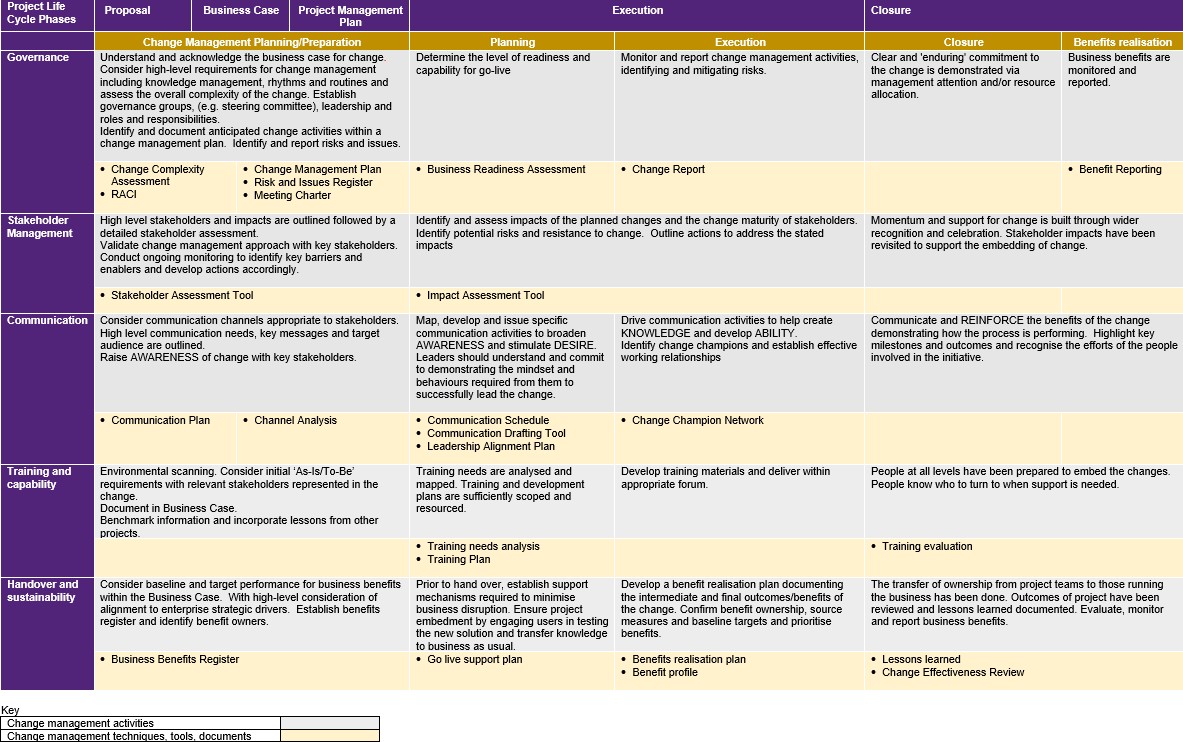
**CORE PHASE DELIVERABLES**

* + - Project Closure Report
    - Lessons Learned Report
    - Project Closure Notification to PAB

**SUPPORTING DOCUMENTS**

* + - Benefits Realisation Plan

## Change Management Framework on a Page



## Project Proposal Phase

* + 1. Context as this Phase Begins

The intention of the project proposal phase is to capture an idea and test the concept with senior management before investment in the development of a business case.

An initiative may arise from research, outcomes of other initiatives, a strategic change program, an unsolicited proposal, Government direction, Executive or Board direction, an external driver or requirement, or just a ‘good idea’. All such initiatives must be developed to understand where they fit within the UQ business model, whether it warrants further investigation and who will conduct that investigation. This process should be short and conducted with the primary intent of ensuring that effort is not wasted investigating unsupported or unrealistic initiatives and that funding is available. All ITS project proposals must be approved by the CIO at the PAB. A detailed process diagram is available on the [Initiative Pipeline confluence page](https://confluence.its.uq.edu.au/confluence/display/governance/Manage+IT+Initiative+Pipeline).

.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***Articulating an idea for appraisal by an Associate Director/Deputy Director (or equivalent), to seek approval for a further investment in time to proceed to the development of a business case.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Discussing and documenting an idea that may facilitate advancing UQ towards its strategic objectives and IT goals. * Identify Project Sponsor & Business Owner. | * Project Proposal | * Project Seed Funding |
| **Control Point** | ITS Associate Director/Deputy Director  (IT Project Approval Board if project seed funding required) | |

It is at the Associate Director/Deputy Director’s discretion whether a proposal is first articulated through a Project Proposal or if it proceeds immediately to Business Case where it is submitted to the PAB for review and approval. However, if project seed funding is required to support the development of a business case, a Project Proposal is required to be completed and provided to PAB for review and approval if funded centrally.

* + 1. Business Benefits in the Project Proposal Phase

Business benefits are initially identified by the Project Sponsor in the Project Proposal. The type and quantum of business benefits provide input to project approval, classification and prioritisation processes. At this Phase it is not unusual for such benefits to be unreliable, not particularly well specified and not easily measurable.

* + 1. Control Point

All Project Proposals will be reviewed by Associate Director/Deputy Director of the originating team. They will review and approve to proceed to the business case phase if the initiative is deemed to be aligned to the UQ’s strategic focus areas and the IT Strategy.

If project seed funding is required for the development of a business case, a project proposal must be provided to the PAB, so it can be added to the agenda for the next scheduled meeting.

* + 1. Context as this Phase Ends

Business case approval is granted by the CIO on the basis of consensus agreement from appropriate stakeholders. The initiative becomes an inclusion onto the ITS Works Program. A Sponsor is assigned, and stakeholders identified to investigate the initiative further.

At this point the proposal will trigger the business case phase according to the priority assigned by the CIO. For Major and significant Medium projects, a Gate 1 approval is recorded, a Project Manager identified, and Business Case Phase activities commence.

## Business Case Phase

* + 1. Context as this Phase Begins

The business case phase is triggered when an individual or team identify a problem or investment opportunity, or after a project proposal has been approved at the Associate Director/Deputy Director to proceed to this phase. The originating division/business unit works independently or in partnership with stakeholders to capture the high-level details of the proposed initiative.

Any individual can submit a proposal via a project proposal or business case; however, support and approval must be granted by the Project Sponsor identified prior to the submission to being lodged with the ITS Portfolio Manager for inclusion on the next scheduled PAB agenda.

The purpose of this document is to capture and articulate a high-level overview of the initiative’s business objective, options for a proposed future state and potential benefits to be realised. When drafting, the key fundamental project characteristics should be articulated, the step change it provides for the University and architectural impacts9 and organisational change anticipated. Details of funding sources (internal and/or external to ITS) should be provided. The size of the initiative will provide guidance on the governance structure and core deliverables required.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***A high-level description of an idea is articulated for an assessment of its feasibility and alignment with UQ’s strategic goals. The business problem/investment opportunity and identifying an approach to a potential solution.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Capture high-level details of initiative. | * Business Case | * Organisational Impact Assessment (PROSCI change impact tool) |
| * Align initiative with UQ's strategic objectives & IT Goals. |  |  |
| * Identify the benefits and how the solution will assist UQ in its strategic visions. |  |  |
| * Conduct initial Architectural Impact Assessment. |  |  |
| * Seek funding sources and approval. |  |  |
| * Organisational Impact Assessment. |  |  |
| **Control Point** | IT Project Approval Board |  |

* + 1. Business Benefits in the Business Case Phase

Business benefits are further developed and documented in more detail as a key component of the business case. They are untested against detailed plans and specifications at this phase but may be subjected to some scrutiny by the Information Technology Governance Committee (ITGC).

9 The IT Architecture team can provide assistance with this assessment.

* + 1. Control Point

The PAB oversees the investment of IT projects for ITS. Members will evaluate the initiative against other investments within the portfolio, its value (tangible & intangible), assess the initiatives strategic alignment with UQ’s strategic plan, how it aligns with the principles and objectives of the [IT Strategy](https://confluence.its.uq.edu.au/confluence/display/governance/Strategy%2BRoadmap%2B2017-2020) and how it links to the [IT](https://confluence.its.uq.edu.au/confluence/display/governance/Strategy%2BRoadmap%2B2017-2020) [Strategic Roadmap.](https://confluence.its.uq.edu.au/confluence/display/governance/Strategy%2BRoadmap%2B2017-2020) All initiatives will be rated, appropriate funding source determined, and if approved to proceed to the next stage, prioritised accordingly. The CIO will advise if the initiative should be submitted for consideration from a higher governing body for approval e.g. Vice Chancellors Committee.

Approval of the business case allows the Project Sponsor to provide a directive to proceed to the next phase of the project lifecycle (*Project Management Plan*) where the business case is refined and supporting project materials are produced. The ITS Portfolio Manager10 will perform the following administrative tasks associated with the approval:

* + - * Generate an internal ITS Project ID;
      * Provide Finance with an authorised copy of the business case and request a project code and chart- string from the Finance department;
      * Update the IT Projects Portfolio register; and
      * Request a project ‘Confluence’ space and ‘JIRA’ project.

|  |
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| **IT Projects initiated outside of ITS** |
| For IT projects initiated outside of ITS but with an IT component, it is requested that upon approval, the IT Project Overview template is provided to the ITS Portfolio Manager allowing for the project to be included on the IT Project Portfolio Register. This provides the ability for the CIO to have visibility and oversight over all IT initiatives across UQ. The originating organisation unit should retain a copy of the approved business case. |

* + 1. Context as this Phase Ends

A common understanding of a project has been created in sufficient detail to seek formal authorisation. Approval is granted by the PAB/Steering Committee to progress the project and commence detailed planning through the Project Management Plan Phase.

10 The Portfolio Manager performs the role of Secretary for the IT Project Approval Board.

## Project Management Plan Phase

* + 1. Context as this Phase Begins

Approval of the business case has been received from PAB and other specialist documentation such as Technical & Functional Requirements, Acquisition Approach, Systems Engineering, Change Management etc., are well underway if not complete.

This phase provides an opportunity to further develop a comprehensive and compelling case for change, and clarify any assumptions formed as part of the originating business case. If any material changes to benefits anticipated and/or resources are made during this phase, the business case should be resubmitted to the PAB for consideration and approval.

The Project Manager must not change the fundamentals of a business case (i.e. scope, cost estimate, and benefits assessment) without reference to the Sponsor, PAB, or Steering Committee. Changes in substance will require approval of the original Approving Authority.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***The project has been formally approved by the PAB, enabling solution options to be explored and profiled. Scope and boundaries are defined, high-level requirements gathered, assumptions are clarified, and constraints identified. Governance is formally engaged for support and to provide decisions and guidance.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Clarify scope. * High-level business requirements. * High-level solution design. * High-level estimates (development effort, testing effort and change management effort). * High-level test strategy. * High-level identification of benefits capable of being realised. * Formalisation of governance structure. * Project team resource plan (team size, skills matrix, roles and responsibilities). * Procurement activities (if applicable). * Determine appropriate methodology for solution delivery. * Commencement of Architectural Support Package. * Assemble project initiation documentation. * Formation of working groups/reference groups. | * Project Management Plan (see section 4.3.2) * Architectural Support Package (see section 4.3.2) * Steering Committee Terms of Reference * Steering Committee Status Reports | * Organisational Impact Assessment (PROSCI change impact tool) * Financial Workbook |
| **Control Point** | Project Steering Committee |  |

* + 1. Business Benefits in the Initiation Phase

The development of the business case requires the preparation of [Business Benefits Profiles](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/190307_Benefits%20Realisation%20Plan_v0.1.docx?version=1&modificationDate=1554423243698&api=v2) (if not already prepared) and documentation of key mechanisms (e.g. usability tests) that should ensure the project has maximum chance of delivering the intended benefits. Risk to such benefits will also be assessed. Benefit achievement mechanisms will be imbedded in the WBS and Project Schedule.

This detailed development of [Business Benefits Profiles](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/190307_Benefits%20Realisation%20Plan_v0.1.docx?version=1&modificationDate=1554423243698&api=v2) and other detailed planning activities may lead to refinement of the Business Case.

* + 1. Project Management Plan

All projects are required to produce a project management plan. This can be one document, or a collection of documents and is dependent on the scaling approach relevant to the project size. This documentation set will serve as reference point and communication pieces throughout the project lifecycle. The project’s objectives, strategic alignment and business benefits, sponsorship, options considered, scope, budget (including TCO), execution approach, high-level schedule with indicative key quarterly milestones, risks & issues11, quantified benefits, deliverables and change and operational considerations.

The minimum documentation deliverable expectations for this phase include:

* + - * Project Management Plan (may be refined during execution);
        + Clarification of scope boundary from original business case;
        + Clarification of any assumptions made earlier in composure, dependencies and known blockers;
        + Solution and execution approach, development effort, test plan and effort, monitoring and controls, project plans with monthly/quarterly milestones, resourcing, quality, project outputs, refinement of project costs and ongoing operational expenses.
      * Risk Management Plan and assessment (including a link to the Risk Register)
      * Benefits Realisation Plan and assessment
        + Benefits Profiles
      * Change & Communication Plan
      * Commencement of Architectural Support Package
        + Architecture On a Page
        + Architecture Conceptual Design

The nature of the execution approach adopted will depend on the solution itself, and will be at the Project Managers discretion to propose method to the Steering Committee that facilitates the successful delivery of the initiative.

If procurement is part of the initiation phase, the Project Manager should consult with the IT Category Manager for direction on compliance12 and templates required. The [UQ Schedule of Financial Delegations](http://ppl.app.uq.edu.au/content/1.10.01-delegations#Procedures) authorises IT related contracts to be executed up to $200,000 by Directors/Deputy Directors and Associate Directors, and up to $5mil by the Chief Information Officer. Non-IT contracts are executed by the Vice-Chancellor and Chief Operating Officer. A request for legal review should be made during contract negotiations and prior to contractual terms being finalised to assess the legal risks and protect UQ’s interests.

* + 1. Mobilisation of governance and project team

An appropriate and effective governance structure that is proportional to the size of the initiative is required to be established. Initial Steering Committee composition may have been proposed in the business case phase, but should be reviewed prior to commencement of each phase, to ensure its membership contains the expertise and experience to steer the project appropriately.

Project governance is scaled based on size, complexity and risk of the initiative. It is expected that all projects establish a Steering Committee for appropriate oversight and governance through the project lifecycle. An exception to this rule may be where the initiative is ITS led and deemed small enough to be sufficiently governed by a member of the ITS Senior Management Group (“SMG”). The table below provides the minimum requirements for governance roles:

11 Reference can be made to the formal Risks and Issues logs developed.

12 Please refer to the UQ Procurement Policy.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Size** | | | |
| Governance | Small | Medium | Large |
| **Steering Committee** | *Recommended13* | *Required* | *Required* |
| **External Representation14** |  |  | *Required* |
| **Project Sponsor** | *Required* | *Required* | *Required* |
| **Project Business Owner** |  | *Required* | *Required* |
| **Project Manager** | *Required* | *Required* | *Required* |

Project Manager is a role, not necessarily a job title. For small initiatives, the role of the Project Manager may be performed by an operational staff member if this is deemed appropriate. A project will generally be more efficiently delivered with a professional project manager, however, should a non-project manager be appointed, a level of training/mentoring should be considered and be commensurate with the size of the project. ITS Portfolio Manager is able to assist in this regard.

For projects sized as medium or large, it is recommended that the Steering Committee have an external representative with prior project management and governance experience to support objectivity.

The Steering Committee will endorse the recruitment and mobilisation of project team based on the projects manager’s resource plan. Explicitly articulating the roles and responsibilities through in a RACI matrix is recommended. A description of roles and responsibilities expected to part of the project team can be found in Appendix A. Project Managers may refer to roles via an alternate name based on their preferred methodology, however, the intent of this framework is to ensure that the responsibility is allocated.

* + 1. Risk and Issue Management

A Risk Management Plan is to be produced, with risk assessment conducted in line with the [Enterprise Risk](https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf) [Management Framework.](https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf) The output from any risk and issue sessions conducted should be logged within risk and issue logs established. It is recommended that Risk and Issue logs managed in the Confluence project space for accessibility and regular sessions are held with the Steering Committee to review the existing logs.

* + 1. Testing

Testing is a critical phase of the software development lifecycle and helps provide stakeholders with information about the quality of the software product or service under test. Testing can also provide an objective, independent view of the software to allow the business to appreciate and understand the risks of software implementation. The University of Queensland is committed towards improving its software testing capabilities & standardising processes across the IT portfolio. Alleviating Test Maturity, Standardising Tools & Processes, Test Automation & Continuous Improvement are the goals towards which the ITS test team has been working on.

ITS testing framework document (*currently in draft*) is being developed which is focussing on following areas:

* + - * Introducing Testing as a Service operating model for all significant IT projects carried across UQ;
      * Standardising tools to be used for various types of testing;
      * Standardising test deliverable templates such as Test Strategy, Test Plan, Test Cases & Test Summary Report;
      * Standardising process for on-boarding testers within UQ for various projects;
      * Defining testing process framework for projects following agile / waterfall based delivery model;
      * Define process framework for conducting User Acceptance Testing for significant projects; and
      * Define test governance framework.

13 This may omitted with PAB approval.

14 External representation is a member who is not part of the ITS organisation.

The [ITS Testing Framework and the processes](https://confluence.its.uq.edu.au/confluence/display/UT/ITS%2BTESTING%2BHOME) highlighted are available within Confluence.

* + 1. Benefits Realisation

Drafting the Benefits Realisation Plan and development of a Benefits Register will commence in this phase. This will support articulating and monitoring the benefits to be realised, any dependencies on benefits to be realised, how they will be measured, and changes needed to support realisation.

Further analysis and identification of benefits will occur throughout execution phase.

* + 1. Control Point

The Steering Committee will set their expectations with the Project Manager on documentation they require to satisfy the decision making process. Core deliverables to progress to the execution phase are the project management plan, containing a recommendation that may include the following:

* + - * Progress to the execution phase with recommended solution and delivery approach;
      * Undertake alternate approach, perform further analysis/options to refine business case and resubmit; or
      * Perform no further work and recommend project for closure.

Any fundamental changes to the benefits and or/resources required should be reported to the PAB via the ITS Portfolio Manager for review and approval.

If approval is provided, the Project Sponsor is making a commitment to the investment and authorising the Project Manager to progress to the execution phase.

* + 1. Context as this Phase Ends

During the Initiation Phase, all underpinning work has been developed to enable successful delivery. A Business Case has been refined and reflects mature analysis of time, cost, scope, and risk etc. All required ‘logs’ have been created and are available on the project confluence site. All resources have been allocated, and their responsibilities are well known and recorded in a RASCI. Funding has been approved and tender response panel have selected a preferred vendor. A contract is ready for signature. The Sponsor is confident that enough work has been done to support a successful delivery and authorises (Through PAB/Steering Committee) execution approval.

## Execution Phase

* + 1. Context as this Phase Begins

The project is about to commence delivery underpinned by the discovery of the unique project characteristics and approvals. All plans are now ready to be enacted, a project team is assembled and ready to deliver. A Governance Body has been established commensurate with the size of the project and a Sponsor and Product Owner are appointed. A contract has been awarded and signature is imminent. The business understands and has accepted the project risk profile and PAB/Steering Committee date has been set for the first meeting.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***With a feasible solution identified, management structure and delivery approach established, the project is setup to undertake detailed planning, implementation and delivery of the solution.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Articulating function and non- functional requirements. * Mobilise execution team and delivery mechanism. * Maintain core phase deliverables produced in Initiation phase. * Review of governance structure established during initiation phase. * Execution of project execution activities. * Support organisational change by undertaking activities and documentation requirements outlined in the Change & Communication plan. | * Maintaining and refining project documentation developed in Initiation phase * Sprint Plan (Agile) * Product Roadmap (Agile) * Architecture Support Package * JIRA project (Agile) * Release Schedule * Go/No Go Report | * Benefits Realisation Roadmap |
| **Control Point** | * Project Steering Committee * Project Assurance Activities |  |

* + 1. Business Benefits in the Execution Phase

The project management delivery cycle allows corrective actions if necessary (to the possible extent of cancelling the project should for some reason the benefits become unviable). Prior to starting the Project Closing Phase, ensure that:

* + - * Project deliverables are complete and accepted by stakeholders;
      * All operations, support and maintenance accountabilities and arrangements are clear; and
      * The actions intended to be undertaken and products intended to be delivered to optimise business benefits, were in fact undertaken or delivered.

The Change and Communications Specialist within IT Governance can provide guidance on how to apply change management principles, to execute structured organisational change at UQ with the support of the business owner.

The Benefits Register should be maintained throughout execution to allow for benefits tracking.

* + 1. Planning and execution

The nature of the delivery may consist of one major release milestone following a linear process of planning, execution and transition (Waterfall), or iterative releases cycling through design, build, test, release, with control points at the end of each release approving further functionality where business value can be justified (Agile).

Planning and supporting documentation required will be dependent on the nature of the delivery approach. Project detail documented within JIRA is not expected to be duplicated into document form.

A high-level example of the activities undertaken, and supporting materials during an iterative delivery can be seen below:

Sprint Setup & Planning

Sprint Iterations

Documentation,

Reporting & Approvals

* JIRA Project creation
* High level sprint iteration plan
* Product Roadmap
* Team member Agile training (if required)
* Continual refinement of Product Roadmap
* Release schedule
* Product Backlog including Epics, Features, Stories, Design and Acceptance Criteria
* User Acceptance Testing
* Showcases/demonstration
* Business Handover Document
* Burndown/Burnup charts
* Go/No Go Recommendation

To support the planned delivery approach, a review of the governance structure should take place to ensure the Steering Committee is comprised of influential and trusted stakeholders who can support the activities within the execution phase.

* + 1. Testing Tools

The initiation phase will identify the method in which the solution will undergo testing activities. To support testing requirements during execution, UQ offers the following tools:

|  |  |
| --- | --- |
| **Function** | **Tools** |
| **Automation** | [Silk Testing Suite](https://confluence.its.uq.edu.au/confluence/display/UT/UQ%2BInstance%2BInstallation%2BProcedure) [Opkey](https://confluence.its.uq.edu.au/confluence/display/UT/2.2.4%2BOPKEY%2B-%2BCodeless%2BTest%2BAutomation)  [Tosca](https://confluence.its.uq.edu.au/confluence/display/UT/OSS%2BTosca%2Bautomation%2BPOC)  [Selenium](https://confluence.its.uq.edu.au/confluence/display/UT/2.2.2%2BSelenium%2BWebdriver) |
| **Test Management** | [Silk Central](https://confluence.its.uq.edu.au/confluence/display/UT/2.1.1%2BSilk%2BCentral) [Zephyr](https://confluence.its.uq.edu.au/confluence/display/UT/2.1.2%2BZephyr%2Bfor%2BJIRA) |

The [ITS testing tools](https://confluence.its.uq.edu.au/confluence/display/UT/ITS%2BTESTING%2BHOME) highlighted are available within Confluence.

* + 1. Project Health Performance

Steering Committees will direct the Project Manager on the frequency of meetings and reporting requirements. The criteria and project performance reported for an initiative should align with the standardised performance tolerances articulated in [section 2.6.](#_bookmark15) It is requested that all Project Managers maintain the performance of their initiative at a minimum of fortnightly internals.

The Project Manager is responsible for tracking all project milestones. Where a vendor is engaged to support delivery, vendor performance and awareness on the difference between project milestones and contractual should be established. Where contractual milestones have slipped, UQ’s legal counsel should be engaged for advice.

* + 1. Financial management

To assist with managing project expenditure, a financial workbook must be maintained. Financial reports containing actual and committed funds can be generated from [Business Objects Reportal](https://www.pbi.uq.edu.au/Content/ApplyforAccess.aspx) to support effective budget management. It is recommended that Project Managers meet with the Finance team at monthly intervals for assistance with reconciliation if required.

See [section 3.8](#_bookmark29) for further information.

* + 1. Transition to operations

All changes to the IT landscape are required to go through the technical Change Management Procedure. Before a system release can take place, the following process should be followed:

* Change Request in [ServiceView](https://serviceview.its.uq.edu.au/) and CAB approval.
* Organisational change management and communications
* Architectural Support Package
  + Inclusive of operating model and support procedures
  + System documentation
* ITS Service Desk and Technical Support:
  + Service catalogue update;
  + Level 1 support training;
  + Level 2 overview
  + Product documentation
    - System Operating Model
    - Business calendar events
    - Training materials
* Go/No-Go technical and business readiness acceptance, with formal approval from the Steering Committee Chair.

Consideration for final handover to operational teams should be factored in and planned well in advance prior to project closure.

* + 1. Control Point

At the conclusion of the activities undertaken during the execution phase, the Project Manager should request that the project be formally approved to close.

Supported by the Steering Committee, the Project Sponsor will seek confirmation from the Project Manager and the business owner that all agreed deliverables have been achieved, the solution has been successfully transitioned into business as usual operations, the appropriate ongoing service delivery procedures in place, and all project deliverables are accessible for future review.

Upon being satisfied that the project has achieved its objectives and any residual benefits to be realised post implementation will be tracked and measured, the Steering Committee collectively will support the Project Sponsor in approving the project to proceed to formal closure.

* + 1. Context as this Phase Ends

At the completion of this phase, the Sponsor/Product Owner is accepting that the product has been developed or built in accordance with the approved scope and is operating in accordance with the technical and functional requirements. It is now safe to take any existing parallel systems out of service. This process does not end until the closure of the project is formally endorsed.

## Closure Phase

* + 1. Context as this Phase Begins

The project will be approaching closure. For a large, complex project, this process might begin as much as a year before final completion of the project. Typically for significant projects (medium and large) the process will need to begin at least three months before anticipated completion as there are many processes involved in achieving effective closure and release of resources.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***Project implementation activities have been completed, and the solution had been delivered and transitioned into business operations. The project team is disbanded and the project and is formally closed.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Project Closure Report submitted to ITS PAB. * Lessons Learned summarised and distributed for approval by governance committee. * Archive project documentation. | * Project Closure Report * Lessons Learned Report * Project Closure Notification to PAB |  |
| **Control Point** | Project Steering Committee  IT Project Approval Board (Noting only) | |

* + 1. Business Benefits in the Closing Phase

End Project Reporting in the Closing Phase ensures again that all project deliverables are complete, and Project Sponsor expectations have been satisfied (including those related to any requirement to realise business benefits).

* + 1. Reflection and Closure

Formal closure of the project is recommended to the Steering Committee when the solution has delivered to the business and transitioned into business-as-usual operations. A Project Closure Report contains an overview of the project and recommendation for closure by the Project Manager. The Steering Committee will seek to identify the success if the deployment and critically assess if improvements could have been made.

For medium and large initiatives, a Lessons Learned Report is recommended. Evaluating the performance of the project, acknowledging what went well, and where improvements future project endeavours can could be made will be leveraged to continuously improve the delivery of IT projects at UQ.

Any residual benefits to be realised will be handed over to the business owner for ongoing management, tracking and realisation.

The Project Manager should ensure that all project documentation is available for future reference by UQ staff and/or auditors.

* + 1. Control Point

The Project Sponsor and Steering Committee members will approve a project for closure upon being satisfied that the outcomes articulated have been achieved. A key deliverable supporting a recommendation for closure is the Project Closure Report. This process also applies to projects that are closed prematurely in an earlier phase of the project lifecycle.

An approved copy of the Project Closure Report is required to be provided to the PAB for noting. The ITS Portfolio Manager will provide the Project Closure Notification to the Finance team.

* + 1. The Project Closure Process

The purpose of a [Post-Implementation Review (PIR)](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) is to properly measure a project's success, and work toward continuous improvement. This is where the process of the [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) is helpful. It helps you answer the following key questions:

* + - * Did the project fully solve the problem that it was designed to address?
      * Can we take things further, and deliver even bigger benefits?
      * What lessons did we learn that we can apply to future projects?

#### PIR Principles

* + - * + **Seek openness from the attendees** – Emphasise the importance of being open and honest in your assessment, and make sure that people aren't in any way punished for being open.
        + **Be objective** – Describe the project in objective terms, and then focus on lessons and improvements.
        + **Document success** – Document practices and procedures that led to project successes, and make recommendations for applying them to similar future projects.
        + **Look with hindsight** – Pay attention to the "unknowns" (now known!) that may have increased implementation risks. Develop a way of looking out for these in future projects but remember that ‘Complexity’ can only be solved by hindsight.
        + **Be future-focused** – Remember, the purpose is to focus on the future, not to assign blame for what happened in the past. This is not the time to focus on any one person or team.
        + **Look at both positives and negatives** – Identify positive as well as negative lessons.

#### The PIR Process

A [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) delivers significant value-add to UQ by providing an objective assessment of key aspects of the implementation and acceptance of the solution combined with recommendations for performance up-lifts. The [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) process will enable project teams working on similar initiatives to learn as many lessons as possible, so that mistakes are not repeated in future projects. In addition, it makes sense to ensure that all desired benefits are/can be realised from the project implementation.

A good time to start thinking about the [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) is when project team members are still involved in the project as their memories are still fresh and the daily topic of discussion is still ‘the project’. A balance will need to be struck however, as it’s not effective to develop a [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) if the full extent of the change/deliverable has not been realised.

#### General Steps for Facilitating the Review

**Preliminaries**

**Conduct Review**

**Report**

|  |  |  |
| --- | --- | --- |
| * Invitations to key stakeholders to participate, including technical users, sponsor, developers etc. * Define the scope of the workshop. This means that you should have boundaries as to what components of the project will be discussed. * Select a method by which to use as a framework for facilitation. This could be focused on the suppliers, inputs, process, outputs, and customer’s method. (SIPOC) * Book a room and source any AV equipment/stationary that is required. * Supplying morning/afternoon tea often encourages maximum performance. | * Develop and release a PIR Questionnaire (seen in the Appendix to this guide) at least two weeks prior and seek return of this completed questionnaire a day or two before the workshop. * Analyse the questionnaire results and have these ready to display at the workshop. * Address each question/answer from the audience and discuss these for a few minutes each. * Take notes but ‘park’ items which become emotive of too complicated to discuss at this time. * Detailed or emotive discussion should be taken off-line and restricted to the individual. | * Compile all notes and summarise data obtained from the questionnaire. * Draft report expanding on the data obtained through the questionnaires. * Present the findings to the Governance Group and if possible, seek a time-slot at a UQ project management forum to discuss the lessons learned. * Wrap-up the PIR process by entering appropriate data into Lessons Learned logs, & archive. * Distribute results to key stakeholders. |

#### Appendices and Supporting Documentation (optional)

List attached appendices and supporting documentation. This information is optional, depending on the project size and outcomes. For example, appropriate records from a project that encountered significant problems could well be useful. Similarly, information that demonstrates a lesson to be learned from a project could be included. Logs of changes and incidents should be included here. Original documentation may also be included, e.g., a report on lower level specification success.

#### Summary

A [PIR](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) is conducted after completing a project. Its purpose is to evaluate whether project objectives were met, to determine how effectively the project was run, to learn lessons for the future, and to ensure that UQ gets the greatest possible benefit from the project.

After a long project, the last thing many project teams want to do is relive the process and look for ways to improve. However, a forward-looking review can discover many tips and strategies for improvement.

By conducting a thorough and timely [PIR,](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/PIR%20Template.docx?version=1&modificationDate=1554436798828&api=v2) you'll identify key lessons learned – and you can then apply those lessons to the planning and management of future projects.

* + 1. Project Closure Report

The [Project Closure Report i](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/Project%20Closure%20Report%20Template.docx?version=1&modificationDate=1554438501761&api=v2)s the final document produced for the project and is used by senior management to 'tidy up' any loose ends and formally close the project. The [Project Closure Report](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/Project%20Closure%20Report%20Template.docx?version=1&modificationDate=1554438501761&api=v2) would normally follow on from a PIR utilising the analysis contained within to inform a more summarised [Project Closure Report.](https://confluence.its.uq.edu.au/confluence/download/attachments/96307928/Project%20Closure%20Report%20Template.docx?version=1&modificationDate=1554438501761&api=v2)

* + 1. Context as this Phase Ends

This process does not end until the completion of the project is formally approved at PAB or Steering Committee.

## Benefits Realisation

* + 1. Context as this Phase Begins

The Project has closed and the End Project Report indicates that now is the correct time to conduct a final business benefits assessment.

* + 1. Phase objective, core activities and core phase deliverables

|  |  |  |
| --- | --- | --- |
|  | **Objective** |  |
| ***While benefits identified may begin to be realised during the execution phase, remaining benefits realisation activities need to be sustained post project closure. This phase ensures that the intended benefits derived from the investment are measured, reported and celebrated for the value they create for UQ.*** | | |
| **Core Activities** | **Core Phase Deliverables** | **Supporting Documents** |
| * Identification of expected benefits. * Measuring and assessing the ongoing benefits. * Execution of realisation activities. * Report benefits status to Project Approval Board. * Monitoring and improving of processes for continuous improvement identifying opportunities to gain additional benefits. | * Benefits Realisation Plan (Initiation phase) * Benefits Realisation Register (Initiation phase) * Benefits Realisation Status Report (execution phase onwards) | * Benefits Realisation Roadmap |
| **Control Point** | IT Project Approval Board |  |

A benefit is a measurable outcome resulting in a change initiated through a project. Articulating the business driver and benefits expected to be realised commences from the outset of a project when a persuasive business case is proposed. The following activities are conducted:

Plan

Track

Realise

Optimise (CI)

Benefits can be categorised as the following types:

|  |  |
| --- | --- |
| **Type** | **Definition** |
| Tangible | A known financial value that can be directly attributed to the change. |
| Intangible Benefit | An expected benefit that has no direct financial value. |
| Dis-benefits | A known negative outcome that will result from the change. |

The Benefits Realisation Plan outlined and refined in earlier phases articulates the activities that need to be undertaken to realise the benefits, length of time until realisation and details of measurement and roles and responsibilities required to manage the benefits moving forward. The Benefits Realisation Plan is a key document referenced during the execution phase to ensure that the solution and change initiated by the project remains aligned with the objective and benefits in the approved business case.

While the Project Sponsor has overall accountability for the return on investment for the investment, at the conclusion of the execution phase, the business owner continues to be responsible to drive any residual benefits to be realised post implementation as articulated in the Benefits Realisation Plan. The output of this phase will provide a summary of the success of the initiative in terms of reported tangible and intangible benefits, any dis-benefits, along with additional lessons learned for future endeavours.

As the realisation of benefits is dependent on the change and solution being fully adopted and sustained in business as usual operations, it is essential that organisational change and communication management requirements are understood and appropriately planned.

Another important aspect of this phase is continuous improvement. When changes are executed they have the potential to cause unknown dis-benefits or become candidates for refinement, therefore, opportunities for optimisation through continuous improvement activities should be undertaken. Any negative outcomes from change initiatives should be formally captured and managed appropriately.

* + 1. Control Point

The results of benefits tracking activities conducted by the Business Owner (or delegate) will be provided to the ITS Portfolio Manager and tabled quarterly at the IT Project Approval Board meeting and within the IT Portfolio Executive Report.

The phase doesn’t conclude until expected benefits identified have been realised in line with the benefits realisation plan or the business owner advises that those intended cannot be realised in the current landscape and operating environment. A Business Benefits Summary Table can be seen below.

* + 1. Context as this Phase Ends

This process occurs after completion of the project. It may result in follow-on actions to realise or solidify benefits or, in some cases, new initiatives. (These should not be conducted as part of the original project as it can make the end of a project unclear.)

## Benefits Realisation on a Page

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## Appendix A – Governance, Project Roles and Responsibilities

A1 - Governance and Reference Groups Responsibilities

|  |  |  |
| --- | --- | --- |
| **Body** | **Definition** | **Responsibilities** |
| Steering Committee | Governing body of the program/project with overall responsibility for the delivery of the investment. Provides support and guidance for the sponsor in in decision making. | Resolves issues reported by the Project Manager and stakeholders. Resolves or forwards policy issues to the appropriate decision making body. |
| Working Group/Reference Group | Established to provide specialist advice to the project team for an initiative and a mechanism for engagement and collaboration to support project outcomes. | The composition of the group is subject to change during the course of the project as different requirements and skillsets are needed. |

A2 - Project Roles & Responsibilities

The following roles are expected to be part of a project delivery team. Depending on team size, it may be appropriate that individuals take on the responsibility of a number of roles regardless of their job title.

|  |  |  |
| --- | --- | --- |
| **Role** | **Definition** | **Responsibilities** |
| Project Sponsor | An active leader and senior member within the organisation who champions the project, removes obstructions, understands the overall strategy and goals of the University, and has depth in business knowledge. | An advocate for transformational change as a result of the investment. Chair of the Steering Committee who authorises the Business Case and assumes responsibility for securing funding and approving expenditure. Authorises project closure and accountable for the ROI and the realisation of all the benefits expected. Final accountability of projects performance. |
| Business Owner | A senior member within the business who will assume business as usual responsibility of the solution. Has depth in business knowledge. | Responsible for the solution and provides direction and support for embedding the solution into business-as-usual operations. Ensures the project outputs meets the business area requirements.  Responsible for business related outcomes and realisation of benefits in line with Business Realisation Plan. |

Project Manager Proposes and determine the best approach to implement the approved solution in collaboration with key stakeholders and within agreed tolerances.

Technical Lead Staff member with broad IT knowledge and specific knowledge of the UQ IT environment. Is typically the Relationship Manager, however often there is value in identifying an alternative Technical Lead.

Accountable to the Project Sponsor15 with overall responsibility for the successful planning and delivery of the project in alignment with the success criteria defined.

Maintains and manages stakeholders, project team and delivery against the approved Business Case and Project Management Plans.

Is responsible for liaising between ITS subject matter experts and the Business Owner/Project Owner/PM (as appropriate); Providing advice and assistance in obtaining ITS resources so that the initiative can progress effectively; Ensuring that there is appropriate consideration of applicable ICT policies, procedures, standards and non-functional requirements; and ensuring alignment with UQ’s IT Strategic Goals and frameworks for the duration of the initiative.

Solution Architect Works in a project environment to design technical solutions, aligned with Enterprise Architecture vision, standards, principles and patterns, which meet the business needs and enable business growth, transformation and efficiency.

Accountable for technical solution viability, defining non-functional requirements and maintaining an Architecture Support Package.

Is responsible for creating and validating Privacy Impact Assessments and Cyber Security Risk Assessments as part of the project delivery lifecycle and supports project management with estimation of work package efforts. The following template can be used for cyber security risk assessments: [Cyber Security Risk Assessment Template.](https://confluence.its.uq.edu.au/confluence/display/governance/Cyber%2BSecurity%2BRisk%2BAssessment%2BTemplate)

Works with application development team and infrastructure team and completes the build section of the Architecture Support Package and works with operations teams to facilitate the development of transition to operations (SOM) and SLAs for the solution.

Articulates the business vision and requirements. Works with stakeholders to identify and prioritise user stories. Endorses releases prior to Steering Committee approval.

Decision maker for features and functionality of the solution.

Product Owner

Business Analyst Liaises between the business and technical teams. Understands the as-is and to-be processes and translates into user requirements.

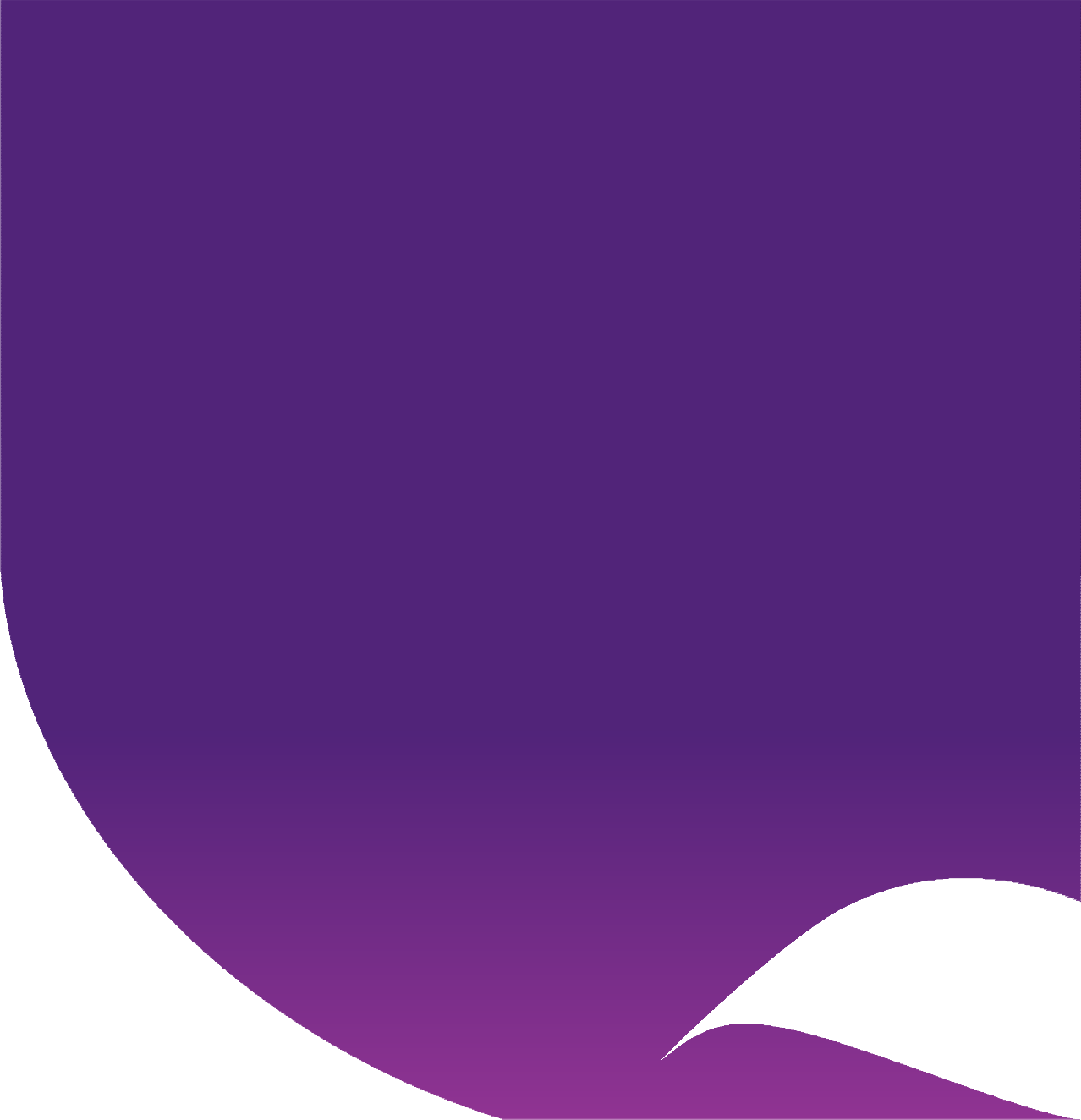
Is responsible for defining and validating business needs and translating them into well-defined, traceable requirements. Develops use cases, documents business process models and assists Enterprise Architect with identifying business capabilities and defining lower level business functions, while supporting the Solution Architect with the Architecture Support Package.

15 Line Management may differ.

|  |  |  |
| --- | --- | --- |
|  |  | Ensures user acceptance criteria, test strategy and test scripts have been defined, and communicated and meet stakeholder expectations. |
| Change and Communications Specialist | Supports the business and community with the change brought about by an initiative. Factoring in cultural considerations, they understand that the key to benefits realisation is the successful transition, capability uplift and adoption of the solution.  Understands the communication requirements to embed solutions. | Supports managing business continuity during periods of change as a result of functionality release. Prepares the business via training and communication |



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