

# ITS PROJECT PROPOSAL GUIDE

## Guide to the Project Proposal Form

The Project Proposal Form is intended to ensure projects submitted to IT Services are reasonably well defined and allow for project comparisons across department areas. All project requests need to have a Project Proposal Form submitted to the IT Service Desk to be considered. The document will be reviewed by the Institution Project Prioritization Councils (IPPCs) for approval and prioritization. As a result, the more complete this document is upon submission, the easier it will be for the Council to set priority.

This form is to be completed collaboratively with the Business Lead, ITS Lead and the Manager IT Service Management and Governance, as appropriate.

While the supporting text in the Project Proposal Form is designed to guide the individual(s) completing it, the information below should assist in answering any other questions.

A red asterisk \* indicates a required field on the form.

For additional guidance or support please contact the IT Service Management and Governance team at [ITSPROJECTS@dc-ot.ca](mailto:ITSPROJECTS@dc-ot.ca)

This form is available from the following locations –

- Durham College ICE [ITS Project Proposal Form](#)
- Shared S: drive [S:\Its\ - ITSM\Projects\Project Intake Process\Template](#)
- Ontario Tech ITS web page <https://itsc.ontariotechu.ca/its-mandate/it-committees-and-projects/project-intake-process.php>

## Prime Stakeholders

<b>* Project Name</b>	<p>A name to uniquely identify or refer to this initiative. <i>Example, Banner module ABC deployment.</i></p> <p>Note: Also include the name in the header of the ITS Project Proposal Form so it displays at the top of each page.</p>
<b>* Sponsor</b>	<p>Individual, likely from the business, who is at least at the director level of the organization. This person is responsible for securing the budget and resources for this project and can also veto the project. The Project Sponsor can act as a champion and legitimizes the project's goals and objectives.</p>
<b>* Business Lead</b>	<p>The individual who represents the business value for the project, and who is at least at the manager level of the organization. This person will be a decision maker for the project, will be involved in planning and issue resolution, and will act as a contact for IT Services, as necessary.</p>
<b>Project Lead / Project Manager</b>	<p>For small projects, a Project Lead will be identified. This individual may hold a functional role in a business area or be appointed from IT Services. The Project Lead will facilitate and enable the project and report on it, as required.</p> <p>For large and complex projects, a formal full-time Project Manager must be identified. This individual is responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with</p>

## ITS PROJECT PROPOSAL GUIDE

	the team and manages project tasks. The Project Manager is responsible for communication, including status reporting, risk management, escalation of issues that cannot be resolved in the team, and, in general, making sure the project is delivered in budget, on schedule, and within scope.
<b>UL #</b>	For University projects, please provide the Ontario Tech project number. Please contact Ontario Tech IT Services for the UL # <u>before</u> submitting the project request.
<b>* Importance</b>	<p>Indicate if the Importance of this project is High, Medium, or Low</p> <p><b>High: “Must do”</b> These are mandatory projects that must be done irrespective of any potential benefits they may bring to the institution, such as regulatory projects, or are key foundational projects needed to sustain the current business, etc. Included in this category are projects to support new legislation, upgrades required due to a technology change, projects that are of strategic importance to one or both of the institutions, or projects needed to support key business process changes and incorporate those changes in the supporting technology. These projects need to be prioritized but <u>must</u> be executed.</p> <p><b>Medium: “Should do”</b> These are projects required to sustain the current business and the status quo environment, and that are a lower importance than the mandatory (High) projects. These projects include those necessary to keep the lights on, keep software systems current and supported, or produce productivity gains etc. These projects have more flexibility in timeline to implement, as there is not normally an immediate issue if the project does not proceed. Although it might not always be the case, it could happen that a project of medium importance that was not implemented in a timely manner, turns into a high importance project. The necessary financial and human resources need to be assessed and allocated before prioritization is done; then these projects <u>should</u> be executed.</p> <p><b>Low: “Could do”</b> These are essentially the projects that <u>could</u> be done if-and-when resources are available. These projects could include process improvement activities that impact a limited area, pilot initiatives to try experimental technology, or less urgent business enhancement requests. The necessary financial and human resources need to be assessed and allocated before prioritization is done.</p>
<b>* Strategic Goal Support:</b>	<p><b>Strategic / Business</b> Select the indicators which align the project to the institutions’ strategic plan.</p> <p>Durham College <a href="https://durhamcollege.ca/strategic-plan">https://durhamcollege.ca/strategic-plan</a></p> <p>Ontario Tech <a href="https://ontariotechu.ca/about/priorities.php">https://ontariotechu.ca/about/priorities.php</a></p>

## ITS PROJECT PROPOSAL GUIDE

### Budget, Timing and Resources

<b>* Date Submitted</b>	State the date this project was submitted to IT Services, in DD-MMM-CCYY format.
<b>* Requested Delivery Date or Timeframe</b>	Indicate when the project is required to be delivered. Options include a specific date, month / year, quarter, academic semester, etc.
<b>Duration</b>	Provide an estimate for how long it will take to implement this project, in elapsed time (not effort). Please consider planning, functional and IT Services work and resource availability, equipment delivery and space availability when determining this estimate.
<b>Overall Budget estimate</b>	What is the estimated budget for this project? Please include costs related to hardware and software purchases, consulting time, resource backfills, etc.
<b>* Is Budget available from the sponsor or has it been requested?</b>	Does the Project Sponsor and / or Business Lead have available funds to support this project? If the funds are not immediately available, have they been requested? Indicate Yes or No.
<b>If Yes, how much?</b>	If funds are available or requested, please provide an amount.
<b>Is Budget required from IT Services?</b>	Is it expected that IT Services will request and manage the budget for this project? Indicate Yes or No.
<b>Is a Budget estimate required from IT Services?</b>	Does the Project Sponsor and / or Business Lead require additional information from IT Services to be able to develop a budget estimate for this project? Indicate Yes or No.
<b>Does project require IT Services staff time only?</b>	Does this project only require resources from IT Services for implementation? Indicate Yes or No.
<b>Resource needs by role where possible</b> Consider if backfill resources are required as well.	What resources are known to be required for this project? This will include functional resources and IT resources.  Consider if backfill resources are required as well.  Describe each role for the project and indicate anticipated effort in days or weeks, where possible.

## ITS PROJECT PROPOSAL GUIDE

### \* Goal(s) and Objectives(s)

**Goal(s):**

Describe the goal(s) of the project. What will be gained or accomplished by implementing this project? The goal(s) can be broad, general intentions.

*Sample goal statements include:*

- *Improve wireless network connectivity in the Library.*
- *Improve data security in Banner HR.*

**Objective(s):**

Describe the project objectives, which will support your goals. This is how the goal(s) will be achieved. These are typically concrete statements.

*If we use the sample goal statement: "Improve wireless network connectivity in the Library", sample objectives could be:*

- *Replace current wireless access points in the Library.*
- *Add 10 more wireless points in the Library.*

### \* Background on Business Opportunity

Provide a brief description of why this project is important and why it is required.

*Examples –*

- *Replacing manual processes with an automated workflow will reduce risk for human errors and minimize unnecessary delays.*
- *Upgrading to the latest version of this application will provide the opportunity to: Improve data quality and accuracy; Enhance the user experience for business administrators; Expedite and streamline the new hire process for all hires (FT and PT); Utilize and benefit from the application's latest version including new functionality.*

### \* Benefits and Impact

In a few sentences, describe how the different stakeholders will be affected by the successful delivery of this project. This can include (but is not limited to) alignment to the strategic plan, financial returns, risk aversion, and what we could lose by not supporting this project.

*Example – Digital documents can easily be securely shared via this virtual platform with other colleges and universities, employers, immigration authorities and other third parties.*

In addition, quantify both the Work Effort / Project Size and the Business Benefit from the available options. Represent the result on the graph by moving the blue icon to where these two values intersect. To assist you in determining the value for each, refer to the descriptions below.

## ITS PROJECT PROPOSAL GUIDE

### Work Effort / Project Size

For new project requests, there are four sizes of projects: Small, Medium, Large and Extra Large.

- **Small** – < 3 person months total ITS effort.  
A small project requires greater than 5 effort days and less than 3 months of person effort, and it may require work from multiple DC ITS and business teams.

*Example – Small projects could include Audio Visual redesign for a classroom, server application upgrades, or minor changes to an existing application.*

- **Medium** – 3 to 6 person months total ITS effort.  
A medium project requires 3 to 6 months of person effort, and / or has an additional level of complexity and coordination that requires sizable effort from different teams impacted by the planned work.

*Example – Medium projects could include significant changes to an enterprise-wide service like Exchange, or a new tool implementation.*

- **Large** – 6 to 12 person months of total ITS effort  
A large project is sized as requiring 6 to 12 months of effort, usually has a high degree of complexity, and usually requires coordination with multiple teams impacted by the planned work.

*Example – Large projects could include a new module implementation in Banner.*

- **Extra Large** – > 12 person months of total ITS effort  
An Extra Large project (also referred to as XLarge) is sized as requiring > 12 months of effort. XLarge projects are usually complex and require a great deal of coordination within ITS, with business or functional areas, and with outside vendors.

*Example – XLarge projects could include cross institution programs such as Multifactor Authentication.*

### Business Benefit

Business benefit is divided into three options: High, Medium or Low.

- **High:** A project categorized as yielding a High business benefit is defined as having a significant impact on the business (teaching, learning or research) or service delivery of an institution as measured against the strategic goals of the institution.

*As a guideline, a project defined as yielding a High business benefit could have a significant positive impact on 75% or more of a stakeholder group (e.g., all students at an institution, or all faculties at an institution, all staff at an institution, etc.), or it could contribute directly to one or more of the strategic objectives of an institution, etc.*

- **Medium:** A project categorized as yielding a Medium business benefit would have an intermediate impact on the business or service delivery of an institution.

*As a guideline, a project defined as yielding a Medium business benefit could impact between 25% and 75% of a stakeholder group, or could contribute indirectly and moderately to the strategic objectives of an institution, etc.*

## ITS PROJECT PROPOSAL GUIDE

- **Low:** A project categorized as yielding a Low business benefit would have a minimal impact on the business or service delivery of an institution.

*As a guideline, a project defined as yielding a Low business benefit could impact less than 25% of a stakeholder group, or would make a minimal contribution to the strategic objectives of an institution, etc.*

### Critical Success Factors

List the essential activities required for the project to be successful. Identify all known factors that must be delivered to achieve the goals of the project. It may be helpful to answer this from the Project Sponsor's point of view – what will be required for the Sponsor to deem the project successful?

*Examples of critical success factors are:*

- *understanding the business context and project objectives.*
- *setting vision and goals.*
- *recognizing and quantifying opportunities.*
- *compliance with institution's policies and procedures.*

### Scope and Deliverables

#### **In-Scope**

List specific project deliverables to be included in this project. These are the boundaries that determine what falls inside of the project and what will be included in planning.

#### **Out-of-Scope**

List specific deliverables that will NOT be included in this project. These are items that are outside of the boundaries of the project and will not be planned for.

### Assumptions

List the elements that are assumed will happen during the execution of the project and describe the impact of each to the project. These can include beliefs about effort, timelines, resources, budget, policies, etc.

*Examples of assumptions are:*

- *External vendor availability to support the business timeline.*
- *Existing hardware / software is compatible and does not need to be upgraded.*

# ITS PROJECT PROPOSAL GUIDE

## Constraints

List the related elements that may restrict or limit the project's success. These can include effort, timelines / key dates, resources, budget, policies, etc.

*Examples of constraints are:*

- *Selected software package must be Windows-based.*
- *Solution must be in place and operational by fiscal year end.*

## Risks

List any risks to the project that may restrict or limit the project's success. Consider reputational risks to the institution and what opportunity costs are lost if the project does not move forward.

Possible risks can include:

- **Reputational Risks**
  - Potential consequences posed to the reputation, status or standing of the institution, department, program, etc., if the project is not successful.
- **Opportunity Cost Risks**
  - The cost to the institution if an alternate direction is chosen, another project is selected for implementation, or if the project is unsuccessful.
  - The loss(es) could include financial, efficiency, time, business opportunity, customer satisfaction, etc.
- **Project Risks**
  - The risk of not effectively delivering approved initiatives (products, services or results) according to planned cost, schedule and quality expectations.
  - Project risks include elements that can affect successful delivery of initiatives, such as:
    - **Planning, Process and Control:**  
Risks of inadequate planning, ineffective / inefficient project processes, or weak project oversight and management practices.
    - **Communication and Stakeholder Management:**  
Risks from not keeping the channels of communication with project stakeholders actively open, and sufficiently efficient and effective, throughout the project life cycle.
    - **Resources:**  
Risks of insufficient access to people, funding and / or technology resources.
    - **Scope:**  
Risks of not having a clearly defined scope (i.e., "In-Scope" and "Out-of-Scope") and / or not having a scope that is achievable.

ITS-related risks should also be considered. These can include design, availability of infrastructure, access, integrity, and quality assurance, etc.

# ITS PROJECT PROPOSAL GUIDE

## Dependencies

Identify all known dependencies that may impact the delivery of this project. This can include events, timelines, resources, other projects or tasks that must be completed prior to or at the same time as this project.

*Examples of dependencies are:*

- *The project may have a reliance on another project's solution delivery.*
- *The solution may be reliant on a particular software or software version.*
- *The project may be contingent on the availability of some specialized labour resources.*

## Requirements from IT Services

Identify all known requirements from IT Services. This can include tasks such as: set-up a server, create an automated data extract from Banner, or add a data drop.

## Reporting Requirements

Identify any additional reporting requirements that IT Services needs to deliver. Include a date for the reporting requirements in case these are required by the business on a different timeline than the rest of the project deliverables.

## Approvals

List the Sponsor, Business Lead and ITS Lead (ITS Reviewer). Note: Usually this will be the same people as were listed in the Prime Stakeholders section of the form.

The signatures can be included on a physical or digital copy of the ITS Project Proposal form, or approval can be provided via email included with the submission of the document.

## DC IT Services Section

This section is for DC IT Services' use, for tracking and planning purposes, as needed.