

# 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 Project Prioritization Councils 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 IT Project Manager 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.

For additional guidance or support please contact the IT Project Manager at [ITSPROJECTS@DC-UOIT.CA](mailto:ITSPROJECTS@DC-UOIT.CA) for assistance.

## Prime Stakeholders

* Sponsor	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.
* Business Lead	The individual who represents the business value for the project. He or she will be a decision maker for the project and be involved in planning, issue resolution and will be a contact for IT Services as necessary.
Project Lead/Project Manager	<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 is the individual who is responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with 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.</p>
UL #	For University projects, please provide project number.
* Importance	<p>Indicate if the Importance of this project is High, Medium or Low</p> <p><b>High:</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</p>

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	<p>category are projects to support new legislation, upgrades required due to a technology change, or projects needed to support key business process changes and incorporate those changes in the supporting technology. These projects need to be prioritized but must be executed.</p> <p><b>Medium:</b> These are the foundational projects required to sustain the current business and the status quo environment that are less important than the mandatory 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 becomes high. The necessary financial and human resources need to be assessed and allocated before prioritization is done. Then these projects should be executed.</p> <p><b>Low:</b> These are essentially the projects that could be done if and when resources are available. These projects could include process improvement projects 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>
<p><b>* Strategic Goal Support:</b></p>	<p><b>Strategic/Business</b> Select the indicators that align the project to the institutions' strategic plan.</p> <p>Durham College <a href="http://www.durhamcollege.ca/wp-content/uploads/StrategicPlan_2013-2016_web.pdf">http://www.durhamcollege.ca/wp-content/uploads/StrategicPlan_2013-2016_web.pdf</a></p>

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### Budget, Timing & Resources

* Date Submitted	Indicate the date this project was submitted to IT Services.
* Requested Delivery Date or Timeframe	Indicate when the project is required to be delivered. Options include a specific date, month/year, quarter, academic semester, etc.
Duration	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.
Overall Budget estimate	What is the estimated budget for this project? Please include costs related to hardware and software purchases, consulting time, resource backfills, etc.
* Is Budget available from the sponsor or has it been requested?	Does the Project Sponsor and/or Business Lead have available funds to support this project? If the fund are not immediately available, have they been requested? Indicate Yes or No
If Yes, how much?	If funds are available or requested, please provide an amount.
Is Budget required from IT Services?	Is it expected that IT Services will request and manage the budget for this project? Indicate Yes or No.

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<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>Project requires 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)</b> Please consider whether or not backfill resources are required as well.	What resources are known to be required for this project? This will include functional resources and IT resources. Describe each role for the project and indicate effort in days or weeks where possible.

### \* Objective or Goal

<p><b>Goal:</b> Describe the goal(s) of the project. What will be gained or accomplished by implementing this project. They can be broad, general intentions. Sample goal statements include:</p> <ul style="list-style-type: none"> <li>• Improve wireless network connectivity in the Library.</li> <li>• Improve data security in Banner HR.</li> </ul> <p><b>Objective:</b> 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:</p> <ul style="list-style-type: none"> <li>• Replace current wireless access points in the Library</li> <li>• Add 10 wireless points in the Library</li> </ul>
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### \* Background on Business Opportunity

Provide a description on why this project is important and why it is required.
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### \* Benefits & Impact

<p>In a couple of 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.</p> <p>In addition to describing the benefit, please quantify both the Work Effort/Project Size into Regular and Large, and Business Benefit into Low, Medium and High. 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.</p> <p><b>Work Effort/Project Size</b> It is divided into two options: Regular and Large</p>
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- To be considered a regular project, it needs to have greater than 5 effort days of work and less than 30 effort days of work planned and it may have work required from multiple DC-ITS teams. Regular projects could include Audio Visual redesign for a classroom, server application upgrades, or minor changes to an existing application.
- A large project is sized at requiring greater than 30 effort days of work, and/or has an additional level of complexity and coordination that requires sizable effort from different teams impacted by the planned work. Large projects could include a new module implementation in Banner, significant changes to an enterprise wide service like Exchange, or a new tool implementation.

### Business Benefit

Business benefit can be divided into three groups: High, Medium or Low.

- A project defined 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 Benefit could have a significant positive impact on 75% or more of a stakeholder group (e.g. all students at an institution, or all schools/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.
- A project defined as yielding a Medium Benefit would have a medium impact on the business or service delivery of an institution. As a guideline a project defined as yielding a Medium 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.
- A project defined as yielding a Low Benefit would have a low impact on the business or service delivery of an institution. As a guideline a project defined as yielding a Low 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. What factors must be delivered to achieve the goals of the project?

Examples of critical success factors are:

- understanding the business context and project objectives
- setting vision and goals
- recognizing and quantifying opportunities

## 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.

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## Assumptions

List the characteristics that it is assumed will happen during the execution of the project and describe their impact to the project. These can include effort, time, resources, budget, etc.

## Constraints

List the related constraints that may restrict or limit the project's success. These can include effort, time, resources, budget, etc.

Examples of constraints are

- Selected package must be windows-based.
- Solution must be in place and operational by year end.

## Risks

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

- **Reputational Risks**
  - The reputational risk factors requiring consideration should the project be unsuccessful.
- **Opportunity Cost Risks**
  - The cost to the institution should another direction or project be selected for implementation or if the project is unsuccessful. This loss could include financial loss, lost efficiency, lost time, 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 can include:

- **Planning, Process & Control**
  - The risk of inadequate planning, ineffective/inefficient project processes, or weak project oversight and management practices affecting successful delivery of approved initiatives.
- **Communication & Stakeholder Management**
  - The risk of not being able to keep the channels of communication actively open, efficient, and effective enough with project stakeholders throughout the project life cycle affecting successful delivery of approved initiatives.
- **Resources**
  - The risk of insufficient access to people, funding or technology resources required to successfully deliver approved initiatives.
- **Scope**
  - The risk of not having a clearly defined ("In Scope" & "Out of Scope") and achievable scope affecting successful delivery of approved initiatives.

Lastly, when considering risks, IT Services risks may be considered. They can include design, availability infrastructure, access, integrity and quality assurance.

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## Dependencies

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

Examples of dependencies are:

- The project may have a dependency on another project's solution delivery.
- The solution may be dependent on a particular software.
- The project may be dependent on the availability of some specialized labour resources.

## Approvals

- Identify the Sponsor, Business Lead and ITS Lead (ITS Reviewer).
- Signature can be a signed copy of this document or approval via email included with the submission of this document.

## Requirements from IT Services

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

## Reporting Requirements

- Identify any additional reporting requirements needed that IT Services needs to deliver.
- Include business requirements date for reporting requirements in case these are required at a different time than the rest of the project.

## DC ITS Section

- This information is used by DC IT Services for planning purposes.