

INFORMATION TECHNOLOGY STANDARD ADMINISTRATIVE PROCEDURES

Information Resources – Project Management

1. General

As an institution of higher education, West Texas A&M University must create, publish, and adhere to an institution-wide policy, based on industry standards, for information resources project management practices. The requirements of this policy also include a documented and repeatable method for the delivery, proper IT governance of information resources (IR) projects, and provide a classification methodology that categorizes projects according to the level of risk and complexity such as size, budget, and time to deliver. This policy also requires an annual review to assess, monitor, and measure the impact of these practices on the university's ability to achieve its core mission. A formal report will be compiled and distributed to senior administration.

2. Applicability

It is the policy of West Texas A&M University to follow this established Standard Administrative Procedure (SAP) to manage all information resources projects using project management practices that conform to the criteria outlined in Texas Administrative Code 216. The project classification table outlined below is intended to classify projects as minor, small, medium, or large. These projects must also follow the university project management policy. University policy also requires that minor, small, medium, and large projects must be employed using the project management practices specified in the WTAMU Project Management Handbook.

This Standard Administrative Procedure (SAP) applies to all University information resources.

3. Definitions

- 3.1 Information Resources: Any and all computer printouts, online display devices, magnetic storage media, and all computer-related activities involving any device capable of receiving email, browsing Web sites, or otherwise capable of receiving, storing, managing, or transmitting electronic data including, but not limited to, mainframes, servers, personal computers, notebook computers, hand-held computers, personal digital assistant (PDA), pagers, distributed processing systems, network attached and computer controlled medical and laboratory equipment (i.e. embedded technology), telecommunication resources, network environments, telephones, fax machines, printers and service bureaus. Additionally, it is the procedures, equipment, facilities, software, and data that are designed, built, operated, and maintained to create, collect, record, process, store, retrieve, display, and transmit information.
- 3.2 Project: A program to provide information resources technologies support to functions within or among elements of a state agency, which should be characterized by well-defined parameters, specific objectives, common benefits, planned activities, a scheduled completion date, and an established budget with a specified source of funding.
- 3.3 Project Management Practices: Documented and repeatable methods that a state agency uses to apply knowledge, skills, tools, and techniques to satisfy project activity requirements.

3.4 **Standard:** A definition, format, or specification that has been approved by a recognized, formal, national and international standards organization or is accepted as a de facto standard in the industry.

4. Project Classification

The level of effort devoted to managing IT projects should be commensurate with the size and scope of those projects, thus projects are categorized so that appropriate project management processes and procedures can be applied to the various categories. The table below defines the categorization or information resources projects. Consider project characteristics in the left hand column of the following table and determine where the project aligns with the characteristics. Identify a score for each characteristic. For example, a project with a \$9,000 budget would score a value of 0 in the cost characteristic row. Enter this value in the right column. When all rows are completed, tally all values to arrive at the project’s total score then use the total score to classify the project into one of the four categories.

| Characteristics | 0 | 1 | 2 | 3 | Score |
|--------------------------------------|---|---------------------------------|--|--|-------|
| Cost | Less than \$10,000 | \$10,000 - \$100,000 | \$100,000 - \$1,000,000 | \$1,000,000 or greater | |
| Time (Hours) to Deliver | 40 - 160 <i>[Projects with a work effort of less than 40 hours are exempted from following project management methodologies]</i> | 160 – 1000 | 1,000 – 2000 | 2,000+ | |
| Project Team Size | Single IT Unit | Two IT Units | Three IT Units | Four IT Units | |
| IT Project Teams Involved | Single IT team | Two IT teams at one institution | More than two IT teams at one institution or 2+ comparable IT teams at multiple institutions | Multiple disparate IT teams at multiple institutions | |
| Campus (non-IT) Departments Involved | Single Department | Two Departments | Three Departments | Four or More Departments | |

| | | | | | |
|--|--|--|---|--|--|
| Impact on the University | Minimal change, or extends systems now in use | Moderate change or modifies systems now in use, but doesn't change work processes and/or delivery of services to university constituents | Significant change to work methods of university staff/faculty and/or delivery of services to university constituents | Total, major revision of work methods of university staff/faculty and/or delivery of services to university constituents | |
| Technology | Standard and Proven Technology | Standard and proven technology at the university but new to the implementation team | Proven in industry or other institutions, but new to university | Emerging and unproven | |
| System/ Project Integration Complexity | Standalone or No Integration Required | Some integration with another system | Impacts existing integration with multiple other systems | Requires development of new integration with multiple other systems | |
| Supplier/Vendor Involvement | Good experience in the past working with this vendor | Mediocre experience in the past working with this vendor | Other departments and/or agencies have had problems with this vendor | Outsourcing for the first time or working with a new vendor | |
| Impact Outside of University | Affects mostly internal operations of the campus | Indirectly impacts students/citizens | Directly impacts students/citizens of the State | Directly impacts students/citizens of the State and has visibility to the legislature | |
| | | | | Total Score | |

Projects fitting the classification as medium or large, but are routine, recurring and repeatable (such as the installation of application software updates on a recurring basis, replacement of network equipment in wiring rooms or the replacement of projectors/screens in smart classrooms) will follow the methodology for small projects. Projects that are classified as large and otherwise meet the state's definition of a major information technology projects will be reported to the state in accordance with TAC 216.

| Project Classification | Minor | Small | Medium | Large |
|------------------------|-------|-------|--------|-------|
| | 0 – 3 | 4 – 7 | 8 – 12 | ➤ 12 |

OFFICE OF RESPONSIBILITY: Information Technology

CONTACT: Chief Information Officer