

CNS Project Management Procedures and Guidelines

(Rev. October 2000)

Staffing and Project Management

This section is intended to provide business partners with a general understanding of the resources that CNS would typically use to analyze the requirements, prepare the request for proposals, design, develop, procure and/or implement and deploy an application.

Following an analysis phase, which may be performed by CNS in collaboration with the project owner(s), CNS and the project owner(s) will each assign a project team to implement and manage the specific application and train the end users. CNS is very flexible in its approach to staffing projects and will work with business partners in defining the staffing of each project to take advantage of the strengths of all parties.

Effective project management and consistent and timely project reviews help ensure that tasks are completed as anticipated by all project teams. This process will be facilitated when all project personnel clearly understand their respective roles and responsibilities. To simplify the management process we organize the roles and responsibilities into clear categories. These categories provide a responsibilities framework by which tasks and activities are assigned, allocated and completed.

CATEGORY	RESPONSIBILITY
Definition	Assigned to the individual(s) responsible for the definition of a given task or deliverable in terms of planning, specification or design.
Execution	Assigned to the individual(s) responsible for the execution of a given task or deliverable - seeing that the item is completed. This is typically a leadership, or primary responsibility role.
Participation	Assigned to the team members responsible for assisting with and participating in the execution and completion of project tasks and deliverables.
Review	Assigned to the individual(s) responsible for the review of a given task or deliverable for the purpose of quality control, testing, or verification (<i>providing the checks and balances</i>)
Input	Assigned to the individual(s) responsible for providing feedback on, or information for, a given task or deliverable.
Approval	Assigned to the individual(s) responsible for approving given project activities, requests or deliverables.
Acceptance	Assigned to the individual(s) responsible for accepting the completion of given project tasks and deliverables, usually involving the transfer of ownership and accountability. This can occur when a project or a given phase is completed, or when a task is transferred to a different project team.

In order to successfully implement any specific project, it is essential that all assigned personnel to each project allocate sufficient time and resources to the effort.

A brief description of the roles of the project team members follows.

Project Board

The Project Board is the project's sponsoring body with senior representation from the key stakeholders; business process owners, CNS and vendors. The Project Board provides support to the project and the project manager, and helps mitigate major project risks – all towards achieving the goals of the project. The Project Board authorizes the project manager to develop a “Project Roadmap Document” to establish both the scope of the project and how the project is to be to achieve project results. At the completion of each Stage, the Project Board officially approves the technical products and reviews the management information to establish whether or not the project continues to meet each of their objectives. Finally the Project Board, having opened the project, officially closes it down at the natural completion of the project, or upon a premature closure.

AUB Project Manager (Project Manager)

The Project Manager acts as the main contact person for the project owner(s) and the project board. The Project Manger is appointed by the project owner(s) and approved by the project board. He/She serves as the conduit for information between the Vendors team, CNS team and the project owner(s) team(s). Will develop and maintain the project road map document, project management documents and project plan. Will approve the design, review the deliverables for accuracy and completeness, and communicate the results of all reviews to the project board. The project manager is the project executive with over all responsibility of the project resources and deliverables and he/she actively participate in all phases of the project.

Vendor Project Manager

The Vendor Project Manger acts as the main contact person for Vendor. HE/She serves as the conduit for information between the Vendors team and AUB team. Will approve the design, review the deliverables for accuracy and completeness, and communicate the results of all reviews to the vendor and vendor team. The vendor project manager will actively participate in all phases of the project.

CNS Technical Project Coordinator

CNS Technical Project Coordinator oversees all the technical aspects of the project and acts as the main technical contact for the project. Has overall project responsibility, including allocating CNS resources, scheduling, budgeting, reporting, and communicating with the project team.

Quality Control Specialist

Coordinates and performs all aspects of quality control throughout the lifecycle of application development and/or deployment.

The Project Owner Team

In order to ensure a successful project, it is important for our project owners to understand and agree upon what is expected of them throughout the project. Since we approach each project as a team, the project owner will need to identify and gain the commitment of a dedicated Project Manager from within the organization and several subject-matter-experts.

Other Resources the Project Owner May Need to Provide

Prior to the first combined project team meeting, the CNS project team will review documents and other relevant source documentation. This may include:

- Documentation describing the mission statement and business objectives of the project owner organization/department.
- Policies, Procedures, Process workflow and other relevant documents.
- Forms, Reports, etc.

Project Communication

One of the ways in which CNS ensures responsible and effective project management is through the consistent use of project communication and accountability tools. The project owner will be able to monitor the development process through the following reporting methods.

Periodic Project Status Reports

These reports provide a record of major milestones, agreements, and outcomes for each period (as defined at the project kick-off meeting) and summarize critical or unresolved issues and next steps. Logs can either be surface mailed or e-mailed to the Project Manager.

Project Management Meetings

Project management meetings will be held as needed. These meetings will bring the project owner and CNS teams together for candid appraisals of our performance, validation of expectations and project scope, and useful exchanges of ideas and information. These meetings help keep the project on track by maintaining continuity of communication and commitment.