

<b>Project Management Lifecycle Procedure</b>			
<b>Parent Policy</b>	Digital Governance Control Framework – Governing Policy		
<b>Policy Sponsor</b>	Vice President Information Technology and Chief Information Officer (VPIT & CIO)	<b>Category</b>	Administrative
<b>Policy Contact</b>	VPIT & CIO	<b>Effective Date</b>	December 12, 2019
<b>Procedure Contact</b>	Director of Digital Transformation	<b>Review Date</b>	December 12, 2024

### 1. Purpose

This procedure describes the steps required for managing and integrating information technology projects throughout their lifecycle: including initiating, planning, executing, monitoring and controlling through to closing of the project.

### 2. Scope

While each project will not be required to complete every step of the project lifecycle, it is essential that these steps be considered and used as required to effectively and efficiently deliver core ITM projects. The Director of Digital Transformation is responsible for the requirements of this procedure.

### 3. Definitions

<b>Board Audit Committee</b>	Assists the Board in fulfilling its due diligence, fiduciary, financial reporting and audit responsibilities and to approve, monitor, evaluate and provide advice on matters affecting the external audit, internal audit, risk management, legal and regulatory compliance, and the financial reporting and accounting control policies and practices of the University.
<b>Digital Initiatives</b>	Strategic or operational digital/technology projects funded by any faculty, department, or administrative unit (excluding professors' specific research projects).
<b>Digital Governance Committee</b>	An advisory committee reporting to Executive Team for the purpose of assisting Executive Team in fulfilling its due diligence, fiduciary, financial reporting and audit response responsibilities by monitoring, evaluating and providing advice to the Executive Team on matters affecting all university digital initiatives.

<b>Lifecycle</b>	The span of time between the creation of a technology and digital assets and its disposal.
<b>Program</b>	(As it relates to IT project management) A group of related projects that are managed in a coordinated way to obtain benefits not available from managing them individually.
<b>Project</b>	A temporary endeavor undertaken to create a (unique) product, service or result.
<b>Project Management Committee (IT)</b>	Advisory Body who steers a digital project's delivery from its start to the finish to ensure the project remains focused on delivery of defined business outcomes.
<b>Digital Project Management Committee</b>	Advisory Body who steers a project's delivery from its start to the finish to ensure the project remains focused on delivery of defined business outcomes.
<b>Standard Operating Procedure (SOP)</b>	A standard operating procedure addresses process-related information that is below the level of policies and procedures. Their content often informs the Policy Framework. A SOP is highly detailed, regularly revised and is deemed internal to the University, although a SOP may be shared on a need-to-know basis.

#### 4. Guiding Principles

- 4.1. Technology Management Policy standards associated with IT project management are:
- a. As a 100% online university, the University may have many IT projects and all projects must be closely monitored.
  - b. Processes exist to provide investment for and to prioritize projects via the Integrated Resource Planning process.
  - c. Digital initiatives will be managed in accordance with the Board-approved IMAGINE: Transforming Lives, Transforming Communities strategic plan, RISE: Athabasca University's Digital Transformation, its 5-Year IT Strategy and the Learning Framework from the Office of the Provost.
  - d. Compliance with the Board Audit Committee approved recommendations for Review of Processes for Assessing Work In Progress (WIP) For IT Projects.
  - e. IT projects will be created to ensure enterprise solutions and to leverage the University's common tools, processes and templates that support enterprise solutions.

- f. Information Technology services will provide a repository for IT project documentation.

#### 4.2. Procedures for Project Management Lifecycle Phases

- a. Initiation - Determination of business need by business owner and their VP with request for investment included in the annual Integrated Resource Planning (IRP) cycle.
  - i. Where project investment was not requested in the IRP cycle, with the VPs approval, a Sanctioned Investment Proposal or Discretionary Investment Proposal can be brought forward to the Digital Governance Committee as outlined in the Digital Governance Framework.
    - Investment funds for the off-cycle project would need to be found in sponsoring VP's existing operational budget.
- b. Planning - high-level planning of project's needs and scope would be done initially between business owner and Director of Digital Transformation and/or with the Digital Transformation Architect.
  - i. Detailed project planning and adherence to AU's Project Management Framework would be assigned to a Digital Project Manager funded by the project budget.
  - ii. Assigned Project Manager and Digital Transformation Architect would confer with Project Sponsor to identify potential phase releases of project, if any, in order to allow for phase-level capitalization and amortization.
- c. Executing - execution of creation or integration of technical assets and adherence to the scope, budget and timelines is an accountability of assigned Project Manager and/or Systems Development Manager, Manager of IT Infrastructure and Digital Transformation Architect and their teams.
- d. Monitoring and Controlling - ensuring adherence of teams overall to the stated scope, budget and timelines is the accountability of the Project Committee for the project, both the Steering Committee and the Working Groups of the Steering Committee.
  - i. Changes required to the stated scope, budget and timelines must be reviewed and supported first by the Project Committee with their sponsoring Executive Sponsor and then by the Digital Governance Committee.
- e. Closing and Implementation - closing and implementing activities have the following accountabilities.

- i. Implementing the project, including all unit testing, integration testing and user acceptance testing (UAT) is a shared accountability to the Systems Development Manager and their team along with the business unit non-technical testers who must ensure UAT is performed and signed-off on as per the project's UAT timelines.
- ii. Business and IT digital project leaders are accountable for producing a closing-out the project, including creating and bringing the Project Close Report to the Digital Governance Committee.
  - Finance work with the Director of Digital Transformation to complete a capitalization and amortization schedule for the project's tangible assets, if any.
- iii. Adding services and SLAs related to the implementation, if any, is the accountability of the Deputy CIO with their team to ensure warranty and provisioning of ongoing technical support and licensing costs are budgeted for.

#### **5. Applicable Legislation and Regulations**

None applicable

#### **6. Related Procedures/Documents**

Digital Governance Framework for AU

Project Management Framework for AU

[Alberta Association in Higher Education for Information Technology's ITM Control Framework](#)

NOTE: The subject matter and scope of this procedure are also supported by internal-use only Standard Operating Procedures.

#### **History**

<i>Date</i>	<i>Action</i>
December 12, 2019	Executive Team (Policy Approved)