

N E W Y O R K S T A T E

Project Management Guidebook

Release 2

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PREFACE

The *New York State Project Management Guidebook* was developed to document a common methodology for managing projects in New York State government organizations and to provide guidance and advice to Project Managers throughout the life of a project.

In January of 2001, James Natoli, Director of State Operations, announced the creation of a statewide Project Management Office (PMO) within the Office for Technology. The PMO mission: to increase project management competence and foster sustained success for projects carried out by New York State. The top priority of the newly created PMO was, and is, the development of a common project management methodology for use by Project Managers across the state.

A common methodology encourages individual Project Managers across the state to approach each project endeavor with the same discipline and tools. Since the methodology is common to all business areas and across all agencies, state Project Managers moving to new opportunities within and among state agencies will have virtually no learning curve for project management. Roles and expectations are clearly defined for Project Team members, Project Sponsors, and Customers, regardless of the type of project (IT projects, software development projects, engineering projects, business process improvement projects, etc.). All project participants receive the same information regarding deliverables and activities throughout the project. This streamlines project execution, since participants will not need continual direction and education regarding the project process.

The New York State Project Management Methodology also provides a standard for agency staff to use when contracting with private vendors. The state can now provide the methodology for its contractors, rather than requiring New York State staff to adjust to the different performance standards of each firm with whom they contract. Again, utilizing one common framework within which all New York State projects can be carried out improves the state's ability to complete the projects successfully.

Acknowledgements

Under the direction of the New York State PMO, a team of experienced Project Managers developed the ***New York State Project Management Guidebook*** collaboratively. The team, made up of state Project Managers and Project Managers from Keane, Inc., collected and analyzed best practices from New York State agencies as well as practices from the Keane Guide to Project Management®. Generally accepted principles of project management were refined and incorporated into a project lifecycle consistent with New York State policies and practices. At all times, the team worked to align the methodology developed for New York State with the *Project Management Institute's (PMI®) Guide to the Project Management Body of Knowledge (PMBOK®)*, the recognized ANSI standard.

A committee of eighteen agencies, consisting of IT Directors, Project Officers, and Project Managers, participated in the guidance, review, and critique of the methodology over a nine-month development period, resolving issues ranging from the processes to include in the methodology to the selection of appropriate templates and report formats. They provided insight and guidance on the methodology development and its presentation within this ***Guidebook***.

Since its initial publication in September of 2001, the ***Guidebook*** content and direction have been guided by a Guidebook Guidance Committee. This committee is a volunteer effort, with members from New York State agencies, boards, and commissions who meet at least twice yearly to review suggestions and plans for changes to the ***Guidebook***.

The New York State Office for Technology acknowledges the contributions, time commitments, and ongoing support of the following individuals, and their agencies, to the development and ongoing support of the ***New York State Project Management Guidebook***.

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Structure of the Guidebook

Section I, Project Lifecycle, provides a description of the project lifecycle. It is intended to guide a Project Manager through the complete life of a project, from the first formal documentation of the project's concept to its formal termination, detailing the phases of the project lifecycle, the specific processes to be performed within each phase, and defining the tasks that comprise each process. Specific templates are provided to supplement the tasks and processes, including meeting agendas, deliverable templates, checklists, and forms. Tips and techniques for successfully performing the tasks/processes are offered, as are answers to "frequently asked questions". At the end of each phase, common pitfalls faced by Project Managers are described, along with solutions that could be used to successfully deal with those challenges. The hope is that a Project Manager will find useful direction for what to do, when to do it, and how to do it, no matter what stage of the lifecycle his/her project may be in.

Section II, Project Management Topics, provides in-depth advice and direction on selected topics of importance to New York State Project Managers. It is anticipated that this section of the **Guidebook** will grow as the state's Project Managers contribute advice on additional topics of common interest. This section is a repository for shared lessons learned from the experience and expertise of the state's Project Managers.

Section III, System Development Lifecycle (SDLC), provides a description of the standard phases and major processes of a generic system development lifecycle. It is intended to guide a Project Manager through the effort of developing a computer system, describing specific system development processes and aligning them with the project management lifecycle. Structured similarly to Section I, this section also provides specific templates to illustrate format of deliverables and supplement the processes described, including meeting agendas, checklists, and forms. Tips and techniques for successfully performing the SDLC processes are offered throughout the text, supplemented by common pitfalls and answers to "frequently asked questions". While not trying to anticipate every task that may be required by various technology platforms and development techniques, the hope is that a Project Manager will find useful information for how to

direct the project team, what to expect from them at every development checkpoint, and how to interact with other parties interested in the system being developed.

It is expected that other Line of Business Lifecycles will be added to future editions of the **Guidebook**.

Appendices provides a glossary of the project management and system development terms used throughout the text, a repository of all templates used throughout the **Guidebook** (without the annotations, instructions, and field descriptions), and a list of resources used in the compilation of this document, which may be of use to Project Managers as they seek to further their education and skills in project management.

How to Use this Guidebook

The **New York State Project Management Guidebook** is intended to be both a “what to do” and a “how to do it” guide for New York State Project Managers. While at first it may appear intimidating, remember that in many cases the **Guidebook** is merely formalizing, in process documentation, what is already a fairly standard and generally accepted technique. The value of documenting and standardizing these processes is that it frees the Project Manager from having to define a process to fit a particular situation and/or event occurring during his/her particular project. Instead, standards are already there for the Project Manager to use to manage each process while continuing to focus on key project activities.

Most processes and deliverables are required for all projects, although in smaller projects they may require less formality and a lower level of effort. The End-of-Phase Checklists can be used to ensure that every process defined has been considered, necessary tasks addressed, and required deliverables produced. If recommended tasks or deliverables are skipped, make sure to identify and record why the particular task/deliverable has not been completed and how the objectives of that task/deliverable will otherwise be met.

The compass icon  indicates a tip from an experienced Project Manager, while the life preserver icon  marks advice intended to save the project from pitfalls.

The templates included in the text contain instructions and comments facilitating their use. The same templates can be found in the Appendices, without annotation. These can be photocopied or downloaded from the OFT website <http://www.oft.state.ny.us/> for use and customization for your project. For quick reference, a Table of Templates has been provided in the Introductions to both Section I and in Section III that lists each template, its purpose, and page number references to quickly locate the template either within the text of the **Guidebook** or in the Appendices.

Finally, use this **Guidebook** as a tool to help **you manage** the project. Don't let the process or the project **manage you!**

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