



STATE OF NEW JERSEY TECHNOLOGY CIRCULAR Project Management Office Project Managers Policy	POLICY NO: 16-01-NJOIT	
	SUPERSEDES: N/A	EFFECTIVE DATE: 12/12/2016
	VERSION: 1.0	LAST REVIEWED: 12/12/2016

ATTN: Project Managers in the Office of Information Technology and the State Executive Branch Agencies of New Jersey

1 PREFACE

This policy serves as a strong *recommendation* with respect to the majority of projects managed and governed within the Agencies of the State Executive Branch. It serves as a *requirement* to the projects where OIT PMO is actively engaged in the governance of the project.

2 PURPOSE

This policy supports the consistent use of commonly accepted practices when managing IT projects in OIT and Executive Branch agencies. Project Managers will realize benefits from these practices, as will citizens of the State.

The primary policy objectives are to:

Provide standardized Project Sizing requirements for all IT projects.

When required, ensure that managers adhere to the System Architecture Review (SAR) process for IT projects.

Drive project management process improvement throughout NJOIT and Executive Branch Agencies of New Jersey.

Ensure visibility into each project's health.

Provide the structure to keep projects on schedule, within budget, and in scope.

Establish the baseline criteria for inclusion in the OIT PMO Governance Portfolio.



3 AUTHORITY

This policy is established under the authority of the State of New Jersey. [N.J.S.A. 52:18a-230 b.](#) This policy defines New Jersey Office of Information Technology's (NJOIT) role with regard to technology within the Executive Branch community of State Government.

The New Jersey Office of Information Technology (NJOIT) reserves the right to change or amend this circular.

4 DEFINITIONS

Please refer to the Statewide Policy Glossary at <http://www.nj.gov/it/ps/glossary/>.

5 SCOPE

The Office of Information Technology's Program Management Office (OIT PMO) is responsible for providing governance and support to OIT and the Executive Branch Agencies of New Jersey. Some past documents have referred to this office as the Information Technology Project Management Office. Such references also refer to the OIT PMO. This policy is designed to provide a consistent approach to anyone acting in a project management role and/or who performs project management activities. The policy promotes the use of project management best practices for methodologies, artifacts, tools, and techniques as recommended by the Project Management Institute (PMI) and International Institute of Business Analysis (IIBA).

6 POLICY

This policy seeks the consistent use of the methodologies, artifacts, tools and techniques as recommended by the Project Management Institute (PMI) and International Institute of Business Analysis (IIBA) when managing IT projects regardless of size, type, focus, or complexity.

Every "project" regardless of size, type, focus, and complexity must be assessed to determine if it meets the parameters of the definition of a project:

A project is temporary in that it has a defined beginning and end in time, and has a defined scope and resources. It is unique in that it is not a routine operation, but is a specific set of operations designed to accomplish a singular goal. It is undertaken to create a unique product, service, application or environment.

All projects must complete a Project Sizing Document for determining if the project is Small, Medium, or Large. This document will assist the project management team in



visualizing what level of project management effort will be required. The sizing document tool is located in Attachment C.

6.1 Reasonable Effort

- 6.1.1 Small and Medium – It is recommended that reasonable efforts are made to ensure “Small” and “Medium” projects use industry-accepted project management processes, exercises, and documents.
- 6.1.2 Large – Managers of “Large” projects must substantiate that their project team(s) made reasonable efforts to use industry- accepted project management processes, exercises, and documents.

6.2 Minimum Documentation

All projects must produce the minimum-required documentation to initiate the project (note the table below), support the work effort throughout the life of the project (see Attachment B), and follow the recommendations of the System Architecture Review Process. SAR (System Architecture Review) is a four-stage process consisting of Business Case, Logical, Physical and Implementation Reviews that are held during the lifecycle of system design and development. It is a checkpoint process that analyzes and ensures the project is in alignment with NJ Enterprise Architecture at each stage. SAR is not under the purview of OIT PMO; however, OIT PMO is dependent on SAR documentation to meet the documentation requirements of the Quality Gate Review Process. Information regarding the SAR process can be found on the New Jersey Portal at: https://www.nj.gov/it/docs/sar/0131_SAR_FAQs_08112016.pdf.

OIT and State Executive Branch Leaders are responsible for monitoring and ensuring compliance to this policy and the accepted standards within their own agencies.



Documentation Requirements			
Project Category	SMALL	MEDIUM	LARGE
Project Score	7 – 15	16 – 42	43 – 70
Required	<ul style="list-style-type: none"> Sizing Document Business Case Review Document 	<ul style="list-style-type: none"> Sizing Document Business Case Review Document 	<ul style="list-style-type: none"> Sizing Document Business Case Review Document Project Charter
Documentation Placed On File			
Agency	<ul style="list-style-type: none"> Sizing Document Business Case Review Document 	<ul style="list-style-type: none"> Sizing Document Business Case Review Document 	<ul style="list-style-type: none"> Sizing Document Business Case Review Document
OIT (PMO)	<ul style="list-style-type: none"> Sizing Document 	<ul style="list-style-type: none"> Sizing Document 	<ul style="list-style-type: none"> Sizing Document Business Case Review Document
OIT (SAR)	<ul style="list-style-type: none"> Business Case Review Document 	<ul style="list-style-type: none"> Business Case Review Document 	<ul style="list-style-type: none"> Business Case Review Document

Note: Information in this policy may at times reference other agency or department policies and procedures; it is each user’s responsibility to verify information directly from the source.

6.3 Inclusion in the OIT PMO Governance Portfolio

Some “Large” projects will be selected for the OIT PMO Portfolio. Projects selected for the OIT PMO Portfolio will generally be enterprise initiatives or major modernization projects that have a cost of greater than or equal to \$10 million. For the purpose of this policy, an Enterprise Initiative is defined as a project that presents an opportunity for a solution to be implemented and utilized by all agencies, departments, and units within New Jersey’s Executive Branch. Projects in the OIT PMO Governance Portfolio are required to complete the OIT PMO Quality Gate Review process. These projects will be assigned an OIT PMO Project Manager and Business Analyst to guide the Agency through meeting the requirements of the process. Each Gate review requires documentation in support of best practices. Please see Attachment A.

In cases where the project does not meet the minimum requirements as defined in this policy, the project manager must document the reasoning for this conclusion and keep documentation on file to support the decision. In the case of a large project and a



project that is in the OIT PMO portfolio, such documentation must be delineated in the Project Management Plan.

This policy meets PMI and IIBA requirements for best practice and documentation.

7 AUDIENCE

This policy applies to Program and Project Management Offices, Project Managers, Business Analysts, Contractors, and anyone acting in a project management or business analyst role leading, managing or participating in technology project management activities throughout the Executive Branch Agencies of New Jersey.

8 RESPONSIBILITY

Each manager in the above list has a responsibility to require adherence to this policy and best practices. This requires utilizing industry-accepted methodologies, tools, and techniques to ensure the highest possible quality. Project Managers are expected to manage projects on schedule, within budget, and within scope. Business Analysts are expected to produce accurate high-level requirements that meet stakeholder needs. These are requirements as recommended by and in alignment with the Project Management Institute (PMI) and International Institute of Business Analysis (IIBA).

9 EXCEPTIONS AND NON-COMPLIANCE

A compliance exception may be requested if there is an inability to meet required and/or recommended project management practices, if supported by a justifiable business decision or other seminal reason. This form – while not required – is strongly recommended for use in Small, Medium and Large projects outside the OIT PMO Portfolio of Projects. For such projects, OIT, Agencies and State Executive Branch Leaders are responsible for monitoring and ensuring compliance to this policy. This form is mandatory for those projects in the OIT PMO Portfolio. An exception request to compliance for a project in the OIT PMO Portfolio that is not approved initially by the OIT PMO project manager or business analyst assigned to the project, is an indication an action taken is not recommended as best practice by OIT PMO. A submission can be completed, but final approval will be on a case-by-case basis and at the discretion of the OIT PMO Director.



10 RELATED DOCUMENTS

- Attachment A to 16-01-NJOIT
- Attachment B to 16-01-NJOIT
- Attachment C to 16-01-NJOIT
- Attachment D to 16-01-NJOIT

http://www.nj.gov/it/reviews/forms/0131_SAR_FAQs.pdf

Signature on File

Dave WEINSTEIN
Chief Technology Officer

12/12/2016

DATE

11 DOCUMENT HISTORY

Version	Published Date	CTO	Sections Modified	Description of Modifications
1.0	11/03/2016	D. WEINSTEIN	0.0.0	Original Published Date
1.0	DD/MM/YYYY		None	Annual Review, Approved with no update
2.0	DD/MM/YYYY		0.0.0	
0.0	DD/MM/YYYY			
0.0	DD/MM/YYYY			Policy Rescinded by