



## MAJOR INFORMATION TECHNOLOGY PROJECT LIFE CYCLE

This memorandum provides a summary of the project management life cycle processes, executive and legislative branch activities, and statutory provisions relating to planning and executing major information technology (IT) projects. Information related to major projects can be viewed on the Information Technology Department (ITD) project management webpage: <https://www.nd.gov/itd/services/project-management>. The status of major IT projects in process can be viewed on the [ITD portfolio overview dashboard](#). A [quarterly report archive](#) of the portfolio overview dashboard is available on the ITD website.

Project Management Life Cycle Processes	Executive and Legislative Branch Activities	Related Statutory Provisions
<p><b>Project origination</b> - Evaluate projects proposed for the next planning cycle and reach a consensus on the projects to be selected</p>	<ol style="list-style-type: none"> <li>1. Agencies identify projects to create a product or develop a service that can solve a problem or address a need within the agency.</li> <li>2. Agencies develop a project proposal, including a business case and proposed solution, for each proposed project. The business case should include information on project description, project objectives, business need or problem, proposed solution, consistency and fit with the organization's mission, cost-benefit analysis, and project risks.</li> <li>3. Agencies prioritize IT projects, submit their IT plan, including project information, to ITD, and submit their IT budgets into the budget analysis and reporting system. In most cases, the budget for a project is the initial cost estimate. The most accurate project budget is not available until the completion of the project planning process.</li> <li>4. ITD reviews information regarding proposed major IT projects for executive branch state agencies, excluding institutions under the control of the State Board of Higher Education and the judicial and legislative branches, and ranks those projects based on a prioritization methodology that considers return on investment, customer service benefits, citizen and business outcome improvements, internal efficiency benefits, operational necessity, and project risk.</li> <li>5. The list of prioritized projects is forwarded to the Information Technology Committee, as well as the Office of Management and Budget (OMB), and the Governor for consideration in the executive budget recommendation.</li> <li>6. The Governor recommends projects to be funded in the executive budget.</li> </ol>	<p>North Dakota Century Code Section 54-59-23 requires an executive, legislative, or judicial branch agency, except for institutions under the control of the State Board of Higher Education, to report to ITD before September 1 of each even-numbered year regarding the plan for and status of any IT project that is estimated to cost more than \$500,000.</p> <p>Section 54-35-15.2(13) requires the Chief Information Officer (CIO) to provide a report to the Information Technology Committee before October 1<sup>st</sup> of each even-numbered year regarding proposed major IT projects and other IT issues for the next biennium.</p>

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<p><b>Project initiation</b> - Define the overall parameters of a project and establish the appropriate project management and quality environment required to complete the project</p> <p><b>Project planning</b> - Define the exact parameters of a project and ensure all the prerequisites for the project execution and control are in place</p>	<ol style="list-style-type: none"> <li>7. State agencies, including ITD, present the proposed projects to the Appropriations Committees of the Legislative Assembly.</li> <li>8. The Legislative Assembly selects projects to be funded in the legislatively approved budget.</li> <li>9. ITD conducts a preliminary architectural review for projects funded and provides a recommendation to agencies regarding proceeding with the project.</li> <li>10. Agencies refine the business cases as appropriate for those projects funded in the legislatively approved budget.</li> <li>11. Agencies submit a copy of the final business case for a project to ITD.</li> <li>12. Agencies initiate the project by identifying the project sponsor, project manager, and project team; developing a project charter; and conducting a project kickoff meeting. A project charter is developed and executed to initiate a project and to secure commitment for the resources, including human, financial, and equipment, necessary for the project. A project charter should include information on project background, project scope, measurable project objectives, required resources, constraints, assumptions, and project authority.</li> <li>13. Agencies submit a copy of the project charter to ITD prior to any project expenditures or signing of vendor contracts.</li> <li>14. Agencies complete planning for a project by completing and approving a project plan. A project plan should identify specific milestones throughout the project and their associated cost, schedule, and deliverables. At this time, agencies complete the budget for the project. This project budget is considered to be the baseline budget for all cost comparisons.</li> <li>15. Agencies submit a copy of the project plan to ITD after the plan has been approved by the project sponsor.</li> <li>16. Agencies present a project startup report to the Information Technology Committee. A project startup report summarizes information from the business case, project charter, and project plan, including project description, project objectives, business need or problem, cost-benefit analysis, and project risks. A copy of the project startup report template is attached as <a href="#">Appendix A. Historical project startup reports</a> can be viewed on the ITD project management webpage.</li> </ol>	<p>Section 54-59-11.1 provides each executive branch state agency, excluding entities under the control of the State Board of Higher Education, considering the development of an IT project with an estimated cost of \$100,000 or more is to involve ITD in the planning and study of the project. A state agency must receive a recommendation from ITD prior to proceeding with any study relating to the project.</p> <p>Section 54-59-05 provides ITD is to request and review information, including project startup information summarizing the project description, project objectives, business need or problem, cost-benefit analysis, and project risks, regarding any major IT project of an executive branch agency.</p> <p>Section 54-35-15.2 provides the Information Technology Committee is to receive and review information, including a project startup report summarizing the project description, project objectives, business need or problem, cost-benefit analysis, and project risks, regarding any major project of an executive, legislative, or judicial branch agency, the State Board of Higher Education, or any institution under the control of the State Board of Higher Education.</p>



Project Management Life Cycle Processes	Executive and Legislative Branch Activities	Related Statutory Provisions
	<p>24. Agencies submit a copy of the postimplementation review to ITD.</p> <p>25. Agencies present a project closeout report to the Information Technology Committee. A project closeout report summarizes information from the postimplementation review, including the project objectives achieved, project budget and schedule variances, and lessons learned. A copy of the project closeout report template is attached as <a href="#">Appendix C. Historical closeout startup reports</a> can be viewed on the ITD project management webpage.</p>	<p>Section 54-59-05 provides ITD is to request and review information, including project closeout information summarizing the project objectives achieved, project budget and schedule variances, and lessons learned, regarding any major IT project of an executive branch agency.</p> <p>Section 54-35-15.2 provides the Information Technology Committee is to receive and review information, including a project closeout report summarizing the project objectives achieved, project budget and schedule variances, and lessons learned, regarding any major project of an executive, legislative, or judicial branch agency, the State Board of Higher Education, or any institution under the control of the State Board of Higher Education.</p>

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