



CITYSTATE
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Project Management Policy and Procedure

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ITCD Operations Policy Manual

**INFORMATION TECHNOLOGY AND
COMMUNICATION DEPARTMENT**

Project Management Policy & Procedure
Revision Date:

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Revision History

Name & Designation	Date	Description of Change	Version
Jimbo V. Balane, ITCD Head	02/24/2021	New	3.0
Emmazelle Bernardo, Sr. PM	03/03/2022		
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1. INTRODUCTION

Project management is a method that provides detailed instructions for the discipline of planning, organizing, controlling, reporting and managing project resources to successfully complete project goals and objectives. It includes all of the activities for managing a project. A project is temporal in nature. It has a defined beginning and end. Moreover, it begins with project inception and closes when its product is delivered.

The Bank shall be adopting at least two project management methodologies to have flexibility and adaptability.

One of which is the **Agile Methodology**, whose popularity is consistently growing due to the increased pace of innovation and highly competitive environment. It prioritizes shorter iterative cycles and flexibility. This is good for projects where the requirements are to incorporate quick wins and build iteratively.

The other one is the **Waterfall Methodology**, which is a traditional method and has a linear approach to delivering projects. Needs to come up first with the requirements, put the design together, build the solution, test and implement, and then move it into a maintenance stage. This is good for projects where the requirements are clear or little change is expected along the way.

The selection of any of these methodologies shall be based on the assessment and agreement by the Project Team.

1.1 PURPOSE

The Citystate Savings Bank, Inc. (CSBI) is committed to continuously improve the delivery of the organizational needs in terms of Information Technology (IT)-related projects on time, within budget, within scope and in such a way consistent with its overall strategic goals and in compliance to the Bangko Sentral ng Pilipinas - BSP, Project Management in the Development and Acquisition guidelines.

This Project Management policy serves as a guideline for the management and implementation of CSBI Information Technology (IT)-related projects. It will establish standards for coordinating and managing the projects from an enterprise-wide perspective consistent with the internal and external audits standpoint.

Furthermore, this policy shall be used in line with the other Information Technology and Communication Department Operations policies such as Incident and Problem Management, Change Management, Vendor Management, Deployment Management, and Hardware and Software Acquisition Policy.

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1.2 SCOPE

The Project Management policies and standards contained in this document shall apply to all CSBI Information Technology (IT)-related projects such as in-house and third party development of software applications or systems, acquisition and/or implementation of new or enhanced hardware, software, infrastructure or services with or without the help of third party providers. The resources and responsibilities in the project management life cycle process and the necessary reviews and approvals may vary depending on the project for implementation.

1.3 DOCUMENT MAINTENANCE

To ensure that this document is aligned with the current business process the Bank wants to achieve, review and update will be done annually and as deemed necessary by the Information Technology and Communication Department (ITCD), Senior Management, and Information Technology and Communication Steering Committee (ITCSC) based on new issuances of standard practices and policies either by internal or other regulatory bodies. Refer to Policy Review Process of ITCD Operations Policy Manual.

1.4 POLICY ON DEFINING A PROJECT

A project is defined as a unique set of coordinated activities, with definite or indefinite starting and finishing points depending on methodology use, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters. This policy aims to effectively manage projects within the constraints of Scope, Quality, Resources (Time and Budget) and Risk.

2. CLASSIFICATION AND CATEGORIZATION OF A PROJECT

This policy shall provide guidelines on how to classify the impact and urgency of a proposed project.

2.1 PROJECT CLASSIFICATION

Each project will have to be classified to determine the activities and documentation requirements that need to be accomplished and delivered by the Project Team.

There are instances when the Project Team has a different assessment on project classification. Nonetheless, Information Technology (IT) Project Manager's or Scrum Master's assessment will prevail based on the definitions cited below.

In the event that there will be deviation in the project classification, approval of the Change Advisory Board (CAB) is required. CAB is composed of Information Technology and Communication Steering Committee (ITCSC) members.

Moreover, before Project commences, it is required that the following approved documents are presented:

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Project Cost Benefits Analysis (Annex PM-01) for

- For New Systems
- Third-Party developed software

Project Charter (Annex PM-02) for

- For in-house developed projects

Likewise, classifying a project is further explained in section 1.4.

2.1.1 New System

These projects will require acquisition or development of an Information Technology (IT) solution either to replace an existing system or develop a totally new solution for process automation that is not covered by the function or purpose of any existing system or application. The identified projects are presented to the Information Technology and Communication Steering Committee (ITCSC) and Board of Directors (BOD) for approval and may have to be consulted to BSP for approval.

2.1.2 Sustainment / Maintenance

These projects will require major and minor enhancements to existing Information Technology (IT) solutions or systems either developed in-house or acquired through third-party developers/ partners. There are two types of sustainment projects:

2.1.2.1 Major Enhancements

A project can be classified as major enhancement if there is an existing Information Technology (IT) solution that will need any of the following:

1. Any changes that are related to Bank's internal and external regulatory compliances. This will be assessed depending on the scope of the change required.
2. Development of new modules or enhancements of module/s that will have significant impact on the existing process or system's core processes.
3. Changes in infrastructure like new or upgrade of servers.
4. Any changes that require more than one (1) month of development. Any impact and functions that will developed have to be considered.
5. Application or software major version upgrade.

2.1.2.2 Minor Enhancements

A project can be classified as minor enhancement if it requires less than a month of development of an existing Information Technology (IT) solution and will meet any of the criteria below:

1. Enhancements that will require additional field/s.
2. Changes with no impact on critical functionalities or process of the systems.
3. New or additional reports.
4. Enhancement without new fields and screens / modules that does not affect the system's core features and/ or functionalities.
5. Change in label, spelling, modifying/ adding error or warning messages.
6. Cosmetic changes to the User Interface's (UI's) look and feel that will not require code change/s.

2.1.3 Other Considerations

Other Information Technology (IT) related activities that can be assessed and planned for future enhancements or new product development.

1. Work-around solutions that require enhancements to existing systems/ applications triggered by reported critical incidents will be assessed depending on the above classifications.
2. Requests for extracting reports and quick data fixes fall under normal Information Technology (IT) Operations. Though, these will / can be assessed and planned as future project/s.
3. Recurring issues that will be resolved by either developing new applications or enhancement to existing features.

3. PROJECT PRIORITIZATION

3.1 Definition

Project Prioritization is one of the most important capabilities for any organization and the foundation for successfully running and implementing projects. It's a process where projects are weighed in and sorted out which of them are the most important so that allocation of resources can be focused on those value-added projects and complying to regulatory requirements.

Project prioritization should be aligned with the Bank's **overall strategic goals** when *providing decisions* and executing projects. Prioritization is a process where projects are

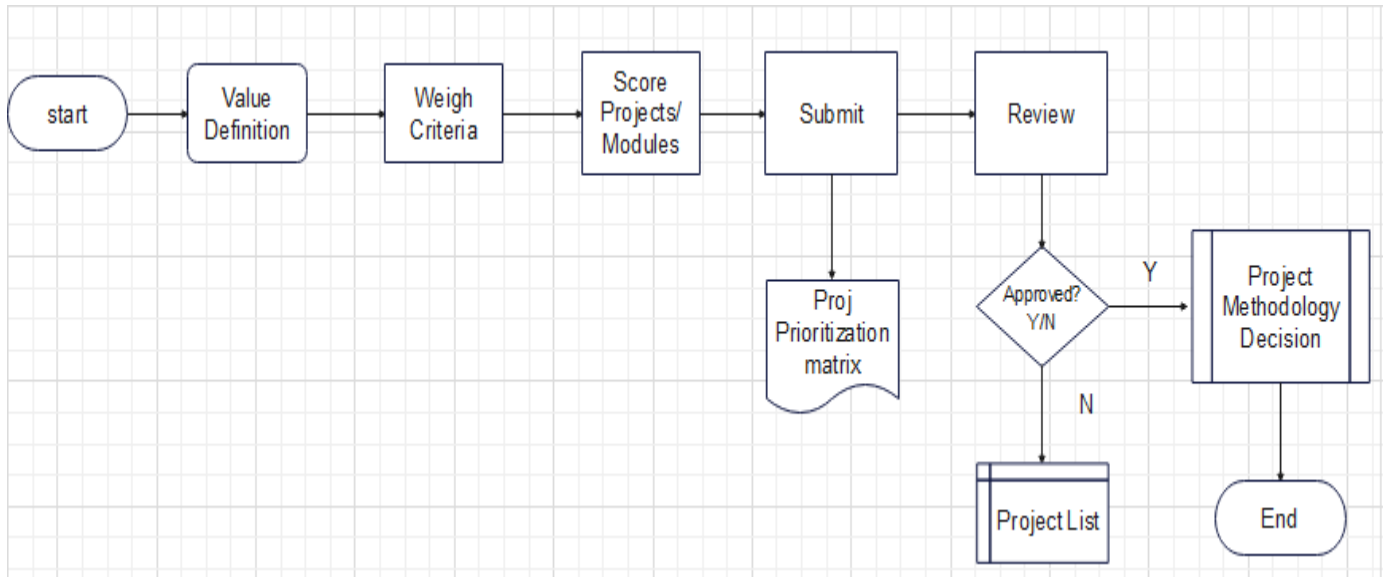
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being quantified, balanced the volume of projects versus capability to deliver those projects and most importantly focus on business benefits.

3.2 Project Prioritization Process



3.3. Steps

Step 1: Value Definition

In this step, the basis or criteria for scoring and prioritizing the projects is centered on the list of strategic goals of the Bank that can deliver tactical value to the business.

Some criteria might be as follows:

- Strategic Alignment – promote projects that align with the Bank overall strategy.
- Customer Service and Satisfaction – promote projects that fulfil the needs and expectations of the clients in terms of products and services.
- Organizational Efficiency – promote projects that improve the effectiveness of the employees.
- Sustainability – promote projects that increase the positive social and environmental impact of the business.
- Project Risk – promote projects that have lower risk failure.
- Organizational Risk – promote projects that minimize risk of business.
- Resilience – promote projects that increase the ability of the Bank to respond to environmental changes.

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- Technology Fit – promote projects that leverage the infrastructure and skills.
- Financial Factors – promote projects that maximize the financial contribution to the Bank.
 - Financial Contributions – the direct transfer of funds.
 - Financial Budget – income and expenses of the Bank on a long-term and short-term basis.

Step 2: **Weigh the Criteria**

In this step, each strategic goal will be turned into weighted criteria. Building a weighted criteria model that can be used to score projects is the most important step in the whole process. Favoring one project over the others can be eliminated and avoided. The three main reasons of weighted criteria are as follows:

1. In reality, strategic goals are not equally important. Weighting captures the fact and quantifies the differences.
2. Criteria weights will address the different perceptions on goals and also weighting them differently.
3. Weighted criteria are an excellent communication tool because it can show what's important and can empower employees to make decisions aligned with their priorities.

Step 3: **Evaluate and Score the Projects**

In parallel to criteria weighting, there is a need to pull together a list of all projects and all project requests. At this stage, information is added and this includes scoring each project against the criteria.

Step 4: **Calculate and Prioritize List of Projects**

In this step, weighted criteria are brought together with the project scores to give the overall score for each project. Furthermore, this is where ranking of projects will happen. The order of projects is based on their weighted score, the higher the score, the more value that project will deliver to the Bank. Specifically, can use prioritized/ranked project list to:

- Pick a portfolio of projects that is aligned to strategy.
- Pick projects that are going to add the most value.
- Identify projects that are currently being implemented, but that add little value, a chance to review and even stop these projects.
- Make day-to-day resource allocations based on project priority.
- Eliminate resource allocation by “who’s shout the loudest”.
- Give clarity about which projects should be scheduled first.

DELIVERABLE

- Refer to Project Prioritization Matrix (Annex PM-03)

4. METHODOLOGY DECISION PROCESS

Simple decision process whether to use *Waterfall* or *Agile* methodology in implementing a project.

- a. *Are project requirements clear?*
Waterfall: Yes
Agile: No
- b. *Is the project complex?*
Waterfall: No
Agile: Yes
- c. *Do you need more adaptability?*
Waterfall: No
Agile: Yes
- d. *Do you need feedback or changes instantly?*
Waterfall: No
Agile: Yes

DELIVERABLE

- Methodology Decision Process Checklist (Annex PM-04)

5. PROJECT MANAGEMENT LIFE CYCLE

The Project Management Life Cycle is the underpinning process that enables Citystate Savings Bank, Inc. (CSBI) to deliver results through ensuring projects are consistent with, and supportive of agreed overarching policy objectives, relevant to clients, feasible within the constraints of the operating environment and the benefits generated are likely to be sustainable.

In general, it includes the following main stages:

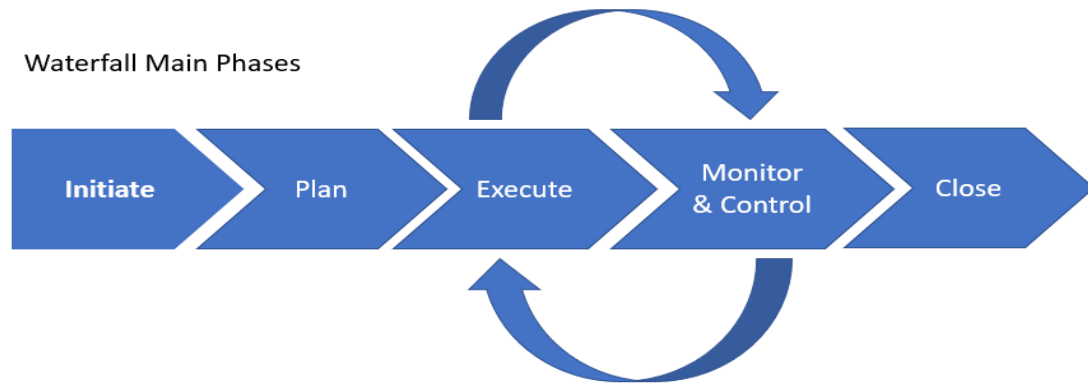
- Stage 1. Project Identification,
- Stage 2. Project Preparation,
- Stage 3. Project Implementation and
- Stage 4. Project Completion (evaluation/closure)

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5.1 WATERFALL METHODOLOGY



Overview

Waterfall methodology organizational structure is linear where all the phases of a process occur in a sequential flow where activity moves from one phase to the next only when the preceding phase is complete and frozen.

This methodology is best utilized for large scale projects. A clearly defined Functional Requirements Specification (FRS) before development or implementation can start. The entire project is planned upfront without any scope for changing requirements. In case, it should control the requirement changes throughout the project.

KEY THREE MAIN ROLES

Project Sponsor who is a member of the Board of Directors or Information Technology and Communication Steering Committee (ITCSC) or Senior Management or head of the department/unit with responsibility and accountability for the delivery of the project. The Project Sponsor defines the feasibility and the cost of the project, ensures that the project is properly sourced and defines the cost, and whether the project can deliver the expected benefits. He/ she normally, will, chair the Project Team. Specific requirements emanating from internal clients (departments).

Project Manager who is responsible for leading the team, organizing the work, planning, and the day to day running of the project within the terms of the project brief; providing all necessary reports; and gaining approval for any deviation from the project brief.

Team Member who is responsible for a certain stage of work. Unlike the members of agile teams, Waterfall team members are not interchangeable. Each of them

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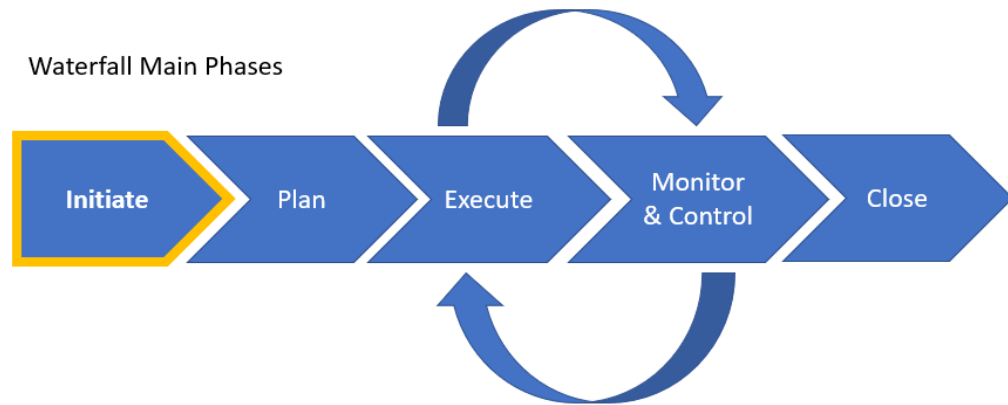
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performs only one role. For the team Member composition, please refer to Software Development Life Cycle (SDLC) Policy.

5.1.1 Initiation Phase

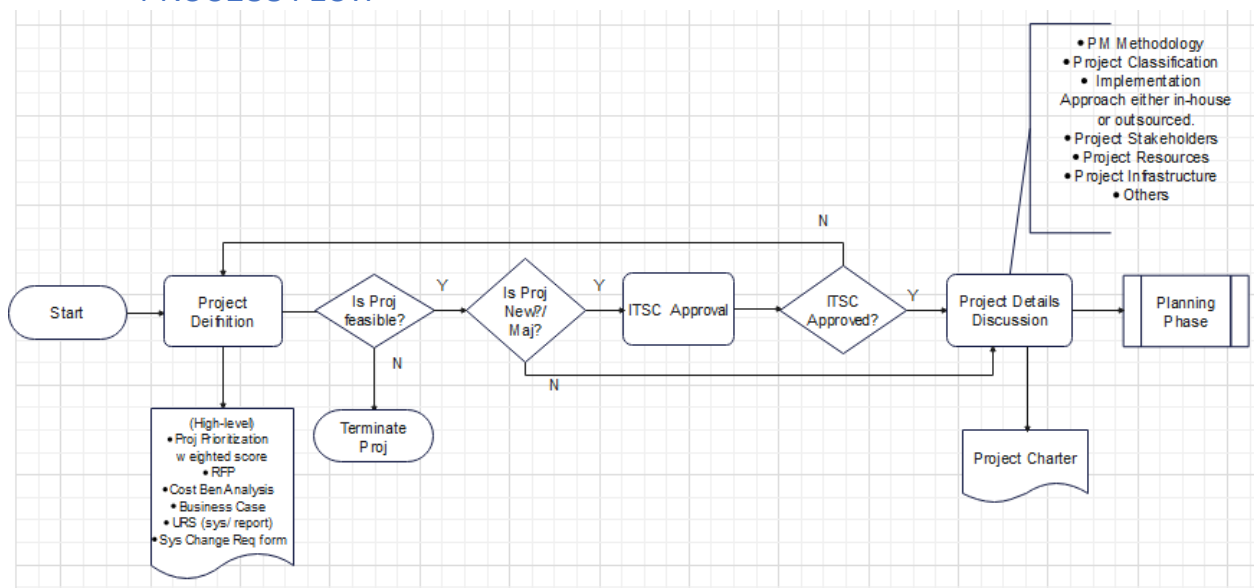
Waterfall Main Phases



DEFINITION

The Initiation phase is the beginning of the project. This is when the idea of the project is explored and elaborated. The primary purposes of this phase are to determine why the project is needed and if it's feasible. Meetings between business users and Information Technology (IT) are held in order to determine and understand the requirements. These requirements are assessed and evaluated for the significance and importance in the possibility of incorporating the requirements in the system to be developed or enhanced.

PROCESS FLOW



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ACTIVITIES AND DELIVERABLES

This phase often begins with the submission of System Change Request Form (SCRF) and Business Case (Annex PM-05).

1. Establish the Business Case of the project, with the following objectives.
 - Identifying the business opportunity or issue that will be addressed by implementing the project.
 - Defining the business solution and ensuring that the project objectives are aligned with the organization's strategic goals.
 - Prepare initial budget and timeline, ensuring that the project is/ will be adequately funded.
 - Involve relevant stakeholders
 - Manage and mitigate identified risks and
 - Select and assign team members whose skills and expertise can contribute to the success of the project.
2. Submit the filled out Business Case and System Change Request Form (SCRF).
3. Identify Project Team members
 - Project Sponsor
 - Project Manager
 - Project Team Member

Refer to Software Development Life Cycle (SDLC) Policy for the complete list of project members and their detailed roles and responsibilities.

4. Create User Requirements (URS) (Annex PM-06) or Functional Requirements Specification (FRS) (Annex PM-07).
5. URS is for user-initiated projects while FRS is for IT-initiated Projects.

All projects shall require approval of the Information Technology and Communication Steering Committee (ITCSC) and Board of Directors (BOD).

Creation of Business Case, User Requirement Specifications (URS) and/or Functional Requirement Specifications (FRS) are not required for urgent Bangko Sentral ng Pilipinas (BSP) and other regulatory related projects. See samples below:

- Virtual Private Network (VPN) Connectivity
- Remote FTP connection
- Other connection configurations like IP, DR, etc.
- Organize/ Conduct Project Meeting

*Action Items/Assigned Person/When it is needed.

This is a requirement prior to the official start of the project. The Project Team shall discuss the following but not limited to:

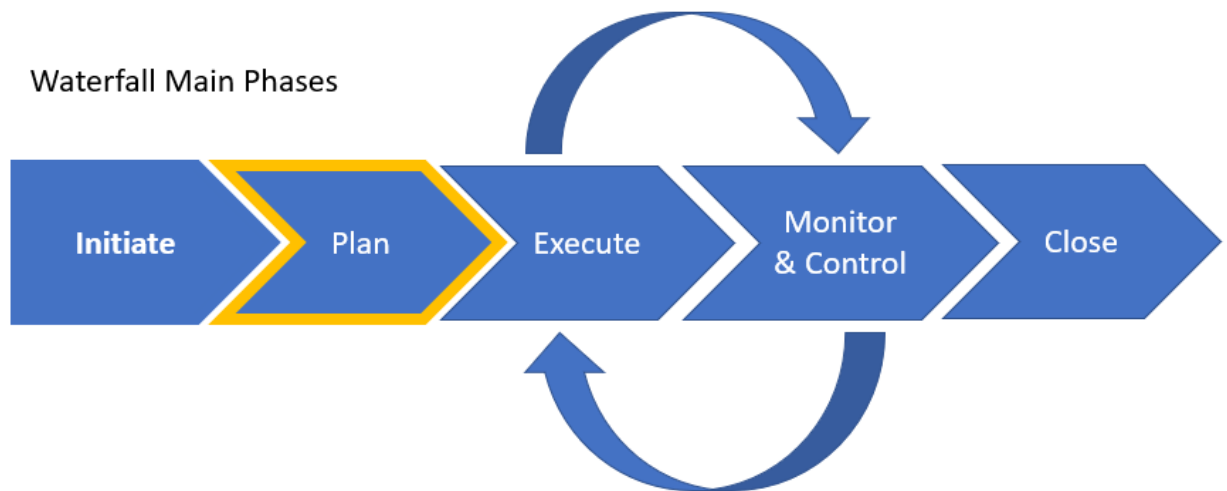
- Project Management Methodology
- Project Classification
- Project Implementation Approach either in-house or outsourced.
- Project Stakeholders
- Project Resources
- Project Infrastructure

This activity shall be documented, reviewed and cascaded by the Project Team thru the Minutes of Meeting (MoM).

Moreover, an Approved Project Charter will mark the end of the Initiation phase and beginning of the Planning Phase.

5.1.2 Planning Phase

Waterfall Main Phases



DEFINITION

After the project has been defined and the project team has been appointed, detailed project planning will come next. This is the heart of the project life cycle, it tells how the project will be implemented and how it will be achieved. It refines the project's objectives, which were gathered during the initiation phase. This is where the project plans are documented, the project deliverables and

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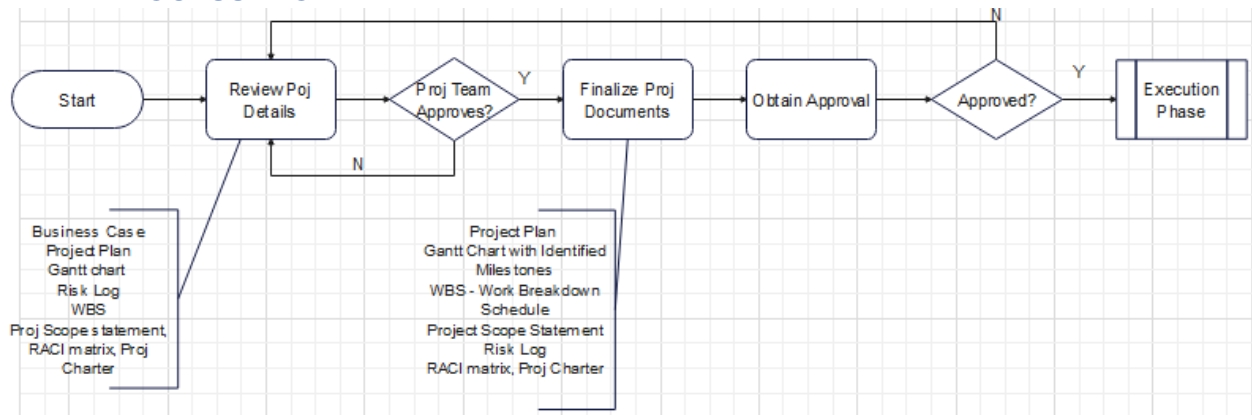
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requirements are defined, and the project schedule is created. It involves creating a set of plans to help guide the team through the implementation and closure phases of the project. The plans created will help also manage time, cost, quality, changes, risk, and related issues.

Purpose of the project planning are as follows:

- Establish business requirements.
- Establish cost, schedule, list of deliverables, and delivery dates.
- Establish resources plans.
- Obtain management approval and proceed to the next phase.

PROCESS FLOW



ACTIVITIES

The basic processes of project planning shall include the following:

- Scope planning – specifying the in-scope requirements for the project to facilitate creating the work breakdown structure.
- Preparation of the work breakdown structure – spelling out the breakdown of the project into tasks and sub-tasks.
- Project schedule development – listing the entire schedule of the activities and detailing their sequence of implementation.
- Resource planning – indicating who will do what work, at which time, and if any special skills are needed to accomplish the project tasks.
- Budget planning – specifying the budgeted cost to be incurred at the completion of the project.
- Procurement planning – focusing on vendors outside the Bank.
- Risk management – planning for possible risks and considering optional contingency plans and mitigation strategies.
- Quality planning – assessing quality criteria to be used for the project.

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- Communication planning – designing the communication strategy with all project stakeholders.
- Privacy Impact Analysis (PIA) – Data Privacy Officer (DPO)

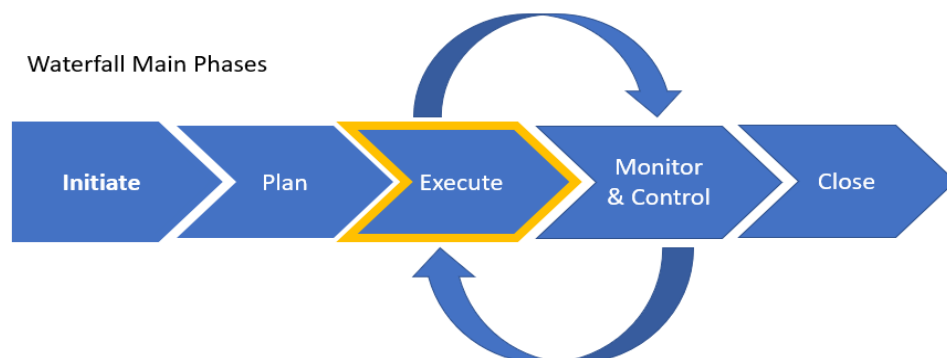
When articulating the project objectives **SMART** rules below should be followed:

- **Specific** – get into the details. Objectives should be specific and written in clear, concise, and understandable terms.
- **Measurable** – use quantitative language. Need to know when to have successfully completed the task.
- **Acceptable** – agreed with the stakeholders.
- **Realistic** – in terms of achievement. Objectives that are impossible to accomplish are not realistic and not attainable. Objectives must be centered in reality in terms of process and cost efficiency.
- **Time based** – deadlines not durations. Objectives should have a time frame with an end date assigned to the Project Team.

DELIVERABLES

- Project Plan (Annex PM-08)
- Project Management Gantt Chart with Identified Milestones (Annex PM-09)
- WBS - Work Breakdown Structure (Annex PM-10)
- Project Scope Statement (Annex PM-11)
- Risk/ Issues Log (Annex PM-12)
- Responsible Accountable Consulted Informed (RACI) matrix (Annex PM-13)

5.1.3 Execution Phase



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DEFINITION

This is usually the longest phase of the project. It involves putting the project plan into action. It's here that the project manager coordinates and directs project resources to meet the objectives of the project plan. As the project unfolds, it's the project manager's job to direct and manage each activity on the project, every step of the way. Simply follow the plan that has been put together and handle any problems that come up.

The execution phase is where the project team actually does the project work to produce the deliverables like products or services including the project management documents that the project team put together.

The steps undertaken to build each deliverable may vary depending on the type of project being undertaken. Refer to SDLC Policy for the detailed activities.

Some risks to monitor during execution phase that determine the success or failure of the project are as follows:

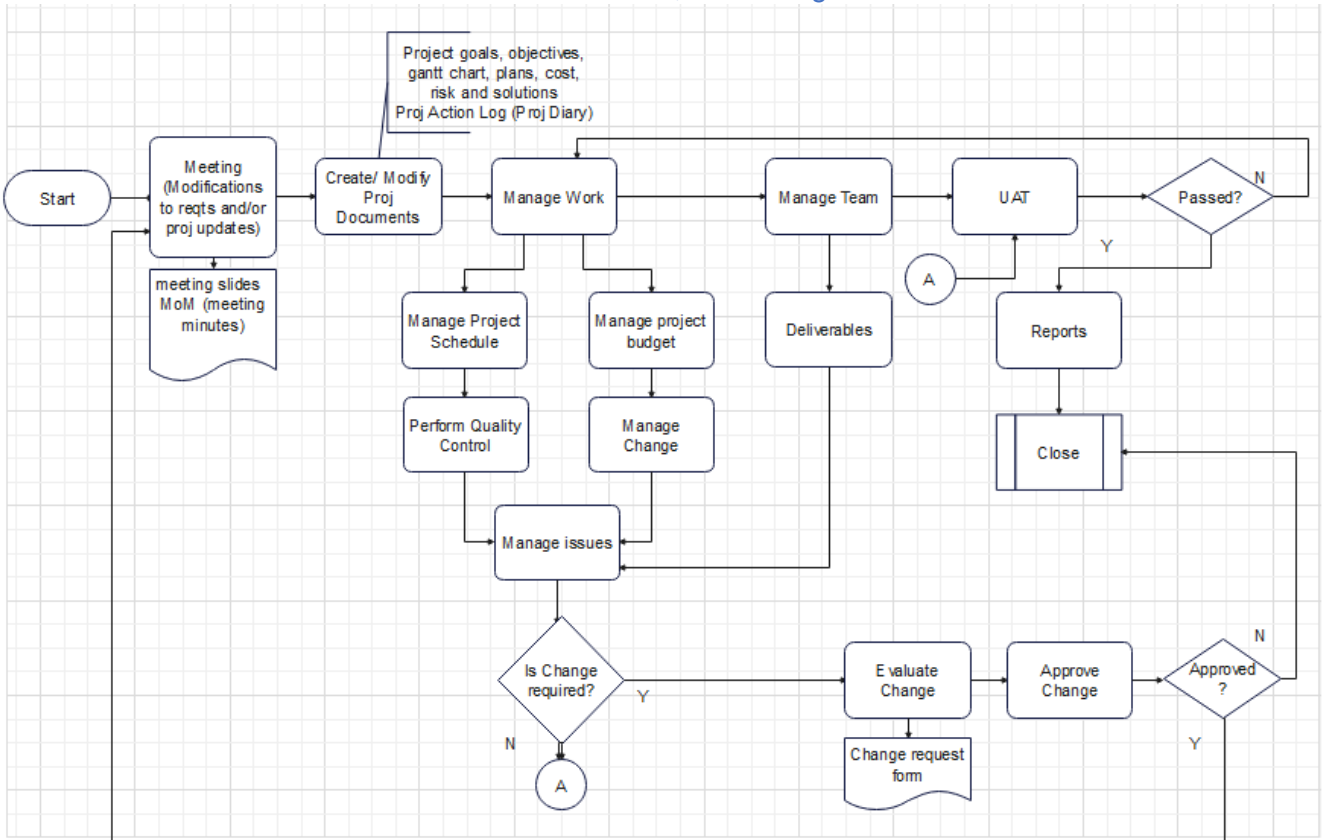
- Over/under allocation of key resources
- Lack of personnel
- Poor time management
- Inadequate team training
- Poor stakeholder engagement
- Missed milestones
- Constant changes to requirements, leading to scope creep
- Failed project leadership
- Lack of standardized approach

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PROCESS FLOW – Execution, Monitoring and Control



ACTIVITIES

1. Kick-off meeting - The purpose of the kick-off meeting is to ensure that everyone involved in the project (stakeholders, clients, project team) is aware of the project details and his/ her role within the project. One of its many goals is for the clients and stakeholders to leave the meeting feeling confident in the project. This is where the Project Manager presents the Project's goals, objectives, Gantt chart, plans, costs, risk and solutions to the stakeholders, clients and project team. The PM also identifies what reports, how often the stakeholders will receive the reports/ updates, meeting schedules and how will the project be approved, among others.
2. Team Meetings - This is a frequent meeting which aims to discuss the team's progress, issues and escalations.

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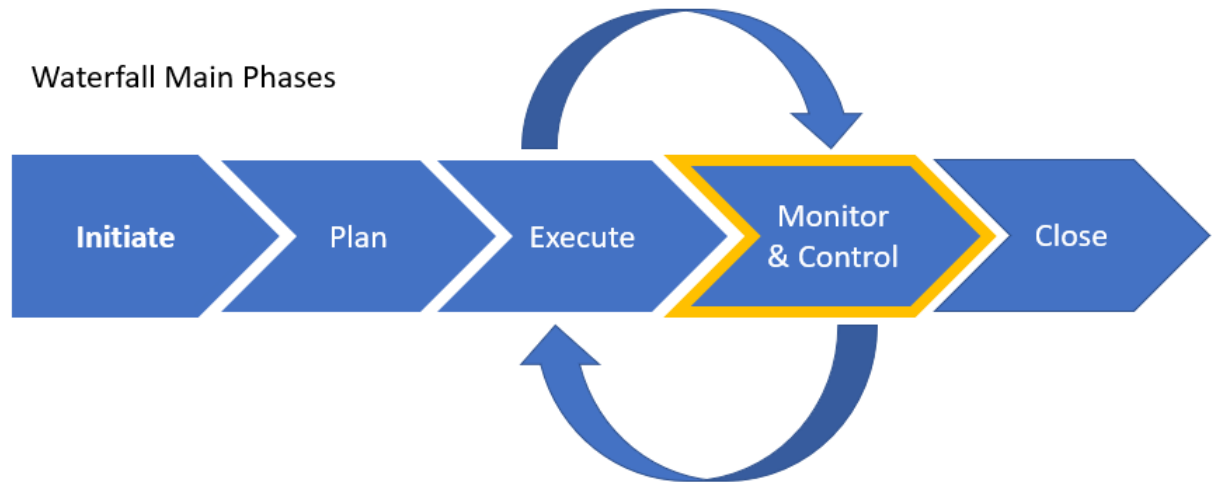
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3. Update Project Action Log (a.k.a Project Diary) - after the Kick-off meeting, potentially, questions and gaps to the project plan may be raised. The PM logs this to the Project Action Log to identify
 1. What must be done.
 2. By whom the task should be assigned to.
 3. Define its due date.This is also the tool to use for logging entries gathered from team meetings.
4. Risk / Issues log will be used to log and track risks. Though in the Waterfall methodology, as more time is given to planning, project have longer duration and requirements do not change often, the Risk Management is not as active as in Agile.
5. Users Acceptance Testing – Performed by the end-users to verify and accept the software system before moving the software to production environment. The objective is to validate the end to end business flow.

DELIVERABLES

- Presentation decks
 - Kick-off meetings
 - Frequent team meeting slides (depending on what is agreed, may be once a week or bi-weekly meetings)
- Project Action Log (project diary) (Annex PM-14)
- UAT test cases and sign-off (Annex PM-15)

5.1.4 Monitoring and Controlling Phase



DEFINITION

Monitoring and controlling phase runs concurrently with project execution, providing visibility and actionable insight into the project. It is focused on tracking project performance and progress using key performance indicators (KPIs) agreed during the project planning.

Core to this phase is identifying when a change is needed, what the change entails, and how to implement the change with minimum impact on the direction of the project. This careful, informed consideration will help to prevent scope creep or the impact of small changes to the original project plan. It also includes the following:

- Managing risks.
- Measuring deliverables against the original requirements.
- Tracking the project budget.
- Assessing progress against key milestones.

This phase actually begins during the planning phase of the project wherein the stakeholders and the team decide what project success will look like. This can refer to delivering the project on time, within budget, or at an agreed standard. Make sure the team understands the objectives of the project before any work starts.

Define at least two to five KPIs to track progress of the project. During project execution, actual performance is measured against desired performance (KPIs). Project KPIs shall not limit to the below suggestions:

- *Cycle time* - the time needed to complete a certain task or activity. This is helpful for repeated tasks in a project.
- *Number of adjustments to the schedule* – how often the project schedule has been modified.

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- *Resource Capacity* – the number of individuals working on a project multiplied by the percent of time they have available to work on it. This project KPI helps to properly allocate resources (and determine any hiring needs) and set an accurate project completion timeline.
- *Budget Variance* – how much the actual budget varies from the projected budget to track this KPI, measure how close the baseline amount of expenses or revenue is to the expected value.
- *Number of Errors* – how often things need to be redone during the project. This is the number of times to redo and rework something, which affects budget revisions and calendar revisions as well.

Most of the time, projects never go as planned, in case be ready to adjust as needed.

Three (3) Ways to Track and Re-Plan the Project:

1. Check and Understand Project Progress

Before re-planning, use the project reports to check the current status of the work. Get the team together for a 'project health-check' to drill into current work, upcoming tasks, and issues.

2. Find and Manage Exceptions

Next, look for exceptions such as issues, risks, and change requests. These elements can quickly become roadblocks later on, so need to include a plan to resolve any outstanding items. It may require a change to the project like moving the deadline by a few days.

3. Re-Plan the Project

At this point, it's been identified if and why the project is veering from the original plan.

The next step is to re-plan based on gathered information. Do the following:

- Update current tasks as needed, for example, a new owner or due date.
- Create and assign new tasks.
- Adjust the timeline.
- Update relevant project documentation.

Share the new plan with stakeholders and the project team quickly to keep work moving forward. Provide context for these changes, what, why, and how.

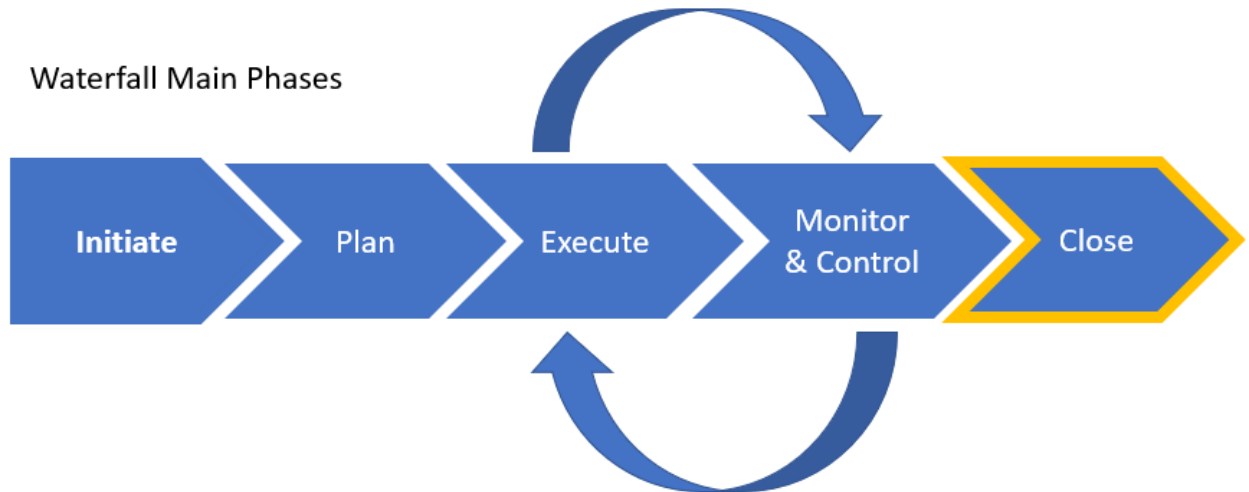
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5.1.5 Closing Phase

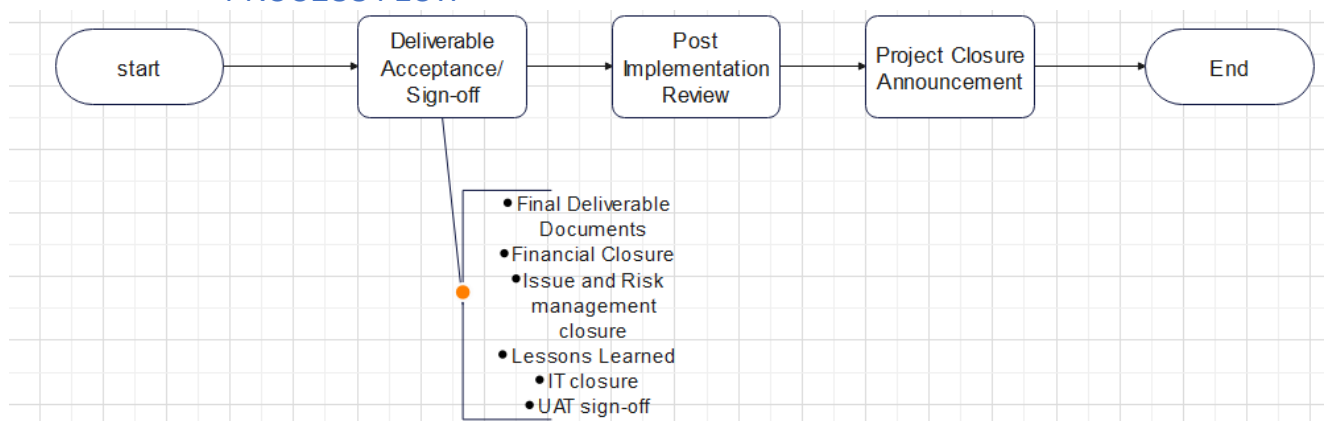
Waterfall Main Phases



This is the final phase of the project management. It consists of the processes to formally close out the project. Once the closing process is completed, the project manager has received acceptance from the project sponsor, performed and documented lessons learned, archived all project related documents and conducted a Post Implementation Review (PIR) and the report has been completely signed-off.

Closing a project provides an invaluable opportunity to improve future projects, ensure correct handover and support, and contribute to organizational growth.

PROCESS FLOW



ACTIVITIES

1. Consolidate final deliverable documents and ensure that all items are closed.
 - Financial Closure
 - Issues and Risks Management items
 - Lessons Learned (Annex PM-16)
 - IT sign-off
 - Technical documents such as Source Code, Data dictionary, process flow diagrams, configuration and setup document, database structures etc.
 - End-user manuals, How To Guide's, tutorials etc.
2. Post-implementation review will be conducted one (1) month from the closure date to allow enough time to gather data. The review aims to detail potential enhancements.
3. PM officially informs and announces the project closure to stakeholders, team members and clients

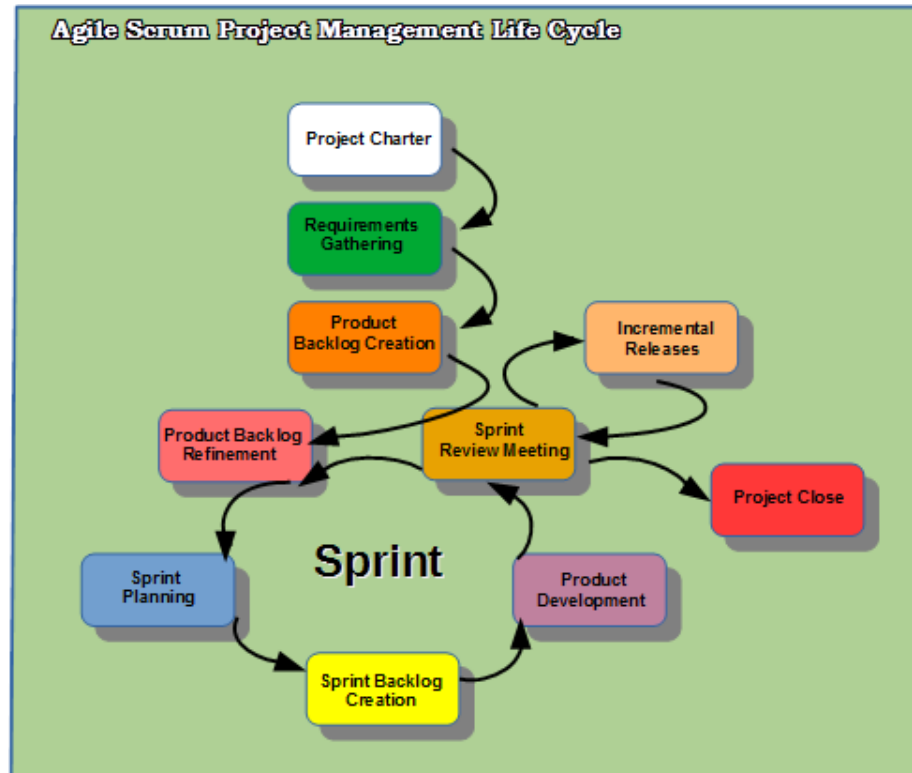
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5.2 AGILE SCRUM

Outlined below are various stages of the project life cycle in Scrum.



KEY THREE MAIN ROLES

Product Owner who is a member of the Board of Directors or Senior Management or head of the department/unit with responsibility and accountability for the delivery of the project. This person will need to direct communication efforts, alerting the team to major developments and stepping in to course-correct and implement high-level changes as necessary; manages the backlog, provides guidance on which features to ship next, and interacts with the team and other stakeholders to make sure everyone understands the items in the product backlog. The Product Owner is not a project manager. Instead of managing the status and progress, his or her job is to motivate the team with a goal and vision.

Scrum Master is most akin to a project manager. They are guardians of process, givers of feedback, and mentors to junior team members. They oversee day-to-day functions, maintain the Scrum board, check in with team members, and make

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sure tasks are being completed on target. This means organizing meetings, dealing with roadblocks and challenges, and working with the Product Owner to ensure the product backlog is ready for the next sprint. The Scrum Master also makes sure the team follows the Scrum process.

Team Members are the makers. Team members have varied roles and skills but all are responsible for getting stuff done on time and in excellent quality. Everyone on the project works together, helps each other, and shares a deep sense of camaraderie.

Overview and Steps

Everyone completes the set of work together. The Team member owns the plan for each sprint; they anticipate how much work they can complete in each iteration.

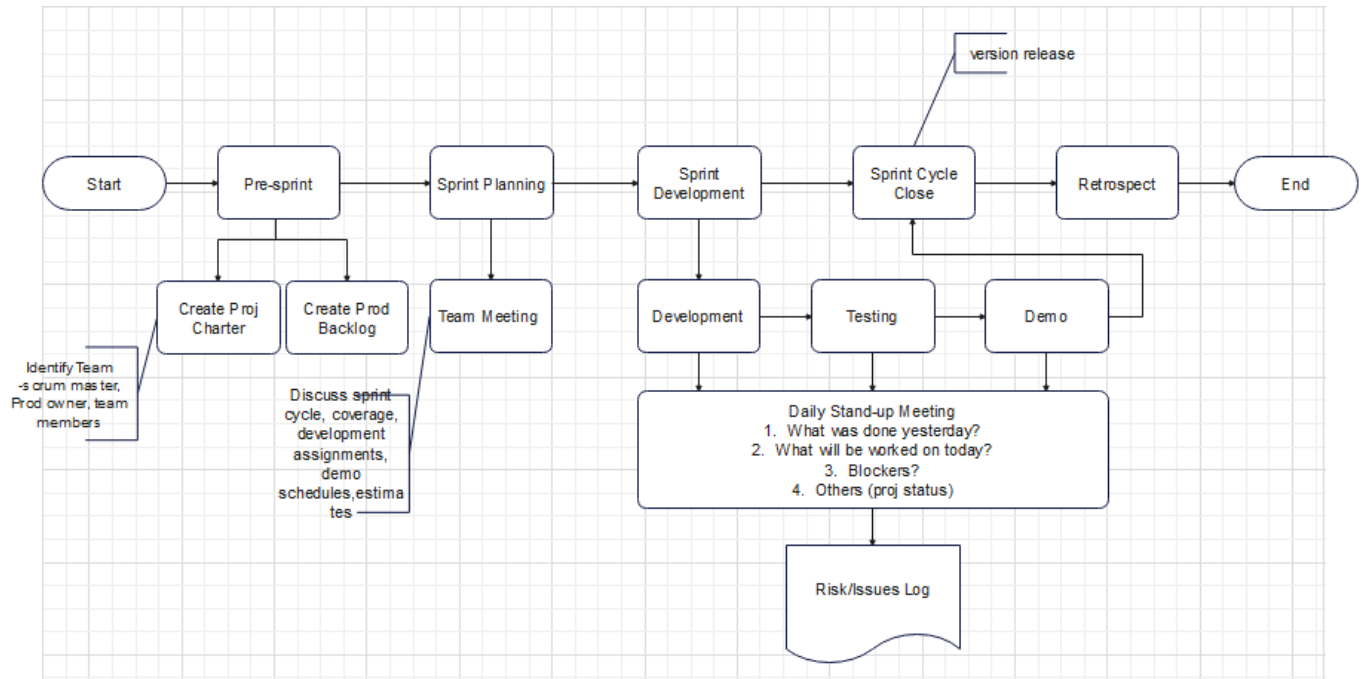
- Organizational structure is iterative.
- For small and medium project scale.
- The developmental model is using evolutionary delivery and usually easily changeable. It allows planning to occur throughout the project lifecycle, thus, allowing decisions to be reactive.
- A simple list of requirements by priority called the product backlog. Open to changing requirements over time. Quickly update the product backlog as requirements and priorities change throughout the project.
- The development team meets quickly, for no longer than 15 minutes, at the start of each day to discuss that day's work and any roadblocks. They can update the centrally visible burndown chart in under a minute at the end of each day.
- Work within sprints and identify only specific tasks for the active sprint.
- Support the development team by helping remove impediments and distractions. Development teams define their own tasks.
- Client involvement is high.
- Restart cost is low.
- Testing can start at every iteration.
- Its architecture creates current requirements. Requirements are usually based on emergencies with rapid changes.

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PROCESS FLOW



5.2.1 PRE-SPRINT

5.2.1.1 Project Charter

This may also be known as initiating the project.

The Project Charter is a document that lays out a basic framework of the project and is used to declare the existence of a project and grant it permission to proceed with project activities.

The composition of the Agile Project Charter may vary by organization but in general, it should contain a high-level existence of what the project is doing and what will make the project successful. Accompanying this document it may be a good idea to create a more visual document just showing the project goals so that it can be looked at quickly and easily to get a general idea of the direction of the project.

A Scrum master needs to be selected for the team as well, and they can be identified within the Project Charter including the Product Owner.

DELIVERABLE

- Project Charter (Annex PM-02)

5.2.1.2 Requirements Gathering

This would fall under the planning process group.

Starts getting some of the initial details and larger features of the unique product that are aiming to create. Don't need them very detailed at first, but need to gather some tasks to create the initial Product Backlog.

It may be a good idea to also figure out who is handling the release of the increments. Scrum itself doesn't outline dedicated release planning. If the project team is to be responsible for releases this will need to be known and handled as tasks during the Sprint. So as gathering requirements are working on, there is also a deeper fact-finding component where there is a need to identify responsibilities for the project team to begin building the Scrum Development Team with needed skills.

5.2.1.3 Product Backlog Creation

This would also fall under the planning process group.

A continuation of the Requirements Gathering, it takes the core tasks and starts to break things down into understandable chunks and it can be using User Stories.

This may require some additional information from stakeholders both on and off the development team to help break down some of the requirements. It also carries out any final tasks to help ensure the Sprints will proceed smoothly. By the end of the creation of the Backlog, and before the start of the Sprints, ensure that the project team has held a project kick-off meeting and received formal approval of the Product Backlog. The Product Backlog represents fluidity and evolving plans. Kick-off meeting gives everyone to get together, discusses the project, makes sure everyone is informed of their expected role in the project, and gives an opportunity to answer any questions relating to the chosen process.

DELIVERABLE

- Product Backlog (Annex PM-17)

5.2.2 SPRINTS

Sprints tend to be made of all five project management process groups. It has initiating, planning, executing, monitoring & controlling, and a Sprint closing in each Sprint.

The iterative cycle of Scrum is where most of the project work will occur. Each Sprint a part of the whole project will be released in an increment. Each of the stages below will be repeated until the project is completed.

5.2.2.1 Product Backlog Refinement

Product Backlog Refinement can really occur at any time, but ensures it is up to date and prioritized before a new Sprint is planned. During this stage, ensure the Product Backlog is properly prioritized and the top items have enough known detail to be completed.

5.2.2.2 Sprint Planning and Sprint Backlog Creation

Often called ceremonies in Scrum – Sprint Planning is a meeting. It fleshes out the details of the top items in the backlog. And may need to meet with stakeholders to gain more details about the items.

During this meeting, it will create the Sprint Backlog, a list of all the items the development team plans to complete in the current Sprint. This contains the Sprint Goal. The Sprint Backlog can be adjusted and changed during the Sprint but generally, avoid that as much as possible.

DELIVERABLE

- Scrum Board (Annex PM-18)

5.2.2.3 Product Development

Create the items in the Sprint Backlog. This is where the work on the main objectives of the project by building the intended product or project output. Product Development will form the bulk of activities during the iteration cycles or Sprints. It falls under the Executing process group as defined.

Every day during a Sprint, according to the Scrum Guide, a Daily Scrum will be held. The Daily Scrum is a 15-minute daily meeting for the Development Team to discuss their current progress and any issues they are encountering. The Daily Scrum is a part of the Product Development phase.

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5.2.2.4 Risk Management

Risk management in Agile shall take on a more active and reactive role which is important to factor into daily activities.

Because it is inherently iterative, agile risk management goes through a more cyclical and repeated risk-planning exercise.

Agile's more iterative approach allows for these unknowns to surface and be addressed on a daily basis, especially if using Scrum.

When doing agile project management, risk planning, analysis and adjustments must be constantly done. Agile teams traditionally don't use any kind of intentional risk management approach because the very nature of the agile project helps to address risk and communications. But don't let the nature of agile projects cause not to do risk management. In infusing risk management into the project's daily or sprint cycle, it ensures success and helps a team to stop spinning its wheels and focus on higher priority features.

5.2.2.5 Sprint Review

At the end of the Sprint, a piece of the product is put up for inspection. They will demonstrate this piece for the end user of the project and the end user may choose to accept or reject it. Ideally, the end users would provide constructive feedback to help guide them through the next Sprint.

It is at this time that measures the current state of the project to determine if the project is going in the correct direction. Evaluate the business goals against the product. Determine if the project is still relevant and needed. This is a huge part of monitoring & controlling the project.

After the Sprint Review, it would typically hold another ceremony called a Sprint Retrospective. It is a bit like a lesson learned meeting for the Sprint.

5.2.3 OUTSIDE OF THE SPRINT/CONGRUENT TO THE SPRINT

5.2.3.1 Incremental Releases

Scrum doesn't really cover much about the release. It is pretty much left up to the Product Owner to figure that out within the organization. If a piece of the increment is potentially releasable, the Product Owner needs to work with the end user on whether to release it and how to release it. If the increment is capable of standing alone or merge with an established product than releasing should be considered. This is where the early delivery of value and the ability

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to gain feedback from the end user comes into play and it is an important part of Scrum.

5.2.4 SPRINT CLOSE

Eventually, the project will be completed. When that happens it may vary by product and schedule. Every Sprint through Scrum is a possible “last Sprint” with some projects, other projects that know about how long and how many Sprints roughly it may take assuming no huge changes. The decision on whether the project is viable for another Sprint should be made during the Sprint Review at the latest.

Weigh the original objectives or the business goals of the project against what was achieved. Most benefits may not be immediately recognizable, although the incremental release structure should have been in place and benefits should be accruing by the time the project is in a closing state.

During closing, it can still be beneficial to hold lessons-learned-meeting. It should be holding a Sprint Retrospective (after the Sprint Review) each Sprint to get better within your Sprints, now it is time to look for ways to improve in the next project and celebrate the successes in the closing project.

5.2.5 PROJECT CLOSE

This phase will follow the same process and deliverables as defined in 5.1.5 Closing Phase of Waterfall methodology.

6. PROJECT RISK MANAGEMENT FRAMEWORK

Risk shall be defined as an uncertain event or condition that has a positive or negative effect on a project’s objectives. It is basically any unexpected event that can affect the project for better or for worse. It can affect anything such as people, processes, technology, and resources.

Risk shall signify possibility, chance or a potential. And it is something that has not yet happened but is likely to happen in the future. The two main components of Project Risk shall be **Uncertainty (Probability) and Effect (Severity/Impact)**. If an event has already happened or will definitely happen then it shall not be categorized as a risk but rather as an issue or problem.

The Risk Management Plan is a risk tracking report that is documented, tracked, reported, and monitored by the Project Team from initiation phase until before the deployment to production. It defines how to conduct risk management activities for a project. It will also ensure the degree, type, and visibility of risk management.

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6.1 Minimum elements of Project Management Risks shall be as follows:

1. **Risk Description/Event** – shall refer to the description or details of the identified risk.
2. **Raised Date** – shall refer to the date when the risk was raised or identified.
3. **Probability** – shall state what's are the chances of it happening. The likelihood that a risk or opportunity will occur shall be rated on a scale from 1 to 5 with 5 being the highest or almost certain to happen.
4. **Severity** – shall refer to the impact given the probability of the identified risk. The impact of the risk on the project if the risk occurs shall be rated on a scale from 1 to with 5 being the highest or critical.
5. **Risk Score** – shall refer to the Total Risk Level of the identified risk once the probability and severity levels are determined. Rating shall be low, moderate, high, and extreme.
6. **Occurrence** – shall refer to the tagging if the identified risk already occurred or not yet.
7. **Contingency and Mitigation Strategy Plan** – shall refer to the mitigation strategy/controls that need to be implemented to eliminate or minimize the identified risk. Plan B may be included.
8. **Risk Response** – shall state the action plan which is to be taken if the risk occurs.
9. **Responsible** – shall refer to the name of the responsible on implementing the action plan.
10. **Status** - shall refer to the status of the action plan.

6.2 Step-by-Step in Assessing Project Risk shall be as follows:

Step 1: Identify potential risks – Project Team shall create a list of every possible risk and opportunity they can think of, and discuss them among themselves. The team should not only focus on the threats, they could miss out on the chance to deliver unexpected value to end user/requestor.

Step 2: Determine probability. Shall discuss the odds a certain risk will occur? Rate each risk on a scale from 1 to 5 with 5 being the highest or almost certain to happen.

Step 3: Determine Impact. Shall discuss what would happen if each risk occurred? Would the final delivery date get pushed back? Would the project go over budget? Identify which risks have the biggest effect on the project's outcomes, and rate them accordingly.

After completing the risk assessment, risk management **response plan** shall follow. Steps on how to manage risk in a project are as follows:

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Step 1: Determine Risk Tolerance

Shall discuss how much risk can take on before considering abandoning the project? This is an essential conversation to have with the stakeholders. Their success is on the line, too. There are a lot of issues to discuss like do they want to be informed when risks happen? Or will it depend on the level of impact? If certain risks occur that could derail the project, do they want to be consulted first or do the Project Team has the authority to act right away? Make sure everyone knows the plan of attack and agrees on the strategy. Stakeholder conflict is one risk that can counteract with open communication.

Step 2: Decide Which Risks to Manage

After determining the project's risk tolerance level, the Project Team shall start to identify which risks are worth Project Team's time and attention. Even if a risk has a high probability of occurring, if its impact is small the Project Team has an option to ignore it if counteracting the risk will use a big portion of the Project Team's time and resources.

Step 3: Identify Project Risk Triggers

Shall discuss what cues might indicate a particular risk is imminent. Establish roles and responsibilities for monitoring triggers among the team, and determine what steps should be taken if one pops up.

Step 4: Create an Action Plan

Shall discuss what can be done to reduce the probability of a risk occurring, or minimize its negative impact? Or spread important tasks among the team so progress can be made even if someone's out for a few days? If a risk occurs, what's the most effective response? What the team will do, and who's responsible for what? Make sure everyone on the team knows the plan.

Step 5: Evaluate

Shall discuss which parts of the strategy that were successful. How effective were the triggers in forewarning risks? How effectively did the Project Team react to those triggers, and were the team able to successfully prevent any risks from affecting the project outcomes? What could be done to improve for the next project? A Risk Acceptance Form (RAF) shall be used to formally acknowledge and accept the risks by the owner of such.

A Risk Log (Annex PM-12) shall be used to log and track risks.

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Risk management in Agile shall take on a more active and reactive role which is important to factor into daily activities. Waterfall typically have more time to plan or have longer projects or more stable environments, where requirements don't change that often. In traditional project management, approach to Risk management is important, but it is not as active or ever present as it finds in an agile environment.

In Waterfall, it's more on upfront planning, including mapping out the risks. Because it's inherently iterative, agile risk management goes through a more cyclical and repeated risk-planning exercise.

Plan for risks that are known as well as those that unknown. Agile's more iterative approach allows for these unknowns to surface and be addressed on a daily basis, especially if using Scrum. In Waterfall, identification and planning are applied only to the largest risks. The traditional project's risks tend to be more predictable. The technical projects tend to have more unknowns, and so they need more dynamic risk management. Dynamic risk management approach is achieved by listing risks and using a type of probability and impact statement or matrix to quantify these.

When doing agile project management, risk planning, analysis and adjustments must be constantly done. Agile teams traditionally don't use any kind of intentional risk management approach because the very nature of the agile project helps to address risk and communications. But don't let the nature of agile projects cause not do risk management. In infusing risk management into the project's daily or sprint cycle, it ensures success and help a team to stop spinning its wheels and focus on higher priority features. Ignoring risk is a huge missed opportunity; that blind side tends to increase project costs because the team has to learn through failure.