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WORK INITIATION PROCESS

VERSION x dd/mm/yy

Document Owner & Maintainer:

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This process is owned by _____ and administered by the _____

This document describes the process to be followed for the initiation of work requests within the ???????? Organisation, either from outside or inside the organisation.

Change history:

Date	Section & Page	Details of change

Contents

Insert TOC here

Introduction

Work requests can include ideas from ???????? staff for service improvements, requests for ???????? support for an item in the SDR (Short Development Request) process, or the PMG (Project Management Group) process. Work requests can also be major strategic business projects.

This process is not for any work covered by the current RFC (Request for Change) process or Service Desk calls. It is for items outside that process (typically larger, non-routine pieces of work).

The process breaks work down into three sizes:

- Small (allocate straight to team)
- Mini-project (also known as Internal Project – IP)
- Large (Typically known as a Project).

Definitions and notes:

TS Project Board:

The ???????? Project Board, part of the weekly ???????? Managers' meeting (Technical Architect also attends).

Lead ?????? Manager:

The ?????? Manager with the most relevant knowledge to assist with a work request.

Risk:

The potential for the work being done to services to fail to go as planned,

Impact:

The impact of a failure of the work to go as planned, on customers. High impact may mean a small disruption to many customers, or a large disruption to 5 or more customers.

?????? Business Operations (Ops) Manager:

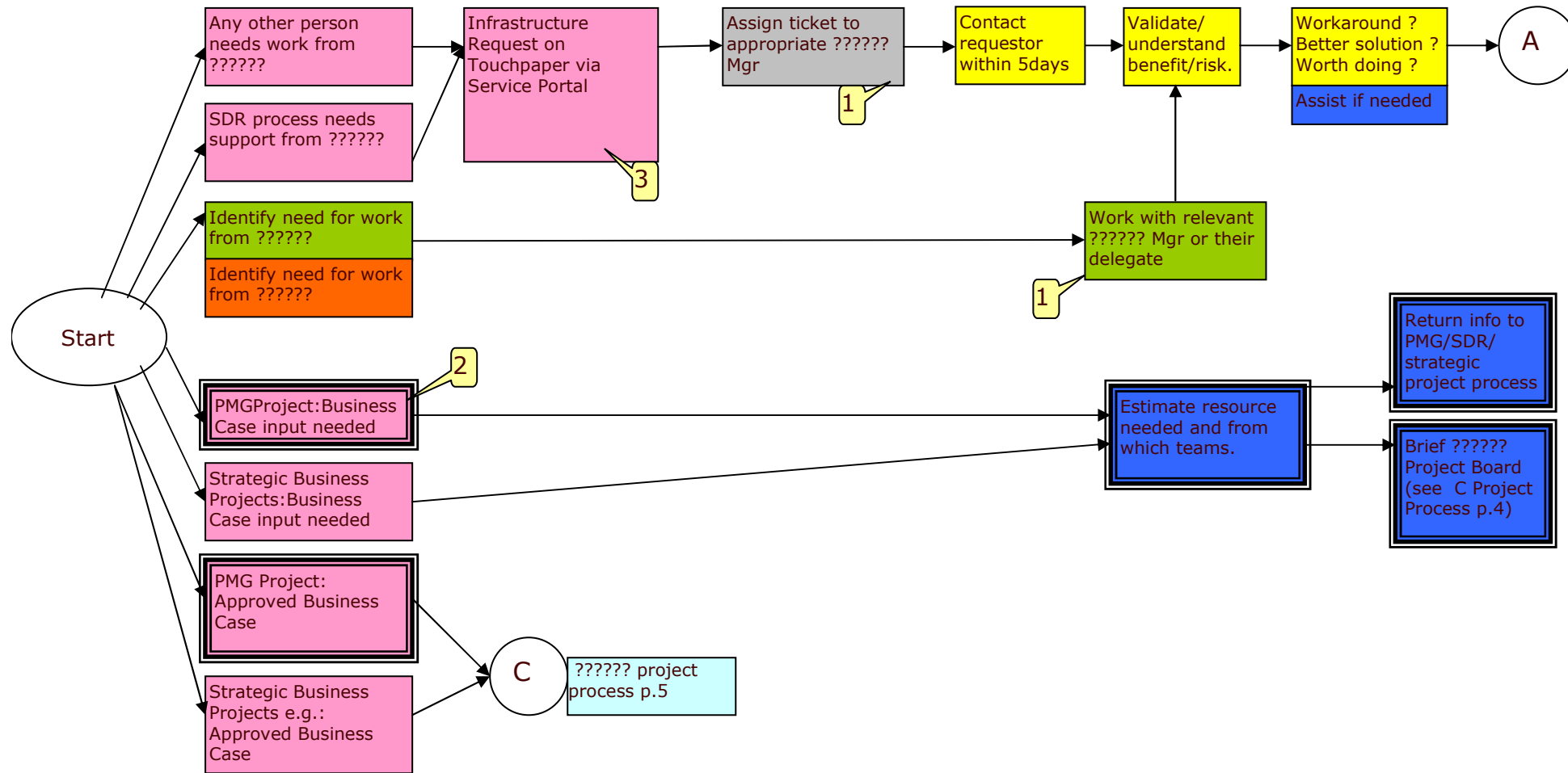
This will be ?????? unless/until someone else is appointed. They may delegate some tasks.

?????? (project &) portfolio manager:

RPT:

The Resource Planning Tool in use in the organisation

Process Flow diagram: WORK IDENTIFICATION PHASE



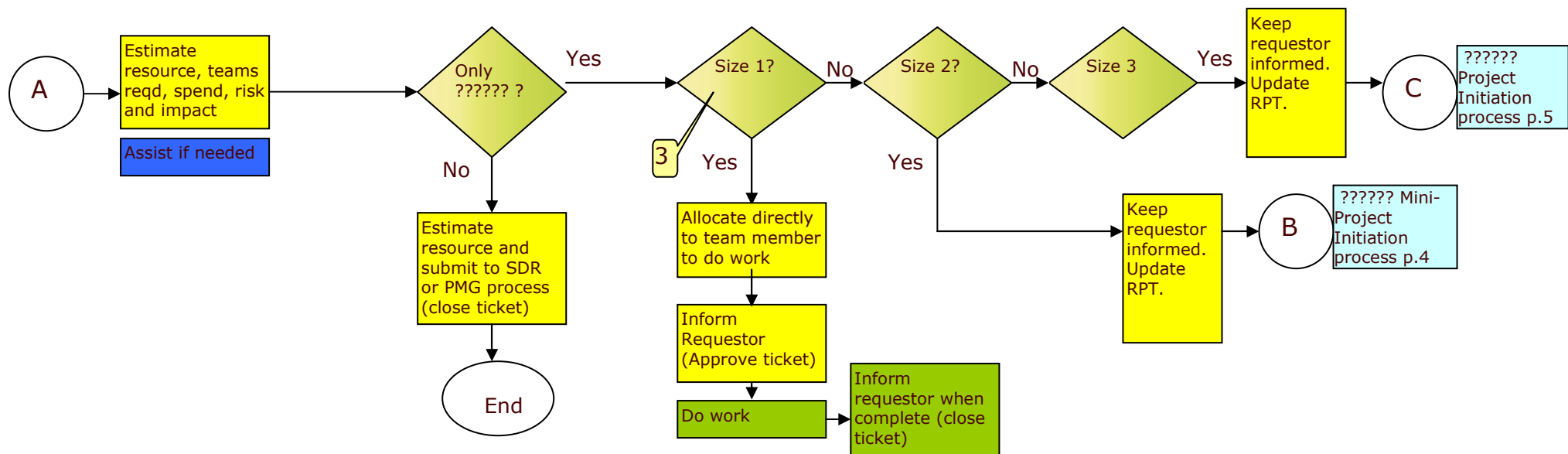
Notes:

1. First estimate suggests small work item:allocate to relevant ?????? Mgr. Large items to Business Operations Manager.
2. Steps in support of PMG projects shown with triple outline.
3. Until this is in place requests for SDR support may be emailed to project & portfolio manager.

KEY:

?????? person	Person outside ?????? e.g. PMG process	?????? portfolio manager	?????? Mgrs (can delegate)	?????? Architect	Service Delivery function
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WORK SIZING PHASE



Note 3:

Size 1: <6 days elapsed and 1 team only, zero external cost or preapproved budget, done it before/on BAU list and low risk and low impact to customers/services.

Size 2: >5 and <40 person days, and/or more than 1 team and/or less than £10K external cost, and/or not done before/not on BAU list, and/or high risk or high impact to customers/services.

Size 3: >39 person days, and/or more than £10K external cost, and/or high risk and high impact to customers/services.

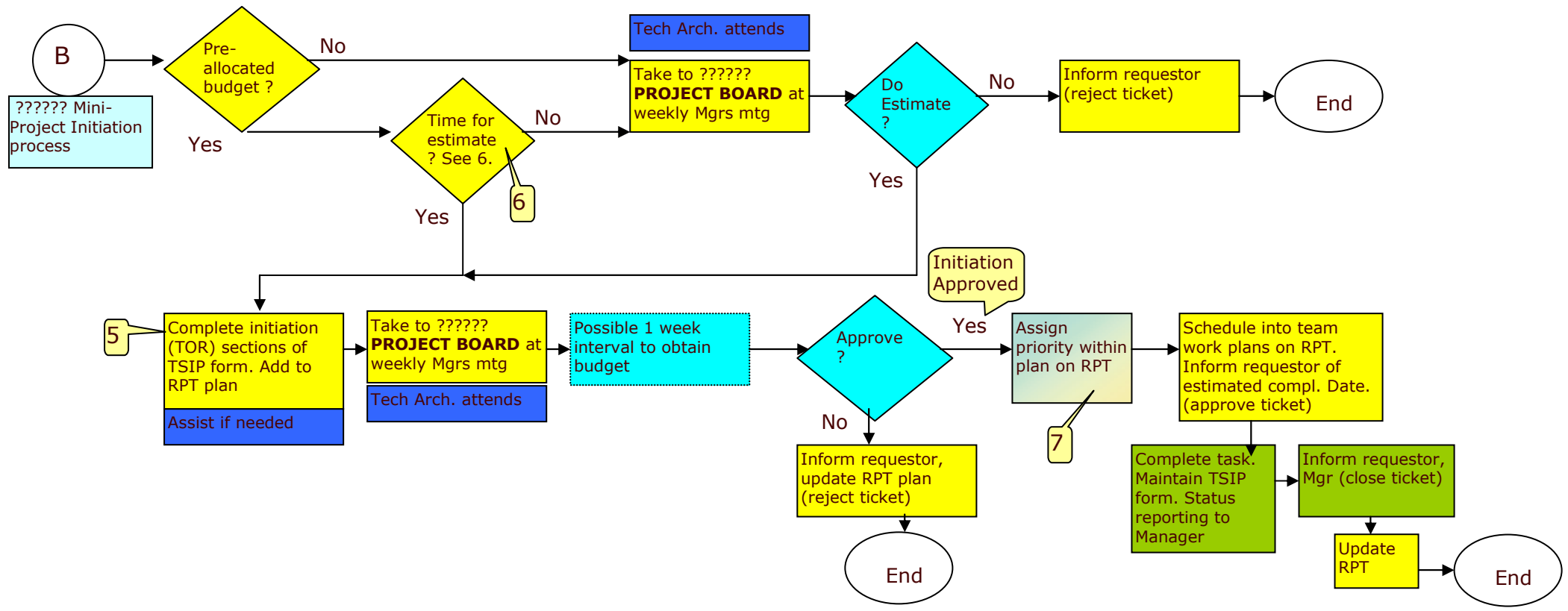
KEY:

?????? person

??????
Mgrs (can
delegate)

??????
Architect

TECH SERVICES MINI-PROJECT (TSIP- INTERNAL PROJECT) INITIATION PROCESS



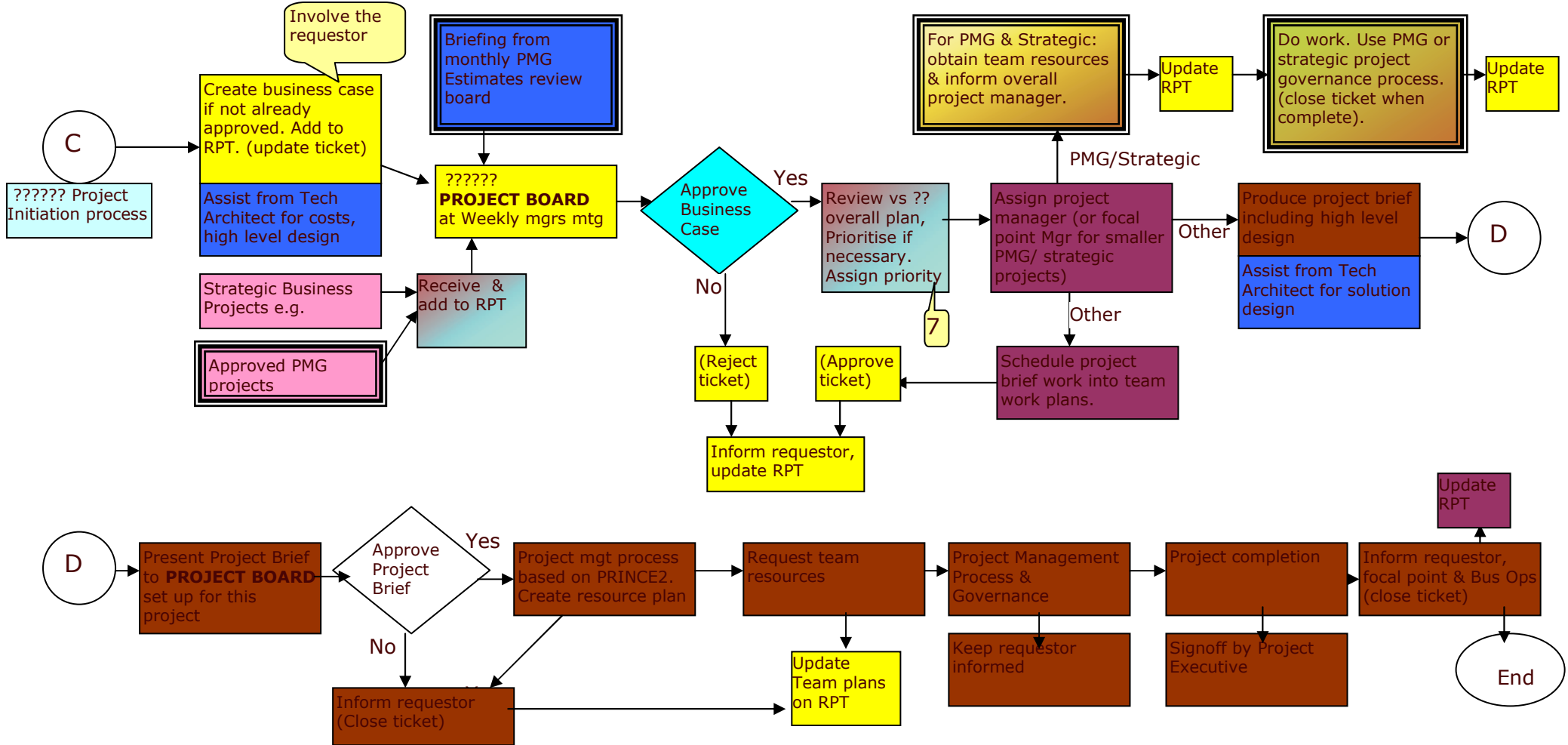
Notes:

- 5. Send to Project Board by 1200 Monday for Weds meeting.
- 6. Can the workload and other costs be estimated in half a day or less ?
- 7. Priorities defined in process description below.

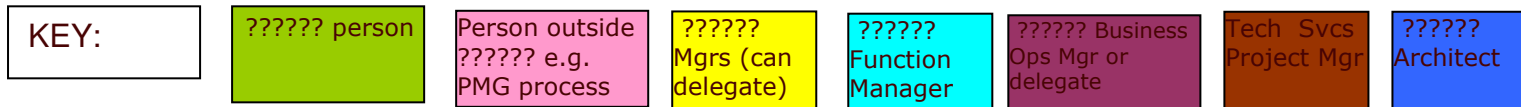
KEY:

?????? person	?????? Mgrs (can delegate)	?????? Function Manager	?????? Architect
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???????? (MAJOR) PROJECT INITIATION PROCESS



Notes: 7. Priorities defined in process description below.



Process description

Work Identification Phase

This purpose of this phase is to bring work into ???????? (??????) in a consistent way, so that it can be appropriately planned and prioritised. In order to minimise bureaucracy, not all process steps apply to all situations.

1. The process starts when someone identifies a need for work to be done by anyone in ??????.

Possible sources of this work are:

- Strategic Business Projects needing support to build a business case
- Strategic Business Projects with an approved business case, ready to start e.g. ??????
- PMG projects needing support to build a business case
- PMG projects with an approved business case, ready to start
- The SDR process needs input or work from ??????.
- Someone inside ?????? identifies a need for work only from ??????
- ?????? Service Delivery function identifies a need for work from ??????
- Someone outside ?????? and any of the above processes identifies a need for work from ??????

There may have been previous informal discussions with ?????? team members, however as soon as these exceed 1-2 hours, this process should be invoked.

Types of work excluded from this process are:

- IT Support calls (phone or online).
 - Work defined in the “BAU” lists of the change control process.
 - Work driven by an RFC: The criteria for use of an RFC will be clarified in the change control process when it undergoes a review by the new Service Delivery function. However RFC is expected to be for recording specific actions to be taken on systems as a result of
 - previous planning, which would have taken place as part of a work request of a type listed above,
 - or work not involving ?????? at all,
 - or work only needing ?????? to be available at the actual time of the change.
2. Projects originating from the ?????? level or above i.e. PMG projects or Strategic business projects, with approved business cases, go straight into the ?????? Project Initiation process (see below).
3. PMG projects or Strategic Business projects needing ?????? input to business cases prior to approval, go directly to the ?????? Business Operations Manager who will allocate to a Technical Architect. The Technical Architect will
- Provide the necessary input to the business case, including an estimate of the amount of resource needed from which teams (i.e. resource type).
 - Brief the??Project Board.
4. Work for ?????? only, identified from within ??????, will be taken directly to the ?????? Manager with the most relevant knowledge, as a proposal. This Manager will (or may appoint a delegate to):
- Work with the proposer (and other Managers and Technical Architect if needed) to validate the proposal and understand the business benefit suggested, or the business risk addressed.
 - Ask
 - a. Is there a workaround for this problem ?
 - b. Is there a better solution than the one proposed ?
 - c. Is this worth doing on an initial estimate of the effort and cost involved ?
 - d. Does this involve only ??????, or are other groups also needed ?
 - Once this is complete, the Manager or their delegate takes the proposal into the Work Sizing Phase of the process (see next section).

Work for ?????? identified by the ?????? Service Delivery function, will be handled in the same way.

5. Work for ??????, from the SDR process, or identified by someone else outside ??????, outside any of the above processes, must be submitted to ?????? using the “Infrastructure Request” form on the new Touchpaper Service Portal. ?????? staff may need to help customers to complete the form appropriately. The completed ticket will be assigned to the TS Infrastructure Planning queue which will be monitored by the ?????? portfolio manager.
(Note: Until the service portal is available, the SDR process will email requests to the portfolio manager (??????)).
6. The ?????? Portfolio manager will assign the ticket for the requirement to the ?????? Manager with the most relevant knowledge (Manager of the ?????? contact if specified in the ticket), who will work with the requestor (contact them within 5 working days) to carry out the same steps as for work identified from inside ??????. This Manager is now known as the **“Lead ?????? Manager”** as the process continues. The Touchpaper ticket stays open until rejected or completed.

Work Sizing Phase

The aim of this phase is to estimate the amount of effort, other cost and business impact involved in doing the work, so that it can be handled with the appropriate levels of governance. Especially this phase ensures that work involving large costs (effort and other) go through an approval process which checks that cost vs the benefit to the business. It ensures that work with a high business impact (i.e. may affect a large number of customers) is appropriately governed to minimise risk.

1. The Lead ?????? Manager works with others as necessary to estimate very roughly (at this stage) the size of the effort involved to implement the proposal, the external spend involved, risk and impact (as defined at start of this document).

If initial estimates suggest the work involved is

- less than 6 person days elapsed duration,
- involves one ?????? team only,
- zero external spend or has preapproved budget,
- something we’ve done before/on BAU list
- and low risk and low impact to customers/services,

the Lead ?????? Manager does the following:

- Allocates the work directly to one of their team (In the unlikely event that the work is needed from a different team, it is first passed to the Manager of that team).
- Approves the Touchpaper ticket if one exists (and reassigns if Manager changes).
- Informs the work requestor.

The ?????? team member does the work and informs the work requestor when it is complete, also closing the Touchpaper ticket if one exists.

2. If initial estimates suggest the work involved
 - Is more than 5 person days elapsed and less than 40 person days,
 - and/or involves more than one ?????? team,
 - and/or less than £10K external spend,
 - and/or has not been done before/is not on BAU list,
 - and/or is high risk or high impact to customers/services,the Lead ?????? Manager submits it to the ?????? Mini-Project Initiation process (see below) and keeps the requestor informed.
3. If initial estimates suggest the work involved is
 - more than 39 person days from ?????? only,
 - and/or more than £10K external spend,
 - and/or high risk and high impact,

the Lead ?????? Manager submits it to the ?????? Project Initiation process (see below) and keeps the requestor informed.

4. If groups other than ?????? are also needed to deliver the work, it must be resubmitted (with ?????? assistance) via either the SDR process (for work items less than approx 13 days development, complete the form on the Service Portal (on Freeway until Service Portal implemented)) or (for larger items) the PMG process (raise the business case through the ?????? Management line). A Touchpaper ticket may be closed when the submission is complete.

Mini-Project (TSIP- Internal Project) Initiation process

1. The Lead ?????? Manager works with the requestor to establish whether or not the project has pre-allocated budget.
2. If the work has no pre-allocated budget the Lead ?????? Manager takes the conceptual proposal to the ?? Project Board.

The ?????? Function Manager decides whether to go ahead and make a proper estimate of the work to be done.

If not, the Lead ?????? Manager informs the requestor, rejects the Touchpaper ticket if one exists, and the process ends.

Otherwise, the process continues here:

3. If the work has pre-allocated budget or if not, but the ?? Project Board has approved the go-ahead for estimation, the Lead ?????? Manager completes an outline definition and estimate for the mini-project, using the guidelines in the Initiation (Terms Of Reference, TOR) sections of the TSIP form. This can be found at W:\Projects\Tech Services Projects\TSIP, with detailed instructions. The form must be distributed to the Project Board by 1200 on Monday before the next Wednesday meeting.
4. The Lead ?????? Manager also adds a job entry on RPT as Mini-project=Yes and Category=New.
5. The Lead ?????? Manager brings the completed TSIP form to the ?? Project Board, where it is reviewed and discussed.
6. The ?????? Function Manager may take up to a week to consider whether or not to approve the mini-project (which may also involve requesting budget).

If it is not approved, the Lead ?????? Manager informs the requestor, rejects the Touchpaper ticket if one exists, changes the RPT entry to Category=Descoped, and the process ends.

7. If the project is approved, the Lead ?????? Manager and ?????? Function Manager assign it a priority (1-3 where 1=High) on RPT.

Priority Definitions:

Priority 1: "Must Do"

e.g. Alleviate production support issue, fix significant security risk, mandated work.

Priority 2: "Should do"

e.g. Will become a "must do" in time; there's a chance that if external factors change, this will become priority 1.

Priority 3: "Would like to do"

Not time-critical.

8. The Lead ?????? Manager
 - a. schedules the work into team work plans, based on its priority (working with other Managers as necessary),
 - b. updates the TSIP form with target dates and completion criteria,
 - c. informs the requestor of the estimated completion date,
 - d. approves the Touchpaper ticket, if one exists,
 - e. allocates the leadership of the work to a team member,
 - f. updates the RPT entry.

Note that if the project is low priority, it may not be possible to schedule it immediately. The overall ?????? plan on RPT must show that the project is waiting to be scheduled, and is reviewed monthly in the ?????? Managers' meeting.

9. The ?????? team member completes the work, using the TSIP form as Terms of Reference and for status reporting to their Manager.
10. When the work is complete, the ?????? team member informs their Manager (who updates the RPT job entry to job closed=yes), the requestor, and closes the Touchpaper ticket if one exists.

(Major) Project Initiation process

1. Strategic Business Projects and PMG projects with business cases already approved must be sent to the ?????? Business Operations Manager or the ?????? Function Manager, who add the project to RPT as mini-project=No, Category=New.
2. For projects which do not yet have a business case, the lead ?????? Manager works with the requestor, and the Technical Architect if needed, to create a high level business case for the project. This should follow the template *Project Business Case.dot*, stored in <W:\Application Development\Temporary Document Repository\Templates\Dev Process>
3. The Lead ?????? Manager adds the project to RPT as mini-project=No, Category=New.
4. All project business cases are brought to the ?? Project Board for consideration.
5. Also, the Technical Architect provides a monthly briefing to the ?????? Project Board, as output from the PMG Estimates Review Board (a monthly meeting with Development Team Leads, and Business Analysts). The purpose is to give ?????? advance warning of PMG projects in the Business Case creation phase.
6. Business cases are reviewed in the ?? Project Board meeting and either approved or rejected (it is unlikely that a Strategic Project or a PMG project will be rejected at this stage, since ?????? should have been involved to some extent in the business case creation).
7. If a project business case is rejected the Lead ?????? Manager informs the requestor, changes the job category on RPT to Descoped, and rejects the Touchpaper ticket if one exists.
8. If the case is approved, the Business Ops Manager and ?????? Function Manager give the project a priority in the RPT plan.

Priority Definitions:

Priority 1: "Must Do"

e.g. Alleviate production support issue, fix significant security risk, mandated work.

Priority 2: "Should do"

e.g. Will become a "must do" in time; there's a chance that if external factors change, this will become priority 1.

Priority 3: "Would like to do"

Not time-critical.

9. The Lead ?????? Manager updates the project on RPT to show category=YYYYplan and approves the Touchpaper ticket if there is one.
10. The Business Ops Manager and ?????? Function Manager review the project resource requirement against the ?????? overall plan, and reprioritise work within that plan if necessary (updating RPT). The Business Ops Manager informs any project requestor whose project is postponed or moved out of the plan as a result, also informing Managers who had team resources booked against that/those project(s).
11. For PMG or Strategic projects, the Business Ops Manager agrees an appropriate ?????? Focal Point Manager, and/or appoints a ?????? sub-project manager.

A ?????? Focal Point Manager works with other ?????? Managers to assign resources to the project as requested according to the dates in the RPT plan, then informs the overall project manager and Business Ops Manager. They ensure the Touchpaper ticket, if one exists, is assigned to themselves.

The ?????? Focal Point Manager then acts as the Management focal point into ?????? to handle any issues which cannot be dealt with at professional level, and the work is carried out following the PMG or Strategic project governance process in plan for that project. Note that Enterprise Project Manager may be used for project planning, and team members will be expected to view their tasks using EPM. When the project is complete the ?????? Focal Point Manager updates the record on RPT to show Job Closed=yes, closes the Touchpaper ticket if one exists, and the process ends.

If a ?????? sub-project manager is appointed, the original Lead ?????? Manager assigns the Touchpaper ticket (if one exists) to the project team.

12. The sub-project Manager then handles all the interfaces into the ?????? team for the project, reporting to the overall project manager, and following the governance processes set up by the overall project. When the project is complete the project manager closes the Touchpaper ticket if one exists, and informs the ?????? Portfolio manager, who updates the record on RPT to show Job Closed=yes. Process ends.
13. For ?????? projects the ?????? Function Manager appoints the Project Executive.
14. The Business Ops Manager
 - assigns a project manager,
 - schedules the project brief work into team work plans,
 - Updates the RPT plan,
 - Ensures the Touchpaper ticket (if one exists) is assigned to the project team.
15. For ?????? projects, the project manager establishes a project board, then produces a project brief, including a high level design, with assistance from the Technical Architect as needed.
16. The project manager presents the project brief to the specific Project Board established for this project.
17. If the project brief is rejected and the project stopped, the project manager informs the requestor and ?????? Portfolio manager (who changes project category on RPT to Descoped), and closes the Touchpaper ticket if one exists.
18. If the project brief is approved, the project manager starts the project process, based on PRINCE2 standards, and creates the resource plan. They inform the requestor.
19. The project manager requests team resources and the relevant Managers update the ?????? plan on RPT.

20. The project manager governs the project and the work is done. The project manager keeps the requestor informed of progress.
21. When the project is complete, the project manager obtains Project Executive signoff, informs the requestor, the ?????? Portfolio manager (updates RPT), and closes the Touchpaper ticket if one exists.
22. The process ends.