



## **ICT Project Management Procedure**

## **PROJECT PLAN**

### **1. Scope**

The purpose of this procedure is to ensure that ICT projects are managed in a structured way using a subset of the Prince2 project management method, ensuring that ICT projects are fully documented and controlled at all stages of implementation.

The project flowchart attached shows the stages of an ICT project.

### **2. Process**

- 2.1 The ICT Manager will assign a project manager to the project. The project manager will establish a project file and complete a project initiation summary form (PM1).
- 2.2 The project manager will contact the internal audit manager to request a member of the internal audit section to be assigned to the project in a quality assurance role where projects are likely to exceed £50,000 in total cost of implementation.
- 2.3 The project manager liaising with the ICT Manager will put together a project team to be involved with the day to day work of the project and details shall be recorded on a project team definition form (PM2).
- 2.4 A project initiation meeting will be held where the roles of the project team are explained, as well as the requirements of the project team members in terms of the reporting of issues etc involved with the project. The frequency of meetings will be agreed at this initial meeting as will a skeleton timetable to allow the project manager to complete a project timetable form (PM3) outlining the timetable for elements of the project. An initial risk assessment of the project will be made at this initial meeting, which will be re-visited at each project meeting. Comment will also be made at this time regarding the system acceptance and the testing of the new system - the project team must ensure sufficient time is put aside to enable comprehensive testing to be carried out - this is frequently under estimated. See Appendix A for internal audit guidelines on system acceptance and testing.
- 2.5 Minutes of all project meetings will be recorded.
- 2.6 A project timetable form (PM3) produced by the project manager will be subject to amendment throughout the project where circumstances dictate - any previous forms should be archived prior to amendment.
- 2.7 For ICT projects a system development form (PM4) will be completed detailing the program, JCL and file developments.
- 2.8 The documentation involved with the project will be kept in a project folder.

- 2.9 It is the responsibility of the project manager to keep the ICT Manager informed of progress on the project, this may be in the form of the issue of the minutes of meetings, verbal reports, or written reports. The frequency or otherwise of any such reporting is at the discretion of the ICT Manager. If something arises that cannot easily be resolved, an exception report form (PM5) must be completed and reported to the ICT Manager, detailing what the occurrence is. These will be kept in the project folder.
- 2.10 For major new developments, ICT staff and users should consult at all stages in the development process to ensure the operational efficiency of the proposed system design.
- 2.11 On completion of the project it will be closed and any project related documentation will be retained within ICT with an index of the contents.
- 2.12 ITEX group will perform project reviews after a minimum of six months after the project has been completed.

**System acceptance and testing criteria****System acceptance criteria**

Acceptance criteria for new information systems, upgrades and new versions are established by the project management group. System testing of the system is carried out prior to acceptance. Project managers must ensure that the requirements and criteria for acceptance of new systems are clearly defined, agreed, documented and tested using the test criteria below. The following controls should be considered and defined:

Performance and computer capacity requirements.

Error recovery and restart procedures, and contingency plans.

Preparation and testing of routine operating procedures to define standards.

Agreed set of security controls in place.

Consideration has been given to the effect the new system has on the overall security of the organisation.

Training in the operation and use of new systems.

Appropriate tests should be carried out to confirm that all acceptance criteria are fully satisfied.

**Systems Development Testing criteria****Overall Objective**

To determine if the system is adequately tested prior to implementation, the test plan includes all aspects of the new system, and all unexpected results are thoroughly resolved.

**Outline objectives**

The test plan should include interfaces, restarts, re-runs, and back-ups.

There should be documented evidence that all the tests have been satisfactorily completed and conducted in accordance with established standards.

Manual procedures should be tested.

Recovery and back-up procedures should be adequately tested.

**A. Test Plan**

To determine if the test plan is adequate :

1. Determine if the project team had developed a test plan.  
Has the test plan been written?  
Will there be system and acceptance tests?  
Are the users included in the testing?

2. Determine if all aspects of the system will be tested, as outlined in the detail requirements, including, but not limited to:
  - data entry
  - editing
  - reports
  - calculations
  - error reporting
  - interfaces with other systems
  - network communications
  - print handling

Are all critical functions tested?  
 Are all existing capabilities tested?  
 Are all changes tested?
3. Determine when testing will take place and ensure it will be completed prior to implementation.  
 Does the test plan allow for retesting of errors and changes?
4. Determine if a parallel test will be run.  
 Have the criteria for the termination of the parallel run been identified?
5. Determine if month-end, quarter-end, and year-end tests will be run, if needed. If there are month-end, quarter-end, and year-end processing, then these tests should be run.
6. Determine if volume and/or stress testing will be done.  
 Volume testing should include a "normal" processing day's transactions as well as a high-volume day's transactions, printing, etc.  
 Stress testing should include a more than normal or high-volume transaction testing as well as printing, etc. The stress test should try to "overload" the system. Stress testing should also test system response time in this situation.

## **B. Test Procedures**

To determine if there are adequate test procedures developed:

1. Determine if test data have been prepared. Does this include all possible conditions, including errors?  
 Have test scripts been prepared?  
 Have the test files been defined?  
 Are the data files synchronized?  
 Are the detail steps for the tests defined?
2. Determine if there are procedures developed to evaluate the test results.  
 Have predetermined results been set up in advance?  
 Is there a problem resolution scheme and logging procedures?  
 Is the logging and problem resolution consistent with other implementations?  
 Are the users included in the testing and evaluation of the results?

3. Determine if the expected test results have been defined prior to actual testing.  
The test scripts should include all expected test results.  
Have procedures been developed to monitor test results?
4. Determine if there has been a problem resolution procedure designed for those tests not meeting the expected results.  
Are unexpected test results logged and monitored?

**C. Test Results**

To determine if test results are consistent and unexpected results are monitored:

1. Determine if there was user acceptance of the final test results.  
Have standards for the final acceptance test been established?  
Has the user department management reviewed the system performance and approved of the final results?  
Has the user department identified any inefficiencies in the system?  
Can these be corrected? If so, will they be prior to system implementation?
2. Review the test results and determine if there are unexpected results.  
Are unexpected test results evaluated to determine the reasons for the variance?
3. Determine the follow-up on those unexpected results.  
Are program corrections made if needed?  
Are the problems retested after correction?
4. Follow those unexpected results deemed of a critical nature to ensure adequate resolution.
5. Determine if those tests with unexpected results were adequately retested after correction to the program, etc. All results which deviated from the expected should be retested.

**PROJECT INITIATION SUMMARY****PM 1****PROJECT TITLE:****DATE:****PROJECT MANDATE:**

(This should record details of the information forming the initial terms of reference for the Project. This may be a Committee Minute, a verbal instruction or otherwise)

**BRIEF DETAILS:****EFFICIENCIES / BENEFITS / LEGISLATION****PM 1**

**ASSOCIATED DOCUMENTATION**

DOCUMENTATION	DATE	LOCATION



**PROJECT TEAM DEFINITIONS**

**PM 2**

**PROJECT TITLE:**

**DATE:**

PROJECT TEAM					
Name	Project Role	Telephone	Company/ Department	Added to Team	Left Team

**MEETING FREQUENCY**

<b>Weekly</b>		<b>Fortnightly</b>		<b>Monthly</b>	
<b>Other</b>					

**PROJECT TIMETABLE****PM 3****PROJECT TITLE:****DATE:**

**Completed on time**                      **40%**  
**Completed within budget**            **30%**  
**Achieve objectives**                    **30%**

<b>STAGES</b>	<b>PROJECT MANAGER</b>	<b>START DATE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>STATUS</b>	<b>COMPLETED ON TIME</b>
Detailed project definition and specification					
Interface specification					
ICT hardware specification					
ICT software specification					
Risk assessment					
Contract finalised					
Hardware ordering					
Software ordering					
Hardware installation					
Programming					
Software installation					
System testing					

**PROJECT REVIEW BOARD COMPLETION ACCEPTANCE DATE****PROJECT PERFORMANCE SCORE    100%**

**SYSTEM DEVELOPMENT**

**PM 4**

**PROJECT TITLE:**

**DATE:**

**AMENDMENT DETAILS**

JCL ADDED

JCL Name	Description

JCL AMENDED

JCL Name	Description

JCL DELETED

JCL Name	Description

**FILES ADDED**

File Name	Description

**FILES AMENDED**

File Name	Description

**FILES DELETED**

File Name	Description

**PROGRAMS ADDED**

Program Name	Description

**PROGRAMS AMENDED**

<b>Program Name</b>	<b>Description</b>

**PROGRAMS DELETED**

<b>Program Name</b>	<b>Description</b>

**PROGRAMS RECOMPILED**

<b>Program Name</b>	<b>Description</b>

**EXCEPTION REPORT**

**PM 5**

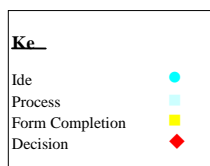
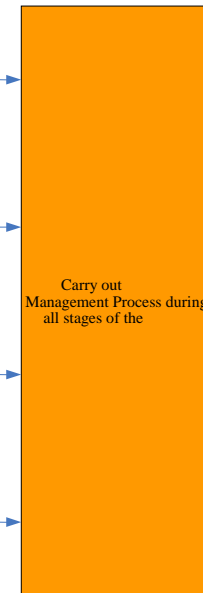
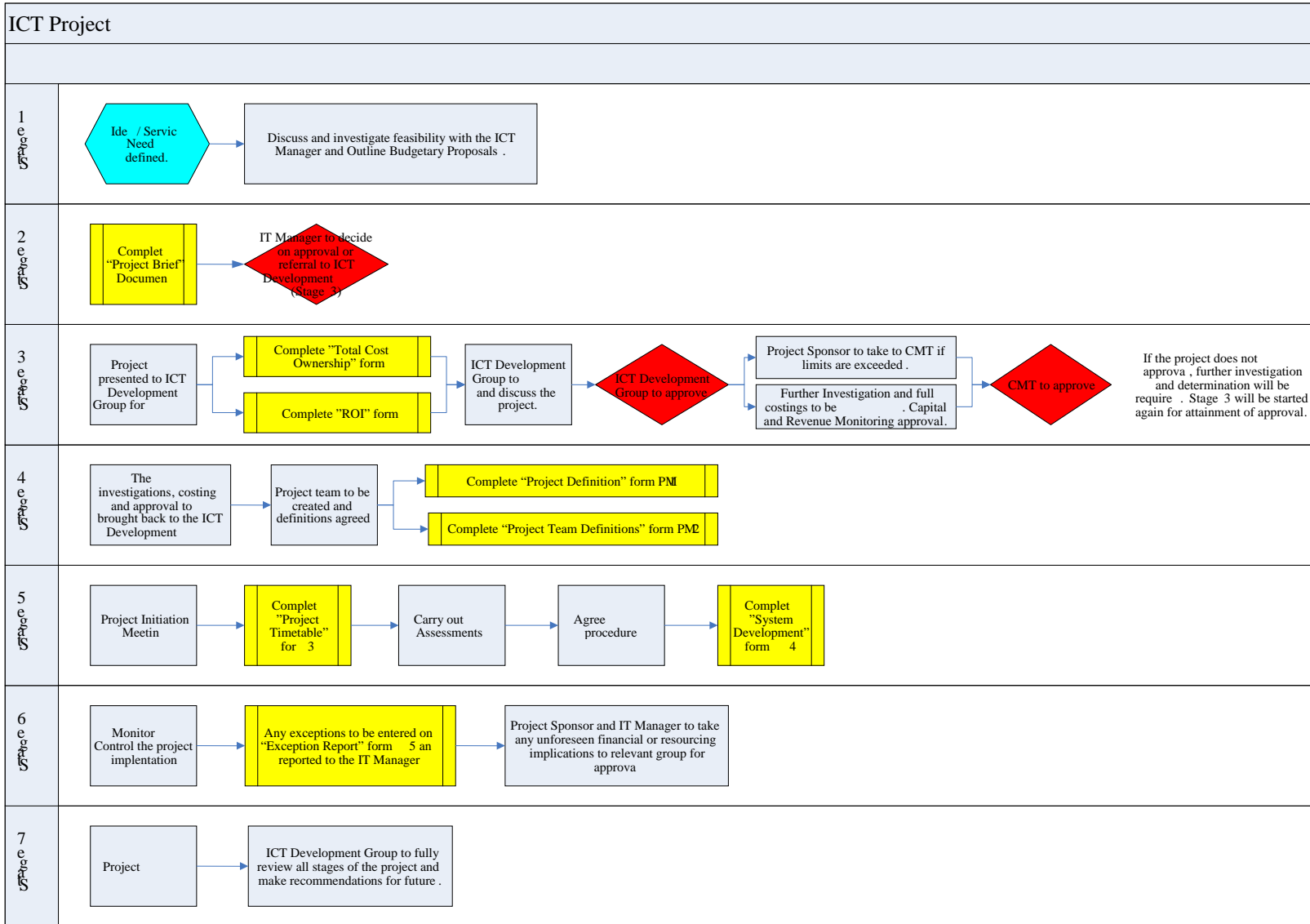
**PROJECT TITLE:**

**DATE:**

<b>Raised by:</b>
<b>Date Raised:</b>
<b>Details:</b>

<b>Actions:</b>
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<b>Change authorised by:</b>
<b>Date authorised:</b>



## Document Attributes

### Document Information

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Author	Head of ICT
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### Document History

Date	Summary of Changes	Version
June 2008	First version	1.0
April 2010	Reviewed – No changes	1.0

### Document Approval

Date	Job Title of Approver(s)	Version
July 2008	ITEX	1.0

### Distribution

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ICT Service

### Coverage

Groups
All Employees via the intranet
All Members via the intranet