Project Management Reference Guide

Government of Newfoundland and Labrador
Office of the Chief Information Officer
Corporate Services & Projects
Project Management Office

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Preface

The purpose of this document is to provide a reference guide for Project Managers engaged in projects with the Office of the Chief Information Officer. Project Managers are responsible for ensuring their project team complies with the guidelines.

This is a guide for Project Managers to understand the Office of the Chief Information Officer project delivery methodology. It is not a “How to Manage Projects” manual but should be used as a guide for Project Managers throughout the project life cycle.

Project Managers should consult with their Delivery Manager / Director when there is deviation from the standard guidelines and best practices while managing their projects. Project Management is not an exact science as each project is unique and will bring its own challenges, thus flexibility in adopting different approaches and methodologies will be considered if it will lead to a more efficient and cost effective project delivery.

When Project Managers feel there are grounds for an exemption to the general practice they should discuss with their Delivery Manager / Director and, if agreed to by all parties, a request should be sent to the Project Management Office (OCIOPMO@gov.nl.ca). This request should document the rationale and justification for such an exemption.

Document Ownership

This guide is owned and maintained by the Project Management Office (PMO). Please direct questions about this guide to the Project Management Office (OCIOPMO@gov.nl.ca).
1.0 Introduction

The Project Management Reference Guide (PMRG) will provide the Project Manager (PM) with general guidance on how projects are managed at the Office of the Chief Information Officer (OCIO), and where to find necessary project documentation / information. The Project Acronym Guide in Appendix F of this document may be useful to the reader in reviewing this document.

If there are issues relevant to project management that are not covered by this guide please advise the Project Management Office (PMO) so that the necessary documentation can be updated.

1.1 OCIO Organization

The OCIO’s official website provides detailed information about the organization www.gov.nl.ca/ocio.

A copy of the OCIO’s Organization Chart can be found at: https://ocio.intranet.psnl.ca/Library/Forms/Library.aspx (PMs are advised to verify organizational chart accuracy with Delivery Manager (DM) in the event there have been changes since last update).

1.2 Corporate Services & Projects Branch

The Corporate Services and Projects (CS&P) branch is responsible for providing overall vision, strategy, policy, guidance and leadership in relation to the design, development, implementation and deployment of all IT related projects for core government departments and identified publicly funded bodies. The CS&P branch consists of the following divisions:

- Project Delivery & Application Support (PD&AS);
- Project Management Office (PMO); and
- Enterprise Architecture (EA).

Project Delivery & Application Support (PD&AS) Division

The Project Delivery & Application Support (PD&AS) division is responsible for the delivery of solutions to client departments. PMs report to a DM who will be the first point of escalation on project issues. The Delivery Director (Director) is the second point of escalation on project issues. During project start up the PM, DM, Director and Client Services Consultant will work to assess client and OCIO readiness.

Project Management Office (PMO) Division

The PMO is a supporting arm of the CS&P branch; it defines and maintains standards for project delivery and is also the source of documentation, guidance and metrics on the practice of project management.

The PMO maintains the Project Portfolio Management (PPM) system and the System Development Life Cycle (SDLC) methodology for projects. For orientation and a quick overview of PPM and the SDLC, please contact the PMO at OCIOPMO@gov.nl.ca. More information on the PMO can be obtained from the following website:


Enterprise Architecture (EA) Division

There are two groups within the Enterprise Architecture (EA) division:
- Strategy and Planning (S&P)
- Solution Design and Implementation (SDI)

Both groups contribute to project delivery. The PM is responsible for ensuring the project follows the OCIO’s Enterprise Architecture guidelines and best practices as outlined in the *Enterprise Architecture (EA) Guidelines and Best Practices for Government Technology Solutions*. The PM should engage the EA resource assigned to the project as per the PID to obtain a copy of the guidelines & best practices.

*Appendix A* of this document provides a detailed description of the services offered by the EA division.

**Strategy and Planning (S&P) Group**

The S&P group plays a significant role in the life cycle of a project. An S&P technical prime is assigned from this group to the project team and *should be engaged throughout the entire project, not just in the design stage*. It is especially important that the S&P technical prime is engaged in the implementation stage to verify that the solution being delivered is in accordance with the *Detailed Architecture Design (DAD)*. As well, the S&P technical prime is responsible for the completion of the *IP&S Functional Security Control Exemptions* document at the time of initial DAD approval and prior to go-live.

The S&P group provide services and consultations in the following areas:

- *DAD* consultations, including *DAD* approvals, deviations from standards, etc.;
- Architecture information, standards, and support for architecture design;
- Architecture Review Board (ARB) process;
- RFP technical questions and presentation questions; and
- Technical requirements and technology consultations.

**Solution Design and Implementation (SDI) Group**

The SDI group provides infrastructure design, implementation and support during development and implementation for different application environments such as development, test, staging and production. An SDI prime will be assigned to the project team and will assist with the coordination of other SDI resources during the development and implementation of the solution. The SDI group *should be engaged throughout the project from the design to close stages* and incorporated directly into the project team. Below is a list of services provided by the SDI group:

- Server support services;
- Database support services in consultation with AIMS resources;
- Server provisioning (physical / virtual);
- Set up of development / test / staging / production environments;
- Network and firewall rule changes;
- Tenders - software and hardware
- SSL Certificate – request for SSL certificates;
- *Internal Security Assessments* and responses;
- Coordination with Information Protection of third-party *Vulnerability Assessments (VA)*; and
- Assisting the project team with the completion of the *VA Report Response*.

**1.3 Client Services (CS)**

Client Services (CS) is the liaison between senior management in all government departments (including select boards and agencies) and the OCIO. Each government department is assigned a CS Consultant who is actively engaged with the department on a continual basis. CS Consultants develop working relationships with the
departments through Planning Service Delivery Committees (PSDCs) and have a strong understanding of each department’s core business and needs. CS is responsible for project prioritization for OCIO projects and are involved in project startup (notifying client of project start and attending project kick-off meeting). Throughout the project, CS may request project updates from the PM / DM periodically in preparation for PSDC meeting and should be informed of the following:

- Project Steering Committees (added as optional attendee);
- Communications to department executive;
- Updates on major project milestones; and
- Significant updates on changes in scope, approach, or implementation dates.

### 2.0 OCIO Orientation

#### 2.1 Orientation Meetings

PMs should schedule two meetings when starting a new project at the OCIO:

- DM OCIO Onboarding and Project Review Session, and
- PMO Orientation Session

PMs that have a project in the *Analysis* stage where detailed requirements are being gathered by an external (contractor) Business Analyst (BA) should also schedule the following meeting:

- BA Orientation Session

**DM OCIO Onboarding and Project Review Session**

- Complete necessary forms and paperwork, send requests to:
  - PMO for PPM access,
  - Information Service Centre (ISC) for Hewlett Packard Records Manager (HPRM) inquiry access; and
  - OCIO Facilities for badge etc.;
- Review available project documentation (e.g. *Project Initiation Document (PID)*, *Business Case*, *Preliminary Scope*, & lessons learned from similar projects); and
- Determine project approach and define planning activities and timelines.

**PMO Orientation Session**

To schedule a meeting with PMO, please email OCIOPMO@gov.nl.ca. The following areas will be reviewed in the session:

- Review the SDLC and the use of OCIO project reference materials;
- Review & discuss the Project Management Life Cycle; and
- Review the use of PPM.

**BA Orientation Session**

To schedule a meeting with the BA team, please email TedLee@gov.nl.ca. The following areas will be reviewed in the session:
• Review key OCIO and GNL stakeholders;
• Review documentation expectations;
• Review BRD template sections;
• Review quality assurance; and
• Discuss frequency of follow-up “checkpoints” for the internal BA team to review draft business requirements to ensure alignment / positioning with OCIO requirements guidelines and potential subsequent use (e.g. RFP).

2.2 Roles and Responsibilities (DM versus PM)

The table below highlights DM and PM responsibilities for various tasks required throughout the project lifecycle. Please note that this is not an exhaustive listing but a high-level view of the delineation between the two roles.

<table>
<thead>
<tr>
<th>Task</th>
<th>DM Responsible for</th>
<th>PM Responsible for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall project</td>
<td>Delivery of solution to client</td>
<td>Overall success of project</td>
</tr>
<tr>
<td>Guidance and direction</td>
<td>Provide guidance and direction to PM and facilitate relationship between PM, client and project team</td>
<td>Provide guidance and direction to project team and facilitate relationship between client and project team</td>
</tr>
<tr>
<td>Project team</td>
<td>Monitor team; orientation of PM during on boarding; obtaining resources for project.</td>
<td>Lead team; provide orientation during on boarding.</td>
</tr>
<tr>
<td>Project schedule / plan</td>
<td>Review &amp; approve schedule / plan. Monitor for compliance &amp; deviations &amp; take corrective action.</td>
<td>Develop and manage detailed project schedule / plan</td>
</tr>
<tr>
<td>Project cost estimate</td>
<td>Monitor, manage, review against budget</td>
<td>Create, Revise and Manage</td>
</tr>
<tr>
<td>Project budget</td>
<td>Monitor, manage, complete transfers</td>
<td>No responsibility</td>
</tr>
<tr>
<td>Project progress</td>
<td>Monitor progress, escalate to Director (as required)</td>
<td>Track and communicate to DM, Director and Project Steering Committee</td>
</tr>
<tr>
<td>Issues and risks</td>
<td>Review with PM and determine and agree on mitigation. Brief / Escalate to Director all risks that are moderate to high on a monthly basis. Ensure PM are recording all Risks &amp; Issues in PPM on a timely basis.</td>
<td>Document and manage in PPM, escalate / communicate to DM and Project Steering Committee. Ensure Director is aware of any issues that are being escalated to Steering Committee prior to the scheduled meeting.</td>
</tr>
<tr>
<td>Resource plan</td>
<td>Monitor; procure if contracted resources, if from other branches negotiate &amp; obtain commitment.</td>
<td>Develop / Manage</td>
</tr>
<tr>
<td>Compliance to SDLC</td>
<td>Monitor</td>
<td>Manage</td>
</tr>
<tr>
<td>Project Reporting (Status, Projections, Project Plan and Risks / Issues)</td>
<td>Review / Monitor for accuracy and quality</td>
<td>Create / Manage</td>
</tr>
<tr>
<td>PPM</td>
<td>Monitor / Review</td>
<td>Maintain project information and store all project documentation on an ongoing and timely basis.</td>
</tr>
<tr>
<td>Stakeholder communications</td>
<td>Monitor / Maintain communications; on sensitive issues &amp; communication to ADMs &amp; Deputies, ensure that Client Services &amp; the Executive Director are de-briefed &amp; engaged.</td>
<td>Create and validate with DM</td>
</tr>
<tr>
<td>Task</td>
<td>DM Responsible for</td>
<td>PM Responsible for</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Project Steering Committee Meetings</td>
<td>Participate</td>
<td>Schedule, prepare agenda, prepare presentation, facilitate meeting, document minutes, follow up on action items</td>
</tr>
<tr>
<td>Project Change Control</td>
<td>Coordinate OCIO approvals</td>
<td>Draft decision document / project change request, manage process, coordinate Vendor approvals</td>
</tr>
<tr>
<td>Transition to Production</td>
<td>Confirm (escalate as necessary)</td>
<td>Manage process, ensure all necessary approvals are obtained as per OCIO guidelines</td>
</tr>
<tr>
<td>SOW</td>
<td>Create, coordinate OCIO approvals</td>
<td>Review, add assumptions, coordinate Vendor approvals</td>
</tr>
<tr>
<td>Project Estimate History</td>
<td>Update</td>
<td>Provide input</td>
</tr>
<tr>
<td>CAMP Updates</td>
<td>Confirm with PM that CAMP has been updated and provide guidance of what and how data is entered.</td>
<td>Updating CAMP prior to Go-Live / Transition and confirming with the Team Lead of the support team(s) that all required information has been entered as required.</td>
</tr>
</tbody>
</table>

### 2.3 Terms of Project Engagement

When conducting projects for the OCIO, PMs and project teams are required to adhere to the following terms:

- To the client department you are a representative of the OCIO; you will conduct yourself in a professional manner and project a positive image of the OCIO;
- Be accountable for ensuring appropriate professional conduct of all project team members;
- Be responsible for initiating all OCIO project setup processes for contractors on the project;
- Ensure that you understand the scope of the project and all required project deliverables prior to commencement of the project;
- Ensure your project planning considers what can be realistically achieved from a vendor, client department, and an OCIO perspective;
- Take responsibility for ensuring that the project is financially sound and that project cost estimates are accurate and complete;
- Ensure that project deliverables are completed and provided to the OCIO within the agreed timelines. You are responsible for the delivery of all project deliverables even though they may be prepared, reviewed, and approved by resources from other OCIO branches. PMs should take the lead in initiating the deliverable(s). If you are unsure of the content needed, after reviewing the template you can speak to the DM about obtaining a sample(s) from a previous project(s). The template will serve as a guide to lead discussions with the deliverable owner(s);
- Assume responsibility for the quality of all project deliverables and ensure an appropriate quality review has taken place within your project team prior to presenting them to the OCIO and client department for sign-off;
- Ensure all project information is reviewed by the DM prior to being presented to client representatives;
- Document project changes and decisions; discuss them with the DM prior to presenting them to the Project Sponsor and project steering committee;
- Any meetings with client representatives above the Project Sponsor should have prior approval from the DM, Director and the client; any presentations to client representatives related to a change in project scope or client expectations should also be pre-approved;
• Meet with the client and DM on a regular basis to ensure they are aware of the project status and any project issues;
• Contact the DM if attempts to resolve issue(s) related to client or OCIO commitment to a project have not been successful;
• Take responsibility for escalating project issues within the CS&P Branch. Any issues that cannot be resolved in a timely manner by the PM should be escalated to the DM; and

Important Note: Appropriate protocol should be followed when escalating project issues within the OCIO. The DM should be engaged first; the Director and Executive Director (in that order).

2.4 Project Related Applications and Sources of Information

There are various websites and tools that a PM will need to utilize while managing projects at the OCIO. Some of the more common ones are listed below.

Project and Portfolio Management (PPM)

PPM is the project and portfolio management tool used to track the entire portfolio of OCIO projects. All PMs are required to manage their project using PPM. While other tools outside of PPM may be used for gathering information (e.g. Excel, MS Project, etc.), PPM is the official, authoritative data store for project information such as status reports, budget / cost estimate information, risks and issues, etc.

The project’s tombstone data, as well as resource requirements, project tasks / milestones, risks, issues, cost projections, and status reports should be updated on a regular basis. PPM is the sole source of data used by OCIO Executive when making key decisions and Executive Reporting and as such it should be kept as accurate as possible. Please see the PM Toolkit on the PMO website (http://www.ocio.gov.nl.ca/ocio/pmo/) for a more extensive list of which items should be updated regularly in PPM and the frequency of these updates.

PPM also provides a collaboration space for the development and management of project documentation and deliverables. Once a formal deliverable has been drafted, it should be stored in the appropriate folder in PPM’s collaboration area, and then replaced / updated each time significant changes are made, until the final copy is produced and approved.

The PMO will conduct quality assurance checkpoints at the end of the design (optional) and close (mandatory) stages. PPM is where the PMO will go to find the current set of deliverables, documentation, and evidence of approvals as needed for the project. When using email approvals, please ensure copies of the emails have been stored in the appropriate folder in PPM’s project collaboration area. It is the PM’s responsibility to ensure that all project information, documentation, and important communications (e.g. email approvals, etc.) are stored in PPM on a timely basis.

PMs can access the PPM Quick Start Guide located in the PPM Knowledge Store.

PMO Website & SDLC Templates

The PMO website (http://www.ocio.gov.nl.ca/ocio/pmo/) is the official source for SDLC templates (for both Deliverables and Tools). The website is also home to the PMRG, frameworks, guides, presentations, and frequently asked questions. Questions or comments regarding PMO processes can be forwarded to OCIOPMO@gov.nl.ca.
New projects will be required to use the latest version of the SDLC template on the PMO website (http://www.ocio.gov.nl.ca/ocio/pmo/sdlc.html). For projects which are currently underway when a template is updated, the project teams will not be expected to transition to a revised template unless specifically notified by the PMO.

**OCIO Help**

OCIO Help (https://ociohelp.psnl.ca/SitePages/Home.aspx) is used by the Government of Newfoundland and Labrador (GNL) employees requiring IT assistance, and contains a number of forms, best practices, directives, guidelines, policies, and standards that PMs will need to access throughout the project.

**OCIO Intranet**

The OCIO Intranet https://ocio.intranet.psnl.ca/Pages/default.aspx is available to OCIO employees and contractors and contains forms, policies, guidelines and other pertinent departmental information that PMs will need to access throughout the project.

**Service Manager 7 (SM7)**

Service Manager 7 (SM7) is the ticketing system that Application & Information Management Services (AIMS) and Operations & Security (O&S) use to track requests for service and tasks assigned to their resources. Projects utilize SM7 for Requests for Change (RFCs), Copy of Production Data requests, and adding AIMS and / or O&S resources to projects which were not in the project original resource plan.
3.0 Project Management

Project Management is about managing a project through the life of a project. All projects have a start & end date and this is the life cycle of a project. This should not be confused with the System Development Life Cycle (SDLC) which is a delivery methodology for projects.

![Project Management Life Cycle Diagram](image)

3.1 The Project Management Life Cycle (PMLC)

The Project Management Life Cycle (PMLC) follows the five process groups as defined in PMBOK as outlined in the above figure. The Project Manager is normally engaged from the Initiate to Close phase of the SDLC. There would appear to be an overlap in the SDCL & PMLC in the initiation & Close phases, however this may be true for small projects, it may not apply to the medium to large projects.

For Large & Extra Large projects each stage of the SDLC may be subject to the PMLC, i.e each stage may be subject to the initiation, planning, executing, monitoring & controlling and close out processes. For Medium projects these may apply to the Phases of the SDLC.

A project management life cycle 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. The project management method begins with project initiation and closes when its product is delivered. When a project is over, the project manager moves onto something new.

Project management focus is usually expressed in terms of the constraints of scope, time and cost, also known as the triple constraint. No one constraint can be changed without affecting the others. Over the years, there has been debates to include risk and quality in the constraints, however these are usually managed in the monitoring & controlling process.
3.2 The System Development Life Cycle (SDLC)

The SDLC provides a framework that describes the activities performed during each phase of a systems development project. The SDLC is about quality, consistency and product delivery. It is about the realization of a product’s requirements.

OCIO’s SDLC follows the Waterfall approach. This is by theory where the stages are sequentially completed. It implies that each stage has to be completed before moving on to the next stage. In reality this does not happen as one stage is nearing completion, the next stage can begin. Usually, the documentation of the previous stage is still a work in progress. In some cases a project may use an iterative approach in the design/build/implement phases. This is a hybrid of the waterfall and agile methodology. Iterative development is dividing a project into many releases. The main idea of iterative development is to create small projects that have a well-defined scope and duration and constantly do builds and updates as soon as possible.

Agile methodology is an aggressive approach to development and require commitment of resources from the client, developers etc. Agile uses the concept of sprints and scrum in its practice. This is one of the many agile methodology in use in the industry. An example of the use of agile in the OCIO is the Digital by Design project. Sprints and scrums does not define Agile methodology, but is one of many techniques used in adapting agile.

3.3 Project Deliverables

Project Managers will be required to complete a specific set of project deliverables. Based on the size, type, and complexity of the project, the PMO will complete the deliverable matrix for the project. The deliverable matrix can be updated when the analysis is complete and if the size, type & complexity has changed. On the PMO website (http://www.ocio.gov.nl.ca/ocio/pmo/) PMs will find the Deliverables Register which is a sortable, alphabetic list of all Project deliverables, and a brief description of each. The templates for most of these deliverables can also be located on the PMO website.

During the SDLC, a project sizing calculation is conducted initially in the concept stage and then validated or updated at the end of the plan-for-analysis stage. The results of this calculation, along with the project type and category, are used to determine the list of project deliverables:

- **Plan for Analysis Stage**: PMO creates the Deliverables Matrix at the end of this stage after the project size has been validated.
- **Analysis Stage**: At the end of the analysis stage the DM may request that the PMO revisit the sizing calculation in the event requirements have impacted the project size, and update the Deliverables Matrix.

If there are any deliverables that the PM feels may not be necessary, they should setup a meeting with the DM, PMO and deliverable owner to discuss. Exemptions can be granted, but all exemptions should be approved by the PMO in consultation with the owners of the deliverables.

As the deliverables are created, they should follow the naming convention outlined below.

- **DTC** – Project Title – Deliverable name

For example: 040123 – Widget Project – Application Quality Assurance Checklist
3.4 Project Events / Tasks

There are specific scheduled events / tasks that are recommended to be performed in order to produce the project deliverables and complete the project as per OCIO guidelines. A PM Toolkit has been created by the PMO to help facilitate the delivery of projects. The PM Toolkit itself and the PMO template for each of these events / tasks can be located on the PMO website.

http://www.ocio.gov.nl.ca/ocio/pmo/sdlc.html

The frequency column of the PM Toolkit shows a value of “As Needed” to denote events / tasks where the frequency cannot be pre-determined for a project. These events / tasks are considered optional because while they may occur frequently for one project but may never be needed for another (e.g. a new server may not be needed for an enhancement project).

It should be noted that this list of events / tasks is not an exhaustive list and does not include everything that a PM will have to do in order to plan, deliver, monitor and control a project during its lifecycle. This list is intended to highlight the key events / tasks that are recommended to be completed to deliver projects as per OCIO guidelines, and also the events / tasks needed to provide the OCIO with the information required to monitor project status and meet regulatory / audit guidelines.

3.5 Project Planning

The key objective for any project is to deliver a quality solution that meets the needs of the client on a timely basis and on budget. The concept of rolling wave planning is used in project planning; it is an iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.

- At the concept stage, Client Services (CS) using the project-sizing calculator determines schedule estimate and a High Order of Magnitude (HOM) cost estimate. Client Services may consult with other groups within the OCIO in helping to determine size and estimated costs. The PMO validates the use of the sizing calculator at this stage.

- During the plan-for-analysis stage, the PM will review the HOM cost estimate and schedule estimate created during the concept stage. In this stage the PM should validate the scope of the project, documenting what is in scope as well as what is out of scope; identify all key stakeholders and determine client readiness. The key deliverables from this stage is a signed Project Charter and a detailed Project Plan for the analysis stage and a high-level Project Plan for the design-to-close stages. A project plan is not a MS Project schedule. Depending on the size & complexity of the project, the project plan would include written documentation on “how” to achieve certain tasks. For example, a project which has limited down time may require a detail plan on how the “cut over” to production will take place and contingencies. On small projects, a MS Project schedule and the Project Charter may suffice. It is important to note that all project schedule must be developed using MS Project and stored in PPM and updated on a monthly basis.

- At the end of the analysis stage, the PM should have an updated schedule and cost estimate for the entire project, and a more refined high-level project plan for the tasks required in the design-to-close stages of the project.

- At the beginning of the plan-for-design stage, the PM is expected to produce a detailed-level Project Plan for the design stage.
• By the end of the design stage, the PM should have a detailed-level Project Plan for the remainder of the project (execute-to-close stages).

• For large or extra-large projects, the PM should create a full Project Management Plan to accompany the Project Schedule. The Project Management Plan may include a Change Management Plan, Procurement Plan, Quality Assurance Plan, Risk Management Plan, Training Plan, Data Conversion Plan, and Implementation Plan. Templates can be found on the PMO website for most of these knowledge areas.

• For all projects, PMs may need to conduct an Accessibility, Usability, and Brand Compliance Review.

3.6 Concept

In the concept stage of the project the CS division requests the client fill out a Business Case for the project and a CS BA completes a Preliminary Scope Document. Both of these documents will be used to initiate the project in the next stage.

3.7 Initiate

The initiate stage of the project may happen soon after the concept stage or there may be a time lag. If a significant time lag has occurred since the concept stage, the PMO will check with CS to see if the concept estimate, Preliminary Scope Document and Business Case are current. If considerable time has passed and / or project variables have changed, the concept deliverables may need to be updated by CS, and the project-sizing calculator re-run / validated. Once CS confirms the concept source documents and estimate are valid, the initiate stage can proceed.

In this stage of the SDLC a PID is created. The PID provides background information on the proposed project and includes the names of key resources from other OCIO branches that the PM will need to consult with throughout the life of the project. At this stage the Delivery Manager should ensure that the proper approvals have been obtained to convert this IDEA to a project. The Executive Director approval is required at this stage and without this approval, the project should not proceed.

The PMO will generate a Preliminary Deliverables Matrix listing the deliverables, which may be required for the project. The PM will reference this list consistently throughout the life of the project. This list will also be used by the PMO when conducting their Quality Assurance Checkpoint(s) at various stages of the project.

3.8 Plan-for-Analysis

In the plan-for-analysis stage of the project a PM is assigned and after completing the orientation processes the PM should review all project artifacts in PPM to gain a familiarization of the project.

The PM will create the Project Charter during this stage. The PM should review the concept estimate and associated source documents as a starting point for gathering information for the Project Charter. Project scope should also be confirmed with the Project Sponsor during this stage and included in the Project Charter. It is a requirement that the Project Charter be signed off before proceeding to the analysis stage.

At the end of the plan-for-analysis stage, a detailed Project Plan for the analysis stage and a high-level Project Plan for the design-to-close stages should be completed. For small & extra small projects, this could be a simple MS project schedule. The Project Planning Checklist is an activity that should be completed to confirm that all required project activities have been considered in the Project Plan.
3.9 Analysis

During the analysis the Business Requirements Document (BRD) is used to capture the system requirements and functionality. BA’s assigned to the project should schedule a BA Orientation meeting with the BA team lead (TedLee@gov.nl.ca). In the analysis stage, the PM & BA should challenge the Project Sponsor in the requirements gathering sessions on the need for a new solution by focusing on the “problem” we are trying to solve. In these sessions, all effort should be focused on what is required to get the job done and eliminate “nice to haves”. This is part of the Lean concept in systems development.

IM / IP / ATIPP Engagement

All projects are required to engage the IM / IP groups and the ATIPP Office during the analysis stage for completion of the Pre-TRA (Risk Assessment Workbook), IM Assessment and Preliminary Privacy Impact Assessment (PPIA).

It is the responsibility of the PM to complete a PPIA Checklist with the client and submit a Request for Service IM/IP/ATIPP form and send it to IM Advisory Services to begin the engagement process. The results of these three (3) assessments will determine whether there are inherent risks that the PM will need to mitigate, or whether additional deliverables will be required for the project. It is recommended that the PM allow 2-3 weeks from the date the request is submitted for completion of the various outputs of this assessment. Appendix B of this document provides an extensive description of this engagement and resulting assessments.

3.10 Plan-for Design

At the start of the plan-for-design stage, the PM should have enough details to produce a detailed project plan for the design stage and a high level plan for the remaining stages of the project. The Project Planning Checklist is a useful tool to use during the plan-for-design stage to ensure that known key project events / tasks are included in the project plan.

The Project Plan should cover the whole project, not just the current fiscal year or SOW. If the downstream costs are not known, a rough order of magnitude (ROM) cost and timeline estimate should be used until more details can be gathered. The PM should remember to include adequate time / resources to complete all administrative-type tasks that are required to be executed on a regular basis. EA team members from the S&P and SDI groups should be considered members of the project team and invited to attend planning meetings as well as regularly scheduled project status meetings.

Based on the results of the IM / IP / ATIPP engagement, some additional tasks may need to be incorporated into the Project Plan for the implement stage. The output of the IM / IP / ATIPP engagement such as the Risk Assessment Workbook and Privacy Impact Report should be reviewed to determine which additional activities are recommended to be included in the design, execute, and implement stages. Please refer to Appendix B for additional details.

The Project Charter should also be revisited at this time to confirm project scope, and to ensure the information contained in the document is still accurate. If there is a change in information, then the change request process must be followed.
Disaster Recovery (DR) Plan

In the plan-for-design stage, the PM should include activities to meet with the DR Team and discuss the delivery and content of the Disaster Recovery Plan (DR Plan). As part of planning, the PM should allow two weeks for the drafted DR Plan to be reviewed by Subject Matter Experts (SMEs).

*Important Note: If the Category of IT Services classification is “Critical” during the Pre-TRA, then the PM should allocate time during the Implement stage for the DR Plan to be tested.*

### 3.11 Design

During the design stage, many of the required project deliverables should be drafted. Key deliverables include an approved Detailed Architecture Design (DAD), the System Design document and the Transition Agreement.

The project team should continue to engage the EA primes for assistance with all activities that require involvement from the EA group. This includes DAD preparation (S&P group) and provisioning of the various environments such as development, staging, and production (SDI group). For further details on each of these items, and for an exhaustive listing of requirements for this stage please refer to the project Finalized Deliverables Matrix, along with the PM Toolkit and Deliverables Register on the PMO website.

Prior to seeking Project Sponsor approval for the detailed-level Project Plan, it should be reviewed with DM, Director and other OCIO branch stakeholders including the PMO.

**Detailed Architecture Design (DAD)**

The DAD is reviewed and approved by EA’s S&P group. The approval process begins with the submission of the DAD to CSPEA-SP@gov.nl.ca. The EA S&P Prime will review the DAD for completeness and will work with the project team to complete the DAD if necessary. The DAD is then forwarded to the Project Architecture Review Board (PARB) for a compliance review according to best practices and OCIO standards. For more information about the DAD, and EA’s role in completing a project, please refer to Appendix A.

**Provisioning of Hardware**

Provisioning of hardware for development, staging and production environments may be requested after the DAD has been reviewed and approved. This request is sent to the EA SDI at ea-sdi@gov.nl.ca. Minor software licenses required for the project may also be requested through this group. Larger software license purchases may require the Government Purchasing Agency (GPA) involvement. When uncertain of which option is suitable, the DM should be consulted.

**Transition Agreement**

A draft of the Transition Agreement should be completed in consultation with all the key stakeholders before the end of the design stage. AIMS and O&S are the key stakeholders in this living document, and changes may be made to the Transition Agreement as the project progresses.

**Quality Assurance Review – End of Design**

At the end of the design stage, the DM / Director may request that the PMO conduct a Quality Assurance Review. If requested, the project’s Finalized Deliverables Matrix will be compared to the deliverables that have been
completed to date or in progress to ensure that the project is on track. The PMO will review PPM to ensure the PM is updating the required areas / tombstone data such as SDLC Stage, Project End Date; risks and issues, etc. and they are being updated on a monthly basis, and that completed deliverables are being uploaded to PPM. Overall project financials will also be verified during this review.

3.12 Execute

In the execute stage of the project, coding begins for custom built solutions and configuration and/or customizations are done for COTS / SaaS products. A Test Strategy should be developed and reviewed with the project team and sponsors before the testing activities are performed.

The PM should ensure that AIMS and O&S resource(s) for the project are engaged in this stage, and providing guidance in the creation of the Application and Database Build Books and the Operational Procedure Manual (OPM). The Service Desk Manager should also be contacted to obtain input into the creation of the Service Desk Support Guide that will be required by when the new solution is implemented. The contacts table in Appendix E provides specific details on who to contact for various services within the OCIO.

The PM will need to work with the client to create a Chart of Authorities for the new application.

3.13 Implement

In the implement stage of the project the proper transition of the application and technical infrastructure, along with strong client engagement are crucial to the success of the project.

An Internal Security Assessment (ISA) review should be completed by EA SDI after all testing by the client has been signed-off. This signals that development is over and there are no coding changes pending. After the ISA response is addressed a Vulnerability Assessment (VA) can then be completed (if required). It is recommended that all outstanding issues from the VA be resolved or deviations signed off in order to move forward with the rollout of the application.

In order to ensure client buy-in, user acceptance and sign-off of the test results is needed. End-user training and support resource training may also need to be performed. The key deliverables required to be completed in this stage before the application and/or technical infrastructure can be transitioned to the support groups and the Go Live can be scheduled are Source Code Handover, completion of the Transition Agreement and Client sign off.

An Operational Readiness Checklist is required by O&S for final acceptance of servers for support. The EA SDI team is responsible for ensuring compliance to the checklist; however, the PM should include this as one of the tasks required for completion prior to Go Live and monitor its progress. Project servers should be handed over to O&S prior to Go Live, unless otherwise agreed upon in the Transition Agreement.

A detailed Go Live Communication should be sent to all impacted stakeholders (see template for instructions).

Internal Security Assessment (ISA)

The PM will require the assistance of the EA SDI group to complete this activity. The activities involved in the internal assessments include Internal Infrastructure Security Assessment (“Nessus scans” or “infrastructure scans”) and an Internal Security Application Assessment (“AppScan scans” or “application scans”).

Infrastructure scans and remediation of issues and/or documentation of deviations should be completed prior to the execution of a VA or before go live. Although the timeline between requesting the infrastructure scan and
receiving a report from the SDI group usually takes only 3-4 days, the PM should allow for two weeks in the project plan during the implement stage to resolve any issues highlighted in the Internal Infrastructure Security Assessment report. Projects are encouraged to engage SDI for point-in-time infrastructure scans during the implement stage to address any issues early especially if the project implementation timeline is long. As detailed in the Transition Agreement, all servers in all environments should be transitioned from the EA division to the O&S branch for support prior to Go-Live or, by the end of the transition period. The O&S branch will not accept any servers if there are unapproved outstanding issues from the Internal Infrastructure Security Assessment report. Also note that if a VA is required, it should not be performed until the Internal Infrastructure Security Assessment is completed.

Applications scans and remediation of issues and/or documentation of deviations should be completed prior to the execution of a VA or before go live. It is recommended that application scans be performed on a modular basis; that is, when sections of code are completed and working an application scan be performed and issues addressed prior to proceeding to the next module. This is to addresses or document any issues that may affect future modules. The timelines for application scans may be significantly more variable than infrastructure scans in terms of configuration, execution and analysis. Project teams should engaged the SDI group and plan accordingly. As with infrastructure scans, application scans will require a final scan execution, analysis and report to be submitted to AIMS for approval. For more information, please see Appendix A.

Request for Change (RFC) – Corporate Services & Projects

All changes to production related environments will go through the CS&P Change Coordinator (CS&PCC) and will follow the OCIO change management process. A meeting with the CS&PCC is recommended once a project team begins planning a Request for Change (RFC). The CS&PCC is responsible for facilitating the change and the project team is responsible for liaising with all required resources to ensure a successful RFC execution. The CS&PCC will monitor the request and represent the RFC at the OCIO Change Advisory Board (CAB) meeting, if required. Note that not all changes will need to be reviewed by CAB. Contact the CS&PCC for further information at ADChange@gov.nl.ca.

Normal Request for Change (RFC)

It is important to plan accordingly when submitting an RFC: there is a five (5) day change window required from the time of RFC submission to the start of the change window, with a Change Advisory Board Meeting somewhere within those five days to review the request.

The RFC will detail the resources and tasks required to implement the requested change. If the change requires OCIO resource(s) external to the project team such as O&S and/or AIMS then the PM is responsible for contacting the required resource(s) and confirming their availability for the scheduled time.

The SDI group manages requests for changes to firewall rules. The PM should schedule a meeting with the SDI group to discuss the request and to determine the amount of lead time required, as this will vary depending on the type of change being requested.

Requests to implement a change in less than the five (5) day window will require the completion of an Expedited Request form. The level of approval required to proceed with the change will depend on the requested implementation date.

It is recommended that an RFC form be completed for all production changes, from which SM7 tickets will be created and then processed. The CS&PCC will keep the PM updated on ticket status throughout the process.
3.14 Close

During the **close** stage the core project team should be disbanded and OCIO exiting procedures followed for each team member, ensuring that all government assets, badges and other exiting requirements completed.

In order to close the project it is recommended that both the *Client Acceptance Form* and *Project Closure Report* be signed and all required deliverables and important documentation finalized, signed and stored in PPM.

During the **close** stage, the PMO will conduct a *Quality Assurance Review* where the *Deliverables Matrix* is reviewed to ensure all mandatory documents and approvals have been received, and that various areas of PPM are up-to-date, as per PMO monthly requirements. This is a mandatory requirement that must be completed and included in the Closure Report.

3.15 Support

The **support** stage of the SDLC deals with the on-going support and maintenance of the business solution. The long-term support branch owners (may be AIMS, CS&P or O&S depending on support type) are responsible for the maintenance and upkeep of all project delivered documentation used to facilitate ongoing support and maintenance.

The IT Service Desk is the main point of contact into the OCIO, staffed by a courteous, knowledgeable team who offer effective and efficient service to meet user requirements for IT related requests. The IT Service Desk strives to provide first call resolution to government users, and when required re-direct or assign requests to other support teams.

4.0 Resource Planning

The PM should have a strong understanding of the required and anticipated resources at any point throughout the duration of the project, including Client, OCIO, and Vendor resources. As per the *PID*, project team and technical OCIO resources required to assist in various capacities throughout the project should also be known, for example, to review documents including Build Books and implementation and support plans etc. The PM should regularly engage AIMS and O&S to validate and obtain approval for all non-project team resource requirements. The PM should not assume that these resources are available, and should not contact them directly to seek commitment.

The PM should keep in mind statutory holidays, provincial holidays, vacations, and summer working hours for the duration of the project, and not just the current *SOW*. If project timelines are revised, the PM will reconfirm all time commitments for non-project team resources with their manager to ensure the original commitment can still be accommodated.

4.1 Adding AIMS or O&S Resources

This section does not apply if AIMS or O&S resources have been previously identified in the *PID*, as all parties are already aware of the assignment.

However, if an AIMS or O&S resource who is not part of the core project team is to be added, but has not been identified upfront in the *PID* (e.g. unplanned) an SM7 Request Fulfillment ticket is required.
The PM, AIMS / O&S Team Lead, and the resource will discuss adding the resource to the project. The team lead / resource may enter the ticket in SM7 or the PM can send an email to the IT Service Desk ServiceDesk@gov.nl.ca.

4.2 Obtaining Overtime for Project Resources

A Request for Overtime Performance form should be completed and approved prior to overtime being incurred by an OCIO employee. The DM is responsible for completing and submitting the form to the applicable OCIO branch administrative staff who will then seek the required approvals.

Approved overtime requests will be assigned a tracking (authorization) number that will be referenced by the employee when recording the hours worked on the applicable Record of Overtime form. The PM should validate the actual hours of overtime incurred to ensure they do not exceed the number of approved overtime hours. The overtime form is located on the OCIO Intranet site:

https://ocio.intranet.psnl.ca/Library/Forms/Library.aspx

4.3 Authorization of Contract Resources

A SOW must be issued to authorize contracted resources to be engaged on a project. Once a SOW outlining the work to be completed is approved by the vendor and the OCIO a Purchase Order (PO) is issued. Resources are not authorized to be engaged on any project unless a PO is in place. It is recommended that the DM plan ahead and make sure all necessary paper work is in place if resources are to be extended on a project. The fact that a project is in flight and a team is in place does not justify engaging the team without a PO. Thus resource planning and management of resources is extremely important.

4.4 Managed Service Provider Model (MSP)

As part of the Managed Service Provider (MSP) model in place at the OCIO, vendors complete timesheets and enter expenses twice per month using the Flextrack Vendor Management System (VMS) and submit them online for OCIO approval. In order for vendors to receive timely invoice payment it is recommended that their time and expense be submitted within the required timelines. For more detailed information please refer to the Vendor Management System (VMS) Contractor (DOC01419/2017) and Vendor (DOC01420/2017) user guides in HPRM as well as the Province of Newfoundland and Labrador Manager Training Presentation provided by Flextrack in HPRM (DOC00969/2017).

Please note that travel expenses will not be approved for inclusion on the monthly invoice until they are validated against the supporting documentation. Reimbursement will only occur if receipts and/or other required documentation are provided and are in keeping with the government travel policy.

The CS&P Vendor Travel Expense Guidelines in HPRM (DOC01073/2017) contains detailed information around vendor travel expenses and reimbursement.

5.0 Statements of Work (SOWs) & Project Change Requests (PCRs)

A Statement of Work (SOW) outlines the scope, cost and timelines for a body of work in order to enter into a contract with a vendor for completion of that work. A Purchase Order (PO) is then created based off the SOW. A Project Change Request (PCR) is used when a project change affecting cost, schedule or scope of the SOW and/or the baselined cost estimate of the SDLC stage(s) the project is currently in occurs.
SOWs relate to the MSP and are tied to current fiscal year but a PCR can cross multiple fiscal years (e.g. project was to end February 28 and due to agreed-upon change will not end until April 30th). In this example, the PCR provides context and impacts two separate SOWs.

5.1 Statement of Work (SOW)

The SOW should contain a detailed description of the body of work at hand, to ensure the scope and requirements are clearly stated and understood.

A SOW should be created under the following circumstances:

- Beginning a new project stage(s). The following should be considered:
  - For small to medium sized projects, one SOW may cover the entire project.
  - For larger projects, one SOW may be required for each stage (or multiple SOWs required for components of one stage), and subsequent SOWs may be required for future stages.
  - For Development Teams, SOWs can be resource based instead of project based and can span across multiple projects.

- Beginning a new fiscal year; for ongoing work that spans across multiple fiscals, a new SOW is required at the beginning of each new fiscal year.

- Engaging multiple vendors on the same project (a SOW is required for each vendor).

5.2 Project Change Request (PCR)

When issuing a PCR it is recommended that the required form be completed and stored in PPM to ensure proper tracking.

A PCR should be created under the following circumstances:

- A project change will impact scope, cost or schedule and was not included in, or exceeds the SOW and / or last baselined project estimate for the current stage(s) of the project. For example:
  - Additional time is required to complete the body of work specified in the original SOW.

- Some PCRs may require a SOW to be created. For example, if a piece of work is required to be completed by a new vendor and was not included in the project estimate for the current stage(s) of the project, the PCR should be completed and signed off prior to issuing the SOW to procure the new vendor’s services.

- Some PCRs may require a requisition to be created. For example, if a software component is required for a project that wasn’t included in the project estimate for the current stage(s) of the project, the PCR should be completed, signed off prior to issuing a requisition to purchase the software.

Please review the Project Change Request Guidelines (PM Toolkit) for more information on how and when to complete a PCR.
### 5.3 Decision Document

Significant PCR\(s\) often require the PM to create a *Decision Document* outlining the available options, pros and cons of each, and the project team’s recommendation and justification. The *Decision Document* is subsequently brought to the Project Steering Committee for discussion and approval of a final direction. If the proposed project change is approved the PM will need to create a PCR and attach the decision document when filing the change in PPM. This will ensure that all background information and approvals are kept together for future reference.

### 6.0 Project Steering Committee

The role of the project steering committee is to deliberate, make decisions, advice, provide strategic oversight, and to serve as the primary “advocate” for all the assigned initiatives. A steering committee is required for all projects and include the Project Sponsor, DM, PM and other stakeholders as agreed upon with the Project Sponsor. The PM is a non-voting member on the Steering Committee. The Project Sponsor is the chair of the Project Steering Committee but this role may be delegated.

It is the PM’s responsibility to schedule Project Steering Committee meetings, and to use the existing steering committee templates for meeting agendas, minutes and presentations (see *PM Toolkit* on the PMO website).

The OCIO expects the following items to be part of the agenda for Project Steering Committee Meetings with appropriate documentation distributed to attendees prior to the meeting:

- Minutes of last meeting
- Review of outstanding action items
- Project cost update
- Project status report
- Risks and issues
- Approval of deliverables and decision documents
- Communication update
- Implementation/transition plans for post-implementation support.

The *Project Charter* should define Project Steering Committee “quorum” - the minimum number of members necessary to conduct the business and make decisions for the Committee. In some instances, members may send delegates with decision-making authority to attend a Project Steering Committee meeting on their behalf. In the event that a member or appropriate delegate is not available to attend a Project Steering Committee meeting and quorum is not met, the PM should reschedule the meeting. In instances where a delegate attends a Project Steering Committee meeting on behalf of a member, the meeting minutes should reflect that the delegate was representing the absent member in that meeting.

### 7.0 Legal Opinion

The OCIO Corporate Services (CS) division should be contacted if a legal opinion regarding contracts, purchasing or other project related activities is required. This will ensure that decisions are properly documented and accurate records maintained for future reference and reporting, and will allow for the streamlining of duplicate requests for legal opinions on similar matters. The project team should not contact the lawyer directly.

The PM is responsible for storing all project related legal opinions in the existing folder in PPM. For more information on obtaining a legal opinion please contact the Director of CS.
8.0 Project Budget

8.1 Budget Monitoring

The project budget is the amount of funding which has been allocated to a particular project. As part of GNL, the OCIO receives a budget each fiscal year. As part of the yearly budget process, The OCIO will allocate an amount of funds from the overall OCIO fiscal budget for projects during the current fiscal year.

The DMs are responsible for ensuring the project budget is monitored (reporting of actuals against the project budget allocated) and reporting on a monthly basis through the completion of the “DM Projections” tab in PPM. The DM uses the total project cost estimates and actuals that are provided by the PMs as they complete their monthly project budget projections in PPM.

8.2 Monitoring Project Cost Estimates (Projections)

The total project cost estimate is for all stages of the project from initiation to close. This will often span multiple fiscal years. As such, the monitoring total project cost estimate should include:

- Actual costs any previous years;
- Actual costs for the current year;
- Projected costs for the current year; and
- Projected costs for any future years.

The PM Project Projections Sheet is used as an input for measuring, monitoring, controlling, and reporting the overall costs for the entire project. It is critical to have accurate and timely reporting of the project projections. The main input into the project projections is the project plan which should be maintained throughout the life of the project. The Project Projections Sheet should include actuals and projections for all SDLC stages and all project costs (i.e. hardware, software, professional services (both vendor and GNL), training, travel, etc.).

During the plan-for-analysis stage, the PM and DM should collaborate to develop a high level cost estimate for all stages of the project.

For projects in the analysis stage, the PM Project Projections Sheet should illustrate all estimated cost details for the analysis stage, and the PM should continue to refine the high level costs for the additional stages of design-to-close. For projects in design stage, the PM Project Projections Sheet should illustrate all detailed costs for the design stage, and the high level costs for the remaining stages. At the end of the design stage, the spreadsheet should illustrate all detailed cost estimates for all the remaining stages.

Each PM Project Projections Sheet tab/spreadsheet should only show one fiscal year. For projects spanning more than one fiscal year, the workbook should contain a spreadsheet / tab for each fiscal year (i.e. a separate spreadsheet within the project projections workbook for year 1, year 2, etc.). If there are multiple fiscal years needed for a project (e.g. multiple worksheets), the PM Project Projections Sheet should also include a summary sheet which totals the estimates for all spreadsheets / fiscal years.

PMs are responsible for managing the project on behalf of the OCIO including all resources (both vendor and GNL), and schedules for all stakeholders involved. The PM Project Projections Sheet is designed to capture future
projected costs and actuals for previous months. Therefore, as invoices are submitted and paid, the projections should be replaced with actual costs that match the invoices.

Monthly project projections are required to be stored in PPM and submitted to the OCIO on the 3rd last work day of each month. The PM Project Projections Sheet includes the allocation of project costs as a current or a capital cost. Please refer to the remaining sections of this document for information on Tangible Capital Assets and how to allocate project costs.

8.3 Tangible Capital Assets

The section is broken down into two classifications:
- Projects where the primary objective is to Acquire Hardware; and
- Projects where the primary objective is to Build or Buy Application Software.

Please note that eligible capital costs are compared to the threshold categories for capitalization at their net Harmonized Sales Tax (HST) cost. HST should never be factored into the analysis for the threshold test. Follow the instructions appropriate for the type of project.

Primary Objective Build or Buy Hardware

When costing any hardware for the purposes of capitalization, the PM will consider the cost of each individually working piece of hardware, and eligible associated costs that are required to bring that individual unit into working order.

If the cost of each individual piece of hardware is greater than or equal to $15,000, the cost of the hardware should be capitalized. If the cost of an individual piece of hardware is less than $15,000 and the hardware is considered to be an independent working unit, the cost of the hardware should be a current cost. If a number of individual, dependent working pieces of hardware are used to construct a working unit, and the combined cost of these components is greater than or equal to $15,000, the newly constructed working units total cost should be capitalized. For purchases made where portions of the hardware are independent working units and portions are dependent working units, the costs associated with the independent working units will be backed out of the total hardware cost and compared to the threshold on their own to determine if they should be capitalized.

Other eligible costs can be added to the cost of hardware for the threshold analysis, such as software/professional services and salaries required to develop/build/bring the hardware unit into working order etc. If the cost of an individual piece of hardware is less than $15,000 but when adding the cost of professional services/software/salary required to make the hardware work (e.g. computer cannot work without operating system, hardware required configuration to enable it to work, etc.), the cost exceeds the $15,000 threshold, the hardware would be capitalized along with those additional goods/services required.

Primary Objective is to Build or Buy Application Software

The PM Project Projections Sheet, completed monthly, includes the cost projections for the project. These costs will be categorized as current or capital. The projections spreadsheet contains five columns which together identify the accounting distribution to which the project costs will be allocated. Account distributions are specific to a fiscal year. It is beneficial to open the actual spreadsheet and review the noted columns while reviewing this section.

In order to determine the codes to use on this spreadsheet, the PM will first determine the capital cost versus a current cost.
The flowcharts below depict a high level process to apply to determine whether or not to capitalize costs. However, it will be used in conjunction with further detail provided in this section.

The first factor is to determine the current stage of the project (see Figure 1). All costs associated with the Project Initiation (OCIO’s concept, initiation, planning-for-analysis, and analysis stages) and post implementation/support (OCIO’s Support stage) will always be appropriated to current accounts only. See detailed descriptions of the stages and related activities below to assist in identifying the project stage.

The diagram below identifies the OCIO’s SDLC Stages which correspond to the stage defined in the Tangible Capital Asset Guidelines.

![OCIO SDLC Stages Diagram]

If the project is in the design/execute/implement stage(s), the PM will next evaluate whether or not the costs incurred at this stage add direct value to the asset being built (eligible capital costs). All eligible capital costs will be compared to the thresholds for capitalization.

The “Threshold Cost Amount” includes software costs (developed, acquired and owned by the OCIO) associated with the design, execute and implementation stages including direct internal and external costs consumed in obtaining or developing internal-user computer software (e.g., professional services, internal staff, and hardware (see below for additional detail on hardware portion).

The total threshold cost is the total estimated cost (as determined above) minus user training and data conversion costs, and other non-eligible capital costs. If the total eligible costs exceed the threshold of $100,000, all eligible costs will be capitalized (see Figure 2). Otherwise, the cost should be appropriated to a current account (not capitalized).
Important Note: Stage cost in the diagram above refers to the sum of eligible costs for the Design, Execute, and Implement stages.

When costing any hardware, the PM will consider the cost of each individual piece of hardware. If the cost of each individual piece of hardware is greater than or equal to $15,000, the cost of the hardware should be capitalized. If the cost of each individual piece of hardware is less than $15,000:

- Independent working pieces/units will be compared to the threshold for hardware ($15,000) on their own to justify capitalization. If several independently working units are being added together to form a larger working unit, the individual independent working units will still be compared to the threshold on their own to determine if capitalization should occur.
- If a number of individual, dependent working pieces of hardware are required to construct a working unit, and the combined cost of these components is greater than or equal to $15,000, the newly constructed working unit’s total cost should be capitalized.
- If the pieces of hardware are less than $15,000, cannot work on their own (dependent) but are required for the development of the software (estimated software development cost >$100,000), the hardware would be capitalized.

If the hardware being purchased is not directly related to the software being built/purchased, or is hardware that can be reused for other purposes, the cost should not be capitalized.

If costs escalate during the design, implement and execute stages taking the project over the $100,000 threshold, then the eligible costs will switch to capital accounts. In consultation with the DM, contact the Manager of Finance, Budgeting & General Operations when the cost does exceed the $100,000 threshold in order to ensure the reclassification of prior costs for the stage. Conversely, if costs are lower than anticipated during the design, implement and execute stages taking the project under the $100,000 threshold, then the costs will switch to current accounts. In consultation with the DM, contact the Manager of Finance, Budgeting & General Operations when it has been determined with certainty that the cost will not exceed the $100,000 threshold in order to ensure the reclassification of prior costs for the stage.
If the project results in the acquisition of Software-as-a-Service, whereby the OCIO purchases the use of software, but does not own it, the costs associated with the project will never be capitalized.

Enhancement Projects

For enhancement projects that add new functionality and extend the life of the asset, perform the threshold test to determine whether to capitalize the costs. Enhancement projects that are considered general, routine maintenance that do not extend the life of the asset should not be capitalized.

8.4 Projects (Time and Material Basis)

Project Initiation: (OCIO Concept, Initiation, Planning, Analysis Stages)

These stages typically include scoping, requirements, technology research, conceptualization, evaluation and selection of alternatives, RFP preparation, and RFP evaluation. No costs associated with these stages of the project will be capitalized. All costs will be appropriated to current accounts. In any of these project stages the PM will always use current appropriation categories and activity elements.

Development/Implementation: (OCIO Design, Execute, Implement Stages)

Activities typically include design, coding, testing, installation, deployment, and training. For these stages of a project, use either all current cost accounts (the sum of the costs for these stages <$100,000) or current and capital cost accounts. Eligible capital costs related to the sum of these project stage costs (software purchase, hardware, professional services, salary costs etc.) will be used to determine the threshold for capitalization.

Capitalize

The following list outlines the types of costs (all costs referenced will be directly related to the design, implement, and execute stages) that may be capitalized when applying the $100,000 threshold test:

- Systems Analyst time (testing, analysis activities related to data conversion (e.g. data mapping – not actual data conversion), process/workflow definition, etc.) is considered a capital cost and should be capitalized;
- Developers – time spent on the project is capitalized;
- IS Technical resources – time spent on the project should be capitalized;
- IM resources – time spent on the project should be capitalized;
- Other Professional Services – time spent on the project should be capitalized (e.g., VA costs);
- OCIO and Departmental resources seconded to the OCIO with OCIO paying their salaries are capitalized (regardless of the role);
- Any material purchased (adding direct value to the asset) for use in the development of the software should be capitalized. (Materials of this nature billed by the vendor that are not easily identified on the invoice as a current expenditure should be capitalized);
- Preparation of User Guides and Training Manuals are capitalized;
- One-time licensing fees; and
- Travel expenses of Project Team members should be capitalized. Such travel expenses could include an external vendor flying to Newfoundland to participate in the project, or Project Team members flying to a location for software training related specifically to the project.

Do Not Capitalize

The following list outlines the types of costs that may not be capitalized at any time:
• Data Conversion activities; and
• End-user Training.

Post-implementation/Operations (OCIO Support Stage)

Activities include internal training (e.g. end-user training) and ongoing support and maintenance costs. No costs associated with this stage of a project will be capitalized. Current appropriation categories and activity elements will always be used in this project stage.

8.5 Completing the Project Projections Spreadsheet

The five columns to be completed for cost appropriations are:

• DTC - Departmental tracking code. The Project ID is the Departmental Tracking Code.
• RC - Responsibility Centre. For Corporate Services & Projects projects, there is a single responsibility center: 039J - IT.
• AC – Appropriation Categories. There are current and capital appropriate categories.
• AE – Account Activity elements. There are current and capital account activity elements.
• Obj – Line Objects.

With the exception of the DTC, it will probably be easier to determine which codes to use by starting with the line objects first. Line objects are the detailed cost descriptions.

Line Objects

For Corporate Services & Projects projects the typical line objects to use are:

• 0110 – Permanent Salaries (OCIO or Departmental resources seconded to the project);
• 0120 – Temporary Salaries (OCIO or Departmental resources seconded to the project);
• 0415 – Food Items (purchase of food for project);
• 0429 – Software (purchase of software required for project);
• 0510 – Professional/Consulting Services – non IT/IM (engineering services)
• 0541 - Professional Services - IT/IM: Non-Consortiums
• 0551 – Professional Services – IT/IM: Consortiums (PMs, Systems Analysts, Developers, DBA, etc.);
• 0613 – Training and Development - All types;
• 0615 – Printing and
• 0721 – Hardware.

Activity Elements

The PM should look at the activity elements once the line object has been determined. There are capital and non-capital activity elements.

The typical activity elements are:

• Current – 1170 – OCIO Corporate Services & Projects; and
• Capital – 1150 – OCIO Corporate Services & Projects.

In the initiation stage or the post-implementation/support stage of a project, all costs will be allocated to the Current Account – 1170 – OCIO Corporate Services & Projects.
In the design, execute and implement stages, the PM will be using either all Current Accounts (1170) if the stage(s) is less than the $100,000 (not if they have a piece of hardware purchased for the project that is a stand-alone individually working unit that is greater than $15,000, or multiple non-individually working pieces added together to build a working hardware unit >$15,000) threshold, or a combination of both current and capital accounts (1170, 1150) if the stage(s) is greater than or equal to $100,000.

Appropriation Categories

Appropriation categories are grouped into current and capital.

The typical appropriation categories to be used in development projects include:

- 100 – Current – operating salaries (OCIO and Departmental staff – if development costs less than the dollar value threshold);
- 110 – Current – general operating (hardware, software, travel, training – if development costs less than the dollar value threshold);
- 120 – Current – professional services (Systems Analysts, Developers, DBA, etc. – if development costs less than the dollar value threshold);
- 300 – Capital – operating (all eligible capital costs in the design, execute and implement stages for a project that is estimated to exceed the threshold).

In the initiation stage or the post-implementation/support stage of a project, all costs will be allocated to the current appropriation categories (100,110,120).

In the design, implement and execute stage, the PM will be using either all current accounts (100,110,120) if the stage is less than the $100,000 threshold, or a combination of both current and capital appropriation categories (100, 110, 120, 300) if the stage is greater than or equal to $100,000.

Examples of Complete Distributions

Using the accounting distribution codes defined above, examples of cost allocations are listed below.

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**Important Note:** Base funded projects use RC 039J and priority funded projects use RC 039L.

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<table>
<thead>
<tr>
<th>Project Info</th>
<th>Company</th>
<th>Responsibility Centre (RC)</th>
<th>Appropriation Category</th>
<th>Activity Element</th>
<th>Line Object</th>
<th>Departmental Tracking Code (DTC)</th>
<th>Comments</th>
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<tr>
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<td>DBA (OCIO Staff)</td>
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<td>end-user training costs or</td>
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<td>printing services. Capitalize</td>
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</tr>
<tr>
<td>Hardware</td>
<td>$10,000</td>
<td>(dependent unit(s) &lt;$15,000</td>
<td>300</td>
<td>1150</td>
<td>0721</td>
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</table>
Threshold (should still be capitalized)

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<th>Project Info</th>
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<td>0615</td>
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<td>Current</td>
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</tbody>
</table>

**Example 4: Post-Implementation / Support**

All costs should be appropriated to current accounts for this stage.

<table>
<thead>
<tr>
<th></th>
<th>Company</th>
<th>Responsibility Centre (RC)</th>
<th>Appropriation Category</th>
<th>Activity Element</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Project Manager (contractor)</td>
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<td>1170</td>
<td>0551</td>
<td>&lt;&lt;project number&gt;&gt;</td>
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<tr>
<td>DBA (contractor)</td>
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<td>1170</td>
<td>0551</td>
<td>&lt;&lt;project number&gt;&gt;</td>
<td>Current</td>
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</tbody>
</table>

Costs will have to be tracked by resource and activity as some activities are not to be capitalized (end-user training and data conversion). When capital appropriation categories are selected the capital account activity element (1150) should be used. When current appropriation categories are selected, the current activity element (1170) should be used.

### 8.6 Fixed Cost Delivery Based Projects

For fixed cost delivery based projects, the OCIO will capitalize the full cost of the delivered software package estimated to be greater than $100,000 (includes costs associated with all stages). Where reasonable estimates can be determined for non-capital costs, they will be excluded from capitalization and the threshold test (e.g. end user training, data conversion, etc.).

For further information on Tangible Capital Assets, please contact the Manager of Finance, Budgeting & General Operations by phone at 729-1477 or via email:

JasonKLangdon@gov.nl.ca
9.0 Appendix A: Enterprise Architecture (EA) Division

The Enterprise Architecture division within CS&P contains two groups: the Strategy and Planning (S&P) group and the Solution Design and Implementation (SDI) group.

The PM is responsible for ensuring the project follows the OCIO enterprise architecture guidelines and best practices as outlined in the *Enterprise Architecture (EA) Guidelines and Best Practices for Government Technology Solutions*. A copy can be obtained from the Manager of EA.

9.1 Strategy and Planning Engagement

As mentioned above, the Strategy and Planning group services include:

- *Detailed Architecture Design (DAD)* consultations; including DAD approvals, deviations form standards
- Architecture information, standards, support for architecture design
- Project Architecture Review Board (PARB) process
- *RFP* technical questions & presentation questions
  Technical requirements & technology consultations

The Strategy and Planning group can be contacted by email at CSPEA-SP@gov.nl.ca.

Project Architecture Review Board (PARB) Process

The following is a brief outline of the PARB process.

1. The completed *DAD* is submitted to the EA prime (as identified in the *PID*) and recommendations may be made on whether additional information is required, or if issues are identified.
2. Once the EA prime provides assent, the *DAD* is formally submitted to S&P for PARB review.
3. The Project Architecture Review Board identifies any issues which are contrary to guidelines and best practices. Review by the PARB is not a “pass or fail” analysis; if necessary, the project team will meet with PARB members to discuss mitigation of any issues. It is expected that areas of deviation be discussed and approved prior to submission to the PARB. This is intended to arrive at an optimal architecture, where changes are made, compensating controls are put in place, or risk-based decisions are documented to accept deviations.
4. The *DAD* is approved.

If at the time of *DAD* approval exemptions are requested to the functional security controls stated in the PARB Summary, the S&P prime will complete the IP&S Functional Security Control Exemptions form and forward it to the IP&S group. At go-live the IP&S Functional Security Controls Exemptions will be reviewed and resubmitted including any changes between those approved during PARB approval and those in place at time of go-live.

For more information contact the S&P group by email at CSPEA-SP@gov.nl.ca or the assigned EA prime as identified in the *PID*.

9.2 Solution Design and Implementation (SDI) Engagement

The Solution Design and Implementation (SDI) group assists project teams in the technical design and implementation of solutions and aids them in transitioning solutions to production status as members of the project team. SDI also assists project teams in coordinating their work with the O&S and AIMS Branches.
SDI will send the project team an SDI Engagement Form and it will be responsibility of the project team to complete and return this form prior to the meeting. Depending on the complexity of the project, additional meetings may need to be scheduled.

The purpose of the SDI Engagement meeting is to lay the foundation for an effective coordination between the teams by providing the project team and SDI with the opportunity to clarify design, deliverables, timelines, and responsibilities. The attendees of the meeting will generally include: the EA prime, the SDI team lead, the solution architect(s), and project resources identified by the PM.

The SDI group provides infrastructure design, implementation and support for a project, such as development, test and production. The SDI group should be engaged throughout the project from the design to close phases and incorporated directly into the project team.

Below is a list of services provided by the SDI group:

**Server Support Services**

- Co-ordination role with O&S to assist with implementation and transition
- Corporate Asset Management Portfolio (CAMP) – server inventory updates
- Hardware / software tenders, licenses for existing software or other software such as Oracle licenses, security software, operating system software, etc.
- Identification and implementation of server hosting environments based upon DAD requirements (includes both physical and virtual environments, disk-based storage, tape-based backup, network connectivity, firewall RFC, server operating system hardening, etc.)
- Completion of *Server Build Books* (where required)

**Database Support Services**

- Assistance with *Database Build Books* (quality assurance, hardening)
- Corporate Asset Management Portfolio (CAMP) – database inventory updates
- Support with implementation of databases and coordination Application & Information Management Services (database team) with implementation of databases in shared environments and/or system enhancements.

**Server Creation (Physical / Virtual)**

If there is additional infrastructure to be created / removed from the project environments throughout the life of the project, the PM will make the request in consultation with the SDI – technical architect (TA) assigned to the project.

**Tenders (Software and Hardware)**

For projects requiring new hardware, software, or licenses for existing software (Oracle Licenses, security software, operating system software, etc.), the PM / DM will initiate the procurement through the Solution Design and Implementation (SDI) manager.

Contact the SDI group by email at *ea-sdi@gov.nl.ca*. 
SSL Certificate – Request for SSL Certificates

Requests for SSL Certificates will be submitted and tracked through the OCIO’s service request management system and submitted by an employee of the OCIO. DM’s approval is necessary before a request for an SSL Certificate for a project can be submitted.

It is the PM’s responsibility to ensure the project team adheres to the procedures outlined in the OCIO procedure document Procedure – Requesting an SSL Certificate.

The Procedure – Requesting an SSL Certificate document is located on the OCIO Help website https://ociohelp.psnl.ca/Pages/Form.aspx).

Setting up Development / Test / Staging / Production Environments

For projects where the OCIO will be providing the development, test, staging, and production environments contact the EA SDI group.

Project teams are required to provide relevant application environments (e.g. development, test, staging, and production) to AIMS for post implementation support for most systems. Typically, small and medium projects may share a test and staging environment while large projects have a separate test and staging environment. In preparation for a successful server environment transition, the EA SDI prime will adhere to the Operations Readiness Checklist to ensure all servers are in compliance. Ideally, all required project server environments will be delivered to O&S shortly prior to Go-Live. If, for whatever reason, the project environments are not delivered upon “Go Live”, they should be delivered to O&S upon project handover; as outlined in the Transition Agreement.

Contact the project O&S prime as defined in the PID for more information on the Operations Readiness Checklist, or the EA SDI group by email at ea-sdi@gov.nl.ca.

Important Note: There is inherent risk to the OCIO and the client if a solution is released to the users without the proper production support in place. For this reason, if the PM wishes to close the project without the technical infrastructure transfer of all environments to O&S, approval from the Executive Director of Corporate Services & Projects is required. The DM and Director should be consulted before seeking this approval.

Transition Security Scans and Pre-VA Security Scans

All solutions require Internal Security Scans and assessments for both infrastructure and applications (as relevant). These assessments cover all environments and, while they can be requested to be completed by EA SDI at any time during the project life cycle, they are at minimum required for the transition of solutions to O&S and AIMS. As well, internal security scans and remediation of identified items are required prior to the start of a Vulnerability Assessment.

Infrastructure Scans

Infrastructure security scans are performed and includes checks for patches, configuration, etc. as per industry best practices and OCIO standards. Infrastructure scans also assess solutions against the OWASP Top Ten benchmark.

Application Scans

Application scans will assess the solution for application issues and include checks for security vulnerabilities.
Timing

It is essential that project teams allocate enough time for **Internal Security Assessments**. A typical infrastructure security scan (e.g., three-tier architecture with DEV, TEST and PROD environments) requires ten (10) business days for the initial security scans to be conducted and analyzed, the project team to remediate, and confirmation scans to be completed and analyzed. Larger or more complex solutions will require more time.

**Important Note:** During the execution of infrastructure security scans there is a risk that data corruption may occur. While the risk is relatively low during an infrastructure security scans it is recommended that project teams ensure that any production data is backed up.

Application security scans require additional lead time. The project team will have to work with the SDI application security assessor in the configuration and testing of the scan process prior to the initiation of the application scan. The time required for test configuration is dependent upon the complexity of the solution.

**Important Note:** During the execution of application security scans there is a risk that data corruption may occur. This risk is higher than infrastructure security scans and project teams are recommended to ensure that any production data is backed up.

Scope

All environments (e.g., Dev, Test, Prod) are subject to **Internal Security Assessments**, remediation, confirmation scans and report responses. This work should be completed prior to go-live and is required for successful transition to AIMS and O&S.

In the case of a solution undergoing a third-party **VA** it is recommended that the production environment **Internal Security Assessment** process of the environment be completed prior to being assessed to the execution of the **VA**.

Vulnerability Assessments (**VA**)

The Information Protection Division within the Corporate and Information Management Services Branch is responsible for determining if a **VA** is required for the project. This determination is documented in the **Risk Assessment Workbook** (Pre-TRA and Information Security Classification).

For more information on **VAs** please refer to the Frequently Asked Questions section of the PMO website (http://www.ocio.gov.nl.ca/ocio/pmo/faq.html) and Frameworks and Guides (http://www.ocio.gov.nl.ca/ocio/pmo/fandg.html).

If a **VA** is required, SDI will work with the project team for **VA** preparation, scheduling, execution and remediation. It is required that a solution requiring a **VA** be production ready; that is, all functionality testing, user acceptance testing, infrastructure provisioning/configuration, application development has been completed – in short, all that is required to go into production is client access (e.g., firewall rules). Further, access or changes to the solution under assessment is not permitted without the written consent of Information Protection.

Enterprise Architecture (SDI and S&P) will provide advisory services and activities on the remediation and documentation of any identified issues.

As noted previously an internal security assessment is generally a prerequisite to the execution of the third-party **VA**.
Firewall/Network

SDI will coordinate firewall and network configuration and changes on behalf of the project team through the CS&PCC. SDI will work with the project team to identify firewall and network requirements and will then enable the O&S branch as necessary for implementation.
10.0 Appendix B: Pre-TRA, IM Assessment and PPIA Assessment

Projects coming through the System Development Lifecycle (SDLC) are required to engage IM, IP and the ATIPP Office during the analysis stage for completion of the Pre-TRA (Risk Assessment Workbook), IM Assessment and Preliminary Privacy Impact Assessment (PPIA).

- Engagement of IM/IP/ATIPP is mandatory for all projects.
- The IM/IP/ATIPP Engagement Request Form can be found in HPRM (DOC01524/2012) and in the PM Toolkit on the PMO website.
- It is the responsibility of the PM to submit the request to IM@gov.nl.ca.
- Prior to submitting this Request for Service, it is recommended that the PM complete the PPIA Checklist and attach it along with the Request for Service form that is sent to IM@gov.nl.ca. The PPIA Checklist can be found on the ATIPP Office website.
- Upon receipt of the Request Form via IM@gov.nl.ca, IM Advisory Services will forward the request (including the email, Request for Service form and the PPIA Checklist) to the relevant Senior IM Analyst, IP Consultant and the ATIPP Office at ATIPPOffice@gov.nl.ca.
- The ATIPP Office will advise the Senior IM Analyst of the Senior Privacy Analyst that will attend the meeting and complete the PPIA process on behalf of the ATIPP Office.
- The Senior IM Analyst will set up a meeting (for 1 hour; 1.5 hours, if required) and include the Senior IM Analyst, IP Consultant, Senior Privacy Analyst (ATIPP), PM, and other key participants, as identified by the PM on the Request for Service form.

10.1 IM Assessment

- After the meeting, the Senior IM Analyst will complete the IM Assessment and once finalized (after required reviews/approvals within IM Advisory Services), will submit it via email to the PM, who will file it in PPM.
- Upon completion of the IM Assessment, the Senior IM Analyst will record the date of the IM Assessment’s completion in CAMP, close out the assessment in their internal tracking system and provide a copy of the IM Assessment to the client and engage the client for follow-up IM services, at the discretion of IM Advisory Services.

10.2 Pre-TRA

- The IP Consultant, as part of the Pre-TRA process, will determine if a CAMP entry is required. Where necessary, IP will submit a request for a new CAMP entry to the ISC (or ensure that the PM submits a request for a new CAMP entry).
- After the meeting, the IP Consultant will complete the Pre-TRA and once finalized, will submit it via email to the PM, who will file it in PPM. The VA Coordinator will be included on the email if a VA, Security Design Review, Threat Risk Assessment or other security review/assessment is required. The Disaster Recovery Team will be included on the email to advise them of the DR Ranking assigned as part of the Pre-TRA.
- The IP Consultant will record the Classification rankings in CAMP; record the date of the Classification’s completion in CAMP; and Close out the assessment in their tracking sheet.

10.3 PPIA

- After the meeting, the Senior Privacy Analyst will review the PPIA Checklist that was completed by the PM and issue privacy recommendations to the PM via email in the form of a Privacy Impact Report. It is recommended that the PM save the email, PPIA Checklist and Privacy Impact Report in PPM.
• The ATIPP Office will maintain a copy of the PPJA Checklist and Privacy Impact Report with their office, in line with their own information management practices.

10.4 Pre-TRA Workbook

The Pre-TRA Workbook is completed at this stage by the Information Protection (IP) branch. The PID would have the information on how to engage the IP team. Below is the background for completing the Pre-TRA Workbook.

Security best practices within industry require that systems be implemented with the necessary security controls to protect the information within the system and the network upon which the system is deployed.

The amount (and type) of security required is proportional to the sensitivity of the information in the system – the higher the sensitivity of information, the more security that is required.

• Collecting information that is deemed sensitive in terms of confidentiality requires additional security controls to protect the information from unauthorized access, use or disclosure.

• Collecting information that is deemed important in terms of integrity requirements requires additional security controls to ensure the information is not tampered with or altered inappropriately.

• Collecting information that is deemed important in terms of availability requires additional security controls to ensure the system and its information are accessible to end users as needed.

The amount (and type) of security required is also proportional to the exposure of the system to the internet. Exposing a system to the internet (e.g., via a Public/External Portal) requires additional security controls to protect the information and the network from cyber threats (e.g., hackers, malicious viruses), which are a significant challenge facing the IT industry today.

In addition to information sensitivity and Internet exposure, it is also worth noting that certain types of business functionality can also increase the complexity of a solution and/or the level of security required. For example, the following types of business functionality increase the complexity of a solution and as such, will likely increase the costs, resources and timeliness associated with a project:

• Integration with other IT systems
• Authentication of external users via the Internet
• Submission and upload of documents by external users via the Internet
• Display or download of documents to external users via the Internet
• Financial integration

The client, as the information owner, can ultimately determine how much risk they are willing to accept with regard to risks to their information (e.g., the information they would like to collect in the system and/or expose to the Internet). The OCIO, however, as owners of the government’s IT infrastructure, would determine the risks that are acceptable to the network or other IT systems outside of the client’s system.
## 11.0 Appendix C – Project Start-up & Administration

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Further Information/Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCIO Issued Laptop / Desktop</td>
<td>All contractors working on-site at the OCIO will be required to use an OCIO issued laptop or desktop. Note that this process may take up to ten (10) business days to complete.</td>
<td>Complete the Request for Network Account and Computer Equipment form and submit it online. The form is located on the OCIO Help website <a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>. Send all inquiries to <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357).</td>
</tr>
<tr>
<td>Project-related Software</td>
<td>There may be costs associated with some software requirements; Director approval is required for software purchases. This process may take up to 10 business days to complete.</td>
<td>Complete the Request for Network Account and Computer Equipment form and submit it online. The form is located on the OCIO Help website <a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>. Send all inquiries to <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357).</td>
</tr>
<tr>
<td>Government Network and Email Accounts</td>
<td>For all project teams, project staff are required to have a Government email account which is to be used for all project related communication and to facilitate meeting arrangements with the OCIO and other Government staff. The Exception Request Form for use of Non-Government Email Accounts for Work Purposes is required to be filled out for any exception to this requirement. The DM will first create the PM account by submitting the form Request for Network Accounts and/or Computer Equipment. Once the PM account is created the PM is responsible for initiating requests for additional accounts for the project team.</td>
<td>Complete the Request for Network Account and Computer Equipment form and submit it online. The form is located on the OCIO Help website <a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>. Send all inquiries to <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357).</td>
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<tr>
<td>Item</td>
<td>Description</td>
<td>Further Information/Next Steps</td>
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<tr>
<td>Government ID Badge and Telephone</td>
<td>A Government ID Badge is required for all contractors and PMs working on-site at the OCIO. To request Government ID Badges and telephones for the project team, the PM will complete the Employee/Contractor Request Form and send the form via email to OCIO Facilities Management (<a href="mailto:OCIOFacilities@gov.nl.ca">OCIOFacilities@gov.nl.ca</a>). The DM will first submit a request for the PM’s Government ID Badge and telephone. Once the PM has been setup then it will be the responsibility of the PM to initiate requests for the project team. To avoid processing delays, the PM will include (cc) the DM on the email. Note that this process may take up to ten (10) business days to complete. If a badge is lost or stolen email OCIO Facilities Management immediately and advise the DM.</td>
<td>Complete the Request for Network Account and Computer Equipment form and submit it online. The form is located on the OCIO Help website <a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>). Send all inquiries to <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357).</td>
</tr>
<tr>
<td>Hewlett Packard Records Manager (HPRM) Access</td>
<td>When PMs start on a project, DMs should request the PM be setup with general, inquiry access in HPRM in order to access a number of documents referenced on the OCIO Intranet and this document (PMRG).</td>
<td>Send all request to <a href="mailto:OCIOISC@gov.nl.ca">OCIOISC@gov.nl.ca</a>.</td>
</tr>
<tr>
<td>Virtual Private Network (VPN) Remote Access</td>
<td>To request Virtual Private Network (VPN) access for the project team, the PM will complete the Remote Access Service Request Form. All applicants are to first email their supervisor to ask for approval to have a VPN account. The returned approval email will be forwarded to the service desk along with the Remote Access Application attached. Further instructions can be found on the form.</td>
<td>Send all inquiries to <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357). The Remote Access Service Request Form is located on the OCIO Help website <a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>).</td>
</tr>
<tr>
<td>General Office Supplies</td>
<td>If the project team is located at an OCIO office location other than the Higgins Line location, the project team’s general office supplies should be treated the same as general office supplies for the Higgins Line location. General office supplies include such items as: paper, pens, pencils, file folders etc. Contact Corporate Services &amp;</td>
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<td>Item</td>
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<tr>
<td>Projects administrative staff</td>
<td>Projects administrative staff (<a href="mailto:ADAdmin@gov.nl.ca">ADAdmin@gov.nl.ca</a>) to coordinate the purchase and delivery of general office supplies.</td>
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<tr>
<td>Booking Rooms at OCIO</td>
<td>OCIO meeting rooms can only be used by contractors working on the OCIO premises. Contractors completing project work offsite can only use the OCIO meeting rooms when OCIO representatives are participants in the meeting. Otherwise, contractors will have to use their own premises or a client meeting space. Additional meeting space is available within various government departments. Check with the client to determine if other facilities are available.</td>
<td>Contact the OCIO training coordinator (<a href="mailto:ociotraining@gov.nl.ca">ociotraining@gov.nl.ca</a>) to determine the availability of the training room. Other meeting rooms can be arranged through Corporate Services &amp; Projects administrative staff. The PM’s contact information, the name of the DM, project name, nature of the training to be conducted and hardware/software requirements will be required.</td>
</tr>
<tr>
<td>Booking Training Facilities</td>
<td>The OCIO has one training room equipped with computers (maximum 12 trainees) for project related training. When conducting training sessions at the OCIO or at another government location, the PM is responsible for coordinating the required computer setup. Someone from the project team will need to be available to work with the computer support staff to configure and test the equipment prior to the training session.</td>
<td>The Wireless Guest Access Request form is located on the OCIO Help website (<a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>).</td>
</tr>
<tr>
<td>Visitor Protocol</td>
<td>When a project team is hosting a meeting or training session at the OCIO and where attendees are external to the OCIO (including government employees), PMs will inform visitors of the OCIO visitor protocol located in HPRM (DOC02152/2017).</td>
<td>The OCIO Switchboard can be contacted at 729-4000.</td>
</tr>
<tr>
<td>Wireless Guest Account Access</td>
<td>Temporary Account (One Day): Project teams requiring guest accounts for the OCIO boardrooms should contact the administration personnel in the branch (<a href="mailto:ADAdmin@gov.nl.ca">ADAdmin@gov.nl.ca</a>) to obtain temporary access accounts. The request for an account will be made by OCIO managers/directors via email.</td>
<td>The Wireless Guest Access Request form is located on the OCIO Help website (<a href="https://ociohelp.psnl.ca/Pages/Form.aspx">https://ociohelp.psnl.ca/Pages/Form.aspx</a>).</td>
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<td>Item</td>
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<td>For longer access, completed forms will be sent via email to the departmental guest administrator for processing. If the guest administrator for the department is unknown, please contact the OCIO service desk at 729-HELP (4357), or Client &amp; Vendor Services. If access for a period exceeding five days is being requested, this form will be forwarded via email to the OCIO network O&amp;S team (<a href="mailto:OCIO-Operations-NetworkOperations@gov.nl.ca">OCIO-Operations-NetworkOperations@gov.nl.ca</a>), with the required deputy minister approval attached.</td>
<td>For assistance on longer term access contact the IT service desk <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a> or 729-HELP (4357).</td>
</tr>
<tr>
<td>OCIO Exit Procedures</td>
<td>The <strong>OCIO Exit Procedure Guide</strong> for Managers should be referenced when a project team member is finishing up. Some important requirements include: Government ID Badge All government ID badges will be returned to the OCIO DM when the contract/project has concluded and forwarded to Corporate Services for deactivation. Telephone Note that when the contract with the OCIO concludes, the telephone’s voice mail password will need to be reset to the seven digit phone number. Cubicle Assignment Note that when the contract with the OCIO concludes, it is recommended that the branch administrative person be notified that the cubicle/office space is now available in order to update floor plans. Government Assets</td>
<td>The <strong>OCIO Exit Procedure Guide</strong> for Managers is located on the OCIO Intranet <a href="https://ocio.intranet.psnl.ca/Library/Forms/DispForm.aspx?ID=233">https://ocio.intranet.psnl.ca/Library/Forms/DispForm.aspx?ID=233</a></td>
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</table>
### Item Description

<table>
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<tr>
<th>Item</th>
<th>Description</th>
<th>Further Information/Next Steps</th>
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<tbody>
<tr>
<td>When the contract concludes, the government asset will be returned to the OCIO; contact the IT service desk at <a href="mailto:servicedesk@gov.nl.ca">servicedesk@gov.nl.ca</a>, or 729-HELP (4357), to make arrangements for return of the laptop/desktop.</td>
<td>The IT service desk can be reached by phone at 729-HELP (4357) or by email at <a href="mailto:ServiceDesk@gov.nl.ca">ServiceDesk@gov.nl.ca</a>.</td>
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<tr>
<td>VPN Tokens</td>
<td>Hardware tokens that are no longer required will be returned to the OCIO (O&amp;S Branch Remote Access Team).</td>
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</tr>
<tr>
<td>Reassigning Government Assets</td>
<td>Where government assets are assigned to a team member, such assets cannot be re-assigned to another member without contacting the IT service desk.</td>
<td>Information on the OCIO’s OHS Committee is located on the OCIO intranet site <a href="https://ocio.intranet.psnl.ca/Pages/OHS.aspx">https://ocio.intranet.psnl.ca/Pages/OHS.aspx</a></td>
</tr>
<tr>
<td>Occupational Health and Safety (OHS)</td>
<td>DMs and PMs, as indirect supervisors, need to work closely to ensure the health and safety of project team members. Safety should be as important as quality and productivity within the workplace. All OCIO employees and contractors are required to become familiar with the OCIO OHS Policies and Guidelines and participate in the OCIO on-boarding process. In instances where project team resources (contractor or employees) are required to work alone, or perform potentially dangerous work, efforts should be made to ensure health and safety standards are achieved (for employees involved in project work, DMs and PMs should work closely with employees direct supervisors to ensure due diligence).</td>
<td>Please refer to the Brand Signature website <a href="http://www.gov.nl.ca/brand/">http://www.gov.nl.ca/brand/</a> for more information. For additional information please contact the Web Development Team by email at <a href="mailto:CSPEA-SP@gov.nl.ca">CSPEA-SP@gov.nl.ca</a>.</td>
</tr>
<tr>
<td>Government Brand Compliance</td>
<td>Contractors will adhere to the Government branding standards for anything that requires the use of the Government Brand (presentations, documents, applications).</td>
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<tr>
<td>Emergency Miscellaneous Project Expenditures</td>
<td>Emergency Miscellaneous Project Expenditures should be avoided where possible. However, if emergency miscellaneous project expenditures are to be incurred, it is the PM’s responsibility to</td>
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<tr>
<td>Item</td>
<td>Description</td>
<td>Further Information/Next Steps</td>
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<td>ensure the Project Team adheres to the procedures outlined below.</td>
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<td></td>
<td><strong>Important Note:</strong> Every effort should be made to have a purchase order issued to cover the purchase of the emergency miscellaneous project expenditures.</td>
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<td>The PM is responsible for obtaining prior authorization for emergency purchases from the DM. All requests and authorizations for emergency purchases will be supported with an email audit trail. The email sent to the DM should also include Corporate Services &amp; Projects Administrative Staff outlining the details of the intended purchase and the reason for the emergency purchase. The email subject line should include the Project # - Name – Emergency Purchase – Date.</td>
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<td>During normal business hours, the PM should contact the Corporate Services &amp; Projects Administrative Staff to get a purchase order issued. If the Corporate Services &amp; Projects Administrative Staff is not available, contact the DM and request for them to obtain a purchase order. If the PM is unable to get a purchase order issued within an acceptable timeframe, proceed to make the purchase. If the OCIO will not be invoiced by the vendor, receipts will be kept to support repayment. The DM is responsible for retaining the emails outlining the purchase details and their approval of the purchases as supporting documentation for invoice payment purposes.</td>
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<td></td>
<td>Contact the Corporate Services &amp; Projects Administrative Staff (please refer to the Contacts section), or the Manager of Finance, Budgeting &amp; General Operations (phone at 729-1477 or via email: <a href="mailto:JasonKLangdon@gov.nl.ca">JasonKLangdon@gov.nl.ca</a>) for more information related to purchase orders.</td>
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</tbody>
</table>
12.0 Appendix D: Project Resource Onboarding/Exiting Roles and Responsibilities

12.1 CS&P Project Resource Onboarding Responsibilities

<table>
<thead>
<tr>
<th>Tasks</th>
<th>DM/PM</th>
<th>CS&amp;P Admin</th>
<th>Client/Contractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoke MSP Process for New Resource Requirement or Extension</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notify CS&amp;P Admin of New / Extension Request</td>
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<td>X</td>
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<tr>
<td>Send applicable forms to Vendor / Employee / Contractor</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>If onsite space is needed complete Employee / Contractor Request Form</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If Remote Access is required complete Remote Access SecurID Request form</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Approve Remote Access once form has been received (if applicable)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If onsite space is required update plans / form and attach Space Director approval</td>
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<td>X</td>
</tr>
<tr>
<td>If cubicle move only complete OCIO Move form</td>
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<td>X</td>
</tr>
<tr>
<td>Submit forms / email to Service Desk</td>
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<td>X</td>
</tr>
<tr>
<td>Review OCIO Orientation Guide and Checklist with new resource</td>
<td>X</td>
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<td></td>
</tr>
</tbody>
</table>
## 12.2 CS&P Project ResourceExiting Responsibilities

<table>
<thead>
<tr>
<th>Tasks</th>
<th>DM/PM</th>
<th>CS&amp;P Admin</th>
<th>Client/Contractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirm Employee / Contractor end date</td>
<td></td>
<td>X</td>
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<tr>
<td>Review Exiting Procedures with resource</td>
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<td>X</td>
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<tr>
<td>Notify CS&amp;P Admin</td>
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<td>X</td>
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<tr>
<td>Update plans and vacancy and notify Space Director</td>
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<td>X</td>
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<tr>
<td>Notify Project Budget Analyst (for salaried employees leaving the team only)</td>
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<td>X</td>
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<tr>
<td>Submit email to Service Desk for deactivation of accounts / access</td>
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<td>X</td>
<td></td>
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<tr>
<td>Send reminder to resource about return / cleanup Process</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dispose of paper / docs and clean Office / Cubicle</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Clean voicemail, reset password, set message</td>
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<td>X</td>
<td></td>
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<tr>
<td>Return laptop / badge to DM / PM</td>
<td></td>
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<td>X</td>
</tr>
<tr>
<td>Complete laptop / badge pickup / hand off and submit to CS&amp;P Admin</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Submit email to Service Desk if special storage / redeployment</td>
<td></td>
<td>X</td>
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</tr>
</tbody>
</table>
## 13.0 Appendix E: Contacts

The following list identifies the contact areas within the OCIO that may be required during the project. Note that some of the contacts below are generic email addresses but are checked regularly by assigned OCIO resources; contact the DM if responses are not being received in a timely manner for inquiries submitted to these generic email addresses.

<table>
<thead>
<tr>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application &amp; Information Management Services</td>
</tr>
<tr>
<td>• Application Build Book</td>
</tr>
<tr>
<td>• Application Quality Assurance Checklist</td>
</tr>
<tr>
<td>• Chart of Authorities</td>
</tr>
<tr>
<td>• Copy of Production Data</td>
</tr>
<tr>
<td>• Database Build Book</td>
</tr>
<tr>
<td>• Operational Procedures Manual</td>
</tr>
<tr>
<td>• Post Implementation Support Plan</td>
</tr>
<tr>
<td>• Implementation Presentations to Application Services</td>
</tr>
<tr>
<td>• Source Code</td>
</tr>
<tr>
<td>Contact the AS Prime for the project as identified in the Project Initiation Document (PID).</td>
</tr>
<tr>
<td>Disaster Recovery Team</td>
</tr>
<tr>
<td>• Disaster Recovery Plan</td>
</tr>
<tr>
<td>Email: <a href="mailto:DisasterRecovery@gov.nl.ca">DisasterRecovery@gov.nl.ca</a></td>
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<tr>
<td>Production Services Team</td>
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<tr>
<td>• Application Decommissioning Form</td>
</tr>
<tr>
<td>Email: <a href="mailto:DG-EC-OCIO-AS-Production-Services@gov.nl.ca">DG-EC-OCIO-AS-Production-Services@gov.nl.ca</a></td>
</tr>
<tr>
<td>ATIPP Office</td>
</tr>
<tr>
<td>• Preliminary Privacy Impact Assessment Checklist</td>
</tr>
<tr>
<td>• Privacy Impact Report/Letter</td>
</tr>
<tr>
<td>Email: <a href="mailto:ATIPPOffice@gov.nl.ca">ATIPPOffice@gov.nl.ca</a></td>
</tr>
<tr>
<td>Client Services Representatives</td>
</tr>
<tr>
<td>Client Services Representatives</td>
</tr>
<tr>
<td>Mark Healy, Director Client Services (A)</td>
</tr>
<tr>
<td>• Service Level Agreements</td>
</tr>
<tr>
<td>Email: <a href="mailto:MarkHealy@gov.nl.ca">MarkHealy@gov.nl.ca</a></td>
</tr>
<tr>
<td>Phone: 709.729.1668</td>
</tr>
<tr>
<td>Corporate Services</td>
</tr>
<tr>
<td>Bruce Gellately, Director Corporate Services</td>
</tr>
<tr>
<td>• Government Logo usage</td>
</tr>
<tr>
<td>Email: <a href="mailto:BGellately@gov.nl.ca">BGellately@gov.nl.ca</a></td>
</tr>
<tr>
<td>Phone: 709.729.6499</td>
</tr>
<tr>
<td>OCIO Training Co-ordinator</td>
</tr>
<tr>
<td>Email: <a href="mailto:OCIOTraining@gov.nl.ca">OCIOTraining@gov.nl.ca</a></td>
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### Contact Information

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<td>IM Advisory Services</td>
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<tr>
<td>Change Management</td>
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<tr>
<td>Enterprise Architecture (EA) - Strategy and Planning</td>
<td>Mike Pelley</td>
</tr>
<tr>
<td>Enterprise Architecture (EA) - Solution Design &amp; Implementation</td>
<td>Mike Pelley</td>
</tr>
<tr>
<td>Manager of Finance, Budgeting &amp; General Operations</td>
<td>Jason K. Langdon</td>
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<td>OCIO Branch Administrative Staff</td>
<td>Application &amp; Information Management Services</td>
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### Contact Information

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<th><strong>Corporate Services &amp; Projects</strong></th>
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<td>• Overtime Requests for OCIO Project Resources</td>
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<td>• General Office Supplies</td>
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<td>• Obtaining Equipment (other than computers and projectors)</td>
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<td>• Overtime Requests for OCIO Project Resources</td>
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<td>• Purchase orders</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Email:</strong> <a href="mailto:SandyTucker@gov.nl.ca">SandyTucker@gov.nl.ca</a></td>
<td><strong>Email:</strong> <a href="mailto:SherylIreland@gov.nl.ca">SherylIreland@gov.nl.ca</a></td>
</tr>
<tr>
<td></td>
<td><strong>Phone:</strong> 709.729.6163</td>
<td><strong>Phone:</strong> 709.729.2247</td>
<td><strong>Phone:</strong> 709.729.2271</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>For procurement:</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td><strong>Email:</strong> <a href="mailto:OCIOSDProcurement@gov.nl.ca">OCIOSDProcurement@gov.nl.ca</a></td>
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<tr>
<td><strong>OCIO Facilities</strong></td>
<td>• Government ID Badges</td>
<td><strong>OCIO Help Site</strong></td>
<td>Paul Foote, Director of Service Desk and Support Services, O&amp;S</td>
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<tr>
<td></td>
<td>• Space</td>
<td></td>
<td>• Provides IT and IM support for all government employees</td>
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<td></td>
<td>• Telephone</td>
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<td>• Allows for help files, user manuals, FAQs etc. to be logically</td>
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<td></td>
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<td>grouped and easily to located</td>
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<td>• Allows content owners to post updates and manage content themselves</td>
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<tr>
<td></td>
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<td><strong>Email:</strong> <a href="mailto:OCIOFacilities@gov.nl.ca">OCIOFacilities@gov.nl.ca</a></td>
</tr>
<tr>
<td></td>
<td><strong>Email:</strong> <a href="mailto:ADAdmin@gov.nl.ca">ADAdmin@gov.nl.ca</a></td>
<td><strong><a href="https://ociohelp.psnl.ca/SitePages/Home.aspx">https://ociohelp.psnl.ca/SitePages/Home.aspx</a></strong></td>
<td><strong><a href="https://ociohelp.psnl.ca/SitePages/Home.aspx">https://ociohelp.psnl.ca/SitePages/Home.aspx</a></strong></td>
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## Contact Information

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<tr>
<th>OCIO Intranet</th>
<th>Susan Wilkins</th>
<th><a href="https://www.intranet.gov.nl.ca/ocio">https://www.intranet.gov.nl.ca/ocio</a></th>
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<td></td>
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<td>Email: <a href="mailto:SusanWilkins@gov.nl.ca">SusanWilkins@gov.nl.ca</a> Phone: 709.729.3228</td>
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</table>

| Operations & Security | Operations & Security Branch | Project teams should contact the O&S contact assigned to the project (as per the Project Initiation Document (PID) for information and approvals of deliverables required by O&S. Projects are assigned an O&S resource during the planning stage of a project, or at the end of the design stage of a project. |

| PMO | • PM Onboarding  
• PMO Website  
• Project Projections Spreadsheet inquiries  
• SDLC | Email: [OCIOPMO@gov.nl.ca](mailto:OCIOPMO@gov.nl.ca) |

| Service Desk | Service Desk | Email: [ServiceDesk@gov.nl.ca](mailto:ServiceDesk@gov.nl.ca) Phone: 709.729.HELP (4357) |

| Project Management Office Change Coordinator (PMOCC) | Information related to the RFC  
Use of Production Data. | Email: [ADChange@gov.nl.ca](mailto:ADChange@gov.nl.ca) |

| Space Management Directors | • 1st Floor - Loretta Murphy (Chair of the Space Committee)  
• 2nd Floor West – Adrian Barnes  
• 2nd Floor East – Paul Foote  
• 3rd Floor – Cathy Kendell | Email: [lorettamurphy@gov.nl.ca](mailto:lorettamurphy@gov.nl.ca)  
Email: [AdrianBarnes@gov.nl.ca](mailto:AdrianBarnes@gov.nl.ca)  
Email: [PFoote@gov.nl.ca](mailto:PFoote@gov.nl.ca)  
Email: [CathyK@gov.nl.ca](mailto:CathyK@gov.nl.ca) |

| Web Development Services | Web Development Services  
Support with web development standards | Email: [GNLWebServices@gov.nl.ca](mailto:GNLWebServices@gov.nl.ca) |
## Contact Information

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<tr>
<th>• Accessibility, Usability, and Brand Compliance Review</th>
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## 14.0 Appendix F: Project Acronym Guide

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<th>Acronym</th>
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<tbody>
<tr>
<td>AIMS</td>
<td>Application &amp; Information Management Services Branch</td>
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<tr>
<td>BA</td>
<td>Business Analyst</td>
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<td>BRD</td>
<td>Business Requirements Document</td>
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<tr>
<td>CAB</td>
<td>Change Advisory Board</td>
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<td>CS</td>
<td>Client Services</td>
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<tr>
<td>CAMP</td>
<td>Corporate Asset Management Portfolio</td>
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<td>COTS</td>
<td>Commercial Off The Shelf</td>
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<td>Corporate Services &amp; Projects Branch</td>
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<td>CS&amp;PCC</td>
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<td>DAD</td>
<td>Detailed Architecture Design</td>
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<td>DM</td>
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<td>DR</td>
<td>Disaster Recovery</td>
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<tr>
<td>EA</td>
<td>Enterprise Architecture Division</td>
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<tr>
<td>GNL</td>
<td>Government of Newfoundland and Labrador</td>
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<td>GPA</td>
<td>Government Purchasing Agency</td>
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<td>HPRM</td>
<td>Hewlett Packard Records Manager</td>
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<td>Harmonized Sales Tax</td>
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<td>Information Protection Division</td>
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<td>ISA</td>
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<td>Information Service Centre</td>
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<td>KIV</td>
<td>Keep in View</td>
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<td>MSP</td>
<td>Managed Service Provider (Flextrack)</td>
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<td>O&amp;S</td>
<td>Operations &amp; Security Branch</td>
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<td>OCIO</td>
<td>Office of the Chief Information Officer</td>
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<td>PCR</td>
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<td>Project Delivery and Application Support</td>
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<td>Planning Service Delivery Committee</td>
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<td>Rough Order of Magnitude</td>
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<td>EA - Strategy and Planning Group</td>
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<td>Service Manager 7</td>
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<td>Subject Matter Expert</td>
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<td>Threat Risk Assessment</td>
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<td>VMS</td>
<td>Flextrack Vendor Management System</td>
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