

FLORIDA DEPARTMENT OF JUVENILE JUSTICE PROCEDURE



Title: Information Technology (IT) Project Management and Governance Procedures

Related Policy: FDJJ – 1270

I. DEFINITIONS

Agency for State Technology (AST) Rule – Rules 74-1.001 through 74-1.009, F.A.C., will be known as the Florida Information Technology Project Management and Oversight Standards which establishes project management standards when implementing Information Technology (IT) projects pursuant to Section 282.0051(15) (a), F.S. It serves as the standard for the procedures outlined here. For more information, see AST project management links and documentation at: <http://www.ast.myflorida.com/pm-rules-and-forms.asp>.

Centralized Project Repository – The AST Rule requires a centralized project repository be established to house and archive all project documentation as defined in the AST – PMI Project Lifecycle (Attachment 1).

Chief Information Officer (CIO) – DJJ staff responsible for overseeing the IT Bureau within DJJ; also referred to as the Chief of Information Technology (IT).

Deliverable Acceptance Plan – The Deliverable Acceptance Plan will identify the list of deliverables and the person(s) responsible for approving the deliverables. Unless otherwise specified, the person responsible for approving the deliverables will be the project sponsor or his/her designee.

Escalation Path – The process whereby an issue, risk, user request or change request is elevated to a higher level of review in order to resolve the issue, risk, user request or change request. The process begins when the project team refers the item to the CIO or his/her designee. If resolution is not reached at this level, then it is referred to the IT Steering Committee. If the item is not resolved at the IT Steering Committee level it is then referred to the ELT.

Executive Leadership Team (ELT) – A group of DJJ executives which includes the DJJ Secretary and his/her designee and appointees which may provide final review, approvals, and prioritization of IT Projects as needed and defined in the Department of Juvenile Justice Information Technology Steering Committee Charter (Attachment 2).

Information Security Manager (ISM) – The individual appointed by the Secretary or his/her designee to administer the Department's information security program in accordance with Section 228.318, F.S. This individual serves as the Department's internal and external point of contact for all information security matters. The ISM will be responsible for monitoring and controlling project compliance with Rule Chapter 74-2. F.A.C.

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Information Technology (IT) Feasibility Team – A set of individuals under the direction of the CIO or his/her designee responsible for meeting with the project sponsor and/or project submitter to review an Approved IT Project as recommended by the IT Steering Committee in order to complete a Pre-Charter Risk and Complexity Analysis and a Project Charter.

Information Technology (IT) Hardware – Information technology equipment designed for the automated storage, manipulation, routing, and retrieval of data.

Information Technology (IT) Project Charter (Attachment 3) – The project charter is intended to provide a foundational understanding of the project statement of work (SOW) and the project requirements. It establishes a partnership between the performing organizations (IT and Data Integrity Officers) and the requesting organizations (program or administrative area) relative to the SOW and the project requirements in order to successfully complete the proposed project. The AST also characterizes the purpose of a project charter is intended to document and formally communicate the existence of a project; appoint the project manager; identify the sponsor, stakeholders, and the project governance framework; authorize the expenditure of resources; establish the initial scope; general budget and schedule estimates which will serve as the basis for detailed planning once the project is initiated.

Information Technology (IT) Project Proposal – Submission Form – The IT Project Proposal Submission Form is available on the IT Steering Committee SharePoint Site:

<https://fldjj.sharepoint.com/IT/SteeringCommittee/SitePages/Home.aspx>.

The form is intended to communicate the internal business need(s) or external influence(s), which cause the need for the proposed project. It will identify whether the effort will create or modify a unique or existing product, service, or result. It outlines the benefits and relevance pertaining to constraints such as, time, cost and/or purpose. The purpose would include scenarios such as; problem resolution, process improvement, or value realization relative to the organization’s vision, mission, and goals. Likewise, it will identify any mandatory or statutory requirements, which specifically establish the need or requirement to implement the proposed effort.

Information Technology (IT) Resources – Any type of hardware, software, service, device and/or equipment used on or in conjunction with the Department’s software, applications, computing equipment, network, servers, technology services, or technical devices.

Information Technology (IT) Services – As used in this procedure, includes: resources to develop new software applications; resources for developing enhancements and maintenance to software applications; installation, maintenance, and support provided for software and hardware; and new or new uses for information technology resources impacting multiple staff or facilities.

Information Technology (IT) Software – A computer program, which provides instructions enabling computer hardware to work and users to perform work. System software, such as Windows or Mac OS, operate the machine itself. Off-the-shelf applications software (such as Excel, Word, Outlook, Adobe, etc.), and in-house developed software applications (such as the Juvenile Justice Information System, Contract Tracking System, etc.), which provide office automation and program support and functionality.

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Information Technology Steering Committee (IT Steering Committee) – Provides recommendations on strategic direction and changes to policies for the Department’s use of information technology as defined in the Department of Juvenile Justice Information Technology Steering Committee Charter (Attachment 2).

Issue – A point or matter in question or dispute, or a point or matter not settled and is under discussion or over which there are opposing views or disagreements.

Issue Management Plan – A plan to manage issues consists of a process whereby the project team catalogs the issue within an issue log. The team schedules a special meeting with project team members in order to resolve the issue while minimizing the potential impact on the project. The project manager provides guidance in using a variety of tools and techniques to identify and assist in resolving the issue. The outcome or resolution of the issue shall be entered into the issue log. This plan documents the process tracking issues and their resolution. Escalation of unresolved issues will follow the Escalation Path.

Manager of the IT Network and Computing Technology Unit – Responsible for managing/supervising the network and computer infrastructure staff for new and existing information technology resources.

Manager of the IT Software Technology Unit – Responsible for managing/supervising the Application Development staff for new and existing applications.

New Development – As used in these procedures includes any project or request for a new IT resource.

Organizational Change Management Plan – If an IT project has a direct or indirect impact on the organizational structure, DJJ’s plan is to implement a process whereby the project manager will advise the IT Steering Committee and the CIO or his/her designee. Once communicated, the matter will be placed on the agenda of the next IT Steering Committee Agenda in order to identify all program and administrative areas impacted. The IT Steering Committee will provide direction to the project manager on which program or administrative areas should be involved in coordinating the organizational change. Any issues or concerns will be directed to the IT Steering Committee and then to the ELT, if required.

PMP® Certified Project Manager – Project Management Professional (PMP®) is a certification administered by the Project Management Institute demonstrating experience, education, and competency to lead and direct projects.

Project – An endeavor with a defined start and end point; is undertaken to create or modify a unique product, service, or result; and has specific objectives, when attained, signify completion as defined in Section 282.0041(16), F.S. If a project meets the criteria defined under this policy in Section II, A-4 IT Project Exceptions: User Requests, the project is not required to comply with AST Rule 74.1: Project Management and Oversight Standards.

Project Budget – The project budget is the total approved estimate of costs for the project.

Project Change – Something which is outside the documented and approved project scope or is a change to baselined project requirements, project schedule, or project cost (including staff/consultant effort). A project change may require approval by project governance for additional resources, funding, or modifications to the project schedule.

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Project Change Log* – A change log is used to document changes w occur during a project. These changes and their impact to the project in terms of time, cost, and risk, are communicated to the project team members and stakeholders. Rejected change requests are also captured in the change log.

Project Change Management Plan – A documented process whereby project change requests are identified, documented, submitted, approved or rejected, and escalated, if necessary (See Escalation Path).

Project Communication Plan – The Project Communication Plan will delineate any specific requirements for the acquisition and dissemination of project information relative to content and frequency for each project. The Communication Plan will be consistent with the content and timing requirements of the Project Status Reports required in the new AST Rule.

Project Exceptions – User Requests which fall outside the definition of Project above which are exceptions to the project management process. They address ongoing efforts to maintain and sustain existing applications. They fall into four basic maintenance categories:

- *Corrective Maintenance* – the reactive modification of an IT resource product performed after delivery to correct discovered problems.
- *Preventative Maintenance* – the modification of an IT resource after delivery to detect and correct latent faults in the IT resource product before they become operational faults.
- *Adaptive Maintenance* – the modification of an IT resource product, performed after delivery, to keep an IT resource product usable in a changed or changing environment.
- *Perfective Maintenance* – the modification of an IT resource product after delivery to detect and correct latent faults in the IT resource product before they are manifested as failures.

Project Governance* – The alignment of project objectives with the strategy of the larger organization by the project sponsor and project team. The project’s governance is defined by and is required to fit within the larger context of the program or organization sponsoring it, but is separate from organizational governance. In addition, project governance provides the project manager, project team, project sponsor(s), and all stakeholders with structure, processes, decision-making models, and tools to ensure the successful management of the project and delivery of the product. It includes a framework for making project decisions (including project change control and deliverable acceptance) and defining roles, responsibilities, and accountabilities for the success of the project.

Project Life Cycle (PLC) – A project life cycle is the series of phases a project passes through from its initiation through its closure and they may vary in size and complexity as stated in the PMBOK. A typical PLC will follow the generic life cycle structure, which includes; starting the project, organizing and preparing the project, carrying out the project work, and closing the project. It is defined by the AST Rule as encompassing all of the project management activities of the project grouped by the standard PLC phases of Initiation, Planning, Monitoring and Controlling, Execution, and Closure. Although a variety of Software Development Life Cycles exist, they should be carefully implemented within the project management framework. When there is an overlap of terminology or actions required, the project management framework defined in the PMBOK and the AST Rule shall be used as the guiding standard. The pre-existing ISDM Methodology utilized by the Department of Juvenile Justice is an example of a hybrid PLC/SDLC (Attachment 4: DJJ’s ISDM Methodology). Although it uses some similar project terminology and process

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terminology, the project management framework as defined within the PMBOK and the AST Rule will be used as the guiding standard.

Project Maintenance Plan – Maintenance planning identifies and prepares the resources required to provide ongoing application or resource maintenance, which includes monitoring, managing modifications to the resource or application or module, and optimizing those resources, applications, and/or modules.

Project Management* – Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management is accomplished through the appropriate application and integration of 47 logically grouped project management processes, which are categorized into five Process Groups in alignment with the AST Rule. These five Process Groups include:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing.

**Note:* Reference Section II. B (PMBOK Project Management Process Groups) for detailed definitions.

Project Management Plan* – The document describing how the project will be executed, monitored, and controlled.

Project Manager – IT staff responsible for coordinating the project management activities of the Department’s IT projects.

Project Oversight – Independent review and analysis of an information technology project providing information on the project’s scope, completion timeframes, and budget, which identifies and quantifies issues or risks affecting the successful and timely completion of the project as defined in Section 282.0041(17), F.S.

Project Plan Scope – The project plan scope is an expanded version of the project scope which is referenced in the project charter. It also captures project requirements, business rules, project risks, and constraints. It defines the project’s boundaries: what work will be completed during the project lifecycle; and when applicable, what work will not be included (Out of Scope).

Project Quality Management – Project Quality Management includes the processes and activities of the performing organization determining quality policies, objectives, and responsibilities where the project will satisfy the needs for which it was undertaken. Quality metrics are used in performing quality assurance and control quality processes. Some examples of quality metrics include on-time performance, cost control, defect frequency, failure rate, availability, reliability, and test coverage.

Project Schedule – The Project Schedule documents the time estimated to complete each critical task required to meet the total project scope from the Initiation Phase through the Closing Phase. It can be as simple as a list of critical milestones or as complex as a Work Breakdown Schedule. The Project Schedule will be updated by the project team. The updates will be completed in a timely and accurate manner to

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provide the necessary information to maintain compliance with the Department and AST project status reporting requirements.

Project Scope – The extent of work to be performed to deliver a product, service, or result with specified features and functions.

Project Spending Plan – The Project Spending Plan is based on the planned allocation of costs for the extent of the project. It will provide the comparison of total planned expenditures to total actual expenditures by month and fiscal year. The Project Spending Plan will be updated by the project team. The updates will be completed in a timely and accurate manner to provide the necessary information to maintain compliance with the Department and AST project status reporting requirements.

Project Sponsor – An engaged agency executive with a vested business interest in the project who is involved in the project from kickoff to close. A Sponsor provides feedback on project status reports, stakeholder involvement, and champions the project at the executive level to secure buy-in.

Requirement Traceability Matrix – A grid linking product requirements from their origin to the deliverables satisfying them. The requirements will be highlighted as part of the project schedule and tracked as part of the project status updates until the project is properly closed.

Resource Plan – A plan which lists the number and type of resources required to complete a project. For human resources, it will list the project roles, skills, and resource type (internal DJJ staff or external consultant). The acquisition of new human resources, equipment, and/or materials will be consistent with DJJ & the State of Florida’s statutory requirements and Policies and Procedures.

Risk* – An uncertain event or condition, if it occurs, has a positive or negative effect on one or more project objectives.

Risk & Complexity (R&C) Assessments – The Risk and Complexity Assessments are intended to align projects by risk and complexity levels into one of four categories, which determine the amount of project management controls required under the AST Rule. They include the Pre-Charter R&C Assessment, the Initiation Gate R&C Assessment, the Planning Gate R&C Assessment, and the Event-Driven R&C Assessment, if needed.

- **Complexity** – Technological and management characteristics of the project and the potential impacts, both positive and negative, where these characteristics could have on the project’s risks.
- **Risk*** – See definition above.

Risk Management Plan – A plan to manage risk consists of a process whereby the project team controls risk by implementing risk responses based on evaluating various risk responses and their potential impact on the project. The project manager will provide guidance in using a variety of tools and techniques to identify project risks and the appropriate risk response to each. Escalation of unresolved risk responses will follow the Escalation Path.

Risk Register – A document in which the results of risk analysis and risk response planning are recorded.

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Risk Responses – Risk responses are referred to as risk strategies and they are based on whether the risk is determined to be a positive or negative risk to the project;

➤ **Positive Risk Strategies:**

- **Exploit** – The exploit strategy may be selected for risks with positive impacts where the organization wishes to ensure the opportunity is realized.
- **Enhance** – The enhance strategy is used to increase the probability and/or the positive impacts of an opportunity.
- **Share** – Sharing a positive risk involves allocating some or all of the ownership of the opportunity to a third party who is best able to capture the opportunity for the benefit of the project.
- **Accept** – Accepting the opportunity is being willing to take advantage of the opportunity if it arises, but not actively pursuing it.

➤ **Negative Risk Strategies*:**

- **Avoid** – Risk avoidance is a risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact.
- **Transfer** – Risk transference is a risk response strategy whereby the project team shifts the impact of a threat to a third party, together with the ownership of the response.
- **Mitigate** – Risk mitigation is a risk response strategy whereby the project team acts to reduce the probability of occurrence or impact of a risk.
- **Accept** – Risk acceptance is a risk response whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs. This strategy can be active or passive. Inaction on the part of the project team to address risks are by default accepting the risks and their corresponding impacts.

Schedule Management Plan – The Schedule Management Plan encompasses the documentation of the project process from Initiation to Closing as described in the *Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Edition*. It will reference the project proposal, project charter, and project plan. The project team will utilize the references along with any specific directions from the IT Steering Committee to develop the project schedule. Significant changes to the Schedule Management Plan will follow the Change Control process (see Section II, A.6 Change Control Process).

Stakeholder – A person, group, organization, or state agency involved in or affected by a course of action as defined in Section 282.0041(21), F.S.

Stakeholder Register* – The register is used to identify the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project. It can include an analysis and documentation of relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

User's Request Form – A User Request Form is available in the IT User Request Tracking System at <http://jjisweb264/DJJAdmin2010/Login.aspx>. It is designed to allow users to submit changes or requests for new system components that are exceptions to the project management process since they address ongoing efforts to maintain and sustain existing applications, as defined under Project Exceptions.

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Work Breakdown Structure* – The process of subdividing project deliverables and project work into smaller, more manageable components.

**Definition from: A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Edition. Newtown Square, PA: Project Management Institute, 2013.*

II. STANDARDS/PROCEDURES

A. Requests for Information Technology (IT) Services:

A.1. New Uses of IT Resources:

1. All new uses of IT resources effecting multiple staff or facilities shall require IT Steering Committee and IT CIO approval prior to implementation.
2. An ELT member, Senior Manager, or Branch Program/Administrative Area Representative shall complete and submit a IT Project Proposal – Submission Form to the IT Steering Committee SharePoint Site for review prior to the implementation of any new use of an IT resource impacting multiple users or facilities.

For Example: A database to be used by multiple staff and/or at multiple facilities which will capture and store Department information or youth data shall be approved by the IT Steering Committee *prior* to implementation. The purpose of this procedure is to ensure the Department’s Executive Leadership and the Bureau of IT are knowledgeable of how the Department’s IT resources are being used and to ensure data compliance.

3. The CIO or designee, who will make a determination to approve the use of said resource, shall review the requests. Depending on the degree, scale, and the amount of time and resources required, the CIO or his/her designee reserves the right to forward these requests to the IT Steering Committee for their consideration and recommendation to the ELT.
4. All unresolved request issues shall be forwarded to the IT Steering Committee for their consideration and recommendation and then forwarded to the ELT for final resolution, if required.

A.2. For New Development – Standard Process

1. An ELT member, other Senior Manager, or a Program/Administrative Area Representative is required to complete the IT Project Proposal – Submission Form and submit it to the IT Steering Committee for recommendation consideration.
2. If recommended by the IT Steering Committee, the project submitter will meet with the IT Feasibility Team under the direction of the CIO or his/her designee, they shall complete a Pre-

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Charter Risk and Complexity Analysis, and a Project Charter in order to determine an appropriate strategy for completing the request.

3. Once the Pre-Charter Risk and Complexity Analysis and a Project Charter are completed, the CIO or his/her designee shall report their findings to the IT Steering Committee.
4. If the IT Steering Committee recommends approval of the Project Charter, then the request shall be prioritized according to the determination of the IT Steering Committee.
5. If the request is not recommended by the IT Steering Committee, the Program/Administrative Area Representative shall be notified.
6. The approved and funded project shall follow the process standards and guidelines outlined in the AST Rule and within these procedures.

A.3. For New Development – Expedited Process

1. An ELT member, other Senior Manager, or a Program/Administrative Area Representative is required to complete the IT Project Proposal – Submission Form and submit it to the CIO or his/her designee along with a brief description of why the project process needs to be expedited. The CIO or his/her designee will electronically submit the Project Proposal to the IT Steering Committee members for their recommendation consideration.
2. If recommended by the IT Steering Committee, the project submitter will meet with the IT Feasibility Team under the direction of the CIO or his/her designee, they shall complete a Pre-Charter Risk and Complexity Analysis, and a Project Charter in order to determine an appropriate strategy for completing the request.
3. Once the Pre-Charter Risk and Complexity Analysis and a Project Charter are completed, the CIO or his/her designee shall electronically send them to the IT Steering Committee.
4. If the IT Steering Committee recommends approval of the Project Charter, then the request shall be prioritized according to the determination of the IT Steering Committee.
5. If the request is not recommended by the IT Steering Committee, the Program/Administrative Area Representative shall be notified.
6. The approved and funded project shall follow the process standards and guidelines outlined in the AST Rule and within these procedures.

A.4. IT Project Exceptions: User Requests

1. An ELT member, other Senior Manager, or a Program/Administrative Area Representative shall be required to complete a User Request Form in the IT Tracking System. All User Requests shall be reviewed and prioritized by the CIO or his/her designee. Criteria for project exception user requests is as follows:

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- The request meets the definition of Project Exception.
 - Adequate resources are available to complete the request.
 - The request can be resolved in less than one hundred and twenty total work hours.
 - The risk and complexity of the request are minimal as defined in the AST Rule.
2. Depending on the degree, scale, and the amount of time and resources required, the CIO or his/her designee reserves the right to forward user requests to the IT Steering Committee for their consideration and determination.
 3. All unresolved User Request issues shall follow the Escalation Path as defined in this document.

A.5. For New IT Resource Evaluation Process:

1. An ELT member, other Senior Manager, or a Program/Administrative Area Representative shall be required to complete the User Request Form in the IT Tracking System and forward it to the CIO or designee for review and prioritization.
2. Depending on the degree of complexity, scale, and the amount of time and resources required, the CIO or his/her designee reserves the right to forward development, maintenance, and enhancement requests to the IT Steering Committee for their consideration and determination.
3. All unresolved User Request issues shall follow the Escalation Path as defined in this document.

A.6. Change Control Process:

1. During an Active Project Process
 - a. A change request shall be submitted to the project team or project team designee and recorded by the team in the Project Change Log.
 - b. The project team will determine if the request is in or out of the scope of the project. If is out of the scope of the current effort, it will be held for possible future implementation. If it is within the project scope, it will be identified by type and prioritized. Identification types include the following:
 - *Corrective Action* – An intentional activity realigning the performance of the project work with the project management plan,
 - *Preventative Action* – An intentional activity ensuring the performance of the project work is aligned with the project management plan,
 - *Defect Repair* – An intentional activity to modify a nonconforming product or product component.
 - c. Should the project team be unable to reach a consensus determination, then the Escalation Path will be followed as defined in this document.

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2. Under an Active Project Maintenance Plan

- a. A User Request may be submitted in the IT Tracking System. It will be reviewed and classified by the assigned IT Manager as either a maintenance item or an enhancement. Maintenance items must clearly be fit into at least one of the following categories:
 - *Corrective Maintenance* – the reactive modification of an IT resource product performed after delivery to correct discovered problems,
 - *Preventative Maintenance* – the modification of an IT resource product after delivery to detect and correct latent faults in the IT resource product before they become operational faults,
 - *Adaptive Maintenance* – the modification of an IT resource product, performed after delivery, to keep an IT resource product usable in a changed or changing environment,
 - *Perfective Maintenance* – the modification the of an IT resource product after delivery to detect and correct latent faults in the IT resource product before they are manifested as failures.
- b. Should the classification or identification of the request be disputed, then the Escalation Path shall be followed as defined in this document.

B. PMBOK Project Management Process Groups

Definitions from: A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Edition. Newtown Square, PA: Project Management Institute, 2013.

- 1. **Initiation** – A group of processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
 - a. Project Integration Management
 - Develop Project Charter
 - b. Project Stakeholder Management
 - Identify Stakeholders
- 2. **Planning** – A group of processes performed to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives the project undertakes to achieve.
 - a. Project Integration Management
 - Develop Project Management Plan
 - b. Project Scope Management
 - Plan Scope Management
 - Collect Requirements
 - Define Scope
 - Create Work Breakdown Structure
 - c. Project Time Management
 - Plan Schedule Management

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- Define Activities
 - Sequence Activities
 - Estimate Activity Resources
 - Estimate Activity Durations
 - Develop Schedule
 - d. Project Cost Management
 - Plan Cost Management
 - Estimate Costs
 - Determine Budget
 - e. Project Quality Management
 - Plan Quality Management
 - f. Project Human Resource Management
 - Plan Human Resource Management
 - g. Project Communications Management
 - Plan Communications Management
 - h. Project Risk Management
 - Plan Risk Management
 - Identify Risks
 - Perform Qualitative Risk Analysis
 - Perform Quantitative Risk Analysis
 - Plan Risk Responses
 - i. Project Procurement Management
 - Plan Procurement Management
 - j. Project Stakeholder Management
 - Plan Stakeholder Management
3. **Executing** – A group of processes performed to complete the work defined in the project management plan to satisfy the project expectations.
- a. Project Integration Management
 - Direct and Manage Project Work
 - b. Project Quality Management
 - Perform Quality Assurance
 - c. Project Human Resource Management
 - Acquire Project Team
 - Develop Project Team
 - Manage Project Team
 - d. Project Communications Management
 - Manage Communications
 - e. Project Procurement Management
 - Conduct Procurements
 - f. Project Stakeholder Management
 - Manage Stakeholder Engagement

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4. **Monitoring and Controlling** – A group of processes performed to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
 - a. Project Integration Management
 - Monitor and Control Project Work
 - Perform Integrated Change Control
 - b. Project Scope Management
 - Validate Scope
 - Control Scope
 - c. Project Time Management
 - Control Schedule
 - d. Project Cost Management
 - Control Costs
 - e. Project Quality Management
 - Control Quality
 - f. Project Communications Management
 - Control Communications
 - g. Project Risk Management
 - Control Risks
 - h. Project Procurement Management
 - Control Procurements
 - i. Project Stakeholder Management
 - Control Stakeholder Engagement

5. **Closing** – A group of processes performed in order to finalize all activities across all Process Groups.
 - a. Project Integration Management
 - Close Project or Phase
 - b. Project Procurement Management
 - Close Procurements

III. RESPONSIBILITY AND DUTIES

A. Chief Information Officer (CIO) or Chief of Information Technology

1. The CIO or his/her designee shall be the initial point of contact in order to review and approve User Requests (enhancements and maintenance to existing IT resources); new IT resource evaluations; and new uses for IT resources.

2. The CIO or his/her designee shall direct and coordinate the development of the Pre-Charter Risk and Complexity Analysis and a Project Charter for all projects recommended by the IT Steering Committee in order to determine the amount of resources and time required to complete a proposed project. Once completed, the CIO or his/her designee shall report their findings to the IT Steering Committee.

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3. The CIO or his/her designee shall coordinate the planning, development, and implementation of the Department's IT Project Management and Governance procedures.
4. The CIO or his/her designee shall serve as a pivotal advocate for Information Technology (IT) to the IT Steering Committee.
5. The CIO or his/her designee shall coordinate system testing and implementation with the Data Integrity Officers (DIO's).
6. The CIO or his/her designee shall serve as the interim escalation point for any conflict resolution required arising out of the processes managed or maintained under the Department's Information Technology Management and Governance procedures (i.e. unresolved risks or issues). The project process exceptions would apply to those items, which are specifically identified within this document. In alignment with these management and governance procedures the CIO or his/her, designee may further pursue the Escalation Process as defined in this document.

B. Manager of the IT Software Technology Unit

1. At the direction of the CIO, serves as his/her proxy and serves as the primary point of contact for the Software Technology Team.
2. Coordinates the planning, development, and implementation of the Department's Software/Systems Development Life Cycles (SDLC) in alignment with the PMBOK Project Management Process Groups and the AST Standards and Guidelines.
3. Coordinates system testing and implementation for in-house developed software and commercial software uniquely supporting IT Software Technology Unit's activities and work products.
4. Ensures all required IT project documentation is submitted complete and in compliance with standards, guidelines, and procedures to the IT Project Manager, as directed by the CIO or his/her designee.
5. At the direction of the CIO serves as primary liaison with DIOs for application development issues.

C. Manager of the IT Network and Computing Unit

1. Evaluates impact and feasibility of requests for new and new uses of IT resources.
2. Coordinates system testing and implementation for IT resources other than those coordinated by the Manager of the IT Software Technology Unit.

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3. Ensures all required IT project documentation is submitted complete and in compliance with standards, guidelines, and procedures to the IT Project Manager, as directed by the CIO or his/her designee.

D. IT Project Manager

1. Coordinates the development and administration of the Department's project management processes, policies, and procedures.
2. Attains and maintains their PMP certification.
3. Through coordination with project team members, project leads, sponsors, and project stakeholders, ensures all required IT project documentation is complete and in compliance with standards, guidelines, and procedures, as directed by the CIO or his/her designee.
4. Leads, directs, and participates on project teams to ensure Florida statutes and Department and AST project management policies, procedures, guidelines, rules, and processes are followed.
5. Provides periodic status reports to the CIO when appropriate.
6. Performs the role of meeting facilitator for the IT Steering Committee.

E. Information Security Manager (ISM)

1. Coordinates the development and administration of the Department's security program for acquired and managed information technology resources.
2. Periodically conducts a risk analysis to determine the security threats to the data and information technology resources.
3. Provides periodic status reports to the CIO when appropriate.

F. IT Steering Committee

1. Review all IT Project Proposals and IT Project Charters and recommend the prioritization and funding of the IT projects as defined in the IT Steering Committee Charter (Attachment 2).
2. The Committee shall meet at least one time per quarter.

G. Deputy Secretary and each Assistant Secretary

1. Ensures all required IT project documentation is submitted complete and in compliance with standards, guidelines, and procedures to the CIO or IT Project Manager.

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2. Ensures information technology project data, requests, proposals, and agency strategic information are provided to the IT Steering Committee.
3. Will actively participate on the IT Steering Committee.
4. Designates, as needed, a project coordinator to function as primary point of contact for IT staff when requesting data processing services from IT.
5. Ensures User Request Forms are submitted electronically in an appropriate and timely fashion.
6. Ensures all requests for IT resources are processed according to these procedures.

H. DJJ Bureau of Information Technology (IT) Staff

1. As directed or assigned, reviews, coordinates, and/or participates in the analysis, design, development, installation, and operation of computer-based information systems and information technology resources in the Department.
2. As directed or assigned, reviews division User Request Forms to determine their feasibility in terms of compatibility with existing and planned infrastructure, resources, and time available to complete the requested information technology service requests.
3. Provides data for inclusion in periodic reports to the CIO, AST, and the IT Steering Committee when appropriate.

IV. ATTACHMENTS

Attachment 1 - AST/PMI Project Lifecycle

Attachment 2 - IT Steering Committee Charter

Attachment 3 - IT Project Charter Form

Attachment 4 - DJJ's ISDM Methodology