

THE IT PROJECT MANAGEMENT FRAMEWORK



IT Project Management Office

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Contacts and Document Control

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Introduction

The Information Technologies (IT) Project Management Framework is a methodology that references industry standards to identify, classify, document, and manage IT projects. The goals of this Framework are:

1. To inform IT Project Managers and stakeholders of the IT Project Management Framework Lifecycle in use at UD and how to apply it to manage their projects in a standardized, repeatable manner.
2. To provide a set of IT Project Management templates and tools that can be used by project teams to plan and execute projects.
3. To provide management controls through data collection and approvals to satisfy regulatory and audit requirements.

Project managers should employ this Framework as an integral part of the workflow for all project team members and activities. To ensure continuous improvement and reliability of the Framework, it is crucial that project managers (and team members) enter and update project information regularly. The Framework provides tools and guidance.

While the IT PM Framework provides templates and tools, successful project management is primarily about the data and information collected and used throughout the project's lifecycle. There are multiple ways to capture and document required project management information. The provided templates ensure that relevant information is captured and reported in a timely manner.

The Framework is designed to ensure:

- **Clarity** – Requirements, Scope, Definition of Done, Roles & Responsibilities
- **Alignment** – Continuity Between Phases, Realized Business Value
- **Traceability** – Acceptance, Current Autonomy Level, Government Reporting Requirements
- **Effective Resource Utilization** – Level of Effort, Tracking, Planned vs. Actual

The IT Project Management Framework (Framework) is intended to be used for ALL IT Projects at University of Delaware and is supported and maintained by IT Project Management Office (PMO). Full details of the Framework, templates, and additional information are available on the IT Website, sites.udel.edu/it-pmo/.

Definition of an IT PMO Project

The Project Management Institute (PMI) defines a **project** as “a temporary endeavor undertaken to create a unique product, service, or result.” In other words, a project is a sequence of tasks bounded by time, resources, and required results; has a defined outcome and deliverables; has a deadline; and has a budget limiting the number of people, supplies, and capital.

At the University of Delaware, the IT Project Management Office (PMO) recognizes this same definition for Information Technologies (IT) **PMO projects**. While this Framework can be applied to manage beyond the scope of IT PMO projects, it is designed with IT in mind. Within this document, the term “project” refers to an IT PMO Project.

While this definition is straightforward, complexities and questions exist, particularly within the context of a local environment. Some of the following attributes may assist in the definition of an IT PMO Project. The Project Management Body of Knowledge (PMBOK®), states that managing a project includes the following:

- Identifying the business issues and risks to be addressed by the project
- Establishing clear and achievable objectives
- Adapting to different concerns and expectations of stakeholders
- Clarifying/Identifying requirements
- Balancing competing demands for quality, scope, resources, time, and cost

The following key project characteristics are essential for achieving project objectives efficiently and effectively:

- Shared resources often only available on a part-time basis
- Cross-functional teamwork may be required
- Uncertainty and potential change during execution
- Changes to the way the business operates
- Specific deadlines, time and resource constraints

The following efforts would be deemed projects and warrant IT PMO oversight if they are multi-team, roadmap-tied strategic initiatives that require budget and formal governance. To further assist in the project definition, included below are diverse examples of endeavors falling under IT PMO's oversight.

- New technology purchases and implementations, including new business applications and SaaS platforms, where the effort results in a new service, new capability, or significant change to existing functionality that requires planning, coordination, and testing.
 - *Note: Routine software or technology upgrades are not considered projects unless the upgrade is a major release that adds significant new functionality and requires extensive testing and coordination with impacted users or stakeholders.*
- Development and establishment of new IT service offering (e.g., ITM/ITAM, CRM, Cisco telephony)
- Development and establishment of new capabilities with existing on-site applications or technology
- Generally, feasibility studies and proof-of-concepts
- Any RFP/RFI that brings on services related to expanding the technology footprint, expanding functionality, or bringing on new technology
- Outsourcing of business functions to a vendor that includes IT systems



Within the Appendix, please find efforts that are not considered PMO Projects and do not meet the criteria.

This Framework provides a means of answering questions within the University of Delaware's environment by using local definitions when most appropriate. At the same time, when necessary to do so, it aligns and complies with the policies, procedures, and requirements of external agencies.

Project Roles and Responsibilities

The first component of the IT Project Management Framework establishes the roles and responsibilities of persons participating in project development processes. Project roles and responsibilities are introduced below.

Executive Sponsor

The Executive Sponsor is a senior leader at the Director or VP level who champions the initiative and ensures alignment with university strategic goals. The Executive Sponsor secures necessary funding and organizational support, resolves major escalations, and serves as the highest-level decision maker for significant scope, budget, or timeline changes.

Project Sponsor

The Project Sponsor is the business leader, at the Director level or above, who makes the case for the project. This individual defines project goals, provides resources, guidance, and oversight, and approves project deliverables. The sponsor provides formal sign-off for acceptance of the project's final deliverables and works closely with the Project Manager throughout the lifecycle.

Project Owner

The Project Owner coordinates the project on behalf of their functional area, securing necessary resources and serving as an escalation path for the Project Sponsor. The Project Owner role may be shared across multiple departments when significant cross-functional involvement exists, with each Project Owner accountable for coordination within their respective area. The Project Owner must be at the Director level or above.

Project Manager

The Project Manager, typically from the PMO or a functional management role, is responsible for leading the project through the full PM Lifecycle. The Project Manager creates and coordinates approval for all PM deliverables, reports on project status, and ensures the project schedule is followed. Approval of the Project Charter grants the Project Manager authority to staff the project team, procure resources, and utilize the systems necessary to complete project objectives.

Project Steering Committee

The Project Steering Committee is a cross-functional leadership group that provides governance, guidance, and decision support for high-impact or complex projects. The committee is advisory in nature and provides recommendations to the Project Sponsor and university leadership regarding project initiation, continuance, baselines, and any follow-up actions required to ensure project success. Though not all projects will require a Steering Committee, they are highly encouraged based on each project's complexity, cost, scope, and impact.

Business and Functional Leads

Business and Functional Leads are department or business representatives who define requirements, validate solutions, and ensure that project deliverables align with business processes and operational needs. Specific responsibilities include:

- Provide subject matter expertise and define business requirements and desired outcomes
- Ensure project deliverables align with operational workflows and departmental needs
- Coordinate participation from business stakeholders and end users
- Review and validate requirements, design decisions, and deliverables from a functional perspective
- Support user acceptance testing, change management, and adoption within their areas
- Communicate project updates and impacts to their respective departments

Technical Leads

Technical Leads are IT or system leads responsible for defining the technical approach, ensuring alignment with IT standards, and overseeing system implementation. Specific responsibilities include:

- Define and guide the technical approach, architecture, and implementation strategy
- Ensure solutions align with university IT standards, security requirements, and infrastructure capabilities
- Collaborate with the Project Manager to estimate technical effort, resources, and timelines
- Coordinate technical teams responsible for system configuration, development, integrations, and testing
- Identify and manage technical risks, dependencies, and constraints
- Support system testing, deployment planning, and transition to operational support

Business Relationship Manager

The Business Relationship Manager is an IT-facing business partner who helps align business needs with IT priorities. This role supports project prioritization, ensures ongoing communication between IT and the requesting department, and helps bridge gaps between technical solutions and business expectations throughout the project lifecycle.

Stakeholders & Users

Stakeholders and users are persons and organizations actively involved in the project or whose interests may be positively or negatively affected by its execution or completion. Users comprise a special group of stakeholders who will be the end users of the system or service developed by the project. During the project, they may be involved in design, testing, and feedback activities. The Project Sponsor and Project Manager must identify stakeholders at the outset of the project. Stakeholders and users provide input, participate in testing and feedback, and are directly impacted by project outcomes.

Vendors

Vendors may be engaged as needed to provide specialized expertise, tools, or implementation support. Project leaders, with the approval of the sponsor, may bring in vendors to supplement the project team with skill sets not available internally.

Subject Matter Experts (SMEs)

Subject Matter Experts are individuals retained on a project due to their high level of knowledge, experience, or specialized training. An SME can be internal or external to the organization and serves as the expert on a system, application, or specific functional area. Examples include Data Analysts, IT Security representatives, IT Compliance staff, Resource Owners, and Technical Experts. SMEs consult on project tasks and designs throughout the lifecycle as needed.

Project Management Office

The UDIT Project Management Office (PMO) exists to help project teams deliver consistent, high-quality outcomes that create real value for the University of Delaware community. The PMO provides project managers for selected IT projects, supports the Governance Committee gate review process, and assists project teams with documentation, tools, and cross-project communication.

Beyond individual projects, the PMO strengthens collaboration across teams, promotes standardized project management practices, and supports training to build project management capability across the organization. The PMO maintains and evolves the IT Project Management Framework, ensuring it remains current and aligned with the structure and strategic direction of the university. It also oversees the online tools and PMO website that support the Framework.

For questions, resources, or support, contact the IT PMO at it-pmo@udel.edu.

Additional Project Definitions

To ensure consistency and alignment, Project Managers should be familiar with the following key definitions used throughout the Framework, including Request Type, PMO Role, and Project Size.

Request Type

There are three request types recognized within this Framework. Each has distinct characteristics that determine the appropriate level of project management oversight and PMO involvement.

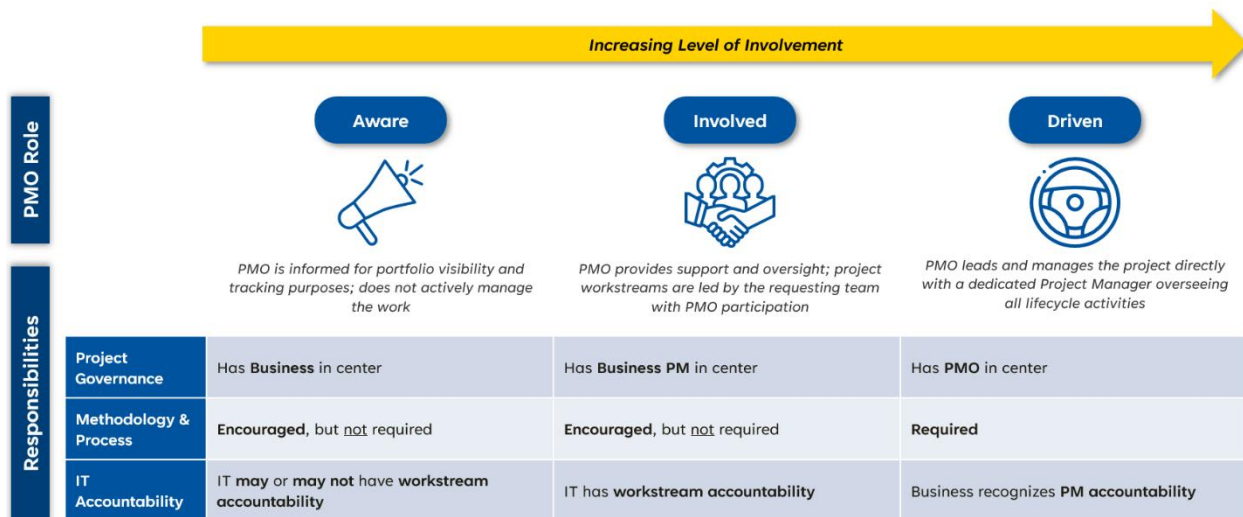
- **Project (PRJ)** – A temporary endeavor undertaken to create a unique product, service, or result. A project has a defined beginning and end and concludes once its objectives are achieved.
- **Operational Initiative** – Support of an ongoing operation that sustains the business; involves permanent or semi-permanent functional work to repetitively produce the same product or service. Operational initiatives do not follow the full project lifecycle but may require PMO awareness.
- **Program (PGM)** – A collection of related projects that may span multiple departments and/or impact the broader UD enterprise. Programs are managed in a coordinated way to achieve benefits that would not be possible if managed independently.

Type	Definition	Examples	Project Management Ownership
Project (PRJ) 	- A temporary endeavor undertaken to create a unique product, service, or result; the purpose is to attain IT objective and then terminate. - Can have a multitude of requests - Includes "Bucket 4" Strategic Projects	- Strategic replacement of software or service - Significant change to existing functionality	PMO or Department
Operational Initiative 	- Support of an ongoing operation that sustains the business; involves permanent or semi-permanent functional work to repetitively produce the same product or service. - Includes "Bucket 3" Operational Initiative	- Operational Tasks - PeopleSoft Updates - Patches	Department
Program (PGM) 	A collection of related projects that may span multiple departments and/or impact the UD enterprise	- Data Governance - Change Management - Enterprise Architecture	PMO or Department

PMO Role

The PMO's level of involvement varies based on the nature and complexity of the effort. There are three PMO role types:

- Driven** – The PMO leads and manages the project directly, providing a dedicated Project Manager and overseeing all lifecycle activities
- Involved** – PMO provides support and oversight; project workstreams are led by the requesting team with PMO participation
- Aware** – The PMO is informed of the effort for portfolio visibility and tracking purposes but does not actively manage the work



Project Size

The Framework is designed to be flexible and adapt to projects of varying complexity. Project size is determined by four factors: cost, duration, project involvement, and risk/impact. The Project Size Model uses these factors to identify the appropriate level of project management, status reporting, and documentation requirements for any given project.

Project size is established progressively throughout the intake and initiation process:

- During **Intake**, a preliminary size is identified through a conversation between the Project Manager and PMO Lead
- During **Initiation**, the size is validated and confirmed in the Project Charter
- At **Gate 1**, the Governance Committee accepts the preliminary project size as part of the prioritization decision
- At **Gate 2**, the Governance Committee formally approves the Project Charter and finalizes the project size

The four sizing criteria are:

1. **Expected Cost** – The estimated total cost to complete the project, including software, hardware, licensing, contractor and implementation services, **and** internal UD labor (use \$100/hr. to estimate internal labor costs)
2. **Duration** – The total time expected to complete the project including planning, development, and testing (if applicable)?
3. **Project Involvement** – The number of UD teams and individuals involved in completing the project work
4. **Risk / Impact** – The level of risk and potential impact to users and operations, taking into account project complexity and the team's prior experience

Factor		Small (S)	Medium (M)	Large (L)	Weight
Cost		< \$250,000	\$250,000 - \$1,000,000	> \$1,000,000	25%
Duration		< 6 Months	6 – 12 Months	> 12 Months	25%
Project Involvement		Limited to UDIT or a single team/function	Involves multiple teams or a single department	Cross-functional or university-wide involvement across multiple departments	20%
Risk / Impact		Low risk; familiar work with minimal impact to users or operations	Moderate risk or impact; some new elements or broader user/process impact	High risk and/or high impact; new or unproven work with significant operational, user, or institutional impact	30%

Each criterion carries a specific weighted value. The combined score determines the project's size classification, which in turn drives the minimum project management, reporting, and documentation requirements.

Criteria	Description	Value	Complexity	Weight	Points
Cost	What is the estimated total cost to complete the project including software, hardware, licensing, contractor / implementation services, AND internal UD labor (use \$100/hr. to estimate)?	a) < \$250,000 b) \$250,000 - \$1,000,000 c) > \$1,000,000	a) 1 b) 2 c) 3	25%	a) 0.25 b) 0.5 c) 0.75
Duration	What is the total time expected to complete the project including planning, development, and testing (if applicable)?	a) < 6 Months b) 6 - 12 Months c) > 12 Months	a) 1 b) 2 c) 3	25%	a) 0.25 b) 0.5 c) 0.75
Project Involvement	Who across UD is involved in or impacted by this project? What is the scope of involvement?	a) Limited to UDIT or a single team/function b) Involves multiple teams or a single department c) Cross-functional or university-wide involvement across multiple departments	a) 1 b) 2 c) 3	20%	a) 0.2 b) 0.4 c) 0.6
Risk / Impact	What is the level of risk and impact associated with this project? Consider experience, complexity, and the potential impact to users and operations.	a) Low risk and impact; familiar work with minimal impact to users or operations b) Moderate risk and/or impact; some new elements or broader user/process impact c) High risk and/or impact; new or unproven work with significant operational, user, or institutional impact	a) 1 b) 2 c) 3	30%	a) 0.3 b) 0.6 c) 0.9
Project Size		Complexity*Weight = Points Total Points / Score: Small = <1.66 Medium = >1.66 and <2.33 Large = >2.33			

Project Management Requirements

The Project Size Model defines the minimum requirements for managing a project, including status reporting and documentation expectations, tailored by size to ensure the right level of rigor is applied without overburdening the project team.

- For **Small** projects, streamlined “Light” versions of key documents are available to simplify the process and reduce administrative burden while still meeting PMO standards
- For **larger** projects, additional documentation may be required based on project needs, including but not limited to a Test Plan, Test Scripts, Requirements Report, Acceptance of Deliverables, Approval to Proceed or Operate, and Architecture Diagrams

The PMO Project Manager, in coordination with the project team, will determine which additional documents are applicable based on the specific needs of the project.

Project Management Requirements			
Document	Small	Medium	Large
Project Intake Request Form	✓	✓	✓
Project Prioritization & Portfolio Analysis Tool	✓	✓	✓
Project Charter (or Project Charter Light)	Light	✓	✓
Project Estimation Tool	✓	✓	✓
Project Planning Document (or Project Planning Document Light)	Light	✓	✓
Project Plan / WBS	✓	✓	✓
Organizational Change Management Plan (or OCM Light)	Light	✓	✓
Project Status & Reporting (Ongoing)	✓	✓	✓
Project Health Status Model (Ongoing)	✓	✓	✓
Project Closeout Report	✓	✓	✓
Status Reporting	Bi-weekly reporting in Project Inventory System	- Bi-weekly reporting in Project Inventory System - Monthly with Project Sponsor	- Bi-weekly reporting in Project Inventory System - Monthly with Project Sponsor

Project Prioritization & Portfolio Analysis

As part of the intake process, each project is assigned an initial priority rating using the Project Prioritization and Portfolio Analysis Tool. This tool applies a defined set of weighted criteria to provide a comprehensive, data-driven view of each project's value, urgency, and readiness. The criteria include:

- **User Impact and Experience** – Scope of users affected, type of users impacted, and severity of the impact
- **Regulatory, Risk, and Urgency** – Regulatory or compliance drivers, risk of inaction, and urgency of timing
- **Expected Benefits and Value** – The anticipated return or strategic value the project will deliver
- **Resource Readiness** – Whether the necessary resources are available to support the effort
- **Mission Criticality** – Whether the effort is essential to core university operations
- **Dependencies** – Whether the effort relies on the completion of another project or initiative

Once prioritized, the Portfolio tab provides a full view of the current UDIT project portfolio, allowing the team to rationalize the new request against the existing queue and support a well-informed approval decision at the Gate 1 Governance Committee Meeting.

Project Framework Components

The IT Project Management Framework consists of several interconnected elements that work together to ensure consistent, successful project delivery:

- **Project Phases** – The project lifecycle is divided into defined phases, each with a specific purpose, deliverables, and required actions that must be completed before advancing to the next phase.
- **Action Items** – The required activities that must be completed within each phase to ensure compliance, consistency, and accountability across all projects.
- **Templates** – Standardized documents that collect and report consistent project data, enabling effective tracking throughout the lifecycle. All PMO templates are available on the IT PMO Website at sites.udel.edu/it-pmo/ within the Templates section

Project Management Framework Lifecycle

The Project Management Framework Lifecycle is structured around a series of phases, each with defined project management deliverables and Governance Gate reviews that control progression from one phase to the next. The Governance Committee is responsible for project prioritization, feasibility, readiness, and ongoing progress monitoring throughout the lifecycle.

The lifecycle includes five Governance Gates (Gates 1 through 4, with Gate 3+ for change control), each serving as a formal checkpoint to ensure the project is on track before advancing. Each phase builds on the work completed in the prior phase, providing a structured and consistent approach to moving projects forward successfully.

The IT Project Management Framework Lifecycle consists of four phases:

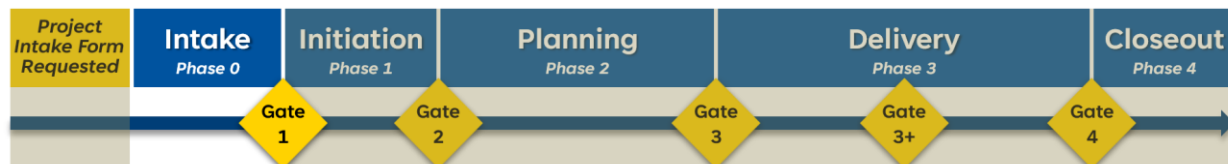
1. **Initiation** – Document the project deliverables and resources needed to complete the project
2. **Planning** – Develop the project schedule, assign resources, clarify risks

3. **Delivery** – Do the project work (execution) and report on progress (monitor and control)
4. **Closeout** – Capture lessons learned, document project successes for future use

The following sections describe each phase and gate in detail, including primary responsibilities, action items, and associated PMO Project Lifecycle Documents.



Intake – Phase 0



Note: While not formally part of the Project Management Framework Lifecycle, Intake is a vital step in the capture, review, and prioritization of project requests.

Intake is separate and distinct from the Project Management Framework Lifecycle. A project is formally established after intake reviews are conducted and governing bodies have made an approval decision. From that point, the request enters the project management process framework.

Any UD employee is eligible to submit a project request. The PMO Team, in collaboration with the requesting functional office, is responsible for coordinating the intake process. Please note that submitting a Project Intake Request Form does not imply acceptance of the request. The intake process is designed to promote equity and transparency among stakeholders by applying consistent selection criteria and review procedures to all submissions.

The Intake Process:

1. **Submit Your Request:** The requester obtains sponsorship, gathers all supporting materials, and completes the Project Intake Request Form via TDX. The form captures key details including the project title, sponsor, requester, business driver, proposed start and finish dates, problem and proposed solution, requestor priority level, compliance or financial risks, staffing needs, and funding status.
2. **Initial Review:** A PMO team member reviews the request with input from the requester, sponsor, and stakeholders. If project funding has not yet been allocated, the requester will be asked to complete a Business Case using the Project Estimation Tool to provide a cost estimate. The Project Manager then sends the completed Intake Form (with necessary refinements) to the Governance Committee to add to the Gate 1 meeting docket.
3. **Gate 1 – Prioritization:** The Governance Committee determines the Gate 1 topics and notifies the appropriate parties. If the request is approved to move forward as a project, it advances to Phase 1: Initiation, where the Project Manager coordinates additional engagement to complete the Project Charter. The Project Manager shares the Charter with the Governance Committee and notifies the committee to add Gate 2 to the meeting docket.
4. **Gate 2 – Feasibility:** The Governance Committee confirms start time, resource availability, and Enterprise Architecture feasibility, and determines when the project should begin.

5. **Authorization:** Final review, approval, activation, resource assignment, and prioritization are completed by UDIT leadership, ensuring alignment with university business needs and strategic objectives.

Primary Responsibility: PMO

Action Items:

- Project Manager reviews the Intake Request with input from the requester, sponsor, and stakeholders
- Project Manager sends the completed Intake (w/ necessary refinements) to the Governance Committee to add to the Gate 1 meeting docket

PMO Project Lifecycle Documents:

- **Project Prioritization & Portfolio Analysis Tool** – A scoring tool that objectively evaluates and ranks every project request against weighted criteria, giving the Governance Committee a consistent, data-driven basis for prioritization decisions at Gate 1
- **Business Case** – A standardized proposal completed by the Requester and PMO Project Manager that gives the Governance Committee consistent, comparable information to confidently prioritize and approve technology investments before any project moves forward; required only when project funding has not been pre-allocated; use the Project Estimation Tool to provide a cost estimate.

Gate 1 – Prioritization: Should this Become a Project?

During Gate 1, the PMO Project Manager and/or Requester presents the Project Intake Request to the Governance Committee. The committee serves as the Decision Maker at this gate. The Governance Committee will complete the following activities:

- Review the project's role, scope, and priority
- Rationalize the request against the current project queue and portfolio
- Approve the request as a formal project or decline

If approved, the following will occur:

- The project is added to the PMO inventory and the portfolio is updated accordingly
- A PMO Project Manager will be assigned
- Additional project vetting is approved to proceed

Primary Responsibility: Governance Committee

Business Leader Role: Decision Maker

Action Items:

- Project Manager prepares and submits the proposal to the Governance Committee meeting docket
- Governance Committee notifies the appropriate parties of the Gate 1 decision, assigned Project Manager, and project number

PMO Project Lifecycle Documents:

- Project Prioritization and Portfolio Analysis Tool
- Business Case (required only when project funding has not been pre-allocated; use the Project Estimation Tool to provide a cost estimate)

Initiation – Phase 1



The Initiation Phase begins after Gate 1 approval. During this phase the project is more fully defined so that it may be properly resourced and realistically planned. The Project Manager serves as the primary point of contact and coordinates additional engagement with the requester, sponsor, and stakeholders. The major deliverable of this phase is the Project Charter, which:

- Identifies the stakeholders
- Defines the project timeframe
- Provides the rationale for the project
- Identifies the core project deliverables, assumptions, and potential risks
- Outlines project cost estimates and resource needs

Primary Responsibility: Project Manager

Action Items:

- Project Manager coordinates additional engagement between the requester, sponsor, and stakeholders
- Project Manager completes the Project Charter
- Project Manager shares the Charter with the Governance Committee and notifies the committee to add Gate 2 to the meeting docket

PMO Project Lifecycle Documents:

- **Project Charter** – This document focuses on the scope and purpose of the project. It documents the authorization to utilize resources and begin the planning phase of the project.
- **Project Estimation Tool** – Provides a structured cost estimate to support planning and resource decisions

Gate 2 – Feasibility: When Should the Project Start?

During Gate 2, the Project Manager presents the Project Charter to the Governance Committee. The committee serves as the Decision Maker at this gate. The outcome is Approve or Defer. The Governance Committee will complete the following activities:

- Confirm start time, resource availability, and Enterprise Architecture feasibility
- Reconfirm project size and prioritization
- Rationalize the project against the active portfolio
- Determine and approve the project start date
- Present the Project Charter for formal approval
- Update the project status in the portfolio accordingly to Scheduled or Active

The Governance Committee will determine **WHEN** a project should start, taking into consideration the full UDIT project portfolio, IT and stakeholder capacity, and Enterprise Architecture readiness. A project may be deferred to a future start date based on these factors.

Primary Responsibility: Governance Committee

Business Leader Role: Decision Maker

Action Items:

- Project Manager notifies the Governance Committee to add Gate 2 to the meeting docket
- Governance Committee communicates the approved or deferred project start date following the meeting

Planning – Phase 2



The Planning Phase builds on the information captured during Initiation and is one of the most critical phases of the project lifecycle. A well-developed plan helps ensure the project is completed successfully, on time, and on budget with fewer surprises. The project plan must address schedule, resources, budget, performance measures, and clear approaches for managing change, risk, and communications. The phase concludes with a sponsor-approved Project Planning Document.

Primary Responsibility Project Manager

Action Items:

- Project Manager completes all planning documents
- Project Manager shares planning documents with the Governance Committee and notifies the committee to add Gate 3 to the meeting docket

PMO Project Lifecycle Documents:

- **Project Planning Document** – The planning document further refines the Project Charter by identifying assigned resources, deliverables, scope, cost, schedule, stakeholder engagement, governance, issue and risk management, and communications.
- **Project Plan/WBS** – Provides the detailed project schedule with tasks, durations, and resource assignments
- **Organizational Change Management Plan** – Documents the strategy for preparing, supporting, and transitioning stakeholders through the change
- **Optional templates based on project needs:** Test Plan, Requirements Report (including Current vs. Future State Process), and Architecture Diagrams

Gate 3 – Readiness: Is the Project Ready to Execute?

During Gate 3, the Project Manager presents the Project Planning Document and WBS to the Governance Committee for review. The outcome is Proceed or Pause.

The Governance Committee will review the Planning Document and WBS for completeness and scope alignment. Once approved, the Project Manager will mobilize the team and formally begin execution.

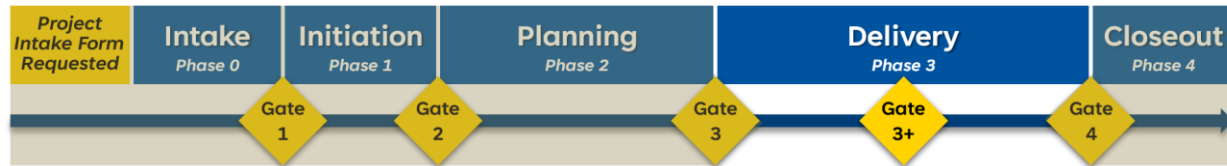
Primary Responsibility: Governance Committee

Business Leader Role: Reviewer

Action Items:

- Project Manager submits planning documents to the Governance Committee meeting docket
- Project Manager mobilizes the project team upon Gate 3 approval

Delivery – Phase 3



Delivery consists of two specific sub-phases that occur concurrently: Execution and Monitoring and Control. This is where the actual project work gets done and progress is tracked and reported.

- **Execution** – The project team completes the tasks outlined in the project schedule and develops the project deliverables
- **Monitoring and Control** – The Project Manager tracks progress, manages issues and risks, delivers status reports, and initiates change requests as needed

Primary Responsibility Project Manager

Action Items:

- The Project Manager executes the project
- Project Steering Committees are established, including an initial project kickoff and regular updates to leadership
- Project Manager notifies the Governance Committee of any scope or schedule changes, requesting to add Gate 3+ to the meeting docket with an emphasis on major risks and mitigation strategies

PMO Project Lifecycle Documents:

- **Project Status and Reporting (Ongoing)** – Based on the project's size, it will determine the level of project status reporting. At a minimum it is required to have bi-weekly status reporting to the Project Inventory System.
- **Project Health Status Model (Ongoing)** – Tracks whether the project is Green, Yellow, or Red based on budget, timeline, and risk thresholds
- **Optional templates based on project needs:** Acceptance of Deliverables, Test Scripts, and Architecture Diagrams

Gate 3+ – Change Control: Should Scope or Schedule Change?

During Gate 3+, the Project Manager notifies the Governance Committee of proposed scope and/or schedule changes, presenting major risks and mitigation strategies. The outcome is Approve or Reject the Change.

The change request will first be reviewed and approved by the Steering Committee and Executive Sponsor, followed by a formal review with the Governance Committee.

Primary Responsibility: Governance Committee

Business Leader Role: Reviewer / Informed

Action Items:

- Project Manager submits the Change Request to the IT PMO and notifies the Governance Committee to add Gate 3+ to the meeting docket
- Steering Committee and Executive Sponsor review and approve or reject the change
- Governance Committee conducts a formal review following Steering Committee approval

PMO Project Lifecycle Documents:

- **Change Request Document** – Used to formally request, document, and track proposed changes to approved project scope, schedule, or budget
- **Approval to Proceed (Optional)** – For iterative or agile projects where multiple releases require interim checkpoints during the Delivery Phase
- **Approval to Operate (Optional)** – Used when interim releases of deliverables occur while the overall project is still ongoing

Closeout – Phase 4



Projects are temporary in nature and must go through a formal Closeout Phase to be officially complete. During this phase the project team documents lessons learned, archives project documentation, and transitions deliverables to operations and support staff. The project team is recognized for their accomplishments and the project is formally closed.

Primary Responsibility Project Manager

Action Items:

- Project Manager and Project Sponsor notify the Governance Committee of project completion and request to add Gate 4 to the meeting docket
- Project Manager completes the Project Closeout Report

PMO Project Lifecycle Documents:

- **Project Closeout Report** – This document provides the final disposition of the project for UDIT leadership and senior stakeholders, including lessons learned and service impact; completion and sign-off indicate the project is officially closed.

Gate 4 – Closeout: Is the Project Complete?

During Gate 4, the Project Manager and Project Sponsor present the project completion to the Governance Committee. The outcome is Sign Off. The Governance Committee formally confirms the project is complete and authorizes the Project Manager to finalize all closeout activities.

Primary Responsibility: Governance Committee

Business Leader Role: Informed

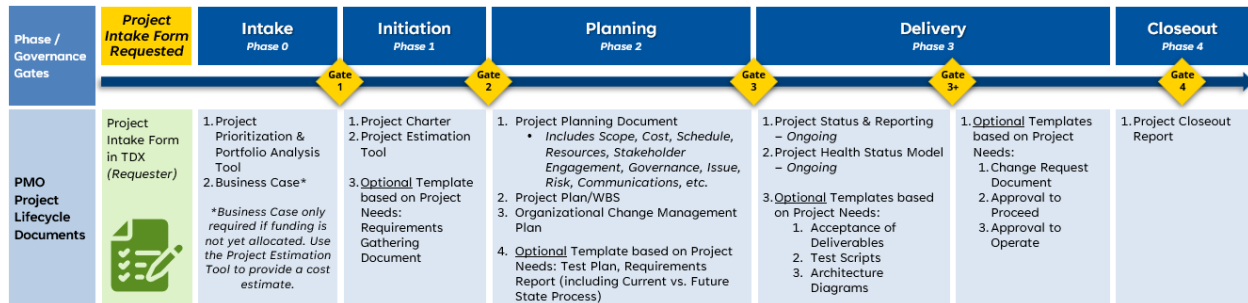
Appendix 1 – Efforts Not Considered IT PMO Projects

To aid in distinguishing operational efforts from projects, the list below is a compilation of examples that **do not meet** the criteria for being classified as IT PMO Projects.

- Service provisioning (hosting, voice, network, enterprise applications, etc.)
- Hardware refreshes to maintain support for existing services (Servers, PC's, Storage)
- Network refreshes if other than a complete swap out of equipment for new models offering new functionality (e.g. upgrade to use of Nexuss technology)
- Software or technology upgrades except where the upgrade is a major release that adds additional functionality and requires more extensive testing and coordination with the customers directly or indirectly utilizing the software
- Creation or modification of standard web forms (e.g., new form creation or updates to existing forms that do not introduce new technology or integrations)
- Increasing capacity for an existing system
- Application patch release updates
- Operating system patch release updates
- Desktop integration release
- Problem identification, research, and resolution for daily issues due to program, technical, or business errors
- Operation and application security updates
- Minor process and/or procedure modifications
- Database reorganizations and general housekeeping
- Business process re-engineering that changes process but not technology

Appendix 2 – IT Project Management Templates

Templates are the foundation of the IT Project Management Framework, providing the structure needed to capture, track, and communicate project scope, effort, and deliverables throughout the lifecycle. The UDIT IT PM Framework includes the following lifecycle templates to satisfy project management deliverable requirements.



Each template applies to a specific phase of the project lifecycle, and approval of the deliverable constitutes completion of that phase. All templates are available on the IT PMO Website at sites.udel.edu/it-pmo/ within the Templates section. Templates are provided to ensure that the required information is captured and reported consistently at each phase of the lifecycle.

#	Template Name	Lifecycle Phase	Primary Responsible
0.1	Project Intake Request Form	Intake	Requester / PMO Project Manager
0.2	Project Prioritization & Portfolio Analysis Tool	Intake	PMO Project Manager
0.3	Business Case	Intake	Requester / PMO Project Manager
0.4	Project Estimation Tool	Intake / Initiation	PMO Project Manager
1.0	Project Charter	Initiation	PMO Project Manager
1.1	Project Charter – Light	Initiation	PMO Project Manager
1.2	Requirement Gathering Document	Initiation	PMO Project Manager
2.0	Project Planning Document	Planning	PMO Project Manager
2.1	Project Planning Document – Light	Planning	PMO Project Manager
2.2	Project Plan / WBS	Planning	PMO Project Manager
2.3	Organizational Change Management Plan	Planning	PMO Project Manager
2.4	Organizational Change Management Plan - Light	Planning	PMO Project Manager
2.5	Test Plan (Optional)	Planning	PMO Project Manager
2.6	Requirements Report (Optional)	Planning	PMO Project Manager
3.0	Project Status and Reporting (Ongoing)	Delivery	PMO Project Manager
3.1	Project Health Status Model (Ongoing)	Delivery	PMO Project Manager
3.2	Acceptance of Deliverables (Optional)	Delivery	PMO Project Manager
3.3	Test Scripts (Optional)	Delivery	PMO Project Manager
3.4	Change Request Document (Optional)	Delivery / Gate 3+	PMO Project Manager
3.5	Approval to Proceed (Optional)	Delivery	PMO Project Manager
3.6	Approval to Operate (Optional)	Delivery	PMO Project Manager
4.0	Project Closeout Report	Closeout	PMO Project Manager

Each template is intended to be self-explanatory, with instructions written directly within the document to guide the type of information to capture and how to complete it.

Core Project Information

Each template includes a standard set of core project information that links all templates together and provides key background and contact information for the project. The PMO Project Manager typically assists with completing this information. The header captured the following:

- **Department / Office Name** – The department or office submitting or owning the project
- **Project Name, Sponsor, Project Owner, and Project Manager** – Key project identification and ownership details
- **Sponsor Parent Department** – The parent department of the Project Sponsor
- **Impact Group** – The primary audiences affected, including Faculty, Staff, Alumni, Students, and/or External Users
- **Audit Task Number(s) and Service Ticket(s)** – Associated audit tasks, PMO requests, or service tickets for tracking purposes; enter N/A if not applicable
- **Document Author and Date** – The individual who completed the document and the date it was last updated

0.1-Project Intake Request Form

The Project Intake Request Form is the starting point for all UDIT project requests. It is submitted via TDX by the requester and captures the key details needed for the PMO to conduct an initial review and prepare the request for Gate 1. The form collects information including the project title, sponsor, requester, business driver, proposed start and finish dates, problem and proposed solution, requestor priority level, compliance or financial risks, staffing needs, and funding status.

Submitting the form does not imply acceptance. The intake process is designed to promote equity and transparency by applying consistent selection criteria and review procedures to all submissions.

Primary Responsibility: Requester, supported by PMO Project Manager

0.2-Project Prioritization and Portfolio Analysis Tool

The Project Prioritization and Portfolio Analysis Tool is a scoring tool that objectively evaluates and ranks every project request against a set of weighted criteria, giving the Governance Committee a consistent, data-driven basis for prioritization decisions at Gate 1. The tool assesses User Impact and Experience, Regulatory and Compliance Risk, Expected Benefits and Value, Resource Readiness, Mission Criticality, and Dependencies.

Once the project is scored, the Portfolio tab provides a full view of the current UDIT project portfolio, allowing the team to rationalize the new request against the existing queue in support of the Gate 1 approval decision.

Primary Responsibility: PMO Project Manager

0.3-Business Case

The Business Case is a standardized proposal completed by the Requester and PMO Project Manager that gives the Governance Committee consistent, comparable information to confidently prioritize and approve technology investments. It documents the problem, proposed solution, options considered, cost and benefit analysis, and risks.



The Business Case is only required when project funding has not been pre-allocated. The Project Estimation Tool should be used to develop cost estimates included in the Business Case.

Primary Responsibility: Requester and PMO Project Manager

0.4-Project Estimation Tool

The Project Estimation Tool provides a structured approach to estimating project implementation and ongoing operational costs, including software, hardware, services, and internal labor. The tool uses Low, Medium, and High reference ranges to guide estimates and includes a fiscal year breakdown to support budget planning across a multi-year horizon.

The tool is used during Intake to support the Business Case and is refined during Initiation as part of the Project Charter.

Primary Responsibility: PMO Project Manager

1.0-Project Charter

The Project Charter documents the formal authorization to utilize resources and begin the Planning Phase of the project. Building on the intake materials, the charter captures:

- **Solution Description** – What the solution is and what it will do
- **Scope** – What the project will and will not achieve
- **Deliverables** – What will be developed and the definition of done for the project
- **Resource Requirements** – The types of resources needed to complete the project deliverables
- **Dependencies** – Any external dependencies that may limit or impact completion
- **Assumptions** – Technical or functional project assumptions around project delivery
- **Risks** – Any potential risks that could impact project success
- **Cost Estimates** – The estimated costs to implement and operate the solution, developed using the Project Estimation Tool

The Project Charter is presented for formal approval at Gate 2.

Primary Responsibility: PMO Project Manager

1.1-Project Charter-Light

The Project Charter Light is a streamlined version of the full Project Charter, designed for Small projects where a simplified level of documentation is appropriate. It captures the essential project information needed to authorize resources and proceed to Planning, including scope, deliverables, key risks, and cost estimates, without the full depth required for Medium and Large projects.

Primary Responsibility: PMO Project Manager

1.2-Requirement Gathering Document

The Requirements Gathering Document provides a structured approach for capturing, documenting, and validating the business and technical requirements needed to deliver the project successfully. It serves as the foundation for solution design, development, and testing, ensuring that stakeholder needs are clearly defined and agreed upon before work begins.

Primary Responsibility: PMO Project Manager

2.0-Project Planning Document

The Project Planning Document provides a comprehensive overview of the project plan for UDIT leadership and senior stakeholders. It must always be accompanied by a Project Plan/WBS and, when required, a Communications Plan and Organizational Change Management Plan. These documents are presented at Gate 3 and should be approved before execution begins.

The Planning Document builds on the Project Charter by formalizing the project approach, estimating the work involved, identifying named resources, and clarifying responsibilities and acceptance criteria. Key areas refined from the charter include:

- **Dependencies & Assumptions** – Updated based on planning activities
- **Risks & Mitigations** – Including specific mitigation strategies, not just risk identification
- **Project Team** – Named resources assigned from the teams identified in the Charter

Primary Responsibility: PMO Project Manager

2.1-Project Planning Document-Light

The Project Planning Document Light is a streamlined version of the full Project Planning Document, designed for Small projects. It captures the core planning information needed to move into execution, including scope, resources, schedule, and risks, with a reduced level of detail appropriate for lower-complexity efforts.

Primary Responsibility: PMO Project Manager

2.2-Project Plan / WBS

The Project Plan and Work Breakdown Structure (WBS) provides the detailed project schedule, including tasks, durations, resource assignments, and dependencies across all deliverables. Each deliverable should be clearly articulated within the schedule. The format may vary based on project needs but must capture sufficient detail to support effective monitoring and control throughout delivery.

Primary Responsibility: PMO Project Manager

2.3-Organizational Change Management Plan

The Organizational Change Management Plan documents the strategy for preparing, supporting, and transitioning stakeholders through the changes introduced by the project. It covers stakeholder analysis, communications, training and enablement, leadership engagement, resistance management, change readiness, adoption metrics, and post-go-live sustainment.

This plan is required for Medium and Large projects and is presented alongside the Project Planning Document at Gate 3.

Primary Responsibility: PMO Project Manager

2.4-Organizational Change Management Plan-Light

The Organizational Change Management Plan Light is a streamlined version of the full OCM Plan, designed for Small projects. It captures the essential stakeholder engagement, communication, and training considerations needed to support a successful transition without the full depth required for Medium and Large projects.

Primary Responsibility: PMO Project Manager

2.5-Test Plan (Optional)

The Test Plan documents the overall testing approach, scope, objectives, resources, schedule, and success criteria for the project. It ensures that testing activities are planned and coordinated before execution begins, reducing the risk of defects reaching production. Typically required for larger or more complex technology implementations.

Primary Responsibility: PMO Project Manager

2.6-Requirements Report (Optional)

The Requirements Report provides a comprehensive documentation of current and future state processes, along with detailed business and technical requirements needed to deliver the project solution. It supports design decisions, development activities, and acceptance criteria and is typically used for larger or more complex projects where detailed requirements documentation is necessary.

Primary Responsibility: PMO Project Manager

3.0-Project Status and Reporting (Ongoing)

Project Status and Reporting is a critical component of project management, providing stakeholders with regular updates on project progress, milestones, risks, and issues. Effective status reporting ensures transparency, supports informed decision-making, and keeps all team members and stakeholders aligned throughout the delivery phase.

Reporting frequency is determined by project size. At a minimum, bi-weekly updates to the Project Inventory System are required for all projects.

Primary Responsibility: PMO Project Manager

3.1-Project Health Status Model (Ongoing)

The Project Health Status Model is an ongoing tracking tool that provides a mathematical, threshold-based assessment of project health across three dimensions: budget, timeline, and risk. The model automatically calculates whether a project is Green, Yellow, or Red based on defined thresholds and generates a plain-language explanation of each status to support transparent leadership reporting.

The model is updated regularly alongside status reporting and is used to inform gate discussions and escalation decisions throughout the Delivery Phase.

Primary Responsibility: PMO Project Manager

3.2-Acceptance of Deliverables (Optional)

Acceptance of one or more project deliverables is documented through an Acceptance Review. This review ideally occurs as an in-person or virtual demonstration to relevant stakeholders and serves as the official acceptance record. Multiple Acceptance of Deliverables documents may be used for a single project when deliverables are completed at different points during the Delivery Phase.

Information captured for each deliverable includes completion date, acceptance criteria, scope accomplished, dependencies or risks addressed, and estimated versus actual hours where available. Any deliverables originally identified but not completed will also be noted for future disposition.

Primary Responsibility: PMO Project Manager

3.3-Test Scripts (Optional)

Test Scripts provide step-by-step instructions used to validate that project deliverables meet defined requirements and acceptance criteria. Each script documents the test scenario, expected outcome, and pass/fail result, ensuring a structured and repeatable approach to quality assurance. Typically used alongside the Test Plan for medium to large technology projects.

Primary Responsibility: PMO Project Manager

3.4-Change Request Document (Optional)

The Change Request Document is used to formally request, document, and track proposed changes to an approved project's scope, schedule, or budget. Once completed, it is submitted to the IT PMO at it-pmo@udel.edu to initiate the review process. The change request is first reviewed and approved by the Steering Committee and Executive Sponsor, followed by a formal review with the Governance Committee at Gate 3+.

Primary Responsibility: PMO Project Manager

3.5-Approval to Proceed (Optional)

The Approval to Proceed is an optional tool used for iterative or agile projects where specific go/no-go decision points are identified during the Delivery Phase. It documents the action or decision being approved, a description of what is authorized, and the next steps following approval. The document is signed by the sponsor or their delegate to formally grant authorization to move forward.

Primary Responsibility: PMO Project Manager

3.6-Approval to Operate (Optional)

The Approval to Operate is an optional tool used to designate when one or more deliverables are officially released and transitioned to operational status. It documents the deliverable moving to operations, the operational owner in production, and any deliverables previously transitioned to operations earlier in the project lifecycle. Multiple Approval to Operate documents may be completed for a single project as needed.

Primary Responsibility: PMO Project Manager

4.0-Project Closeout Document

The Project Closeout Report is the final required template in the IT Project Management Framework Lifecycle. It builds on the Acceptance of Deliverables by capturing additional project-level details not specific to individual deliverables. The Closeout Report serves two primary purposes:

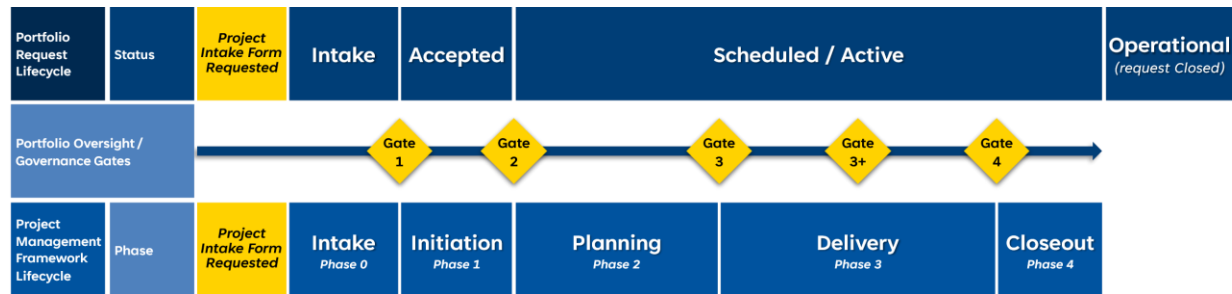
- **Communications** – Captures key project outcomes and successes that can be used in university communications, Annual Reports, Executive Briefings, and newsletters
- **Continuous Improvement** – Documents lessons learned, successes, and areas for improvement to strengthen planning and performance on future projects

The Closeout Report is presented at Gate 4 and its completion and sign-off formally mark the project as closed.

Primary Responsibility: PMO Project Manager

Appendix 3 – Portfolio Request Lifecycle *relationship to* Project Management Framework Lifecycle

In addition to the Project Management Framework Lifecycle, UDIT project requests also travel through a Portfolio Request Lifecycle. The Portfolio Request Lifecycle focuses on how a request moves through the governance cycle, including approval, prioritization, and queue management, while the Project Management Framework Lifecycle focuses on how approved projects are planned and delivered. Together, these two lifecycles ensure that UDIT is both selecting the right projects and executing them effectively.



IT tracks all projects and requests through their full portfolio lifecycle. The lifecycles share governance checkpoints and templates throughout, though they serve distinct purposes. The following table shows how the Portfolio Request Lifecycle aligns with the Project Management Framework Lifecycle:

Portfolio Request Lifecycle	Request Lifecycle Description	Project Management Framework Lifecycle Alignment
Intake	Project requests are submitted for analysis, evaluation, and decision-making by the PMO and Governance Committee	Intake
Accepted	Project is accepted into the portfolio queue following Gate 1 approval	Initiation
Scheduled / Active	Project has been approved at Gate 2 with a confirmed start date and allocated resources. Projects transition from high-level planning through active execution, including planning, delivery, and closeout activities	Planning Delivery Closeout
Operational (Request Closed)	Project has been formally closed following Gate 4 approval. All project management closeout documents are approved and the request is officially complete	N/A
On Hold	Request has been approved but placed on hold due to resource constraints or other issues	Initiation Planning Delivery
Canceled	The project has been terminated before completion.	Any
Rejected	The project request has been evaluated and determined to be unsuitable or not feasible for implementation at this time	Any

Appendix 4 – Definitions

Term	Definition
Agile (Software Development)	A project management approach utilizing a series of repeating short development cycles called sprints to design, develop, and deliver the final project deliverables. For more information, see the Agile Alliance website: https://www.agilealliance.org/agile101/
Deliverable	A final product or product component that must be provided to a client or stakeholder according to contractual stipulations.
Gate / Governance Gate	A formal checkpoint within the Project Management Framework Lifecycle where the Governance Committee reviews project progress and approves advancement to the next phase. There are five gates: Gates 1 through 4 and Gate 3+ for change control.
Governance	The structure by which roles and relationships between project team members and an organization's decision makers are defined, ensuring accountability and alignment throughout the project lifecycle.
Governance Committee	The governing body responsible for project prioritization, feasibility, readiness, and progress monitoring across the UDIT project portfolio. The Governance Committee convenes at each gate to review and approve project advancement.
Phase	A distinct stage in the project lifecycle, each with its own purpose, required deliverables, and action items that must be completed before advancing to the next phase.
Portfolio	A collectively managed set of programs and projects, evaluated and prioritized to align with UDIT and university strategic objectives.
Project	A temporary endeavor undertaken to create a unique product, service, or result with a defined beginning, end, scope, and resources. (PMI) For more information, see: https://www.pmi.org/about/learn-about-pmi/what-is-project-management
Project Management	The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (PMI)
Project Type	A pre-defined set of Framework components configured to support delivery within certain project dynamics
Resource(s)	The elements needed for a project to successfully meet its objectives. Examples of resources include equipment, staff, locations, facilities, and money.
Scope	The scope of a project constitutes everything it is supposed to accomplish in order to be deemed successful.
SCRUM	An Agile-specific project management approach to support teams in complex product development. Scrum consists of Scrum Teams and their associated roles, events, artifacts, and rules. For additional information, see https://www.scrum.org/
Template	A standardized document used within the IT Project Management Framework to capture and report consistent project information at each phase of the lifecycle.
Waterfall	A sequential, linear process of project management consists of several discrete phases; no phase begins until the prior phase is complete, and

	each phase's completion is terminal. Waterfall management does not allow you to return to a previous phase.
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