Project Initiation Document

Enter name of Institution and Project here
## Document Control

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<tr>
<th>File Name</th>
<th>Original Author(s)</th>
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1. INTRODUCTION

Give some information on the Institution and the context of/background to the Project. How big is it going to be and what areas will it cover? What approach will be taken?
2. PROJECT OBJECTIVES

2.1. GOALS AND OBJECTIVES

An explanation of context of goals and objectives including some detail on how they were arrived at and who was involved (can append any detailed information if required). Objectives give detailed support to the Goals. An example is shown.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
</tr>
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</table>
| The system will improve job satisfaction levels within the Institution | • It will be a tool to help staff do the job they are paid for, not an added source of frustration  
• It will ease the administrative burden by allowing users to work efficiently and effectively thus freeing time for those activities which add greater value  
• Staff will have readily accessible the day-to-day information they need to do their job  
• It will provide greater transparency for decision makers at all levels |

2.2. CRITICAL SUCCESS FACTORS

How will you judge whether the objectives of the project have been met? Try to think of measurable improvements associated with each of the objectives. Even an apparently vague goal such as ‘improve job satisfaction’ can have tangible and measurable objectives if you are sufficiently specific about them. If you are not specific about objectives you may find it hard to assess the value of the project.
3. SCOPE

3.1 ORGANISATIONAL SCOPE

Sets out how the organisation is going to approach the Project including details on any intention to secure the services of a supplier/partner.

Broad explanation of how project will incorporate requirements of the various stakeholders within the organisation. Also, any available details on to what extent, if any the organisation may be required to give access to external parties.

3.2 LOGICAL SCOPE

Gives a high level overview when purchasing a system of the areas or processes covered by the project as well as any interfacing and infrastructure details – when purchasing a system it can be useful to finalise this as part of your Invitation to Tender. An example would be key Student Administration processes within a project scope – as detailed below.

3.2.1 Student Administration

- Applications and Admissions
- Academic Programme Administration (taught and research activities)
- Student Enrolment
- Research Students
- Student Assessment, Examinations and Progression
- Timetabling
- Graduation, Leavers and Alumni
- Reporting to External Bodies
- Management Information Production
- Student & Community Information

3.3 TEMPORAL SCOPE/PHASING

This should give an overview of the time constraints and milestones, including start and end dates where these are known. It will be helpful to break the project down into phases and identify what is in scope for each phase (even if you can’t yet set timescales for all phases). You may need to think about:

- Processes
- Software Applications
- Hardware
- Locations
- Users
- Infrastructure
Part of the Project Initiation Document:

**Name of Project should appear here**

**Phase Number and Title**

**Name of Institution**

- Interfaces
- Testing

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase Title</th>
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<tbody>
<tr>
<td>Scope:</td>
<td></td>
</tr>
<tr>
<td>Dates/Duration:</td>
<td></td>
</tr>
<tr>
<td>Deliverables:</td>
<td></td>
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<tr>
<td>Users/Locations:</td>
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<table>
<thead>
<tr>
<th>Phase 2</th>
<th>Phase Title</th>
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<tbody>
<tr>
<td>Scope:</td>
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<tr>
<td>Dates/Duration:</td>
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<tr>
<td>Deliverables:</td>
<td></td>
</tr>
<tr>
<td>Users/Locations:</td>
<td></td>
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</table>

3.4 **RELATED PROJECTS**

List any related projects (if any) with details of expected completion dates and any potential for overlap of requirements for support resource – as this could have 'knock-on' effects re timescales, etc. Also flag any other potential impacts and identify, where possible, any requirement for output from the other projects.

<table>
<thead>
<tr>
<th>Projects</th>
<th>Expected Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workflow Mapping: a team is mapping the current processes relating to student administration. There is a potential conflict with the system selection project as some members of the workflow team will be required to contribute their process knowledge to the system selection project.</td>
<td>April 2000</td>
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3.5 OUT OF SCOPE

If any potentially related areas have been defined as out of scope it is worth making this explicit e.g. you are implementing a system to undertake course timetabling but not exam timetabling or you are implementing a personnel system that does not include payroll.
4. RISKS, CONSTRAINTS AND ASSUMPTIONS

4.1 RISK MANAGEMENT APPROACH

A description of the approach you are taking can be included here, including responsibilities for recording risks and implementing appropriate risk management strategies, as well as communicating such information to the Project Steering Board.

4.2 RISKS

In terms of recording identified risks, actions to be taken and early warning signs we recommend that you use the JISC infoNet Risk Assessment template. This is because you will need to review and update the risk management document throughout the course of the project. You may however wish to summarise the main risks here or paste in details from the risk template to give an overview of the risks perceived at the start of the project.

4.3 CONSTRAINTS

This section summarises any constraints that affect the scope of your project or how you carry out the project e.g. project staff are only available during summer vacation, new system must interface with another system, requirements of external bodies affect the extent to which you can alter a process etc.

4.4 ASSUMPTIONS

This is a list of assumptions on which the initial project framework and plan are based. The JISC infoNet Project Management infoKit discusses the sort of assumptions that can cause issues if not clarified initially. Examples may relate to many areas including: provision of infrastructure, IT support, resource availability, communication, training, staff development, working arrangements (and flexibility) and user expertise. Take particular care in defining what is expected of people outside the project team.

<table>
<thead>
<tr>
<th>Project Assumption</th>
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5. PROJECT ORGANISATION

5.1 PROJECT STRUCTURE

It may be helpful to show the project structure as a diagram (see example below).

![Project Structure Diagram]

- Project Steering Board
  - Sponsor (name)
  - Members (names)
- Quality Assurance (external)
- Project Manager (name)
  - Project Administration
  - System Supplier
- Business Analysts (names)
- Technical Support (names)
5.2 ROLES & RESPONSIBILITIES

Direct resource requirements for the project should be detailed here. This should indicate the numbers and types of staff and their estimated commitment to the project. We recommend using the JISC infoNet Roles and Responsibilities template to record the detail of roles and responsibilities as this may need regular updating during the course of the project. This document could be pasted in or appended to the Project Initiation Document.

<table>
<thead>
<tr>
<th>Project Role</th>
<th>Number of People</th>
<th>Days per Week</th>
<th>Total Days for the Project</th>
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6. PROJECT CONTROL

How will the project be monitored and controlled on a day-to-day basis? How will it be evaluated? What methods will be used to facilitate effective team working?

6.1 ISSUE CONTROL

This section should define how the project team is going to deal with issues. Project issues must be identified, prioritised and dealt with swiftly to ensure that dependent activities are not affected. An issues log is an ideal way of keeping a record of issues as they arise and also recording how they are resolved. The JISC infoNet Project Management infoKit provides a template Project Controls Database that contains an issue log.

6.2 CHANGE CONTROL

The change control section documents what happens when someone proposes a modification to the planned output of the project. Each Change Request should be documented (including initiator, reasons and a description of the change required) and evaluated in terms of its impact. The appropriate actions required to resolve the requested change can then be determined. Change Requests can then be dealt with by the Project Steering Board, or other agreed person/group supporting the project. The JISC infoNet Project Management infoKit provides a template Change Request form and template Project Controls Database that contains a change control log.

6.3 QUALITY ASSURANCE

What Quality Assurance measures are planned? Who will evaluate quality and when? Will an external assessor be appointed? How will deliverables be tested and formally signed off? Is there an agreed User Acceptance Testing mechanism?

6.4 FINANCIAL CONTROL

Outline responsibilities for the control of expenditure and budgets. You may wish to attach the project budget as an appendix to this document but you will need to consider the confidentiality of such information especially where you are working with third parties.

6.5 INFORMATION MANAGEMENT

How is relevant project information to be held? There are issues here re quality and availability of information – it may be useful to put in place a central repository or project library of relevant information and initiate a culture of sharing information throughout the project. The importance of information management should not be underestimated – it can be a critical contributory factor to successful achievement of project goals.
7. REPORTING

7.1 REPORTING WITHIN THE PROJECT TEAM

This section should define how and when the project team members report progress.

7.2 MANAGEMENT REPORTING

This section should define how and when the project manager reports to the sponsor and/or steering board.
8. STAKEHOLDERS

8.1 IDENTIFICATION AND ANALYSIS

It is useful at this stage not only to identify your key stakeholders but to undertake some analysis of what their perceptions of your project are likely to be. This will help to show that you are aware of their views and will help you focus communications. We recommend that you use the JISC infoNet Stakeholder Analysis template for this purpose as the document may need regular updating. You may wish to summarise the key stakeholders here or append your analysis.

8.2 COMMUNICATION

Appropriate two way communication with stakeholders is crucial to the success of the project. This matrix gives examples of how you may start to think about the interested parties and the suggested communication channels to be used for each group.

<table>
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<tr>
<th>Stakeholders</th>
<th>Expected Communications</th>
<th>Frequency</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Steering Board</td>
<td>Status reporting</td>
<td>In line with Project milestones</td>
<td>Generally, formal reports to be followed up by face to face contact where appropriate</td>
</tr>
<tr>
<td></td>
<td>Issues reporting</td>
<td>Dependent on timing and priority</td>
<td></td>
</tr>
<tr>
<td>Project Team</td>
<td>Documentation and standards</td>
<td>In line with plan</td>
<td>Central repository, managed by project administration</td>
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<td></td>
<td>Project knowledge</td>
<td>Ad hoc as necessary</td>
<td>Group e-mail</td>
</tr>
<tr>
<td></td>
<td>Internal communications</td>
<td></td>
<td>Team meetings</td>
</tr>
<tr>
<td>Admin User Representatives</td>
<td>Informal communication of progress</td>
<td>In line with plan</td>
<td>Group e-mail, from project office</td>
</tr>
<tr>
<td></td>
<td>Discussion of issues</td>
<td>Ad hoc on demand</td>
<td>Formal reports plus informal communication with Project Team</td>
</tr>
<tr>
<td></td>
<td>Respond to issues raised</td>
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</tr>
</tbody>
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9. **PLANNING**

9.1 **APPROACH**

This section should outline your approach to project planning. JISC infoNet advocates the ‘Sliding Planning Window’ approach as described in the Project Management infoKit.

9.2 **MILESTONE PLAN**

Insert a copy of the initial outline plan or summarise the key milestones and dates.