

 <p>State of Connecticut Department of Correction</p> <p>ADMINISTRATIVE DIRECTIVE</p>	Directive Number 4.9	Effective Date 1/9/2015	Page 1 of 3
	Supersedes Management of Technology Projects dated 1/1/2010		
Approved By:  Interim Commissioner Scott Semple	Title Management of Technological Projects		

1. Policy. The Department of Correction shall manage information technology projects in accordance with the guidelines established by the Department of Information Technology.
2. Authority and Reference.
 - A. Connecticut General Statutes, Sections 4d-2(c) and 18-81.
 - B. Executive Order #19, Governor Rell, 2008.
 - C. State of Connecticut, Department of Information Technology, Policy for the Management of State Information Technology Projects.
3. Definitions and Acronyms. For the purposes stated herein, the following definitions and acronyms apply:
 - A. CIO. Chief Information Officer.
 - B. COTS. Commercial Off-The-Shelf software.
 - C. DAS/BEST Department of Administrative Services/Bureau of Enterprise Systems and Technology. .
 - D. Information System Project. Any temporary collaborative activity that involves material additions to or changes in the agency's information technology environment and where the activities and tasks are characterized by the need for effective planning, analysis, execution, quality assurance and overall management in order to ensure that a specific business or technical objective is achieved.
 - E. SDM. Software Development Methodology.
4. Annual Information Technology Plan. Projects that impact the resources of the Management Information Systems Unit shall be prioritized and approved by the Commissioner or designee with the input and support of the division heads, the Director of Management Information Systems, Director of Facilities Management and Engineering Services, and Director of Fiscal Services as part of the annual information technology planning cycle.
5. Information Technology Project Proposals. Prior to initiating any project involving computer networks and/or information technology, the requestor of the project must submit a written proposal to the Director of Management Information Systems for review.
6. Use System Development Methodologies. Projects involving information technology resources that are expected to exceed \$50,000, have a duration of longer than six (6) months or are State Enterprise wide projects shall follow the appropriate SDM as developed and maintained by the Department of Information Technology:
 - A. SDM Standard. For large or complex projects whose estimated implementation costs are expected to equal or exceed \$400,000 and/or

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will take in excess of six (6) months of duration (calendar time) to complete.

- B. SDM Lite. For projects that that are expected to cost less than \$400,000 to implement and will take less than six (6) months of duration (calendar time) to complete.
 - C. SDM COTS. For projects involving the purchase and implementation for any of any COTS product, but excluding retail software.
 - D. SDM RAD. A version of SDM that supports the unique needs of projects requiring Rapid Application Development.
7. System Development Methodology Phases. Each SDM project shall be broken down into the following phases:
- A. Phase 1. Define the Business Objectives, Issues and Identify Costs;
 - B. Phase 2. Define the Business and Technical Requirements;
 - C. Phase 3. Create the General and Detail Design;
 - D. Phase 4. Develop/Construct the Solution;
 - E. Phase 5. Perform Testing and Quality Assurance;
 - F. Phase 6. Implement the Solution; and,
 - G. Phase 7. Post-implementation Warranty Period.
8. Project Steering Committee. Oversight for information technology projects shall be accomplished by the establishment of a Project Steering Committee that consists of, at a minimum, the Commissioner or designee who serves in the capacity as the Committee's chairperson, the project's Executive Sponsor and the Director of Management Information System. Other responsible parties (e.g., Director of Facilities Management and Engineering Services, Director of Fiscal Services, etc.) may be included as voting members of the Project Steering Committee, depending on the scope and nature of the project.
- At the conclusion of each project phase, the Project Steering Committee shall be responsible for final phase approval, allowing the next phase of the project to commence as outlined in Section 6 of this Directive.
- The Project Steering Committee shall be responsible for approving changes in a project's scope, delivery timetables or increases in costs or other resources.
9. Project Costs. Project implementation costs shall be defined as any expenses directly related to the activities of the project, including, but not limited to personnel services, other expenses and purchases utilizing capital or bond funds.
10. Standard Planning Software. A standard project tracking tool shall be used for the development and management of project plans related to information technology projects. In addition, the deliverables required for SDM shall typically require the use of Microsoft's Word, Excel, and/or PowerPoint software products.
11. Key Project Management Roles. Key project roles as defined by the SDM are as follows:
- A. Executive Sponsor. The Executive Sponsor is typically a senior executive in the agency who shall be responsible for the strategic direction of the project. The Executive Sponsor shall have the

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authority to define project goals, secure resources, and resolve organizational and priority conflicts.

- B. Technology Manager. For projects involving information technology activities, the state's SDM calls for the Technology Manager to fill the role as the "Project Manager." In this capacity, the Technology Manager shall have overall operational authority over the execution of the project and is responsible for the development of project plans, project budgets, management and task planning and other deliverables as articulated in the SDM. The Technology Manager shall report to the Executive Sponsor. It shall be within the discretion of the Commissioner to appoint a responsible and properly experienced individual as the Technology Manager for any information technology project.
 - C. Business Manager. The Business Manager is normally selected from the agency's business management team and is responsible for the quality of project deliverables from a business perspective. This individual shall be responsible for ensuring that business requirements are properly and thoroughly defined and documented, helps define project scope and deliverables, coordinates and performs customer acceptance testing and supports implementation planning and execution. The Business Manager shall report to the Executive Sponsor.
12. Project Management Resources. The following resources shall be available to those involved in information technology projects:
- A. DAS/BEST Project Management Office;
 - B. DAS/BEST System Development Methodology (Standard);
 - C. DAS/BEST System Development Methodology (Lite);
 - D. DAS/BEST System Development Methodology (COTS);
 - E. Historical Agency Project Reviews;
 - F. Project Management Institute; and,
 - G. Gantthead.com - Online Community for Project Managers.
13. Exceptions. Any exceptions to the procedures in this Administrative Directive shall require prior written approval from the Commissioner and any substantive deviation from the use of the state's System Development Methodology shall require the prior approval of the state's Chief Information Officer.