

# Concept Phase Overview

In this phase, the project initiator conceptualizes the project and drafts a Business Case. The Business Case is reviewed by the sponsoring unit leadership to determine if the approval of the investment is highly probable based on factors like strategic alignment with University & HR goals, identification of high-priority business need(s) or mandate(s), alternative solution analysis, high-level risk assessment, and determination of a clear, sustainable recommended solution. If the sponsoring unit leadership supports (& approves) the Business case, a Project Sponsor must be confirmed and a Project Request must be submitted to the HR-PMO to begin project initiation activities. It is understood that the information provided is what is known at the time of project submission, and serves as a basis for meeting and discussion to progress the project.

## Participants

**Project Sponsor**



**Executive Sponsor**



**Functional Managers**



**Subject Matter Expert(s)**



**Information Security**



**Project Stakeholders**



**Budget**



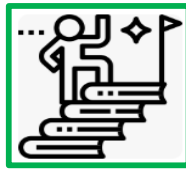
**Project Governance**

**HR-PMO**



## Inputs

**Project Ideation**



- Project rationale
- Complexity assessment
- High-level risk identification

**Alternative Solution Analysis**



- Strategic Alignment
- Business Needs Statement
- High-level scope
- Feasibility

**Regulatory Demands**



- Legislations / Standards
- University Policies & Procedures
- Market demands
- Audit findings

**Agreements**



- Service Level Agreements (SLAs)
- Organizational Structure

**Institutional Data**



- Historical process documentation
- Historical data
- Historical project documentation
- Performance indicators

## Objectives

- Conceptualize the project & draft a business case
- Identify the need/problem statement & Business Goals
- Validate alignment of the concept statement with the University and HR goals and OFA principle
- Analyze alternative solutions
- Identify best-fit /recommended solution
- assess long-term sustainability and feasibility of the project's solution;
- Identify high-level assumptions
- Perform high-level risk assessment
- Understand factors such as financial requirements, people resources, risks and timing constraints that may affect the project;
- Prepare supporting documentation (Policies, Regulations etc.)
- Submit a project request to the PMO
- Determine if this investment proposal will warrant investing in the development of a Project Charter

## Expertise

- Organizational knowledge
- Technical expertise
- Process owners
- Subject Matter Experts
- Industry standards & best practice knowledge
- Project Management Office

## Activities, Tools & Techniques

- Brainstorming
- Stakeholder analysis / perception inventory
- Client analysis
- Root cause analysis
- RACI to clarify influence, roles & responsibilities
- Conflict resolution

## Outputs & Exit Criteria

**Project Sponsor Confirmed**



**Business Case**  
(Approved by Sponsoring Unit)



**Project Request Form**  
(Submitted)



**Project Charter**  
(Draft)



**Project Status Reporting**  
(Begins)

