

## Complexity Matrix

Attribute	Work Request	Project	Large Project
<b>Effort</b>	< 320 hours	320 – 2,000 hours	> 2,000 hours
<b>IT Coordination</b>	All work can be accomplished within one group in IT Services	Requires coordination among two - four groups within IT Services	Requires coordination among more than four groups within IT Services
<b>Duration</b>	< 6 Months	6-12 Months	> 12 Months
<b>Campus Impact</b>	Single functional area	Two functional areas	Project will impact multiple departments or groups on campus
<b>Complexity</b>	Easily understood problem and the solution is readily achievable	Either difficult to understand problem, solution unclear or solution difficult to achieve	Complex problem or solution
<b>Vendor Involvement</b>	None	Project assessment may involve contracting with an outside vendor	Project implementation involves contracting with a new vendor
<b>Dependencies</b>	No major dependencies or inter-related projects	Some major dependencies or inter-related projects but considered low risk	Major high risk dependencies or inter-related projects
<b>Timeframe</b>	Schedule is flexible	Schedule can undergo minor variations but deadlines are firm	Deadline is fixed and cannot be changed, schedule has no room for flexibility
<b>Method Used to Manage the Work</b>	<p style="text-align: center;"><b>Departmental</b></p> <p>Department Lead should approve the level of project management methodology to be applied.</p>	<p style="text-align: center;"><b>Basic Project Management</b></p> <p>Use ITS PMO recommended artifacts. Simple governance. Informal gate process</p>	<p style="text-align: center;"><b>Full Project Management</b></p> <p>The IT PMO, in collaboration with the Project Manager will determine the appropriate artifacts for the project. Artifacts will be reviewed for quality and continuing relevance at each Phase Gate.</p>
<b>Project Management Prerequisites</b>	Basic project management skills and experience	Proven project management experience	Extensive project management experience, managing multiple, complex projects across multiple functions