SMI's Project Management Framework

Staff Workshop

December 2015
Outcomes of the Workshop

Participants will understand:

• The additional new steps and processes of the SMI Project Management Framework
• Project governance and the introduction of portfolio and program levels of control
• How and when to apply the SMI project templates
• What support is available
Overview of the Session

- Project Principles
- Definition of a Project
- Project Maturity and our forward roadmap
- The Project Lifecycle
- Governance and Roles
- Lifecycle Unpacked
  - Idea creation
  - Opportunity Identification
  - Project Development
  - Contracting
  - Delivery
  - Close Out
  - Impact Demonstration
- Support
Why a SMI Project Management Framework?

- Currently project management at SMI is handled at a Centre level without an Institute mandated approach or system.
- The Academic Board Review identified a need for SMI’s leaders to develop improved skills in project management, pricing, cost control, budgeting and contract management (R7).
- SMI Leadership agreed with that recommendation, stating in the SMI response to the Academic Board review that SMI is a project based organisation and our ability to manage projects is key to our performance.
- In response to this agreement Project 4 of the NEXT SMI Program was created which was tasked with creating a SMI Project Management Framework building on our examples of good practice.
What will it mean for SMI Researchers?

• The role of Chief Investigator (CI) will continue with the following changes to project management:
  – Templates will be used where possible to standardise practice across SMI
  – Information including existing UQ forms and processes will be managed within the SMI Portfolio Support Office
  – CIs and Program Leaders will have access to aggregated management information to assist them to track project progress
• Program Leaders will have management information for projects across their program
Benefits of using the new framework

- Improved client relationships through better project performance
- Accurate, consistent and timely management of projects against budget and milestones
- Improved consistency of project process across all Centres
- Reduced cost of project delivery due to better tracking of outputs, budget and people
- Improved risk and issue management
- Gradual reduction of manual or duplicate processes and systems to a single version of SMI project management.
Our starting place as an Institute

SMI has been baselined as a level 1 in maturity

1 – **Awareness** = The organisation recognises projects and runs them differently based on individual preference and limited management control.

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<thead>
<tr>
<th></th>
<th>5 optimised</th>
<th>4 managed</th>
<th>3 defined</th>
<th>2 repeatable</th>
<th>1 awareness</th>
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<tr>
<td>Organisation</td>
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<td>Management Control</td>
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<td>Benefits Management</td>
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<td>Stakeholder Management</td>
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<td>Resource Management</td>
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Method source - P3M3 ® Axcelos 2014
Our Journey to Level 3

Build & Introduce - 2015 (Sept-Dec)
- Roles and Responsibilities
- Lifecycle
- Project Framework
- Guidelines
- Project Handbook
- EPM System Requirements
- Targeted Training and Coaching
- Program Leaders (introduce)
- Professional Support Re-org
- Roadmap for maturity growth
- Intranet site

Embed & Build Capability:
- EPM System embed
- Targeted Training & Coaching
- Lessons learned
- Central source of proposals
- Program Leaders (embed)
- Monitor and Adjust
- Rebaseline Project Maturity
- Preliminary review of Program and Portfolio functioning

Embed & Mature:
- Targeted Training & Coaching
- Assurance
- Monitor and Adjust
- Rebaseline Project Maturity
- Baseline Portfolio and Program Maturity

SMI Portfolio, Program and Project Maturity Journey

Level 1 – Awareness (P3M3 Baseline 2015)
Level 2 – Repeatable
Expected June 2016
Level 3 – Consistent
Expected End 2017
Introducing the SMI Project Lifecycle

1. Idea creation
2. Opportunity identification
3. Project development
4. Contracting
5. Delivery
6. Close out
7. Impact demonstration

The lifecycle moves in a cyclical manner, indicating continuous improvement and iteration.
Structure of the Framework

All sections of the lifecycle are broken down guidelines that show:
- Key activities
- Key roles
- Key templates

All located on the SMI Intranet
## Portfolio, Programs and Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Programs</th>
<th>Portfolio</th>
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<tbody>
<tr>
<td>A project is a temporary endeavor undertaken to create a unique product, service or result’. A particular project may or may not be part of a program. Whereas programs deal with outcomes, projects deal with outputs.</td>
<td>A program is a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation’s strategic objectives.</td>
<td>An organisation’s change portfolio is the totality of its investment (or segment thereof) to achieve its strategic objectives.</td>
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The positive indicators of a ‘good’ project

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<thead>
<tr>
<th>Idea Creation</th>
<th>Ideas are being generated and captured</th>
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<tbody>
<tr>
<td>Opportunity Identification</td>
<td>Opportunities have a go/no go decision prior to heavy investment being made in forming up a proposal</td>
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<tr>
<td>Project Development</td>
<td>Time is taken to plan the project to the level required to manage it effectively</td>
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<td></td>
<td>Budget estimates are accurate and fully costed</td>
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<td></td>
<td>Project Proposals are of high quality and consistent</td>
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<td></td>
<td>The project sponsor is satisfied and the relationship is conducive to a contract being signed</td>
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<tr>
<td>Contracting</td>
<td>Contracting process is occurring in compliance with UQ and Institute policy and procedure.</td>
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<td></td>
<td>SMI/UQ staff time expended in completing the contracting process is appropriate given the value, risk and complexity of the project and project contract.</td>
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<tr>
<td></td>
<td>Contract is signed in a timely manner.</td>
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<tr>
<td>Delivery</td>
<td>IP is being protected</td>
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<td></td>
<td>Project is being managed in accordance with the contract</td>
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<tr>
<td></td>
<td>Status is being monitored and regularly communicated to the funding Sponsor and internal management</td>
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<tr>
<td></td>
<td>Outputs are delivered on time in accordance with contracted milestones</td>
</tr>
<tr>
<td></td>
<td>Risks and issues are being managed promptly</td>
</tr>
<tr>
<td></td>
<td>Quality of outputs are being checked and verified regularly</td>
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<tr>
<td>Close Out</td>
<td>The project is delivered to the original contracted budget</td>
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<tr>
<td></td>
<td>The funding Sponsor is satisfied</td>
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<td></td>
<td>An internal project debrief is completed and lessons learned captured</td>
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<tr>
<td>Impact Demonstration</td>
<td>Publications or other positive benefits are coming out of the research</td>
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<td></td>
<td>Repeat business coming back to the Institute</td>
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</table>
## Early warning signs of projects in trouble

<table>
<thead>
<tr>
<th>Idea Creation</th>
<th>☐ Ideas are not being openly shared for the good of the Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity Identification</td>
<td>☐ Expectations are not set up with the funding body appropriately</td>
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<tr>
<td></td>
<td>☐ Opportunities are pursued without approval</td>
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<td></td>
<td>☐ Opportunity is not in line with Project Sponsors need</td>
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<tr>
<td>Project Development</td>
<td>☐ Project manager not clear on their responsibilities and accountabilities</td>
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<td></td>
<td>☐ Lessons from the past indicate this type of project needs careful and considered governance and management and that is not occurring</td>
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<td></td>
<td>☐ Not enough time spent in the plan for commencement of work</td>
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<td></td>
<td>☐ Relationship with Project Sponsor is strained</td>
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<tr>
<td>Contracting</td>
<td>☐ Contracting process is not occurring in compliance with UQ/SMI policy and procedure</td>
</tr>
<tr>
<td></td>
<td>☐ SMI RPM and/or SMI Legal is not receiving appropriate instructions from CI</td>
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<tr>
<td></td>
<td>☐ SMI/UQ staff time expended in completing the contracting process is excessive given the value, risk and complexity of the project and project contract</td>
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<tr>
<td></td>
<td>☐ Project Sponsor is unresponsive or unreasonable in project contract negotiations</td>
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<tr>
<td></td>
<td>☐ Contract is not negotiated and signed in a timely manner</td>
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<tr>
<td></td>
<td>☐ Project Sponsor is frustrated with the contract negotiation and impact on start date</td>
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<td></td>
<td>☐ Project Sponsor pulls out of proceedings</td>
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<td></td>
<td>☐ Project delivery commences and/or project staff/contractors committed to the project before contract negotiations have been completed, a contract is signed and GRL (or pre-GRL) is issued</td>
</tr>
<tr>
<td>Delivery</td>
<td>☐ Unexpected staff departure</td>
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<td></td>
<td>☐ Debtors are over 90 days</td>
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<td></td>
<td>☐ Scope creep and over servicing not being managed and regularly controlled</td>
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<td></td>
<td>☐ If the project is not tracking to time and meeting a milestone is in doubt</td>
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<tr>
<td></td>
<td>☐ A complex contract variation may be required due to lack of delivery</td>
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<tr>
<td></td>
<td>☐ Risks originally anticipated are becoming real</td>
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<tr>
<td></td>
<td>☐ No peer review occurring to check quality of deliverables</td>
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<td></td>
<td>☐ The budget is being expended faster than expected so an over-run is looking likely</td>
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<td></td>
<td>☐ Issues are being raised that will impact on the delivery of time scope and cost targets</td>
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<td></td>
<td>☐ Internal conflict in the project management team</td>
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<tr>
<td>Close Out</td>
<td>☐ The Sponsoring body is not satisfied with the quality of the deliverables they are receiving</td>
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<tr>
<td></td>
<td>☐ No formal project closure or debrief meaning we are not learning from our good practice or mistakes</td>
</tr>
<tr>
<td>Impact Demonstration</td>
<td>☐ No impact demonstration due to not factoring it in project development stage</td>
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</table>
Governance and Roles
Governance and Roles
Over 2016 there will be a transition to central storage of some of the key documents by the Portfolio Support Office.
Scaling project delivery approach

- It is important to apply the correct amount of project management rigour so as not to overburden the project.
- To determine ‘how much rigour do I apply’, it is possible to scale the methodology relative to the size, complexity, priority/importance, risk and experience within the project.
- For example, for SMI projects that are considered complex, high risk, or over $200K would need a higher level of detail when planning and delivering project control methods.
- Your Program Leader and the Portfolio Support Office can assist you with guidance here.
SMI Project Lifecycle Unpacked

1. Idea creation
2. Opportunity identification
3. Project development
4. Contracting
5. Delivery
6. Close out
7. Impact demonstration
Lifecycle Step 1 – Idea Creation

• The idea creation phase is a creative process.
• Ideas may come through industry needs or issues, or be generated from past projects or studies.
• This phase often links closely to the business development process and is usually unstructured.

Note – This phase may not happen as a separate phase in all cases – i.e. at times the cycle will start with researchers responding to an opportunity (Phase 2).
Key Activities

1. Conduct research on idea, business development and/or industry engagement activities
2. Seek internal approval to take the time to develop the idea into a concept
3. Document the Idea
4. Update SMI Project Register with a new entry (optional)
The purpose of the opportunity identification phase is to expand on the idea and work with industry partners to create a high level Project Concept (not a formal proposal).

That opportunity may be externally driven (e.g. competitive scheme request for proposals or a tender submission) or internally driven (e.g. as a result of active business development).
Key Activities – Opportunity Identification

1. Engage with industry and funding bodies to expand ideas into an opportunity and project concept (preliminary scope).
2. Look for previous lessons learned (like projects or Sponsor)
3. Check if any umbrella agreements exist
4. Complete relevant confidentiality agreements and processes (if appropriate).
5. Assess the availability of internal SMI capability (including RHD)
6. Assess the delivery complexity of the opportunity and conduct a preliminary risk assessment (first pass)
7. Identify preliminary impact demonstration and commercial opportunities
8. Hold Go/No Go meeting to determine if SMI should invest time in the opportunity.
9. Submit Project Concept to Sponsor for preliminary approval (if appropriate) or move into Project Development phase
10. Update SMI Project Register with status (progressive)
Introducing the Project Controls Log

- **Risks Register** – used to formally record risks, incorporates the risk assessment required for contracting purposes. Contains the contracting risk assessment document.
- **Issues Register** – used to formally record issues and manage their resolution
- **Stakeholder List** – for projects that have a number of stakeholders a place to log stakeholder information.
The first gate: The Go – No Go Meeting

- Is this opportunity in line with our program and SMI strategy?
- Is this opportunity in line with UQ strategy?
- Do we have the capability and resources to deliver this within the projected timeframes?
- Have we had success with a similar opportunity previously?
- Is the risk profile of this opportunity or the sponsor too much for us to take right now?
- Are there other projects like this that we can leverage off or possibly negotiate an extension of contracted scope?
- Is the funding sponsor likely to meet all of our costs?
- Is this a loss leading opportunity and does this fit with our broader revenue pipeline?
- Does an umbrella agreement exist that makes this an easier contracting process?
- Is the research question, objectives and scope defined?
- Is the opportunity innovative?
- Does the opportunity have the potential for commercialisation?
- What is the potential number of peer-reviewed publications to come from this opportunity?
- Does it have the potential to support RHD students?
- Is this opportunity worth investing in?
The link between planning and quality
The purpose of Project Development is to formally scope up the project and finalise the Project Proposal (Part A).

A secondary aspect of the Project Development phase is the creation of the Project Control Plan (Part B) which is created for internal purposes to be used alongside the Project Proposal, it is finalised as part of the Contracting phase and builds on the information provided to the project sponsor as part of Proposal submission.

Both Part A and Part B form the Project Management Plan.

NOTE - If the project does not receive funding at this phase move to close out and the SMI project register will be updated to reflect this.
Key Activities – Project Development

1. Identify and engage stakeholders
2. Expand on preliminary scope created in Opportunity Development
3. Complete a Project Schedule (based on detailed time and effort estimates)
4. Conduct Risk Assessment (second pass)
5. Set up and populate the Project Controls Log (risk, issues, stakeholders)
6. Determine the final project budget using the UQ Budget Spreadsheet (consulting with your Senior Finance Officer). Include funding for post Project Impact Demonstration activities, publications, IP or commercial opportunities.
7. Collate the draft Project Proposal for submission to Sponsor (Part A of the Project Management Plan)
8. Complete the Project Controls Plan or for a lite project complete the Work Package containing monitoring and evaluation (M&E) framework with impact indicators, risk, governance, change control and communications plan. (Part B of the Project Management Plan.)
10. Proposal approval by relevant internal SMI authority prior to submission.
11. Submission of Final Proposal and approval by Sponsor (trigger for contracting).
12. Update SMI Project Register with status (progressive)
Approach to Plans

How do you get accurate estimates?

- Define and Analyse the deliverables
- Identify activities and dependencies
- Prepare estimates
- Prepare the schedule
- Document the Project Proposal (Part A)
When the sponsor is willing to fund a project, this phase commences through the standard contracting process and procedure.

Once the contract has been executed the project needs to be established in Research Master and the UQ finance system. Contracting may also involve establishing subcontracts for consultants or collaborators.

This phase also sees the approval of the Project Controls Plan (for internal purposes).

Note – UQ has preferred contracting processes. Focus of the contracting phase is to work with the sponsor to agree terms that will be acceptable to Sponsor and UQ.
Key Activities - Contracting

1. Read the Sponsor contract (if one exists) or complete draft UQ contract template
2. Complete the Funding Application Coversheet
3. Complete Research Legal Instruction form
4. Send required contract documentation to Research Partnerships Manager (RPM) for review. RPM will ensure that completed FAC is provided to Contracts and Grants and Legal Instruction Form is provided to SMI Legal.
5. Ensure all approvals have been obtained including ethical clearance, biosafety and export controls
6. Create the UQ Data Management Plan and UQ Procurement Plan (if required)
7. Negotiate and finalise contract in consultation with SMI Legal and the Sponsor
8. Apply for pre-GRL if delays are anticipated with contract execution
9. Arrange execution of the contract and send to UQR&I
10. Update Risk Assessment with contractual risk and update Project Log.
11. Grant Record Letter (GRL) issued by UQR&I, project number and financial account created by UQ Contracts and Grants
12. Formal confirmation of resources and/or recruitment of team members
13. Final changes to the Project Management Plan (Part B Project Controls and the Schedule) detail is expanded on schedule, work packages, staging, internal controls prior to commencing work
14. Update the SMI Project Register with status (progressive)
Lifecycle 5 – Delivery

• Once the Grant Record Letter (GRL) has been received, the Delivery phase can begin.
• The purpose of the delivery is to execute the scope of the approved Project Proposal. The Project Controls Plan is used in conjunction with the Project Proposal as a basis of control throughout delivery.
• This process also includes information flow on invoices, finance, status of technical delivery and human resource monitoring.
• This phase involves monitoring and control activities including regular status reporting to the project sponsor as well as internal reporting around key milestones.
# Key Activities - Delivery

1. Familiarise yourself with the project contract  
2. Kick-off meeting held  
3. Create stage plans, work packages and manage stage gate approvals (optional for larger projects only)  
4. Conduct regular project team meetings (Optional based on size)  
5. Manage team resources and utilisation  
6. Identify any internal/external reviewers and negotiate timing (optional)  
7. Track time, cost, quality and technical progress using the schedule and budgeted milestones in the project plan  
8. Manage subcontractors performance (if applicable)  
9. Manage scope change requests (refer back to contracts process if any variations required)  
10. **Update Project Schedule and Project Plan as required** (managing change impacted on contracted milestones)  
11. **Update Project Controls Log** (risk, issues, and stakeholders)  
12. Invoice in accordance with contracted milestones  
13. Report overall status to SMI (Program Leader)  
14. Report overall status to Sponsor  
15. **Update internal IP project controls and complete IP notifications as required by UQ policy**  
16. Organise payment of Subcontractor invoices  
17. Manage Debtors (if necessary)  
18. Complete contracted project deliverables  
19. **Update SMI Project Register with status**
A status report is a written account of how the project is tracking to time, cost, scope as well as any new issues or risks.
# Introducing the Project Status Report

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<tr>
<th>Prepared by</th>
<th>Title</th>
<th>Approved by</th>
<th>Title</th>
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<tr>
<th>Project Name</th>
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<tr>
<td>Program:</td>
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<table>
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<tr>
<th>Period From:</th>
<th>Period To</th>
<th>Completion Date:</th>
<th>Planned:</th>
<th>Forecast:</th>
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## Project Milestones:

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<tr>
<th>Milestones</th>
<th>Planned Cost</th>
<th>Actual Cost</th>
<th>Planned End Date</th>
<th>Actual End date</th>
<th>Invoiced</th>
<th>Technical % Complete</th>
<th>Budget</th>
<th>Schedule</th>
<th>Quality</th>
<th>Resources</th>
<th>Contract</th>
<th>Stakeholders</th>
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## Additional Comments:
## Project Status Report

### Additional Comments (if any):
Issues for escalation/resolution in this period (Quality, Contract, Resourcing, Stakeholders etc)

<table>
<thead>
<tr>
<th>Issue No</th>
<th>Issue Name</th>
<th>Impact</th>
<th>Action</th>
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Risks adjusted/identified in this period

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<tr>
<th>Risk ID</th>
<th>Risk Name</th>
<th>Impact</th>
<th>Action</th>
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### Suggested Corrective Actions for the next period

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Action</th>
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</table>
The purpose of the close out phase is to formally finalise all activities from the project and close out the project.

An important aspect of the close out phase is to ensure the sponsor is satisfied with the quality of project management and to gain final acceptance of the deliverables.

This phase is also about knowledge capture through lessons learned processes that can be used to inform future ideas and opportunity identification.
Key Activities – Close Out

1. Report technical closure to SMI
2. Report technical closure to Project Sponsor and schedule handover process
3. Presentation and/or handover of finalised deliverables to Sponsor
4. Receive approval of final deliverables by Sponsor (final acceptance)
5. Reconcile all approved plans, budgets templates with project actuals
6. Conduct a Project Team Debrief meeting and document lessons (both good and bad) and recommendations/actions for the future in the minutes and actions from the meeting.
7. Update SMI project register to indicate close out and any new ideas
8. Final invoice sent
9. Formalise archiving of files and data management.
10. Close out of financial systems and accounts (as necessary once payment is received)
11. Close out through UQR&I and Contracts and Grants
Project Debrief Meeting Agenda

- Lessons Learned (good and bad)
- Recommendations and follow on actions (including impact demonstration plans)
- Project objectives review
- Project performance review
- Project team review
- Celebrate
The purpose of the impact demonstration phase is to receive a benefit (tangible or intangible) back to SMI, collaborators or the sponsor as a result of the project.

This is an opportunity for the project and the Institute to receive some well-deserved publicity.

SMI Communications and Marketing might also be involved in showcasing results and case studies.

UQ procedures for impact demonstration are reported through HERDC returns.

This phase can also include the link back to new idea creation and opportunity identification.
Key Activities – Impact Demonstration

1. Conduct post project review (if applicable)
2. Prepare marketing and communications plan (if applicable)
3. Complete chosen method of impact demonstration
Main project documents

- Document Idea (various formats)
- Project Concept
- Go No/Go Agenda
- Project Proposal Part A (Schedule and Budget)
- Project Controls Document Part B (Project Plan is Part A and B)
- Project Contract
- Project Controls Log
- Status Reports
- Project Close Debrief
What Next

• 2016 further training and development opportunities
• Case studies documented
• Centre Director and Program Leader support
• Professional support structure and mobilisation of the portfolio support function (with business managers)
• Use the tools and templates and feed back to their ongoing refinement to the Portfolio Support Office.

• Where to go for support – your Program Leader or the Portfolio Support Office
All information on the SMI Intranet