PROCEDURE OVERVIEW

PROGRAM/PROJECT MANAGEMENT PROCEDURE defines the project management infrastructure, reporting relationships and project management activities within SDLC.com*. Project Managers*, *Program Managers* and the *Program Management Office (PMO)* are the components that deliver project management.

PROGRAM/PROJECT MANAGEMENT refers to the systematic execution of a System Development Life Cycle (SDLC) for a release or projects that have significant impact on an organization's service delivery. This procedure oversees the SDLC execution; thus, it relies heavily on defined procedure activities and acceptance criteria for inputs and outputs.

THE *PROJECT MANAGER* is the focal point throughout a project who ensures that the responsible party has completed with quality and comply with defined acceptance criteria. The *Project Manager* also acts as the conduit for communicating the progress of the project and decisions made throughout the process to the *Project Sponsor*, *Contracting Organization*, and the *Performing Organization*.

PROGRAM MANAGEMENT addresses oversight for a group of projects. *Program Managers* shoulder the responsible for the successful completion of program objectives by supporting and developing project staff. Reporting at this level provides *Executive Management* with the information necessary to make informed decisions and execute actions that optimize benefits to the organization.

The *Program Manager* is the tactical manager who facilitates, monitors and communicates the progress and issues in implementing the strategic objectives of an approved program. The *Program Manager* works cross-functionally to develop the blueprint that integrates multiple release deliverables that enhance the program's portfolio.

The *PMO* s the organization that consolidates all project plans and reports the status to executive management. Impacts from individual projects can be seen from an organizational perspective and responded to rapidly. The *PMO* is where project and program standards, procedures, policies and reporting are established.

Every unit within SDLC.com interacts with **PROGRAM/PROJECT MANAGEMENT**. Every release of new and enhanced features and functionality requires the commitment and effort from all departments.

Procedure Owner: Chief Technology Officer

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REVISION HISTORY

Version	Date	Author	Description

Distribution List:

PROCEDURE DIAGRAM
(See Appendix 1 for a detailed process view)

Program / Project Management

	G-12	G-11	G-10	G-9	G-8	G-7	G-6	G-5	G-4	G-3	G-2	G-1	G-0
Technical Support													
Product Development	Quick quote estimate	Business Requirements for each Statement of Work Completed								**Product Development (Contracting Organization)** provides **PM** with Acceptance testing progress	**Product Development (Contracting Organization)** provides **PM** with FOA testing progress		
Governance	**Project Sponsor** Develops Project Strategy / Assigns Project Manager	**Review Board** receives **PM** documents showing requirements satisfied				**Review Board** receives **PM** documents showing requirements satisfied		**Review Board** receives **PM** documents showing requirements satisfied		**Review Board** receives **PM** documents showing requirements satisfied			**Review Board** receives **PM** documents showing requirements satisfied
Program Management — **Program Manager** opens a new project within Program	Provides Project Managers with support and direction for Gate management and change requests / Prepare program level risk mitigation plans							Work with OCE to resolve escalated issues		Reports project milestone status to Program Management Office			
Project Management / **PM** -Project Manager	**PM** Supports Project Strategy development	**PM** documents requirements satisfied	**PM** develops plan definitions			**PM** receives WBS from **Development**	**Create Detailed Project Plan**: **PM** prepares Project Scope/ Cost / Schedule Commitment / **PM** reviews detailed schedule and resources assigned	**PM** monitors Development testing progress	**PM** monitors validation testing progress	**PM** provides assessment and addresses open issues	**PM** provides assessment and addresses open issues	**PM** provides assessment and addresses open issues	
	Manage Gate and, Project and Change Request Documentation					Work with Gate Owners to develop plans within gates			Collect and report project scope, status and progress		Prepare risk mitigation plans		
Development					System Requirements for each Statement of Work Completed	**Development** provides WBS to **PM**	**Development** provides detailed schedule and resources assigned to **PM**	Provides **PM** with Development testing progress					
Quality Assurance								**Quality Assurance** provides **PM** with Integration testing progress	**Quality Assurance** provides **PM** with System (validation) testing progress				
Operations													
Site Measurement													
	Project Start	Project Strategy Lock-Down	Requirements Scope Lock-Down	Definition Phase Plan Approval	Systems Requirements Definition Approved	Lock-Down Level Estimates Complete	Project Lock-Down	Detailed Plan Complete	Begin Validation	Begin System Certification	Begin First Office Application	Begin Controlled Rollout	General Availability

ROLES AND RESPONSIBILITIES

Contracting Organization

The *Contracting Organization* contracts with the performing organization to develop the product using a project discipline. The *Contracting Organization* represents two departments: Product and Technical Support. Product is divided into Sales and Advertising, Marketing and Product, and Strategic Development. A brief description of each area follows.

Sales and *Advertising:* The area that sells to ISPs, affinity groups, and advertisers, in both the domestic and international markets.

Marketing and *Product:* This area manages the portfolio of features and functionality for outbound marketing.

Strategic Development: Research and Development group viewing opportunities in emerging markets and up-selling existing accounts.

Technical Support: Technical Support performs two roles in the current environment: Training and customer support. As the *Service Organization* they provide customer support to ISP (second level) and end users (first level). In their role as the *Training Organization* they provide training to ISP field and service engineers.

Customer

A *customer* is the individual or organization who will use the project product. Note that there is a distinction for SDLC.com between the true customer and the *Contracting Organization* that acts as the customer's representative within SDLC.com.

Office of the Chief Executive (OCE)

The *Office of the Chief Executive* is the executive management team at SDLC.com. They establish business strategy and commission projects.

Owner

The *Owner* oversees the completion of work at a gate. They may be from the *Product*, *Content*, *Technical Support*, or *Development* areas depending on the project activities underway. The *Project Sponsor* assigns owners at the beginning of a project.

Each gate has an *Owner* who is accountable for tracking the gate requirements, maintaining the status of the gate and taking corrective action to ensure that the gate is met in a timely manner. The gate owner is also responsible for convening a meeting of the appropriate review board to approve passage of the gate. In the case of gates which have associated management phase reviews (see glossary), the gate owner convenes the review meeting and facilitates the decision making that is required at that gate. In the event that an exception arises at a gate which does not have any associated management phase review, the owner is responsible for escalating the issue to the appropriate management phase review board for resolution.

Performing Organization

The *Performing Organization* is generally the *Engineering* Department. The *Engineering* Department consists of Development (Sustaining, Advanced and Strategic), Validation/Quality Assurance, Operations (OCC, Release Engineering, Database Administration, Network, Unix, and Operations Engineering), Systems Engineering/Architecture and project management.

Program Manager

The *Program Manager* is the individual who oversees multiple projects that are related by a type of service delivery or by feature and functionality. The *Program Manager* is accountable for the program and is empowered by the *Office of the Chief Executive* to make decisions affecting the successful outcome of the program.

The *Program Manager* takes an enterprise view. He/she is responsible for determining the schedule for deployment of company resources and achieving the objectives of a specific program. The role includes the following additional responsibilities:

- Managing project managers
- Producing milestone progress reports
- Initiating issue and risk mediation
- Scheduling and conducting status meetings
- Preparing status reports
- Ensuring the on time, within budget program deliverables.

Program Management Office (PMO)

The *Program Management Office (PMO)* monitors, supports and reports on SDLC's programs and projects. *Program Managers* provide defined periodic updates to the *PMO*. The *PMO* consolidates the efforts of all programs and technology specific projects and delivers these reports to the *OCE*.

The *PMO* is responsible for issuing standards and guidelines for planning, tracking, and reporting, and for providing project support to individual project teams. Accountability for project delivery will remain with the individual *Project Manager* and *Program Manager*.

Project Manager

The *Project Manager* is accountable for the project and must be empowered to make decisions affecting the successful outcome of the project responsible for managing a project. This should not be confused with the project management function that exists within many organizations.

Project Managers are responsible for determining the deployment schedule for their specific project. This role includes the following additional responsibilities:
- Reviewing progress reports
- Taking corrective action in problem solving
- Scheduling and conducting status meetings
- Preparing status reports
- Ensuring that change control procedures are being followed

Review Board

The *Review Board* is composed of representatives from both the *Performing* and *Contracting Organizations*, as well as the *Project Sponsor*, *Project Manager* and *Program Manager*. *Review Boards* assess the deliverables at each gate in the System Development Life Cycle to insure that requirements have been met. Also, the *Review Board's* specific knowledge of the project's goals and status allow it to make informed decisions to which they are held accountable.

Milestone/Gate reviews provide the mechanism for the management of the *Performing Organization* and the *Contracting Organization* to make decisions concerning the scope, cost and schedule of the project. At each review, the members of the *Review Board* are required to make decisions that are in the best interests of SDLC.com. These decisions may involve making tradeoffs to arrive at an optimal decision. It may be necessary to omit or remove scope in order to satisfy cost and schedule constraints. Additional cost may be approved to maintain scope and schedule commitments. A schedule delay may be agreed upon to enable required scope to be delivered within existing budgets. Each case is unique and must be considered on its specific merits.

Service Organization

The *Service Organization* is the unit that that provides deployment support services to the *Contracting Organization* for all SDLC products. Services include provision and support of deployment tools, software load support, problem resolution, phone support and deployment planning support. At SDLC.com the *Service Organization* is generally *Technical Support*.

Training Organization

The *Training Organization* is the organization that provides customer installation and operations training to the *Contracting Organization* for all SDLC.com products. This generally refers to *Technical Support*.

METRICS

PROGRAM/PROJECT MANAGEMENT metrics are focused on the measurement of cycle times and defects. Measurements provide the foundation to quickly identify, isolate and remediate inefficient results from activities that do not meet expected performance levels.

Cycle Time

The number of days or hours it takes to complete requirements for a **SDLC BUSINESS GATE** and/or milestone.

Defects

Instances of failure to pass specific tests or quality measures or to meet specification/acceptance criteria. These are recorded and assessed throughout a project and reported at the end of the project.

Change Agents

Individuals who analyze a process and recommend ways to improve it, successful or not in its adoption, will be reported to *Engineering Department* management. These individuals will receive recognition for their effort to compress cycle times and/or improve quality.

PROGRAM / PROJECT MANAGEMENT REPORTING STRUCTURE
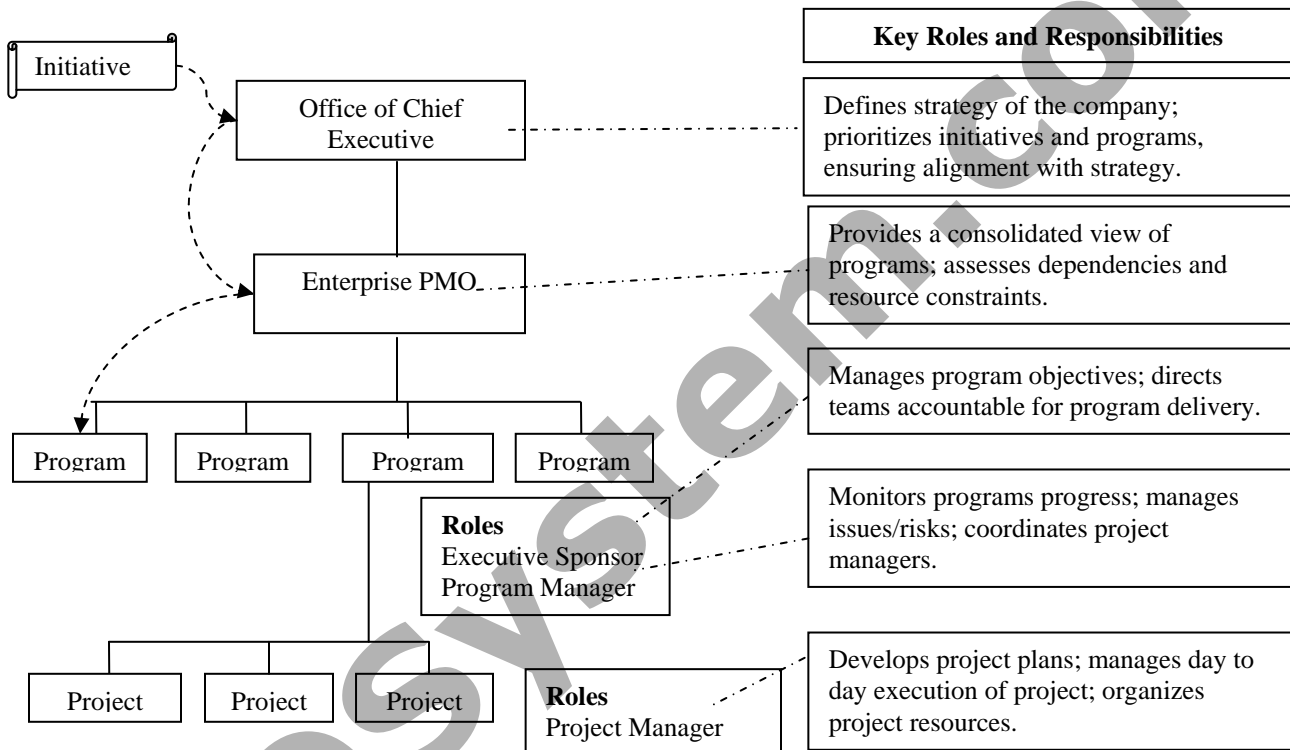
The structure above represents a reporting structure, not an organization chart.

The *Office of the Chief Executive* is the executive management team at SDLC.com. It establishes business strategy and commissions projects. *Project Sponsors* are charged with developing a concept into defined requirements and scope, and ultimately ushering the defined deliverable through project milestones. *Program Managers* oversee a portfolio of projects ensuring their successful delivery and integration into the SDLC.com environment. *Project Managers* oversee the day-to-day execution of work of specific projects, ensure that acceptance criteria are met, and manage the gate *Review Board* activities.

Project progress, issues and risks are reported to *Program Managers* who oversee a portfolio of related projects. The *Program Manager* oversees escalation, mitigation and resolution of project barriers and delays whenever a *Project Manager* requires assistance. *Program Managers* provide progress reports to the *Program Management Office* where enterprise level project plans are produced and reviewed. Impacts across program and projects are identified and reported by the *Program Management Office*.

Certain *Engineering Department* technical activities fall outside the activities specific to a project. These activities (e.g., hardware and software maintenance, tools and utilities, etc.) are reported directly to the *Program Management Office*. The *Office of the Chief Executive* assesses these time and resource requirements via the enterprise level project plan maintained by the *PMO*.

WEEKLY REPORTING AND STATUS MEETINGS

Project Level

Each week the *Project Manager* completes a **PROJECT REPORT** (Appendix 4) that is provided to the *Program Manager*. At weekly status meetings *Program* and *Project Managers'* review the project report and strategize on approaches to address-identified risks and issues. Action items are developed and agreed to by the *Program* and *Project Managers.* These action items are tracked and reported on the weekly **PROJECT REPORT**.

Technology projects outside program delivery are reported directly to the *PMO* by the technology *Project Manager* using the same reporting mechanism as above.

Program Level

The *Program Manager* consolidates individual project reports from each reporting *Project Manager* into a **PROGRAM REPORT** for the *PMO*. **PROGRAM REPORTS** focus on the enterprise and as such present milestones, opportunities, risks and issues that are effecting efforts. In cases where *OCE* intervention is requested, course of action recommendations are included.

PMO Level

PMO meets weekly with *Program Managers* to review status reports and share information about the activities of other projects and programs. The weekly **PROGRAM REPORTS** data are analyzed and used to prepare the **OCE STATUS REPORT**.   The *PMO presents th*e report to *OCE* members. The *PMO* attends *OCE* meetings to address concerns and solicit assistance for *Program Manager* requests for support and/or intervention. Action items from the *OCE* meeting are communicated to the PMO within 2 days (or as appropriate).

As part of the *OCE*'s **PMO REPORT** technology projects outside of formal programs are reported upon. Prioritization and integration into the consolidated/enterprise project plan is determined. The *PMO* reports back to the technology **Project Manager** the results of the meeting.

PROCEDURE ACTIVITIES

G-12: Project Start

Business Objective: Declare the start of the project. This gate is used to kick-off finalization of the feature set and project strategy**.**

Owner: *Program Sponsor*

Review Board: N/A

Project Start begins with the designation of a *Program Sponsor* and *Project Manager*. The *Program Sponsor* is designated by *OCE.* The *Program Manager* assigns the *Project Manager*.

G-11: Project Strategy Lock-Down

Business Objective: Approve a set of features and project strategy

Owner: *Project Manager*

Review Board: *Program Sponsor, Program Manager, Project Manager, Contracting Organization(s), and Performing Organization(s)*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet the acceptance criteria defined in the **RELEASE PLANNING PROCEDURE**.

- Market Requirements Scope of Work - Owner: *Contracting Organization*
- High Level Effort Estimate - Owner: *Performing Organization*
- Project Strategy - Owner: *Program Sponsor*
  - Timeline
  - R&D Budget
  - Affordability Percentage
  - Scope of Work definitions to be included in the release
  - Anchor objectives

The *Project Manager* establishes a preliminary project plan incorporating the project strategy and high-level effort estimates received within this gate.

Once the above documents are accepted by the receiving organization the *Project Manager* will call the *Review Board* to session and provide evidence that all requirements have been met for Gate 11. The *Review Board* will, at this first management review, establishes project strategy and the initial project constraints of scope, cost and schedule utilizing such factors as R & D Budget, Affordability Models and Anchor Objectives.

Upon approval by the *Review Board*, all materials are communicated to the *Contracting* and *Performing Organizations*. The communication is focused at the approved anchor objectives,

project strategy, initial project constraints and scheduling. The *Project Manager* is responsible for communications to all participating project areas.

G-10: Requirements Scope Lock-Down

Business Objective: Approve the Scope of Work for which the organization will commit to develop requirements.

Owner: *Project Manager*

Review Board: *Program Sponsor, Program Manager, Project Manager, Contracting Organization(s), and Performing Organization(s)*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet acceptance criteria defined in the **RELEASE PLANNING PROCEDURE**.

- Initial Portfolio Scope - Owner: *Contracting Organization*
- Project Resource Plan - Owner: *Performing Organization*
- Business Plan Impact Assessment - Owner: *Contracting Organization*
- Scope of Work - Owner: *Contracting Organization*

At the start of the **DEFINITION PHASE**, the *Review Board* reviews the results of the concept phase and commits to the definition and planning of a project. Target delivery windows may be established, but this does not constitute a commitment to deliver the project as it is defined at this point. The additional definition and planning which takes place during the definition phase will increase knowledge about the scope, cost and schedule of the project which may result in changes to any or all of those parameters.

The *Project Manager* is responsible for scheduling, notification, meeting materials, meeting facilitation and meeting minutes for this formal *Review Board* meeting.

The *Review Board's* acceptance of the approved documents by the receiving organization moves each Scope of Work document to the Development Function of the *Performing Organization* for analysis.

The *Project Manager* ensures coordination between *Contracting* and *Performing Organizations*. *Project Managers* facilitate meetings and document meeting outcomes. This effort is focused at reducing cycle time and maintaining the highest level of common understanding between parties. Further, the *Project Manager* will refine the project plan incorporating data available.

G-9: Definition Phase Plan Approved

Business Objective: Approve the plan to execute the definition phase so that the project's business requirements (scope, timeframe and cost) are met

Owner: *Project Manager*

Review Board: *Program Sponsor, Program Manager, Project Manager, Contracting Organization(s), and Performing Organization(s)*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet acceptance criteria defined in the **DEFINITION PHASE PROCEDURE**.

- Plan for the Definition Phase - Owner: *Project Manager*

In order to complete the plan for the **DEFINITION PHASE**, the *Project Manager* requests and receives the items listed below from various areas of both the *Contracting* and *Performing Organizations*. Acceptance criteria for each item listed are defined in the **DEFINITION PHASE PROCEDURE**.

- Detailed Schedule - Contributors: *Contracting and Performing Organizations*
- Resources/Costs Assigned - Contributors: *Contracting and Performing Organizations*
- Capital Budget - Contributors: *Contracting and Performing Organizations*
- Risk Plan Developed - Contributors: *Contracting and Performing Organizations*
- Quality Plan - Contributor: *Validation Function (QA) of the Performing Organization*
- Configuration Plan - Contributor: *Operations Function of the Performing Organization*

These items contribute to the development of the project's communication plan and project plan by the *Project Manager.* At this point the *Project Manager* ensures that all known assumptions, dependencies, constraints, and risks are reflected in the project plan.
The *Project Manager* sends recommendations to minimize the impact from assumptions, dependencies, constraints, and risks to the *Program Sponsor*. The *Program Sponsor* supports the resolution and/or mitigation of project barriers by working with *OCE* and/or *unit managers*.

G-8: System Requirements Definition Approved

Business Objective: Obtain approval of the system requirements definition(s) from the Contracting Organization(s).

Owner: *Project Manager*

Review Board: *Program Manager, Project Manager, Contracting Organization(s), and Performing Organization(s)*

The *Project Manager* facilitates the dialog necessary between all parties that participated in the definition of Scope of Work documents for the *Development Function* of the *Performing Organization* to complete **Systems Requirements Specifications**. The *Review Board* reviews the approved **System Requirements Specifications**.

The *Project Manager* has responsibility for ensuring full disclosure of features, functionality and technical constraints that impact the project scope approved at Gate 10.

G-7: Lock-Down Level Estimates Complete

Business Objective: Complete the estimates and scope refinement necessary for Lock-Down.

Owner: *Project Manager*

Review Board: *Program Manager, Project Manager, Contracting Organization(s), Architecture Function of the Performing Organization(s), and Development Function of the Performing Organization(s)*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet acceptance criteria defined in the **DEFINITION PHASE PROCEDURE**.

- Estimation Documentation – Owner*: Architecture Function of the Performing Organization*
- Refined Resources Estimates – Owner: *Performing Organization*
- Final Portfolio Scope - Owner: *Contracting Organization*
- Work Breakdown Structure - Owner: *Development Function of Performing Organization*

The *Project Manager* ensures coordination between *Contracting* and *Performing Organizations*. This effort is focused at reducing cycle time and maintaining the highest level of common understanding between parties. Further, the *Project Manager* will refine the project plan for the release incorporating data provided through this gate.

The *Project Manager* will communicate the final portfolio scope to all interested areas in the organization.

G-6: Project Lock-Down
(Also described as: Go/No Go Decision or Cross-functional Commitment to the Delivery of a Defined Set of Features and Functionality)

Business Objective: Obtain commitment between the Performing Organization(s) and the Contracting Organization(s) for the delivery of a defined project scope of work within a defined timeframe. (This scope is a refinement of the G-10 scope/plan).

Owner: *Project Manager*

Review Board: *Program Sponsor, Program Manager, Project Manager, Contracting Organization(s), Performing Organization(s), and Service Organization*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet acceptance criteria defined in the **REQUIREMENTS DEFINITION PROCEDURE**.

- Project Plan - Owner: *Project Manager*
- Deployment Plan - Owner: *Contracting Organization*
- Service Plan - Owner: *Performing Organization*
- Business Plan Impact Assessment - Owner: *Contracting Organization*

In order for the *Project Manager* to complete the project plan, he/she will request and receive materials listed below from various areas of both the *Contracting* and *Performing Organizations*. Acceptance criteria for each item listed are defined in the **REQUIREMENTS DEFINITION PROCEDURE**.

- High Level Schedule Through Release General Availability - Contributors: *Contracting and Performing Organizations*
- Assigned Resources/Cost Profiles Through Release General Availability - Contributors: *Contracting and Performing Organizations*
- Approved Capital Budget - Supporters: *Program Sponsor, Contracting and Performing Organizations*
- Risk Plan - Contributors: *Contracting and Performing Organizations*
- Release Scope - Contributors: *Contracting and Performing Organizations*
- Quality Plan - Contributor: *Validation Function (QA) of the Performing Organization*
- Configuration Plan - Contributor: *Operations Function of the Performing Organization*

This gate is a significant step in the System Development Life Cycle as it is the point where both the *Contracting* and *Performing Organizations* commit to project scope, cost and schedule. Thus, prior to entering the development phase, the Review Board reviews the results of the definition phase and re-evaluates the business objectives of the project. This review may result

in agreed upon changes in scope, cost and/or schedule. The resulting agreement represents a commitment between the *Performing* and *Contracting Organizations* to deliver the project as defined within the agreed upon scope, cost and schedule constraints.

The *Project Manager* is responsible for scheduling, notifying participants, creating meeting materials, facilitating meetings and distributing meeting minutes for this formal *Review Board* meeting.

The *Project Manager* ensures coordination between the *Contracting* and *Performing Organizations*. Further, the *Project Manager* communicates the project scope and schedule to all interested parties.

G-5: Detailed Plans Complete

Business Objective: Approve the detailed project plan and commit the appropriate resources to execute the plan.

Owner: *Project Manager*

Review Board: *Project Sponsor, Program Manager, Project Manager, and Performing Organization*

The *Project Manager* is responsible for ensuring that the following documents are completed with quality and meet acceptance criteria defined in the **DETAIL DESIGN PROCEDURE**.

- Project Plan - Owner: : *Development Function of Performing Organization*
- Allocated Requirements - Owner: *Architecture Function of Performing Organization*
- System Interfaces - Owner: *Architecture Function of Performing Organization*
- Product Functional Specification - Owner: *Development Function of Performing Organization*

The Architecture Function of the *Performing Organization* includes the *Development* and *Operation* Functions since they share responsibility for delivery and support of the delivered solution. *Development* handles the creation of the interface code. *Operations* manages the receipt, processing and storage or interface data; this includes service level considerations for capacity, turnaround time, and connectivity.

In order for the *Project Manager* to complete the project plan, he/she will use the project plan from the *Development Function* of the *Performing Organization* to update the overall project plan. Acceptance criteria are defined in the **DETAIL DESIGN PROCEDURE**.

G-4: Begin Validation

Business Objective: Ensure that the product meets the defined project scope and that the quality of the product is at an acceptable level to proceed to the Validation phase.

> **Owner:** *Validation Function of the Performing Organization(s)*
>
> **Review Board:** *Program Manager, Project Manager, Validation function of the Performing Organization(s), and Development Function of the Performing Organization(s)*

The **Project Manager** is responsible for ensuring that the following documents and activities are completed with quality and meet acceptance criteria defined in the **DEVELOPMENT, TRAINING AND DOCUMENTATION, AND QUALITY FUNCTION PROCEDURES**.

- Product (contains all defined scope and under configuration management) - Owner: **Development Function of Performing Organization**
- Test preparation complete - Owner: **Validation Function of Performing Organization**
- Development testing results - Owner: **Development Function of Performing Organization**
- Systems integration results - Owner: **Development Function of Performing Organization**
- Preliminary product documentation - Owner: **Development Function of Performing Organization**
- Field performance criteria - Owner: **Development Function of Performing Organization**

Gate 4 requires a formal management review by the **Performing Organization**. Before commencing validation, the quality of the product and documentation emerging from the development phase is evaluated by the **Review Board** to assess the risk associated with entering the next phase. The level of management involved at this review may be lower than at the other management phase reviews since the issues being addressed at this review are internal to the **Performing Organization**. A key consideration at this review is to determine whether the product and documentation quality is high enough to allow the testing function to make significant progress. It is also possible at this review that decisions may need to be made concerning scope, cost and schedule tradeoffs if the project performance to date has deviated from the baseline established at G-6. Such decisions should not, however, be deferred until this point in the project's lifecycle but should be actively addressed as soon as the need for a decision becomes apparent.

At any point in the life cycle, if there are decisions concerning scope, cost and schedule tradeoffs, the Gate 6 **Review Board** will formally review the situation. Should the Gate 6 **Review Board** need to assemble, the **Project Manager** is responsible for scheduling, notifying participants, creating meeting materials, facilitating meetings and distributing meeting minutes for this formal **Review Board** meeting. The **Project Manager** updates any resulting changes to the project plan. This may lead to the request and collection of revised estimates from **Performing, Contracting, and Service Organizations**.

G-3: Begin System Certification
(Product Acceptance Testing)

> **Business Objective:** Approve release of the product to System Certification Testing.

Owner:	*Contracting Organization(s)*
Review Board:	*Program Manager, Project Manager, Contracting Organization(s), System Certification Function of the Contracting Organization(s), and Validation Function of the Performing Organization(s)*

The *Project Manager* is responsible for ensuring that the following validation testing is completed with quality and meets acceptance criteria defined in the **TRAINING AND DOCUMENTATION, AND QUALITY FUNCTION PROCEDURES**.

The *Validation Function* of the *Performing Organization* completes a review and validation of the **Preliminary Documentation** provided by the *Development Function* of the *Performing Organization*. Acceptance by the *Validation Function* of the *Performing Organization* is required prior to beginning system certification. The *Project Manager* has responsibility for verifying completion and obtaining signoff from the *Validation Function* of the *Performing Organization.*

G-2: Begin FOA / Beta
(Client Acceptance Testing)

Business Objective: Approve release of the product for first office application.

Owner:	*Contracting Organization(s)*
Review Board:	*Project Sponsor, Program Manager, Project Manager, Contracting Organization(s), System Certification Function of the Contracting Organization(s), Performing Organization(s), Validation Function of the Performing Organization(s), and Service Organization*

The *Project Manager* is responsible for ensuring that the following documents and activities are completed with quality and meet acceptance criteria defined in the **QUALITY FUNCTION PROCEDURE**.

- Product and Documentation - Owner: *Development Function of Performing Organization*
- Product and Documentation test results - Owner: *Validation Function of Performing Organization*
- Certification test results - Owner: *Contracting Organization*
- Implementation Deployment Plan - Owner: *Contracting Organization*
- Deployment Plan – Owner: *Contracting Organization*
- Customer Site - Owner: *Contracting Organization*
- Service Training - Owner: *Training Organization*
- Deployment Tools - Owner: *Service Organization*
- Market Analysis - Owner: *Contracting Organization*

Gate 2 requires a formal management review. The Deployment Phase represents a significant milestone to the customers in the lifecycle of a project. There is also significant risk associated with this milestone. The project product is expected to be of commercial quality at this time and any data from the validation phase that indicates otherwise must be carefully analyzed in terms of its potential impact to the selected customer site. Options at this review include approval to deploy the project product, approval to deploy with exceptions due to some subset of the scope having failed validation, and approval of a schedule delay (and consequent additional cost) to correct problems that are known to exist.

The **Review Board** reviews and approves completion of the Gate 2 requirements. Deviations in deliverables or timeframe are handled using a formal process with the results communicated by the **Project Manager** to all areas participating in the effort.

Any decisions concerning scope, cost and schedule tradeoffs, the Gate 6 **Review Board** shall formally review the situation. Should the Gate 6 **Review Board** need to assemble, the **Project Manager** is responsible for scheduling, notifying participants, creating meeting materials, facilitating meetings and distributing meeting minutes for this formal **Review Board** meeting. The **Project Manager** updates any resulting changes to the project plan. This may lead to the request and collection of revised estimates from **Performing, Contracting, and Service Organizations**.

G-1: Begin Controlled Rollout (Optional)

> **Business Objective:** Approve the release of the product for controlled rollout. This gate is only required when a controlled rollout (CRO) is planned as an integral phase of the project.
>
> **Owner:**   ***Contracting Organization(s)***
>
> **Review Board:**   ***Project Sponsor, Program Manager, Project Manager, Contracting Organization(s), Performing Organization(s), and Service Organization***

The **Project Manager** is responsible for ensuring that the following documents and activities are completed with quality and meet acceptance criteria defined in the **TRAINING AND DOCUMENTATION AND DEPLOYMENT AND POST IMPLEMENTATION PROCEDURES.**

- Customer Site – Owner: **Contracting Organization**
- FOA test results – Owner: **Performing Organization**
- Implementation Deployment Plan – Owner: **Contracting Organization**
- Service training – Owner: **Performing Organization**
- Marketing analysis – Owner: **Contracting Organization**
- Risk mitigation plan – Owner: **Contracting Organization**
- Client acceptance – Owner: **Performing Organization**

Since a controlled rollout occurs in the production environment, the above documents must meet quality and acceptance criteria defined in the **TRAINING AND DOCUMENTATION AND DEPLOYMENT AND POST IMPLEMENTATION PROCEDURES**. When a controlled rollout is an integral phase of the project plan it is mandatory, otherwise, this gate is optional.

G-0: General Availability

>   **Business Objective:** Approve the release of the product for general availability.

>   **Owner:**   *Contracting Organization(s)*

>   **Review Board:**   *Project Sponsor, Program Manager, Project Manager, Contracting Organization(s), Performing Organization(s), and Service Organization*

The *Project Manager* is responsible for ensuring that the following documents and activities are completed with quality and meet acceptance criteria defined in **THE DEPLOYMENT AND POST IMPLEMENTATION PROCEDURE**.

- Product and Documentation - Owner: *Contracting Organization*
- FOA test results – Owner: *Performing Organization*
- Deployment plan complete – Owner: *Contracting Organization*
- Marketing information– Owner: *Contracting Organization*
- General Availability Implementation Deployment Plan template – Owner: *Service Organization*
- Service training – Owner: *Performing Organization*
- Order entry system – Owner: *Performing Organization*
- Customer Training – Owner: *Training Organization*
- Client acceptance – Owner: *Performing Organization*
- Market Analysis – Owner: *Contracting Organization*
- Risk mitigation plan – Owner: *Contracting Organization*

Gate 0 requires a formal review process. It is the final management phase review that occurs upon completion of initial field deployments (First Office Application and Controlled Rollout) which are intended to provide final validation of the project product in a live system environment. This review effectively marks completion of the project and acceptance by the *Contracting Organizations* from the *Performing Organization*.

The *Review Board* reviews and approves completion of the Gate 0 requirements. Deviations in deliverables or timeframe are handled by convening the Gate 6 *Review Board*. This group will make any decisions concerning scope, cost, and schedule tradeoffs.

Should the Gate 6 *Review Board* need to assemble, the *Project Manager* is responsible for scheduling, notifying participants, creating meeting materials, facilitating meetings and distributing meeting minutes for this formal *Review Board* meeting. The *Project Manager* updates any resulting changes to the project plan. This may lead to the request and collection of revised estimates from *Performing, Contracting, and Service Organizations*.

The *Project Manager* is responsible for attending the **Program/Project Management** post implementation review on the project and holds a meeting with other *Program* and *Project Managers* to review lessons learned. Trends and issues encountered over a number of projects are discussed as wells as new techniques that proved successful.

The *Validation Function* of the *Performing Organization* conducts a project post-implementation review in which representatives from all areas participating in the project review the project. Quality issues and their root cause are discussed. The **Quality Assurance** group documents the post implementation meeting and distributes to all attendees, *all Project Managers* and *Program Managers* as well as the *PMO*.

Forms

- Report Template (Appendix 4)

EXCEPTIONS

- None Known

AFFECTED/RELATED PROCEDURES

- **RELEASE PLANNING**
- **REQUIREMENTS DEFINITION**
- **DETAILED DESIGN**
- **DEVELOPMENT**
- **QUALITY FUNCTION**
- **DEPLOYMENT AND POST IMPLEMENTATION**
- **TRAINING AND DOCUMENTATION**
- **CONFIGURATION MANAGEMENT**

TOOLS/SOFTWARE/TECHNOLOGY USED

- MS Word
- MS Excel
- MS Project

APPENDIX

Appendix 1 – Glossary
Appendix 2 – Program/Project Management Detailed Process View
Appendix 3 – SDLC Business Gates
Appendix 4 – Report Template

APPENDIX 1 – GLOSSARY

Business Gate
A defined milestone in a project lifecycle when specific requirements must be met in order to make or validate business decisions relating to the project.

Lock-Down
The milestone in a project schedule achieved when agreement exists between the Performing Organizations and the Contracting Organizations for the delivery of a defined project scope of work within a defined schedule at a defined cost.

Management Phase Review
An event associated with selected business gates where specific decisions concerning the project are made by appropriate levels of management. Deviations in deliverables or timeframe are handled by convening the Gate 6 **Review Board**. This group will make any decisions concerning scope, cost, and schedule tradeoffs. These business gates are:

- G-11: Project Strategy Lock-Down
- *G-10:* Requirements Scope Lock-Down
- *G-6:* Project Lock-Down
- *G-4:* Begin Validation
- *G-2:* Begin FOA
- *G-0:* General Availability

SDLC BUSINESS GATES

The foundation of **PROGRAM/PROJECT MANAGEMENT** is the **SDLC BUSINESS GATES** (Appendix 2). This Systems Development Life Cycle (SDLC) begins at project initiation and moves through deployment to the production environment.

Phase
A collection of logically related project activities, usually culminating in the completion of a major deliverable.

The conclusion of a project phase is generally marked by a review of both key deliverables and project performance in order to determine if the project should continue into its next phase as defined or with modifications or be terminated and to detect and correct errors cost effectively.

Program
A defined set of projects containing common dependencies, and/or resources and/or objectives overseen by a Program Manager.

Project

A temporary endeavor undertaken to create a unique product or service. A project has a defined scope of work (unique product or service), a time constraint within which the project objectives must be completed (temporary) and a cost constraint. In the context of SDLC, a project may be one of:

- an individual feature
- a collection of features making up a release
- a collection of product releases making up a portfolio
- a new product development

System Development Life Cycle (SDLC)

A predictable series of phases through which a new information system progresses from conception to implementation. All of the activities involved with creating and operating an information system, from the planning phase and/or the initial concept to the point at which the system is installed in a production environment. The major phases are Release Planning, Definition, Development, Validation, and Deployment.

APPENDIX 4 - REPORT TEMPLATE

Weekly Project Status Report

Project Name:

Week Ending:

Prepared By:

Project Status and Overview

•

Milestones/Deliverable Progress This Week

•

Milestones/Deliverables Scheduled for Next Week

•

Milestones/Deliverables Scheduled for Next Week

•

New High and Medium/High Issues

•

Early Warnings, Barriers and Risks

•

Other Items

•