



Project Methodology and Phases



Table of Contents

ABOUT THIS DOCUMENT	5
PROJECT MANAGEMENT PHASES	6
PROJECT MANAGEMENT INSTITUTE	6
<i>Initiating</i>	7
<i>Planning</i>	7
<i>Controlling</i>	7
<i>Execution</i>	7
<i>Closing</i>	8
<i>Integration Management</i>	8
<i>Scope Management</i>	9
<i>Time Management</i>	9
<i>Cost Management</i>	9
<i>Quality Management</i>	9
<i>Human Resource Management</i>	9
<i>Communications Management</i>	9
<i>Risk Management</i>	9
<i>Procurement Management</i>	10
DEPARTMENT OF INFORMATION TECHNOLOGY AND STATE OF NEW MEXICO PROJECT CERTIFICATION:	10
<i>The Project Certification Requirement:</i>	10
<i>The Project Certification Phases</i>	10
<i>Required Product Documentation For Each Phase</i>	11
PMI PHASES INTEGRATED INTO THE STATE OF NEW MEXICO PROJECT CERTIFICATION PHASES.....	12
HIGH LEVEL PROJECT/PRODUCT LIFE CYCLE APPROACH	13
PMI PHASES INTEGRATED INTO THE HIGH LEVEL PROJECT PHASES APPROACH	14
INITIATION PHASE	15
PLAN PHASE.....	15
DEFINE PHASE	16
DESIGN PHASE	16
BUILD PHASE.....	17
TEST PHASE	17



DEPLOY PHASE	18
CLOSE PHASE	18
A CAVAET – THE PROJECT TAILORING PROCESS	19
<i>Established Agency Internal Processes and Document Sets</i>	19
<i>Tailoring Process Packages By Project Type</i>	19
INITIATION PHASE	21
PROJECT CHARTER.....	21
INITIAL RISK ASSESSMENT	22
PROJECT CERTIFICATION	22
PLAN PHASE	23
DEVELOP INITIAL PROJECT PLAN	23
DEVELOP BUSINESS REQUIRMENTS	24
PERFORM PLAN PHASE PROJECT MONITORING AND CONTOL	25
DEVELOP INITIAL DEPLOYMENT AND SUPPORT PLANS.....	26
DEVELOP AND ATTAIN IT AND IV&V CONTRACTS	26
CONDUCT PLAN PHASE TOLLGATE AND SECURE IMPLEMENTATION FUNDING	27
DEFINE PHASE	27
DEVELOP USER AND ANALYZE SYSTEM REQUIREMENTS.....	28
MANAGE REQUIREMENTS.....	28
CREATE SYSTEM ARCHITECTURE	29
CREATE TEST PLANS	29
DEFINE TRAINING REQUIREMENTS.....	30
REVISE DEPLOYMENT AND SUPPORT PLANS.....	30
REVISE PROJECT MANAGEMENT PLAN.....	30
CONDUCT DEFINE PHASE TOLLGATE	30
DESIGN PHASE.....	31
CREATE SYSTEM DESIGN.....	31
ALLOCATE SYSTEM REQUIREMENTS	32
DEVELOP TRAINING CURRICULUM	32
CREATE SYSTEM DOCUMENTATION SPECIFICATIONS.....	32
DEVELOP TEST CASES.....	33
REVISE SYSTEM ARCHITECTURE	33
REVISE DEPLOYMENT AND SUPPORT PLANS	34



REVISE PROJECT PLAN – CONDUCT DESIGN PHASE TOLLGATE	34
BUILD PHASE	35
CODE/CONFIGURE SYSTEM	35
DEVELOP SYSTEM AND USER DOCUMENTATION	35
DEVELOP TRAINING MATERIALS	36
CONDUCT TESTING	36
REVIEW DEPLOYMENT AND SUPPORT PLANS	37
REVISE PROJECT PLAN AND CONDUCT BUILD PHASE TOLLGATE	37
TEST PHASE	38
CREATE ACCEPTANCE TEST PLANS	38
DEVELOP ACCEPTANCE TEST CASES	38
CONDUCT USER ACCEPTANCE TESTING	39
OBTAIN USER APPROVAL AND SIGNOFF	39
DEPLOY PHASE	40
PREPARE FOR PILOTS	40
CONDUCT PILOTS	40
REVISE DEPLOYMENT AND SUPPORT PLANS	41
OPERATIONS DEPLOY PHASE	41
REVISE PROJECT PLAN – CONDUCT DEPLOY PHASE TOLLGATE	42
CLOSE PHASE	42
TRANSFER RESPONSIBILITY TO SYSTEM AND OPERATIONS OWNER	42
PERFORM POST PROJECT REVIEW – LESSONS LEARNED	43
ARCHIVE PROJECT DOCUMENTS	43
SUBMIT DEPARTMENT OF INFORMATION TECHNOLOGY –PCC PROJECT CLOSEOUT REPORT	44
CLOSE PROJECT	44



ABOUT THIS DOCUMENT

This document presents an overall project management methodology. It is the goal of the DoIT Project Oversight and Compliance Division to introduce a consistent project management method that will ensure success of information technology projects and serve as a framework for projects that are certified according to the State of New Mexico IT Project Certification Memorandum of July 2007. This framework will be applicable to all types of IT projects undertaken by State of New Mexico agencies.

This document combines basic tenets of the Project Management Institute, the State of New Mexico IT project certification processes and a product development approach modeled on a software development life cycle –Plan-Define-Design-Build-Deploy-Close.

The project methodology presented herein is built around and also serves as a framework for a series of project templates that leverages best practices of other state project management approaches and the best practices of the Project Management Institute and other such organizations.

The project methodology developed in these pages has also been used to establish a revised Independent Validation and Verification framework specifically related to the processes and template content of this State of New Mexico Department of Information Technology project approach.

With the establishment of the Department of Information Technology there are two key project governance documents, both established as Department of Information Technology memoranda and published on the Department of Information Technology website:

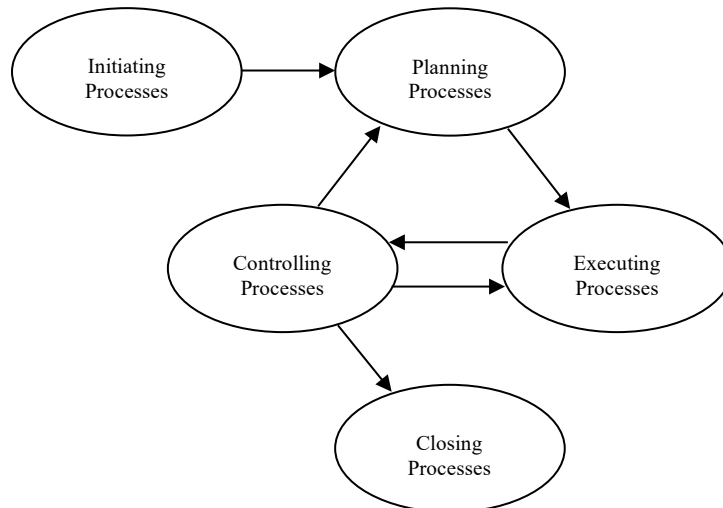
1. IT Project Oversight Process Memorandum, July 5th, 2007
2. IT Project Certification Memorandum, July 5th, 2007

PROJECT MANAGEMENT PHASES

PROJECT MANAGEMENT INSTITUTE

The State of New Mexico and the Department of Information Technology recognize the Project Management Institute as a leading organization in the development and sponsorship of programs and certifications for project managers. Both of this State of New Mexico level and within state agencies, there is recognition of the importance of the PMP (Project Management Professional) certification and the Project Management Book of Knowledge which serves as focus of preparation for the certification's qualifying examination.

This State of New Mexico Project methodology will be organized against the PMBOK®'s five process areas (see diagram below) and



supported by the Department of Information Technology Project Management Services Office.

The following is a description of a Project Management Life Cycle based on the PMI's Project Management Institute's PMBOK®, with key aspects of each of these five processes are identified as including the following:



INITIATING:

- Project Charter
- Project Scope
- Business Requirements – Business Case
- Assumptions
- Constraints
- Authorization to proceed with planning

PLANNING:

- Project Plan
- Critical success factors
- Work Breakdown Structures
- Project Schedule

CONTROLLING:

- Performance/Status Reports
- Corrective Action
- Measurement Metrics
- Plan Change Requests
- Product Change Request
- Risk Management
- Issues Management

EXECUTION:

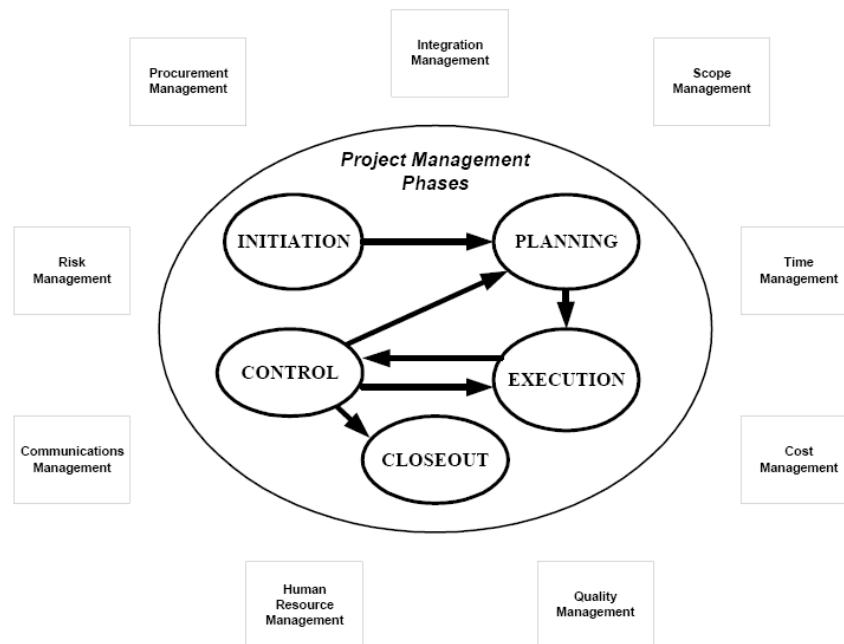
- Actual efforts
- Project Deliverables completion

CLOSING:

Deliverable or Product Acceptance

Lessons Learned

As a companion to the five major project processes, PMI through the PMBOK® has instituted nine management focuses that will be followed in this project methodology.



INTEGRATION MANAGEMENT

The purpose of integration management is to ensure coordination of the different elements of a project to achieve the needs and expectations of project stakeholders. It includes project plan development, project plan execution, and integrated overall change control.



SCOPE MANAGEMENT

The purpose of scope management is to ensure the work performed in a project is necessary to the successful completion. It includes initiation, scope planning, scope definition, scope verification, and scope change control.

TIME MANAGEMENT

The purpose of time management is to ensure a project completes in a timely manner. It includes activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control.

COST MANAGEMENT

The purpose of cost management is to ensure a project completes within its approved budget. It includes resource planning, cost estimating, cost budgeting, and cost control.

QUALITY MANAGEMENT

The purpose of quality management is to ensure the products and services produced by a project satisfy the needs for which the project was undertaken. Quality – the satisfaction of project needs – is a measure of adherence to stated requirements combined with fitness for use. The Quality Management Knowledge Area includes quality planning, quality assurance, and quality control.

HUMAN RESOURCE MANAGEMENT

The purpose of human resource management is to ensure effective use of the people involved in a project. It includes organizational planning, staff acquisition, and team development.

COMMUNICATIONS MANAGEMENT

The purpose of communications management is to ensure timely and effective flow of information for a project. It includes communication planning, information distribution, performance reporting, and administrative closure.

RISK MANAGEMENT

The purpose of risk management is to ensure the identification, analysis, and appropriate response to the risks encountered by a project. It includes risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control.



PROCUREMENT MANAGEMENT

The purpose of procurement management is to ensure effective acquisition of products and services from sources external to the project's organization. It includes procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout.

These organizing processes provide the framework for successfully managing even the most complex of projects but are not intended to be a once for all picture of the project. These five processes and nine management focuses would be applied to the whole project life cycle.

DEPARTMENT OF INFORMATION TECHNOLOGY AND STATE OF NEW MEXICO PROJECT CERTIFICATION:

THE PROJECT CERTIFICATION REQUIREMENT:

All executive branch agency IT projects meeting one or more of the following criteria must follow the certification process in order for IT projects funds to be released, regardless of the source of those funds:

- A. project is mission critical to the agency;
- B. project cost is equal to or in excess of \$100,000.00;
- C. project impacts customer on-line access;
- D. project is one deemed appropriate by the Secretary of the DoIT.

THE PROJECT CERTIFICATION PHASES

The following defines phases in the certification process:

A. **Initiation Phase** funding is requested by an agency for use in developing project phases, developing Independent Verification and Validation ("IV&V") plan and contract; address project review issues and/or to develop an overall project management plan. **Note:** Waiver of the IV&V requirement requires specific written approval by the Secretary of the DoIT.

B. **Planning Phase** is the project planning or development phases. The project management plan and the IV&V plan must be included with the request for release of funds. Projects meeting any of the following criteria will also be required to submit a Request for Enterprise Architecture Project Review:

1. Project includes a request for exception to an existing rule, guideline, configuration requirement, or for exception to the Framework for Enterprise Architecture;
2. Project proposes a new technology standard not already defined in the rules, guidelines, and configuration requirements; or
3. Project satisfies statutory and administrative legal requirements for architecture review.

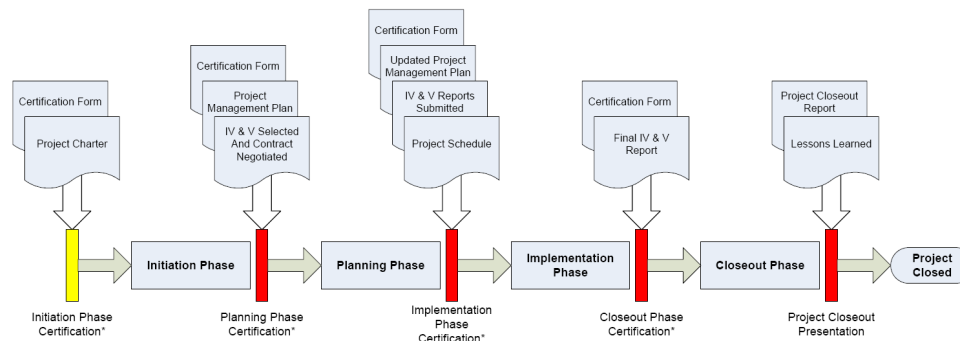
Projects meeting any of the aforementioned criteria must also submit a Request for Enterprise Architecture Project Review, which will be posted on the DoIT website

C. **Implementation Phase** is the execution or deployment phase. The project management plan, most recent IV&V report, Quality Assurance Plan, and a Results Report of prior phase deliverables must be submitted with the certification Request.

D. **Closeout Phase** is the termination or completion phase. The lessons learned, final IV&V report and Project Closeout Report must be submitted with the Request. The template for that report will be posted on the DoIT website.

REQUIRED PRODUCT DOCUMENTATION FOR EACH PHASE

IT Project Certification Timeline and Gates

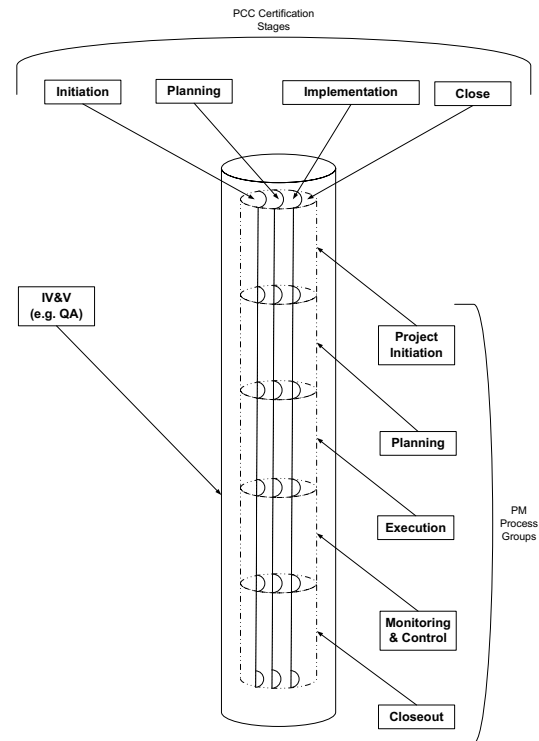


The above diagram lays out the required documentation for each of these certificate gates. These documents have been incorporated into the project methodology described in these pages.

PMI PHASES INTEGRATED INTO THE STATE OF NEW MEXICO PROJECT CERTIFICATION PHASES

The diagram to the right illustrates the PMI Initiation, Planning, Execution, Monitoring & Control and Close phases being included in each of the Project Certification Phases.

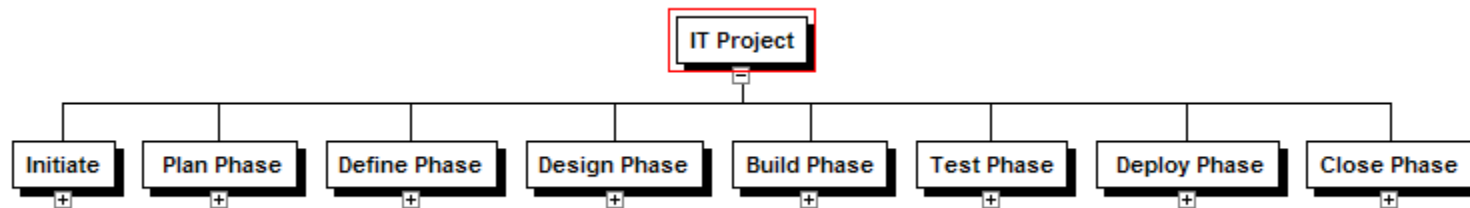
The agency oversight of the project as well as the Project Certification Committee's evaluation of the certification requests, and the monthly project reports to the Department of Information Technology Project Oversight and Compliance Division along with the IV&V vendor reports serve as the Monitoring and Controlling function for the project.



HIGH LEVEL PROJECT/PRODUCT LIFE CYCLE APPROACH

What is a project/product life cycle?

“A collection of generally sequential project phases whose name and number are determined by the control needs of the organization or organizations involved in the project. “ Project Management Institute’s PMBOK® Guide 2000, Glossary p. 205



The State of New Mexico and the Department of Information Technology project methodology combines the standard project phases approach with a standard solution or product development life cycle into one coherent life cycle approach. That is, the execute phase of the PMI or the Implementation Phase of the project certification process is divided into the Define, Design, Build, Test and Deploy phases more aligned with the development of the end goal product or solution.

This delineation of the Define, Design, Build, Test and Deploy supports the Department of Information Technology July 2007 “Project Oversight Process” in four ways:

- “Product development life cycle” is a series of sequential, non-overlapping phases comprised of iterative disciplines such as requirements, analysis and design, implementation, test and deployment implemented to build a product or develop a service.
- “During the project management lifecycle, agencies shall select and implement a phase product development lifecycle methodology approved by the Department.”
- “Lead Agency shall: Prepare a written risk assessment report at the inception of a project and at the end of each product development lifecycle phase or more frequently for large and high-risk projects. “

- “IV&V Reporting: Prepare interim reports based on the phases as indicated within the project schedule. Included in the report will be an evaluation on whether product development requirements are being met, project management is effective, continuing risk analysis, and how the project is implementing previous recommended risk mitigation strategies.

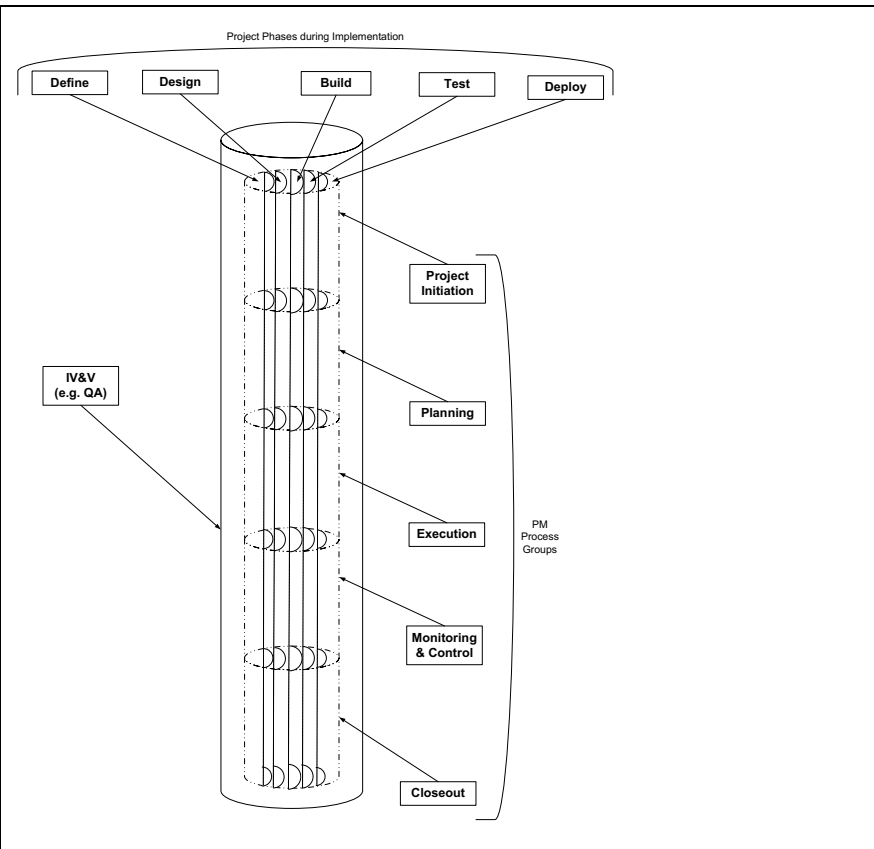
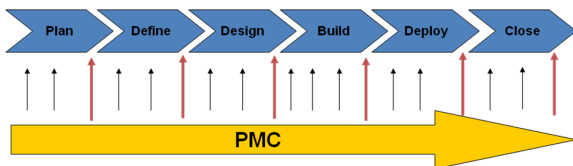
PMI PHASES INTEGRATED INTO THE HIGH LEVEL PROJECT PHASES APPROACH

The Define, Design, Build, Test and Deploy approach is “a series of sequential, non-overlapping phases comprised of iterative disciplines such as requirements, analysis and design, implementation, test and deployment implemented to build a product or develop a service. “

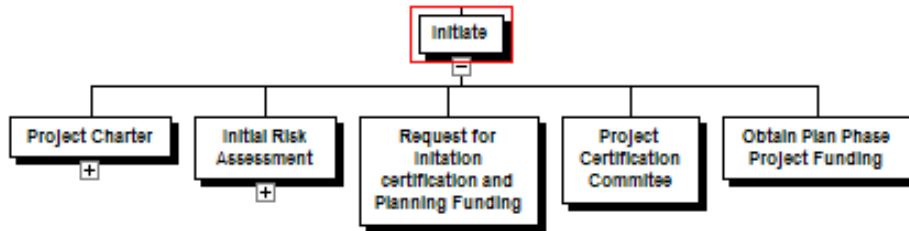
Within each of these development phases the PMI 5 phases are actualized. Each phase has a close out phase in the form of a phase toll gate during which project sponsors and business owners sign off on the revised project documents and development deliverables appropriate for that product development phase.

The key Project Monitoring and Control processes apply to each developmental phase

PMC is an Ongoing Process

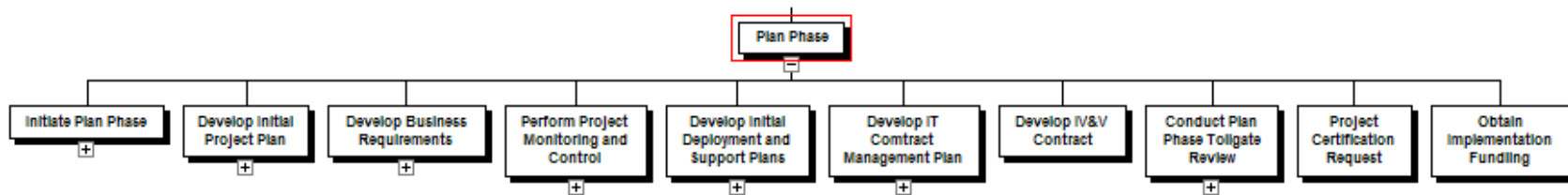


INITIATION PHASE



The Initiation Phase establishes the foundation for the project. The key document is the project charter which lays out the scope and governance structure for the project. The Initial Risk Assessment required by the “IT Project Oversight Process Memorandum” serves as a walkthrough of the various aspects of the typical project and suggests area that should be addressed in the project planning and management process.

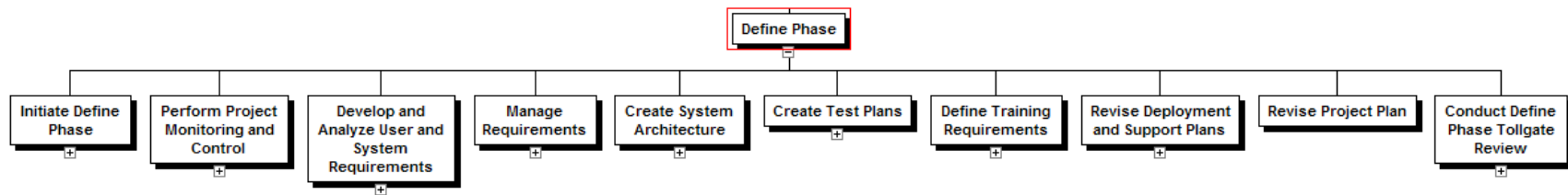
PLAN PHASE



The Plan Phase builds on the foundation of the Project Charter’s establishment of the role of the project manager, and the establishment of funding for the planning required by the project. The key elements of the Plan phase are the initial Project Management Plan, the establishment of the business requirements for the project, the development of initial deployment and support documents and the development of the required IT contracts for the project including the Independent Validation and Verification for the project as required by the State of New Mexico project certification process.

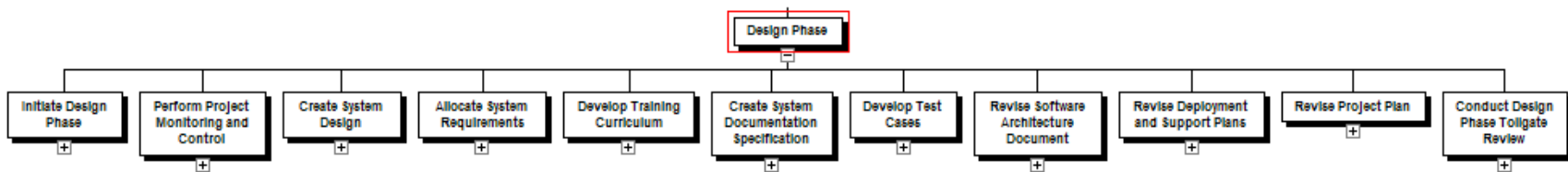
As per the Project Oversight Definition, “Product development life cycle” is a series of sequential, non-overlapping phases”, the Plan Phase and the rest of these phases has a “Toll Gate” review that must be done before the project starts on the next “sequential, non-over phase.”

DEFINE PHASE



The Define Phase builds on the business requirements of the plan phase, and builds or “defines” the user, system, and operations requirements necessary to support the business needs of the product. Out of the requirements comes the system architecture that will also be used in the design phase, and the foundation of the training for end users and support staff, and the initial test plans that will be implemented in the build phase.

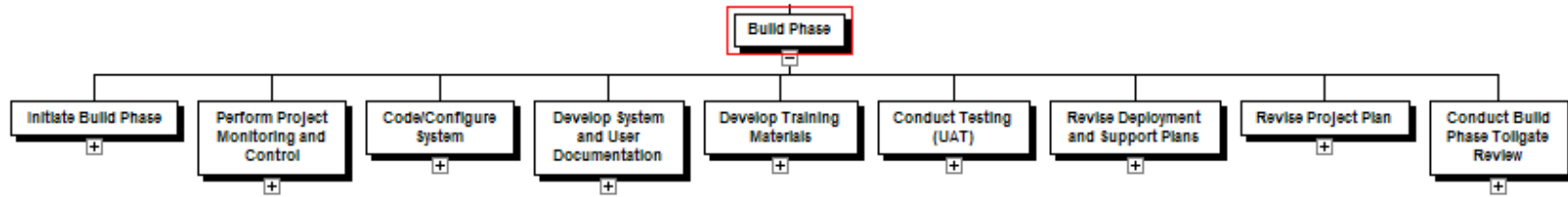
DESIGN PHASE



The Design Phase takes the defined requirements and system architecture and builds the design for the product. Through these phases the project must maintain a requirements traceability matrix which enables it to trace each element of the product’s design back to previously defined technical requirements each of which serves the business requirements of the project.

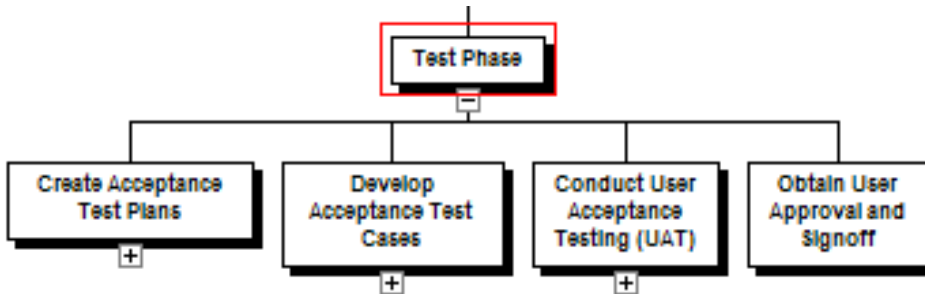
Paralleling the technical design process is the establishment of the training curriculum and test cases that will be used to train the support and end user community and be used for testing that the solution meets the required functionality.

BUILD PHASE



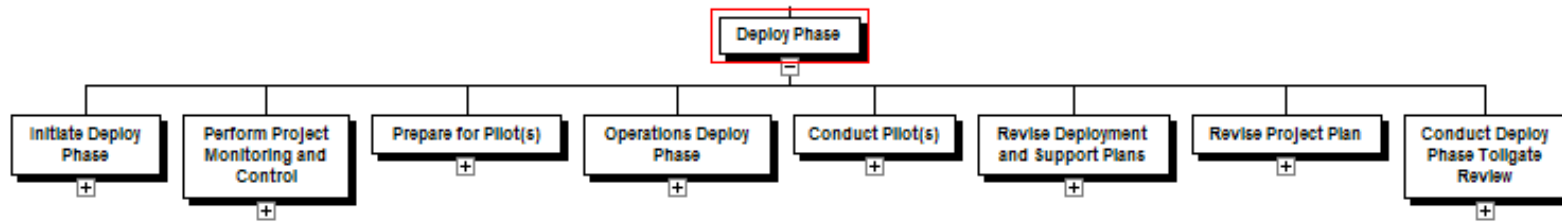
The Build Phase is the point in the project that the product gets built, and assembled. Again the project performs traceability to ensure the requirements are actualized, and also performs the various testing processes of what is being built. Insights as to how the product is to be trained and deployed and should be administered are added to previous initiated documentation. Training Materials are developed that synch up with the actual product.

TEST PHASE



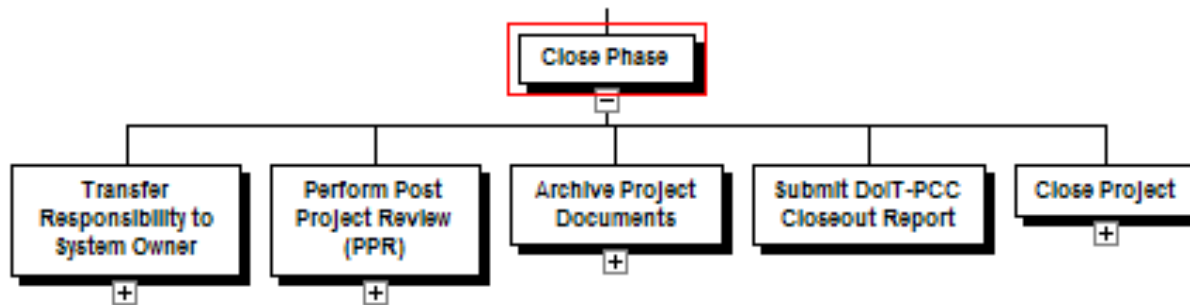
The formal test phase is used for the development of the acceptance testing that is required to move into the deploy phase. Again the project performs traceability to ensure the requirements are actualized, and also performs the acceptance testing processes against the business and user requirements which had formed the rationale for the project.

DEPLOY PHASE



The Deploy Phase leverages the various deployment and support documents that were initiated in the Plan Phase and updated during the subsequent development phases. Ideally the Deploy Phase will include a pilot population that will be used to ensure that all the planning assumptions have been accurately turned into project deliverables.

CLOSE PHASE



The Close Phase of the project includes formally transitioning the product to operations support, and signing what ever acceptance documents are contractually required. The project then requests formal close out from the Project Certification Committee.



A CAVAET – THE PROJECT TAILORING PROCESS

These product development phases are logical divisions of the work of the project towards satisfying the business requirements of the project sponsors and business owners. Projects will differ in the amount of work required in each phase, including the specifics of supporting documentation that should be established.

ESTABLISHED AGENCY INTERNAL PROCESSES AND DOCUMENT SETS

The Initiate, Plan, Define, Design, Build, Test, Deploy and Close framework proposed in this document is based around a series of project templates designed to support this logical process. Where an agency has internal processes and well established and effective templates, the Project Oversight and Compliance Division of Department of Information Technology will work with the agency to tailor the project process to accommodate these processes and templates. Where there are specific requirements tied into Federal or other funding, the Project Oversight and Compliance Division of Department of Information Technology will work with the agency to tailor the project process to accommodate these processes and templates.

TAILORING PROCESS PACKAGES BY PROJECT TYPE

A project tailoring process will be established by the Department of Information Technology Project Oversight and Compliance Division and the specific “package” will be negotiated by the project as part of the Project Charter preparation process and be presented during the Initiation Certification Gate.

The following categories are indications of these packages:

HW/SW Operating Environment upgrades

This category is based on projects that are doing upgrades to the hardware or software environments based on agency life cycle policy or the manufacturer end of life cycle/support policies.

COTS

This category is for acquisition and deployment of a Commercial off-the-shelf application. Could be based on a formal RFP with a full set of requirements or not. Hardware environment might be dictated by vendor. This should also involve the HW/SW operating environment requirements, operations and user training.

COTS Upgrade

This category is for vendor software upgrade for features or life cycle considerations. May meet Project Certification requirements, \$100K, Mission Critical, web access or at discretion of Roy Soto. This may have the complexity factor of upgrades to a system that has been customized previously for the agency

COTS with Customization

This is a combination of the straightforward COTS package with the complexity of modification to vendor code. This is not internal application configuration for agency name, date and other built in items. This is a complex product project, adding time and cost, and interface with vendor code.

Developed Application

This is a typical application development package that starts with requirements, includes system design, application architecture, testing, training, operations, acceptance and other development factors.

Application Upgrades

The complexity of this package is the extent of the upgrade/modification set, and whether the application was well documented and if the upgrades are being done by the same team. The full set of application items should be paid attention to in the process.

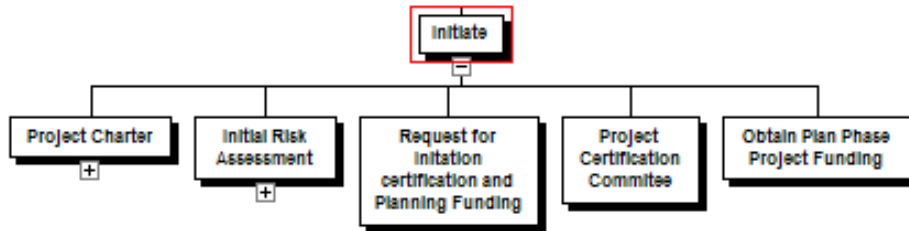
Network Upgrades

Network upgrades are a unique project type, with design and attention to state standards for firewalls etc being crucial.

Feasibility Studies

An agency wishing to re-do their current application(s), or to establish new business applications may enter a project. In addition to solid project management, there would be a heavy emphasis on requirements management, and perhaps analysis of current operating environment.

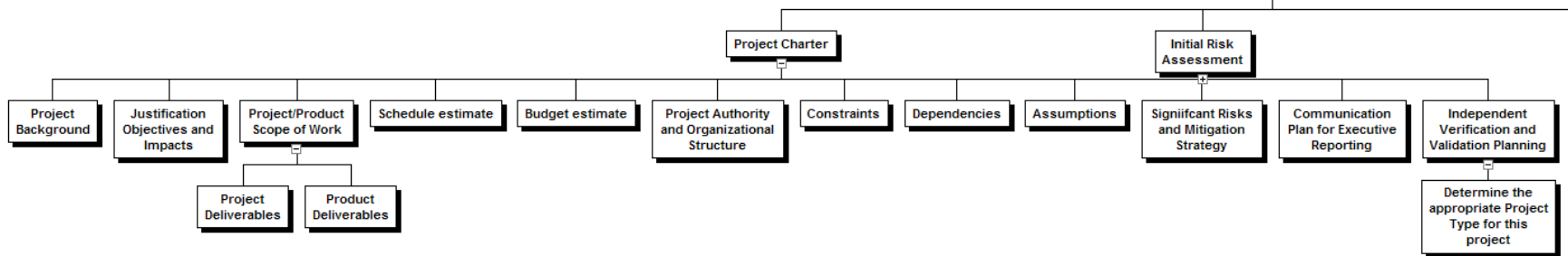
INITIATION PHASE



The Initiation Phase establishes the foundation for the project. The key document is the project charter which lays out the scope and governance structure for the project. The Initial Risk Assessment required by the “IT Project Oversight Process Memorandum” serves as a walkthrough of the various aspects of the typical project and suggests area that should be addressed in the project planning and management process.

PROJECT CHARTER

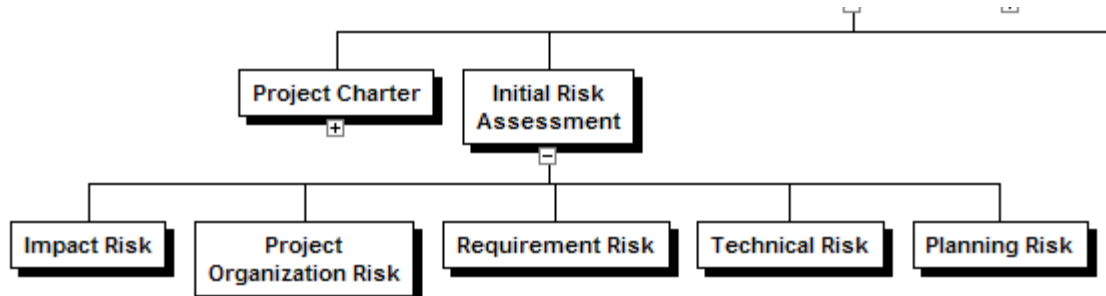
The Project Charter for Certification is established as a requirement for certification.



Department of Information Technology Project Charter for Certification Template

Department of Information Technology Project Charter for Certification Workbook

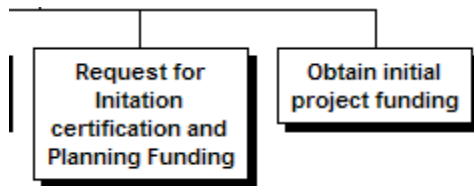
INITIAL RISK ASSESSMENT



Department of Information Technology Initial Project Risk Assessment Template

Department of Information Technology Initial Project Risk Assessment Workbook

PROJECT CERTIFICATION

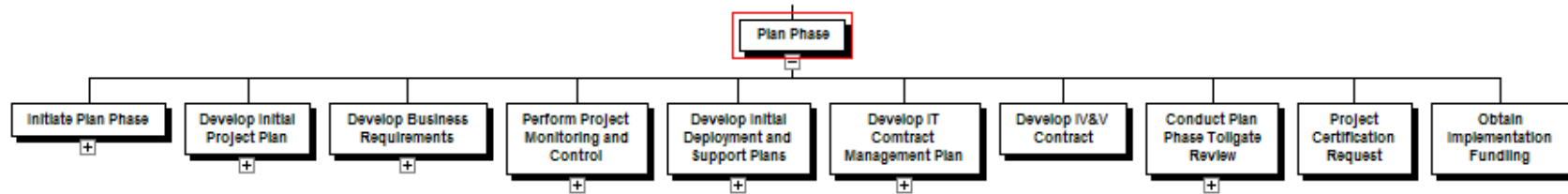


Department of Information Technology PCC Request for Certification and Release of Funds

PROJECT TAILORING PACKAGE

In conjunction with the Project Oversight and Compliance Division and the consultant assigned to the agency and project, the project will establish the project tailoring approach appropriate for the project. This will establish the templates for the project and the IV&V tasks for the project.

PLAN PHASE

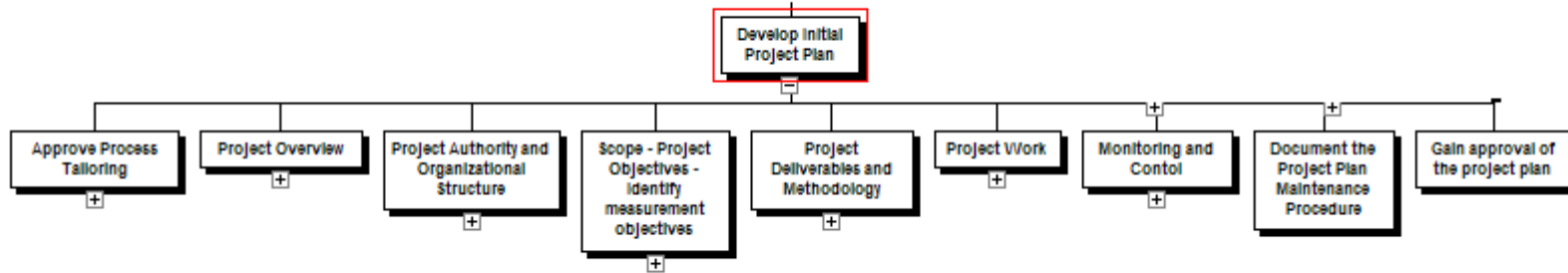


The Plan Phase builds on the foundation of the Project Charter’s establishment of the role of the project manager, and the establishment of funding for the planning required by the project. The key elements of the Plan phase are the initial Project Management Plan, the establishment of the business requirements for the project, the development of initial deployment and support documents and the development of the required IT contracts for the project including the Independent Validation and Verification for the project as required by the State of New Mexico project certification process.

As per the Project Oversight Definition, “Product development life cycle” is a series of sequential, non-overlapping phases”, the Plan Phase and the rest of these phases has a “Toll Gate” review that must be done before the project starts on the next “sequential, non-over phase.”

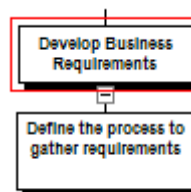
DEVELOP INITIAL PROJECT PLAN

The project plan is a working document, describing how the project will be organized and go about its business of developing the required solution to the business needs of the agency or agencies.



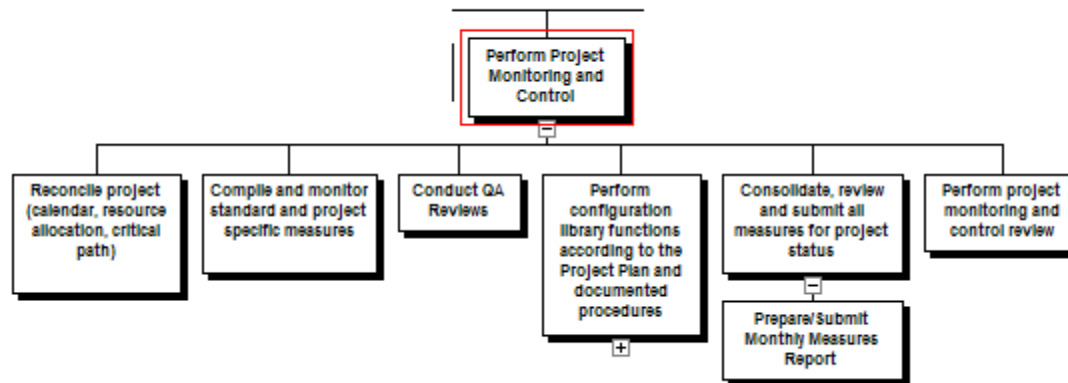
- Department of Information Technology Project Management Plan Template*
- Department of Information Technology Project Management Plan Workbook*
- Department of Information Technology Project Team Directory*
- Department of Information Technology MS Project Schedule Template*

DEVELOP BUSINESS REQUIRMENTS



- Department of Information Technology Requirements Collection Template*
- Department of Information Technology Business Requirements Template*

PERFORM PLAN PHASE PROJECT MONITORING AND CONTROL



Templates

Department of Information Technology Risk and Issue Log Template

Department of Information Technology Risk Reporting Long Form – Optional

Department of Information Technology Issue Description and Resolution – Long Form – Optional

Department of Information Technology Change Request Form

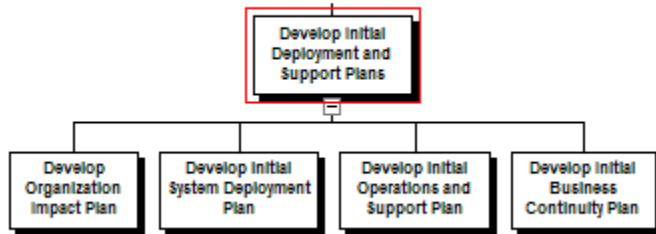
Department of Information Technology Change Request Log

Department of Information Technology Project Status Report

Department of Information Technology Meeting Agenda\Minutes Template

Department of Information Technology Meeting Methodologies Manual

DEVELOP INITIAL DEPLOYMENT AND SUPPORT PLANS



Department of Information Technology Organizational Impact Analysis

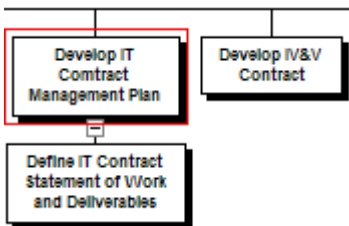
Department of Information Technology Operations and Support Plan

Department of Information Technology System Deployment Plan

Department of Information Technology Business Continuity Plan

DEVELOP AND ATTAIN IT AND IV&V CONTRACTS

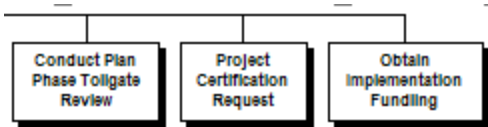
The Independent Verification and Validation Contract with the independent vendor is a pre-requisite for Implementation funding release as per the Project Certification process established by the Project Certification Memorandum of July 2005.



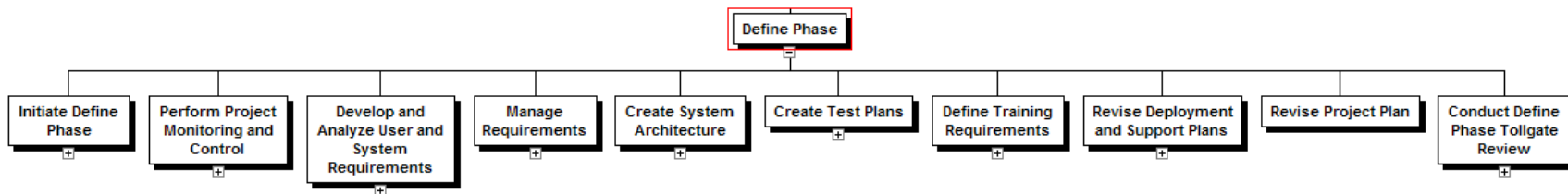
Department of Information Technology Information Technology Professional Services Contract

Department of Information Technology Information Technology Professional Services Contract – Exhibit A IV&V

CONDUCT PLAN PHASE TOLLGATE AND SECURE IMPLEMENTATION FUNDING

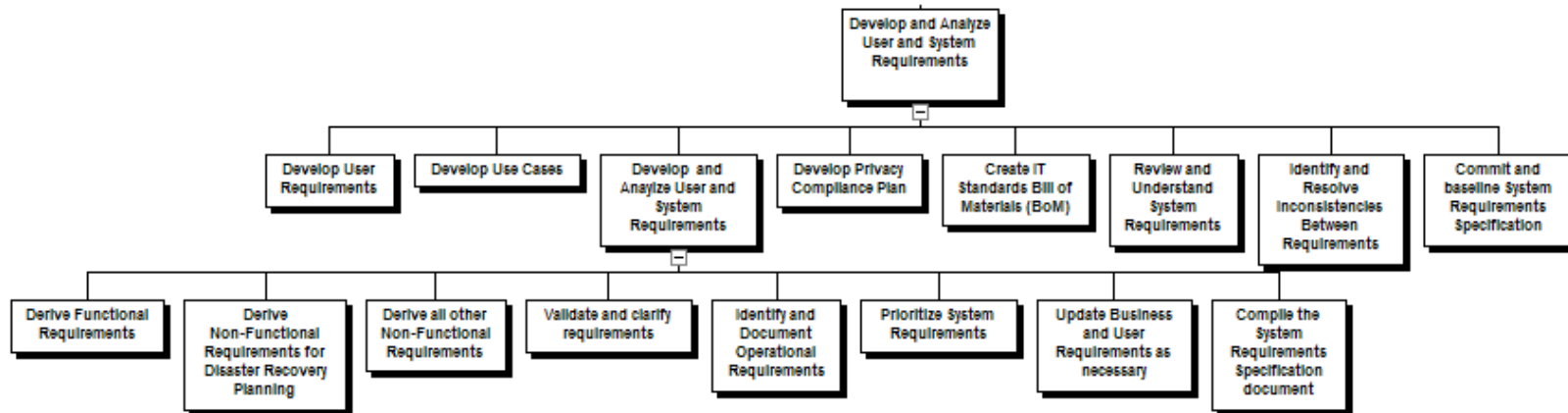


DEFINE PHASE



The Define Phase builds on the business requirements of the plan phase, and builds or “defines” the user, system, and operations requirements necessary to support the business needs of the product. Out of the requirements comes the system architecture that will also be used in the design phase, and the foundation of the training for end users and support staff, and the initial test plans that will be implemented in the build phase.

DEVELOP USER AND ANALYZE SYSTEM REQUIREMENTS

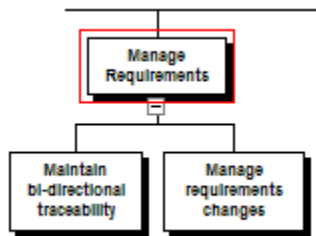


Department of Information Technology Business Requirements –User Requirement sections

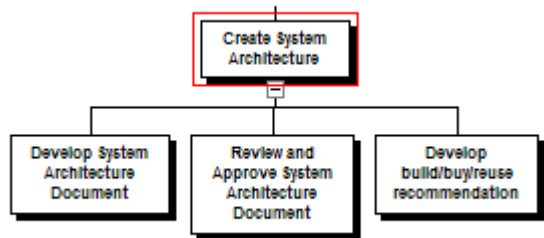
Department of Information Technology Use Case Specification and Template

Department of Information Technology System Requirements Specifications Template

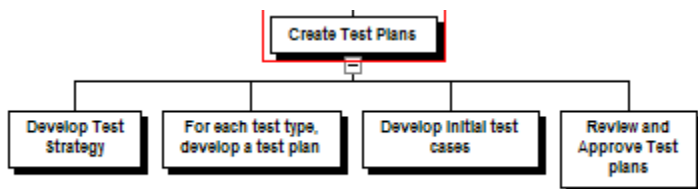
MANAGE REQUIREMENTS



CREATE SYSTEM ARCHITECTURE



CREATE TEST PLANS

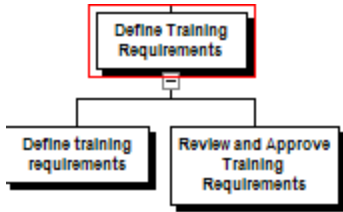


Department of Information Technology Test Plan

Department of Information Technology Test Strategy

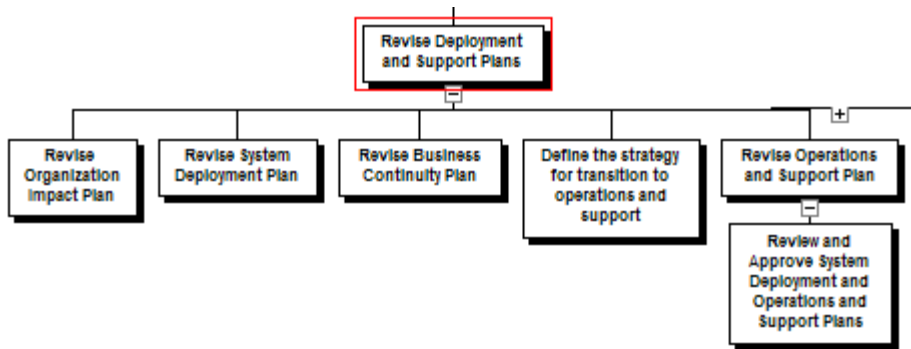
Department of Information Technology Test Case Template

DEFINE TRAINING REQUIREMENTS

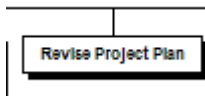


Department of Information Technology Training Requirements Template

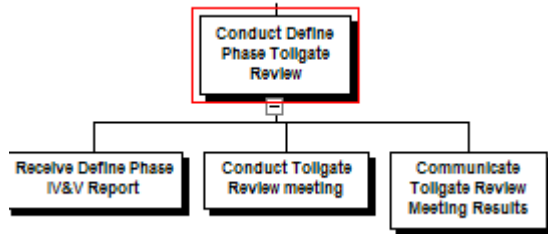
REVISE DEPLOYMENT AND SUPPORT PLANS



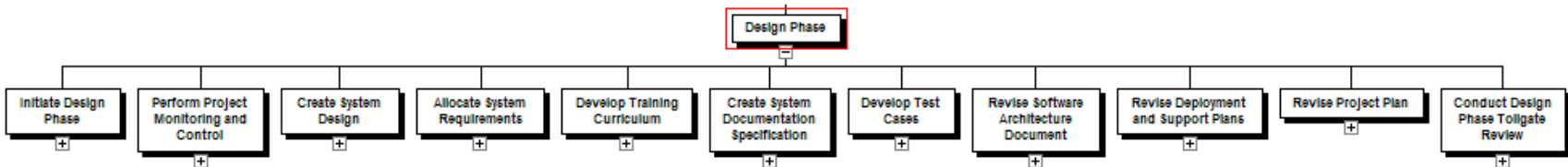
REVISE PROJECT MANAGEMENT PLAN



CONDUCT DEFINE PHASE TOLLGATE



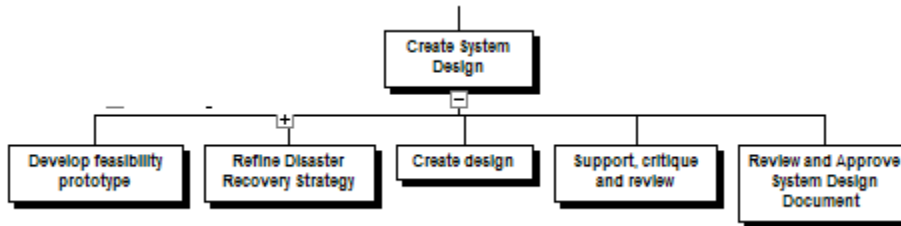
DESIGN PHASE



The Design Phase takes the defined requirements and system architecture and builds the design for the product. Through these phases the project must maintain a requirements traceability matrix which enables it to trace each element of the product’s design back to previously defined technical requirements each of which serves the business requirements of the project.

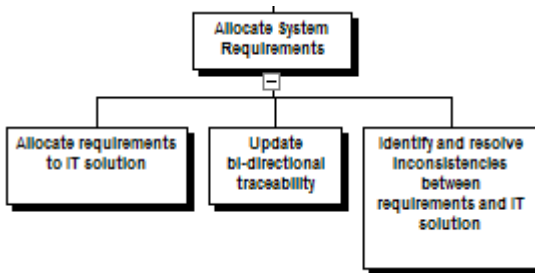
Paralleling the technical design process is the establishment of the training curriculum and test cases that will be used to train the support and end user community and be used for testing that the solution meets the required functionality.

CREATE SYSTEM DESIGN

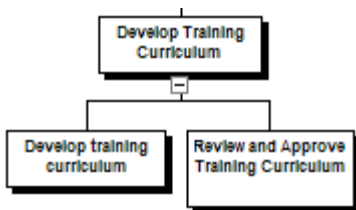


Department of Information Technology System Design Document Template

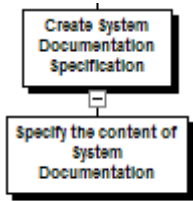
ALLOCATE SYSTEM REQUIREMENTS



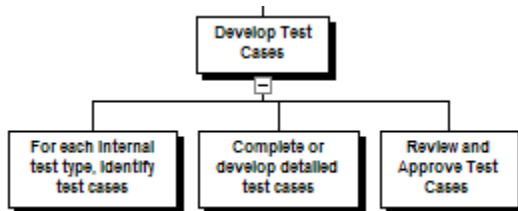
DEVELOP TRAINING CURRICULUM



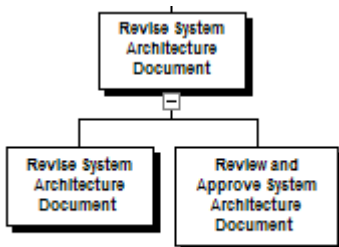
CREATE SYSTEM DOCUMENTATION SPECIFICATIONS



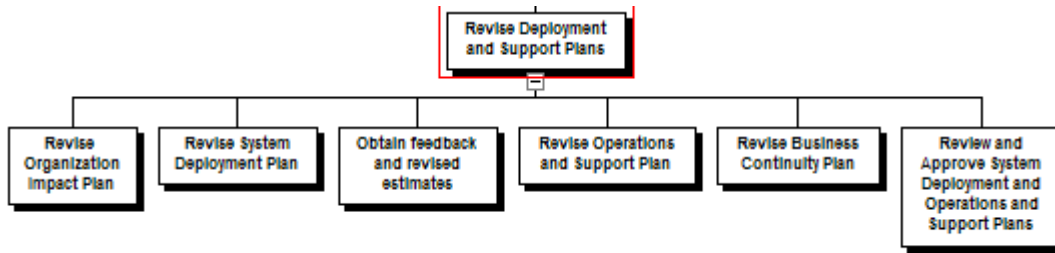
DEVELOP TEST CASES



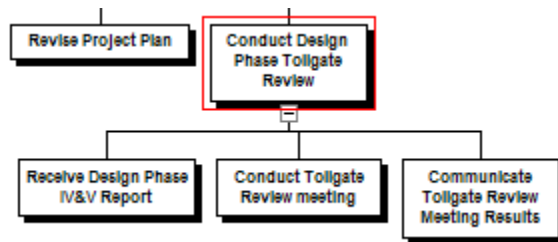
REVISE SYSTEM ARCHITECTURE



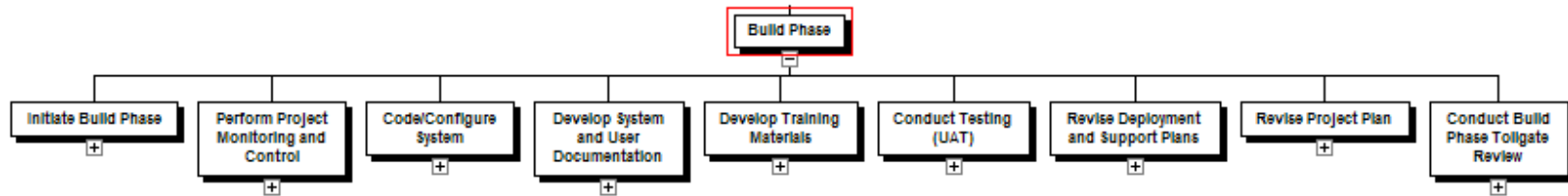
REVISE DEPLOYMENT AND SUPPORT PLANS



REVISE PROJECT PLAN – CONDUCT DESIGN PHASE TOLLGATE

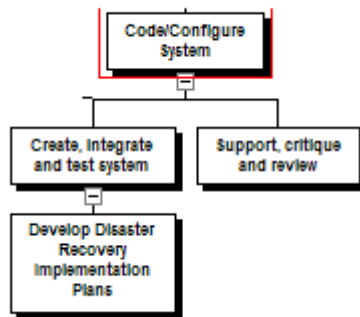


BUILD PHASE

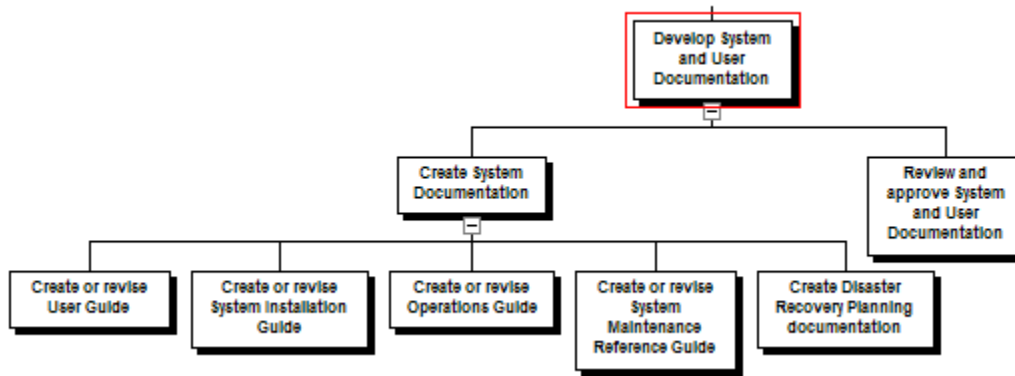


The Build Phase is the point in the project that the product gets built, and assembled. Again the project performs traceability to ensure the requirements are actualized, and also performs the various testing processes of what is being built. Insights as to how the product is to be training and deployed and should be administered are added to previous initiated documentation. Training Materials are developed that synch up with the actual product.

CODE/CONFIGURE SYSTEM

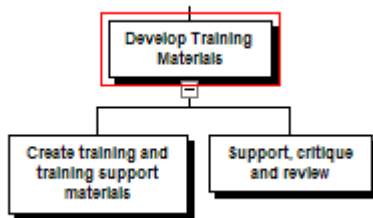


DEVELOP SYSTEM AND USER DOCUMENTATION

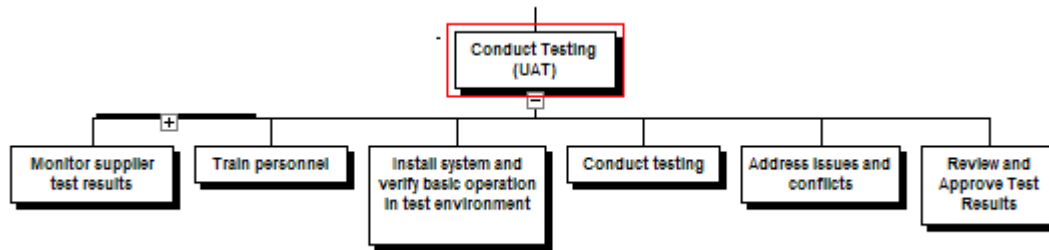


Department of Information Technology System installation – Administration Manual

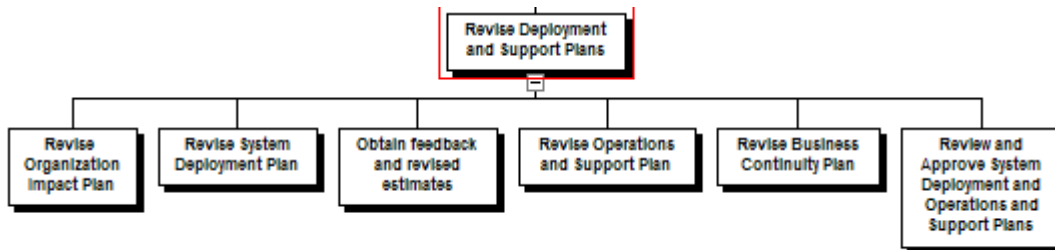
DEVELOP TRAINING MATERIALS



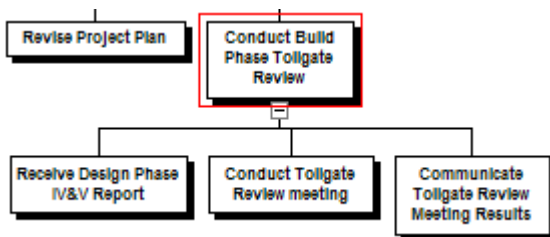
CONDUCT TESTING



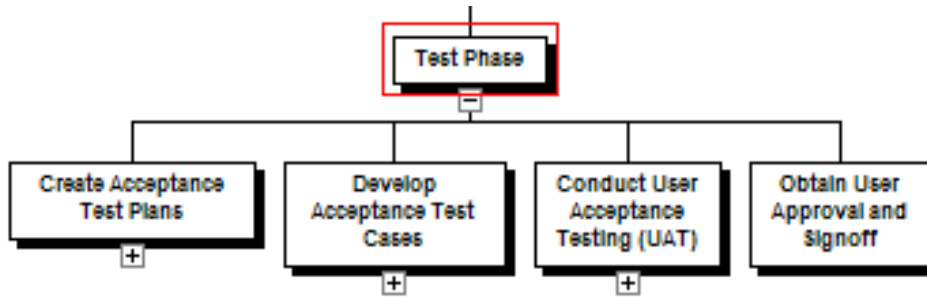
REVIEW DEPLOYMENT AND SUPPORT PLANS



REVISE PROJECT PLAN AND CONDUCT BUILD PHASE TOLLGATE



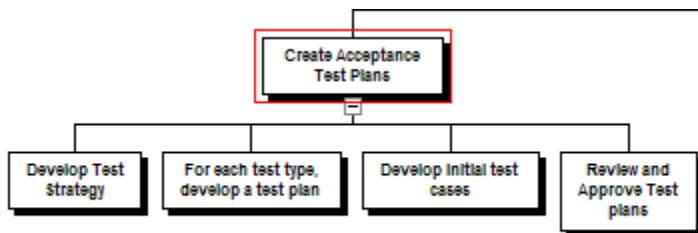
TEST PHASE



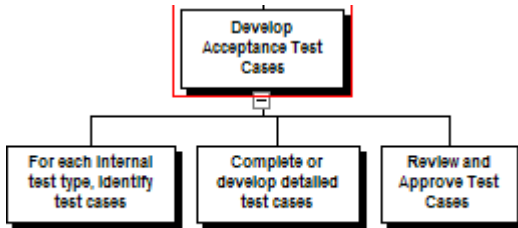
The formal test phase is used for the development of the acceptance testing that is required to move into the deploy phase. Again the project performs traceability to ensure the requirements are actualized, and also performs the acceptance testing processes against the business and user requirements which had formed the rationale for the project.

CREATE ACCEPTANCE TEST PLANS

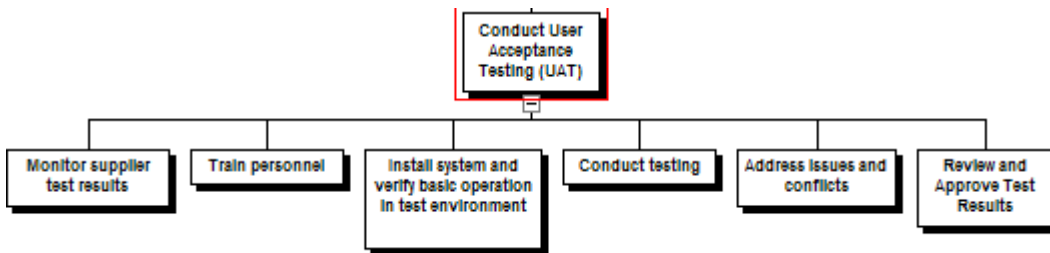
Department of Information Technology User Acceptance Testing



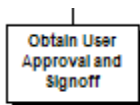
DEVELOP ACCEPTANCE TEST CASES



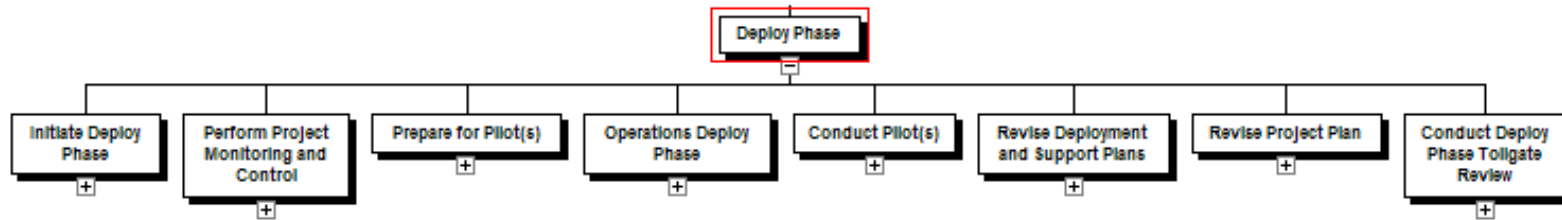
CONDUCT USER ACCEPTANCE TESTING



OBTAIN USER APPROVAL AND SIGNOFF

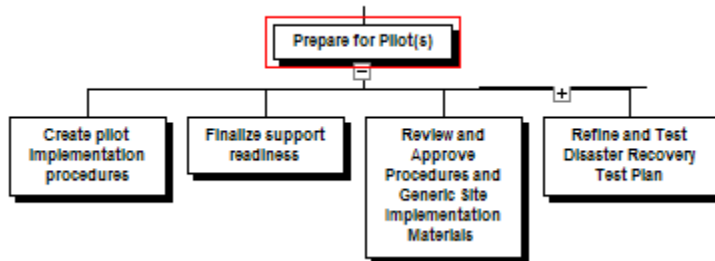


DEPLOY PHASE

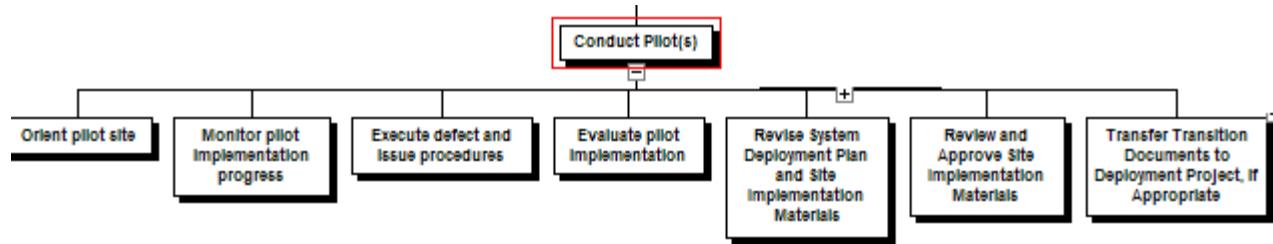


The Deploy Phase leverages the various deployment and support documents that were initiated in the Plan Phase and updated during the subsequent development phases. Ideally the Deploy Phase will include a pilot population that will be used to ensure that all the planning assumptions have been accurately turned into project deliverables.

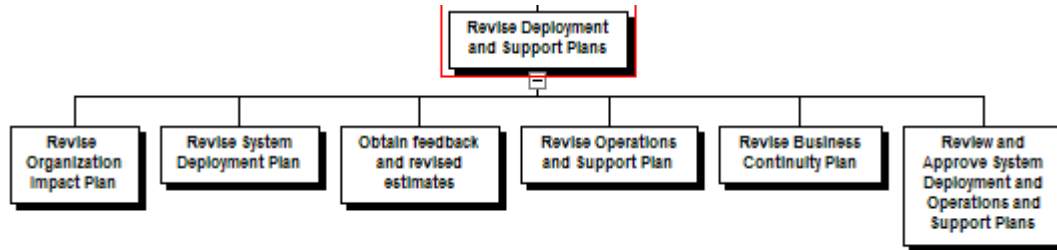
PREPARE FOR PILOTS



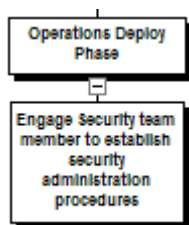
CONDUCT PILOTS



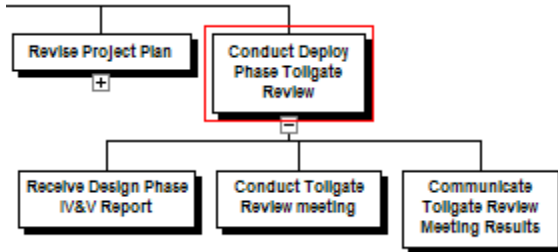
REVISE DEPLOYMENT AND SUPPORT PLANS



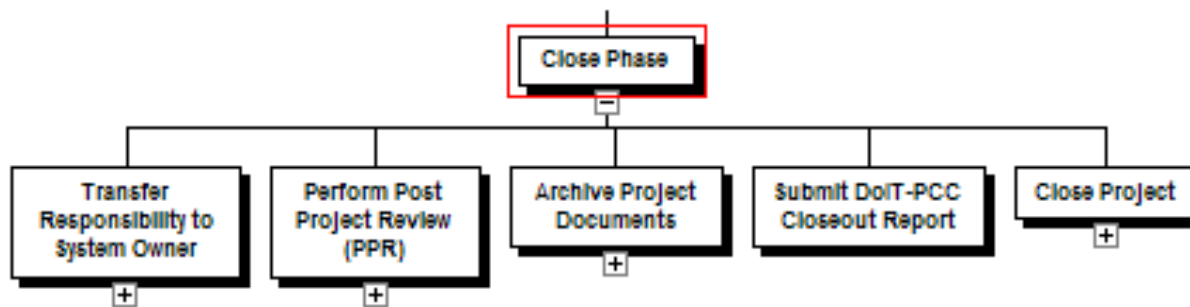
OPERATIONS DEPLOY PHASE



REVISE PROJECT PLAN – CONDUCT DEPLOY PHASE TOLLGATE

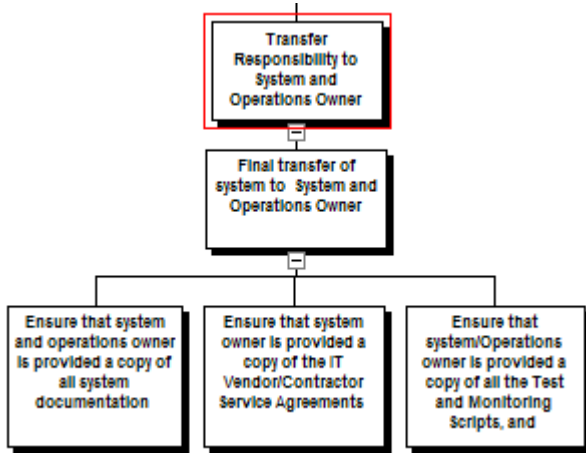


CLOSE PHASE

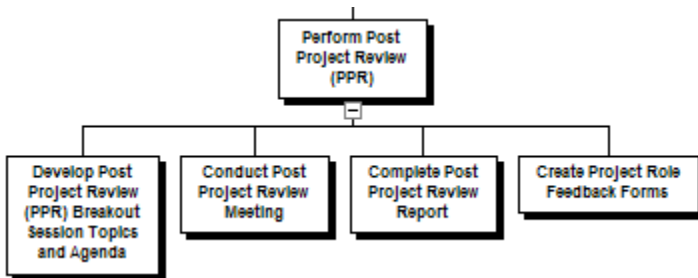


The Close Phase of the project includes formally transitioning the product to operations support, and signing what ever acceptance documents are contractually required. The project then requests formal close out from the Project Certification Committee.

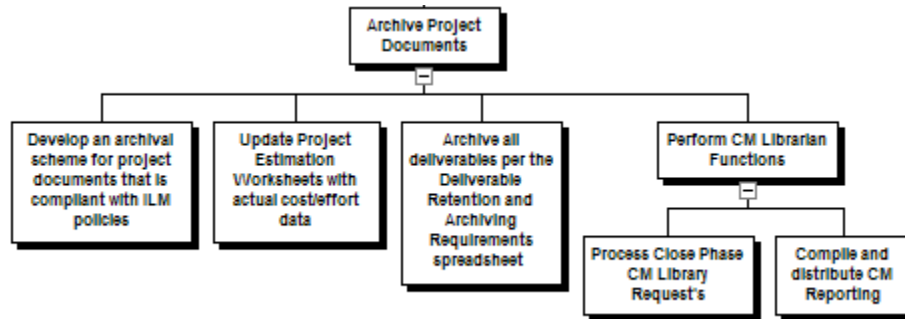
TRANSFER RESPONSIBILITY TO SYSTEM AND OPERATIONS OWNER



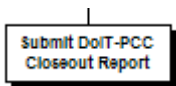
PERFORM POST PROJECT REVIEW – LESSONS LEARNED



ARCHIVE PROJECT DOCUMENTS



SUBMIT DEPARTMENT OF INFORMATION TECHNOLOGY –PCC PROJECT CLOSEOUT REPORT



CLOSE PROJECT

