

Capital Project Delivery Process - Waterfall

	Concept	Initiation & Planning	Execution	Closing
	Identify opportunities, determine strategic fit and assess high level cost / benefits and risk	Gain a complete understanding of all the important aspects of the project, engage all impacted groups, develop the solution design and the detailed plan to achieve the project objectives	Execute the plan, through coordination of people and other resources, to achieve the project objectives	Formalize project acceptance, close out the project finances, and verify that the benefits have been or will be realized
Accountable	Business VP Sponsor	Delivery Director	Delivery Director	Delivery Director
Responsible	Delivery Lead, Solution Architect, Business Analyst, Business Lead, Subject Matter Expert, Finance	Delivery Lead, Business Lead, Project Manager, Solution Architect, Business Analyst, Subject Matter Expert, Enterprise Architecture, Enterprise Security, Testing Services	Project Manager, Systems Analyst, Solution Architect, Business Analyst, Developers, Testers	Project Manager, Business Lead, Subject Matter Expert, Finance
Actions				
Approvals	<div style="border: 1px solid black; padding: 5px;"> <p>Sign-offs</p> <ul style="list-style-type: none"> • CIO • Business Sponsor • Finance </div> <p style="text-align: center;">STAGE GATE 1 Project EXEC'd</p>	<div style="border: 1px solid black; padding: 5px;"> <p>Sign-offs</p> <ul style="list-style-type: none"> • Business Sponsor • Delivery Director • All deliverables signed off by required stakeholders </div> <p style="text-align: center;">STAGE GATE 2 End Of Planning</p>	<div style="border: 1px solid black; padding: 5px;"> <p>Sign-offs</p> <ul style="list-style-type: none"> • Business Sponsor • Delivery Director • All deliverables signed off by required stakeholders </div> <p style="text-align: center;">STAGE GATE 3 Pre-Implementation</p>	<div style="border: 1px solid black; padding: 5px;"> <p>Sign-offs</p> <ul style="list-style-type: none"> • Business Sponsor • Delivery Director • All deliverables signed off by required stakeholders </div>
Activities	<ul style="list-style-type: none"> • Capture opportunities & high level requirements • Create business case, identifying initial scope, benefits, schedule and budget • Prioritize within all portfolio opportunities • Create Investment Funding Request • Conduct financial analysis (Finance) • Create project in SAP PS • Create Cost Estimation Worksheet 	<ul style="list-style-type: none"> • Release authorized spend for project (Finance) • Assign Project Manager • Update Cost Estimation Worksheet (monthly) • Approve time, validate actuals in SAP PS, close down completed network codes • Determine and assess alternatives • Select final solution • Conduct project kickoff meeting • Assess network and contractual impacts 	<ul style="list-style-type: none"> • Create detailed design • Develop test approach and plan • Create plan for Execution phase • Submit Change Request(s) to reflect adjusted scope, schedule or budget (Finance re-applies financial analysis) • Baseline scope, schedule and budget • Schedule and conduct Stage Gate 2 	<ul style="list-style-type: none"> • Develop, test and document solution • Plan implementation(s) • Verify functionality, quality, and performance • Develop sustainment documentation • Update Cost Estimation Worksheet (monthly) • Approve time, validate actuals in SAP PS, close down completed network codes • Open and process RFC(s) as required • Schedule and conduct Stage Gate 3 • Implement solution in Production
Project Governance	<ul style="list-style-type: none"> • Review Investment Funding Request for accuracy and completeness • Obtain approvals from CIO, VP Sponsor and Finance 	<ul style="list-style-type: none"> • Create and review Project Delivery Checklist • Provide periodic Project Status Reports • Identify and action issues & risks • Conduct Stage Gate 2 • Report status and milestones, summarized at portfolio level 	<ul style="list-style-type: none"> • Monitor project status • Provide periodic Project Status Reports • Identify and action issues & risks • Provide status to stakeholders and IS lead team • Conduct Stage Gate 3 	<ul style="list-style-type: none"> • Complete Project Delivery Checklist • Complete Lessons Learned report • Close project finances in SAP PS • Conduct End Of Project Review (if the project meets criteria)
Deliverables	<ul style="list-style-type: none"> • Investment Funding Request • Cost Estimation Worksheet 	<ul style="list-style-type: none"> • Project Delivery Checklist • Project Statement • Project Plan • Issues, Risks & Decisions Register • Additional recommended documents if required by Delivery Director (see Project Delivery Checklist for details) 	<ul style="list-style-type: none"> • System Architecture • System Security • Test Plan • Project Status Reports • Project Delivery Checklist • Project Statement • Project Plan • Issues, Risks & Decisions Register • Project Status Reports • Test Plan & Results/QGates • Additional recommended documents if required by Delivery Director (see Project Delivery Checklist for details) 	<ul style="list-style-type: none"> • Project Delivery Checklist • Project Status Report • Closing Checklist