

# 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
<b>Accountable</b>	<b>Business VP Sponsor</b>	<b>Delivery Group Managing Director (or equivalent)</b>	<b>Delivery Group Managing Director (or equivalent)</b>	<b>Delivery Group Managing Director or equivalent)</b>
<b>Responsible</b>	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
<b>Actions</b>				
<b>Approvals</b>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #ffffcc;"> <p><b>Sign-offs</b></p> <ul style="list-style-type: none"> <li>• CIO</li> <li>• Business Sponsor</li> <li>• Finance</li> </ul> </div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #ffffcc;"> <p><b>Sign-offs</b></p> <ul style="list-style-type: none"> <li>• Business Sponsor</li> <li>• Delivery Group Managing Director</li> <li>• All deliverables signed off by required stakeholders</li> </ul> </div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #ffffcc;"> <p><b>Sign-offs</b></p> <ul style="list-style-type: none"> <li>• Business Sponsor</li> <li>• Delivery Group Managing Director</li> <li>• All deliverables signed off by required stakeholders</li> </ul> </div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #ffffcc;"> <p><b>Sign-offs</b></p> <ul style="list-style-type: none"> <li>• Business Sponsor</li> <li>• IS Group Managing Director</li> <li>• All deliverables signed off by required stakeholders</li> </ul> </div>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Capture opportunities &amp; high level requirements</li> <li>• Create business case, identifying initial scope, benefits, schedule and budget</li> <li>• Prioritize within all portfolio opportunities</li> <li>• Conduct financial analysis (Finance)</li> <li>• Create project in SAP PS</li> </ul>	<ul style="list-style-type: none"> <li>• Release authorized spend for project (Finance)</li> <li>• Assign Project Manager</li> <li>• Approve staff and contractor time</li> <li>• Enter actuals and forecasts into SAP PS (weekly), close down completed network codes</li> <li>• Determine and assess alternatives</li> <li>• Select final solution</li> <li>• Conduct project launch meeting</li> <li>• Assess network and contractual impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, test and document solution</li> <li>• Plan implementation(s)</li> <li>• Verify functionality, quality, and performance</li> <li>• Develop sustainment documentation</li> <li>• Approve staff and contractor time</li> <li>• Enter actuals and update forecasts in SAP PS (weekly), close down completed network codes</li> <li>• Open and process RFC(s) as required</li> <li>• Schedule and conduct Stage Gate 3</li> <li>• Implement solution in Production</li> </ul>	<ul style="list-style-type: none"> <li>• Review project deliverables for quality and completeness</li> <li>• Customer satisfaction card completed</li> <li>• Complete and assess lessons learned</li> <li>• Complete and assess benefits realization</li> <li>• Ensure finances are finalized and project closed in SAP PS</li> </ul>
<b>Project Governance</b>	<ul style="list-style-type: none"> <li>• Review Project Funding Request for accuracy and completeness</li> <li>• Obtain approvals from CIO, VP Sponsor and Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Create and review Project Delivery Checklist</li> <li>• Provide weekly Project Status Reports</li> <li>• Identify and action issues &amp; risks</li> <li>• Conduct Stage Gate 2</li> <li>• Report status and milestones, summarized at portfolio level</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor project status</li> <li>• Provide weekly Project Status Reports</li> <li>• Identify and action issues &amp; risks</li> <li>• Provide status to stakeholder and IS lead team</li> <li>• Ensure deliverable quality sufficient to proceed to Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Project Delivery Checklist</li> <li>• Complete Lessons Learned and Benefits Realization reports</li> <li>• Complete Customer Satisfaction card and provide to CIO</li> <li>• Close project finances in SAP PS</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• <b>Project Funding Request</b></li> <li>• One additional recommended document if required by Managing Director (see Project Delivery Checklist for details)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Delivery Checklist</b></li> <li>• <b>Project Charter</b></li> <li>• <b>Project Plan</b></li> <li>• <b>Issues, Risks &amp; Decisions Register</b></li> <li>• Eleven additional recommended documents if required by Managing Director (see Project Delivery Checklist for details)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Delivery Checklist</b></li> <li>• <b>Project Charter</b></li> <li>• <b>Project Plan</b></li> <li>• <b>Issues, Risks &amp; Decisions Register</b></li> <li>• <b>Project Status Reports</b></li> <li>• <b>Test Plan &amp; Results/QGates</b></li> <li>• Eight additional recommended documents if required by Managing Director (see Project Delivery Checklist for details)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Delivery Checklist</b></li> <li>• <b>Project Status Report</b></li> <li>• <b>Benefits Realization Report</b></li> <li>• <b>Customer Satisfaction Card</b></li> <li>• <b>Closing Checklist</b></li> </ul>