PRECISION STUDIO

A LEADER IN EFFECTIVE COMMUNICATION

Project Management Methodology

Define and Initiate SubPhase

Course Purpose

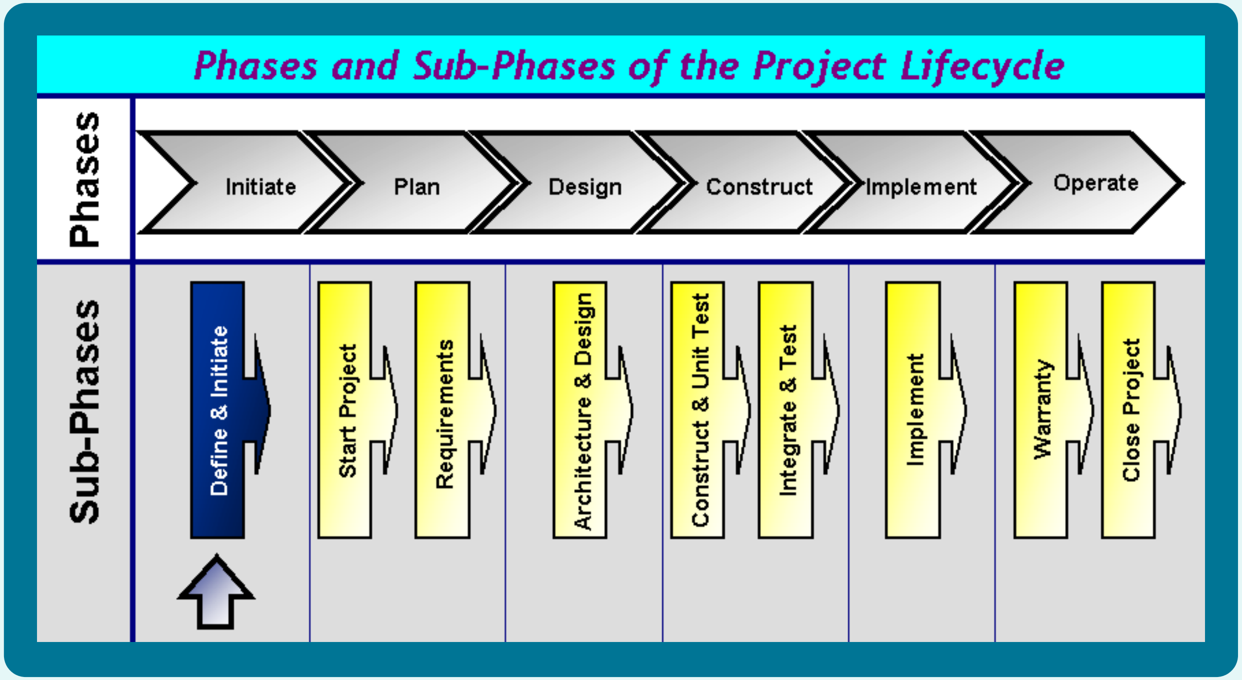
- Familiarize team members with the Define and Initiate Project Sub-Phase processes.
- Understand process flows, team member roles, outputs and techniques utilized.
- Employ the course concepts to participate as a team member in the preparation of critical sub-phase deliverables.

Define & Initiate Sub-Phase

Agenda

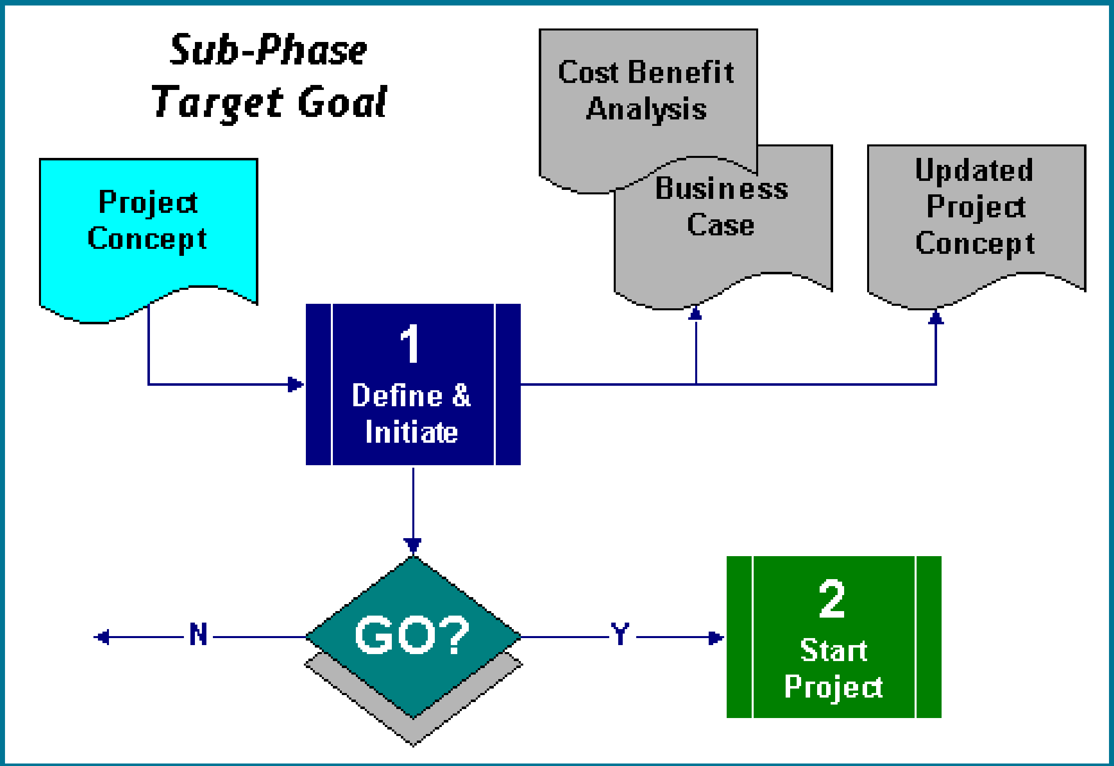
- Course Outline
- The Project Lifecycle
- Sub-Phase Purpose
- Team Members
- Inputs/Outputs
- Overview of Sub-Phase Processes

The Project Life Cycle



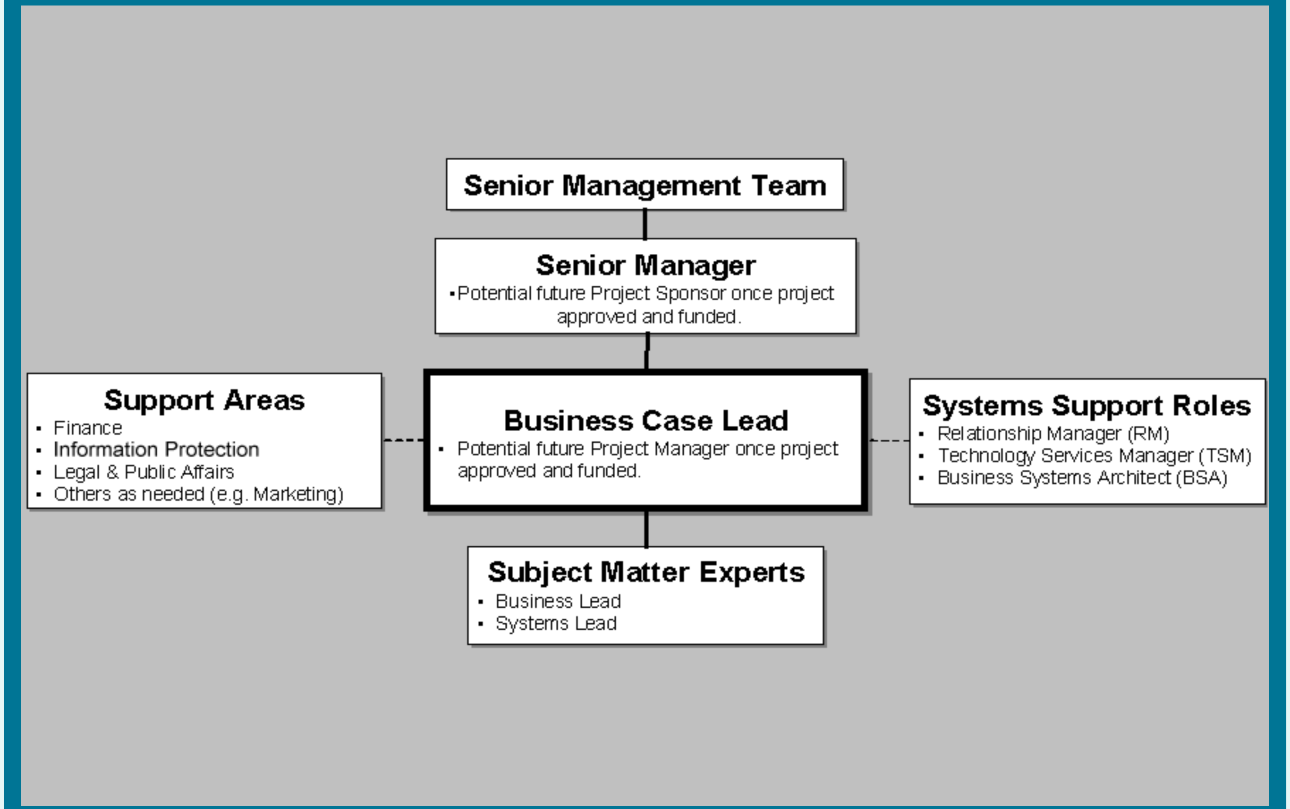
- A Project Solutions Methodology defines a standard project lifecycle.
- The Define & Initiate Sub-Phase is executed at the inception of the project lifecycle.

What Will You Accomplish?



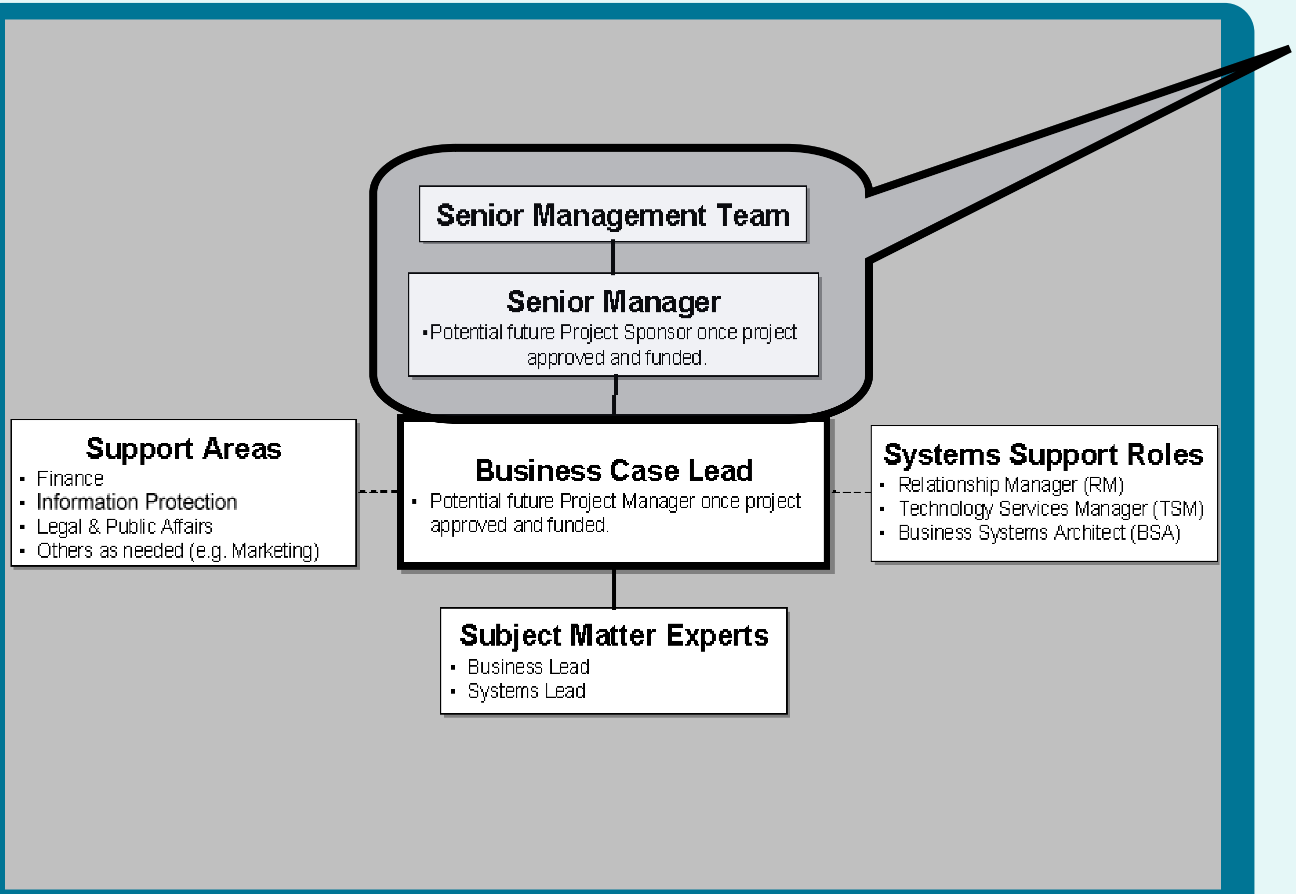
- Reach agreement on the Project Concept.
- Expand the Project Concept through development of the Business Case in order to justify funding.

Who Are Your Team Members?



- Individuals with the appropriate skills collaborating to drive a successful project.
- Team roles are subdivided as shown in the diagram.

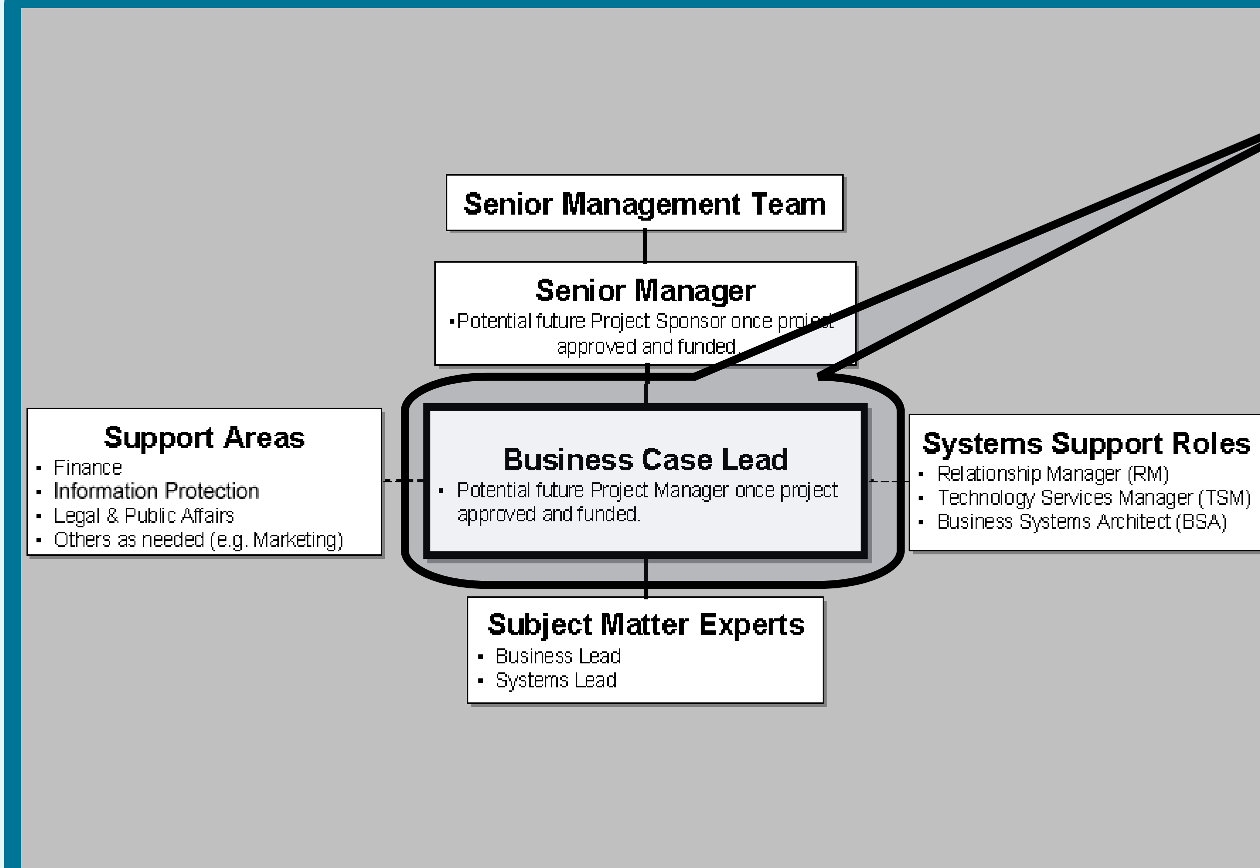
Senior Management Team



Along with the PMO, responsible for evaluating the feasibility of the project and funding approval.

One of the Senior Managers is a potential Project Sponsor once approval and funding is obtained.

Business Case Lead

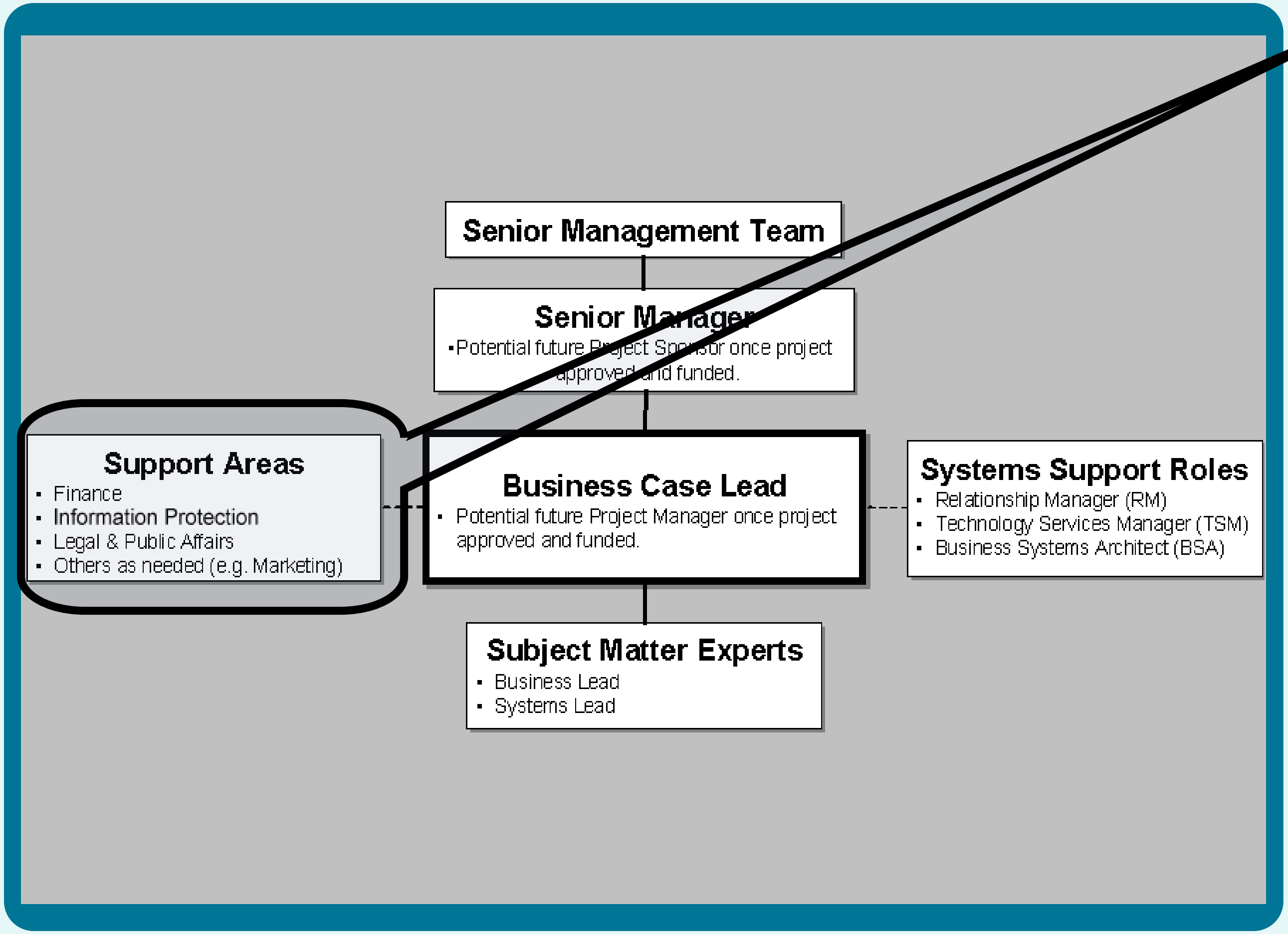


Temporary role in the Define & Initiate Sub-Phase.

Functions as a Project Manager.

A likely candidate for Project Manager for the project duration if it is approved.

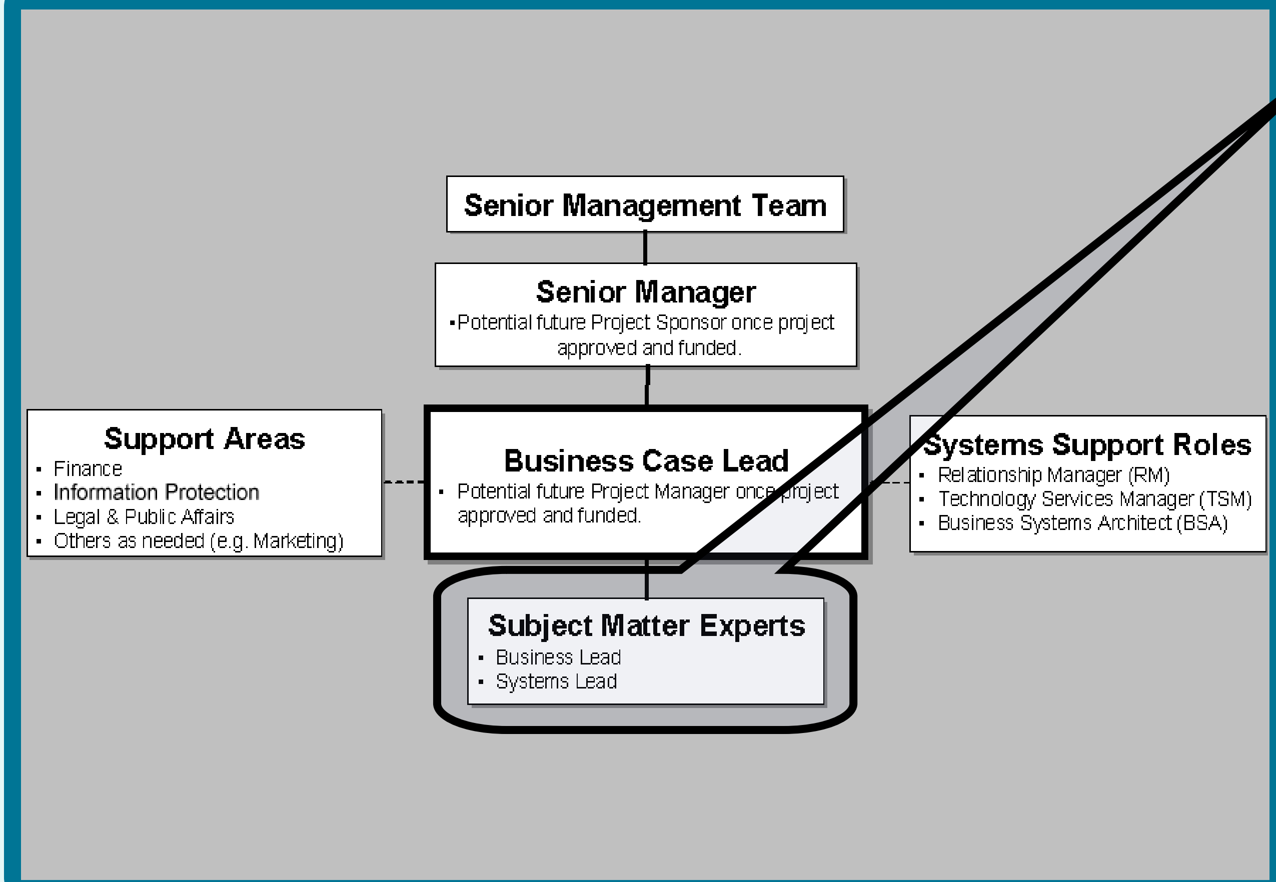
Support Areas



Includes, but not limited to the following:

- Project Management Office
- Project Management Practices
- Systems Divisions
- Information Protection
- Legal

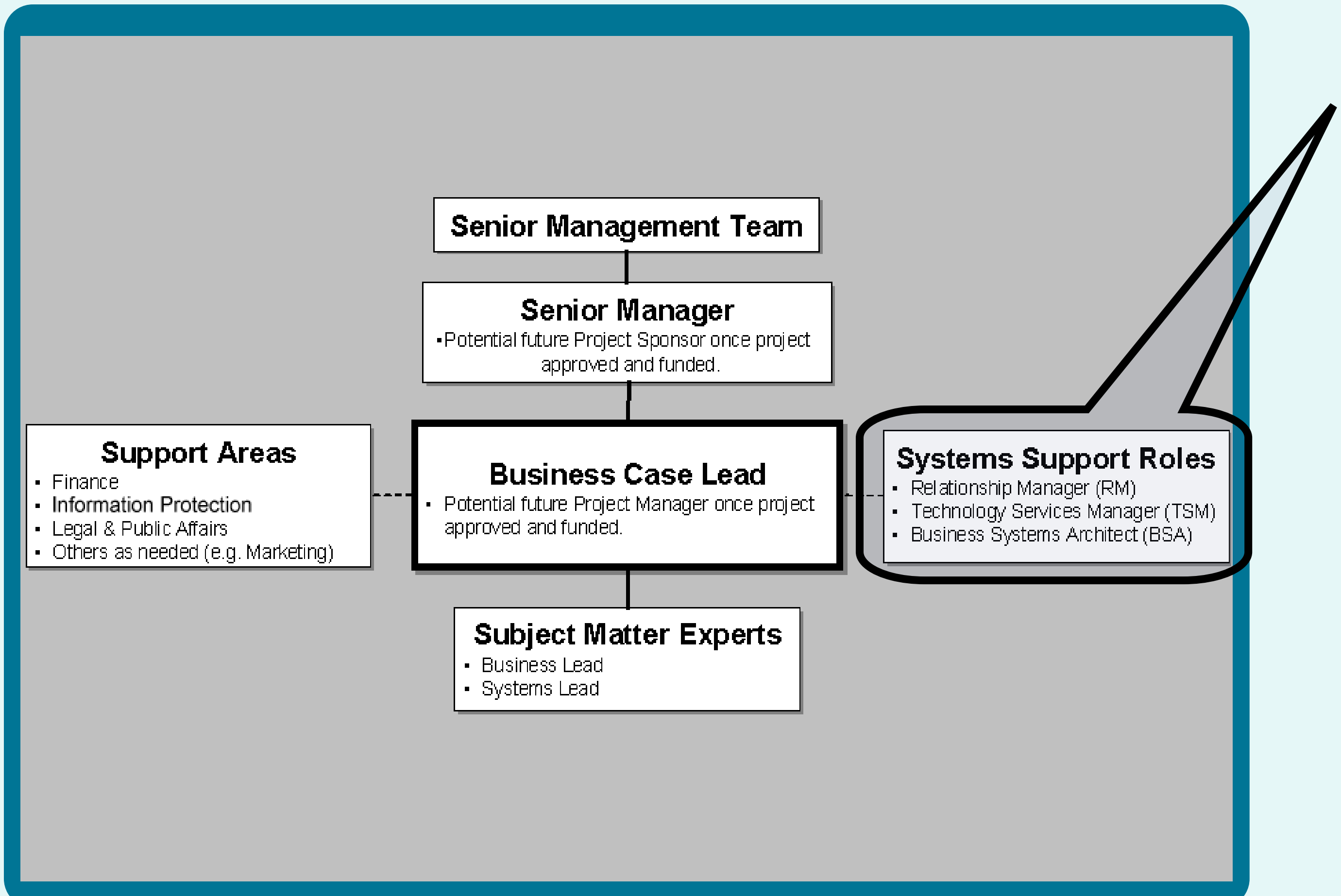
Subject Matter Experts



Individuals with key understanding of the business change requirements:

- Financial Subject Matter Expert
- Application Development or Enhancement Expert

Systems & Support



- Business Support
- Technical Support
- Organizational decision-making support

What Critical Outputs Will You Create?

Business Case

- Project Described
- Stakeholders Named
- Project Alternatives Listed
- Major/high level deliverables Defined
- Initial Risks Identified
- Cost Benefit Analysis Created
  - Benefits (Tangible and Intangible) defined and compared to costs

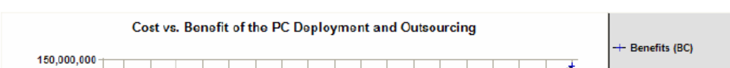
Business Case

Business Case Overview

The PC Deployment and Outsourcing solution proposed to Maritova by VendorOne is designed to reduce the Total Cost of Ownership (TCO) and improve the effectiveness of PC use for Maritova. This Business Case was prepared by Glomark to assist Maritova assess the strategic, technical, operational and economic benefits of the PC Deployment and Outsourcing initiative; as well as the ROI and economic value to be created for Maritova. The Economic Value Creation (EVC) methodology builds on 12 years in helping IT professionals to asses the EVC of such projects. The associated Genius tool that created this report also allows quick generation of alternative scenarios by changing assumptions to reflect Maritova's understanding of this opportunity. Advanced risk analysis using Monte Carlo simulation is also available.

$	Best Case	Most Likely Case	Worst Case
Simple ROI	246%	98%	17%
Payback	14 Months	18 Months	28 Months
NPV (Net Present Value)	$56,951,129	$21,950,436	$2,682,206
IRR (Internal Rate Return)	506%	192%	31%
* Added Value	$70,395,764	$28,191,936	$5,039,634
* Risk of Not Making Investment	$(11,141,139)	$(5,930,831)	$(3,463,203)
* TBO (Total Benefit of Ownership)	$146,480,577	$76,090,864	$38,079,418
* TCO (Total Cost of Ownership)	$(28,509,849)	$(28,459,849)	$(28,409,849)
* Cumulative Cash Flow	$70,075,559	$27,871,731	$4,719,428

* Note: A 10.00% Discount Rate, 10.00% Cost of Capital and 40.00% Tax Rate were used for this PC Deployment and Outsourcing Business Case. The values are 3 year's cumulative values.

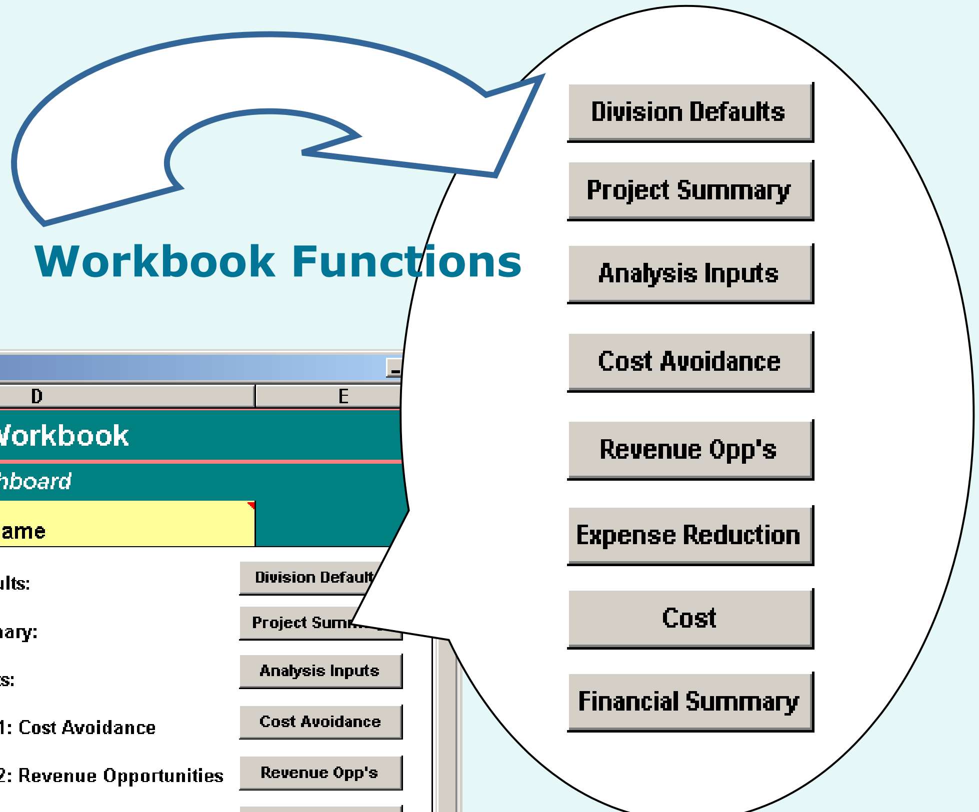


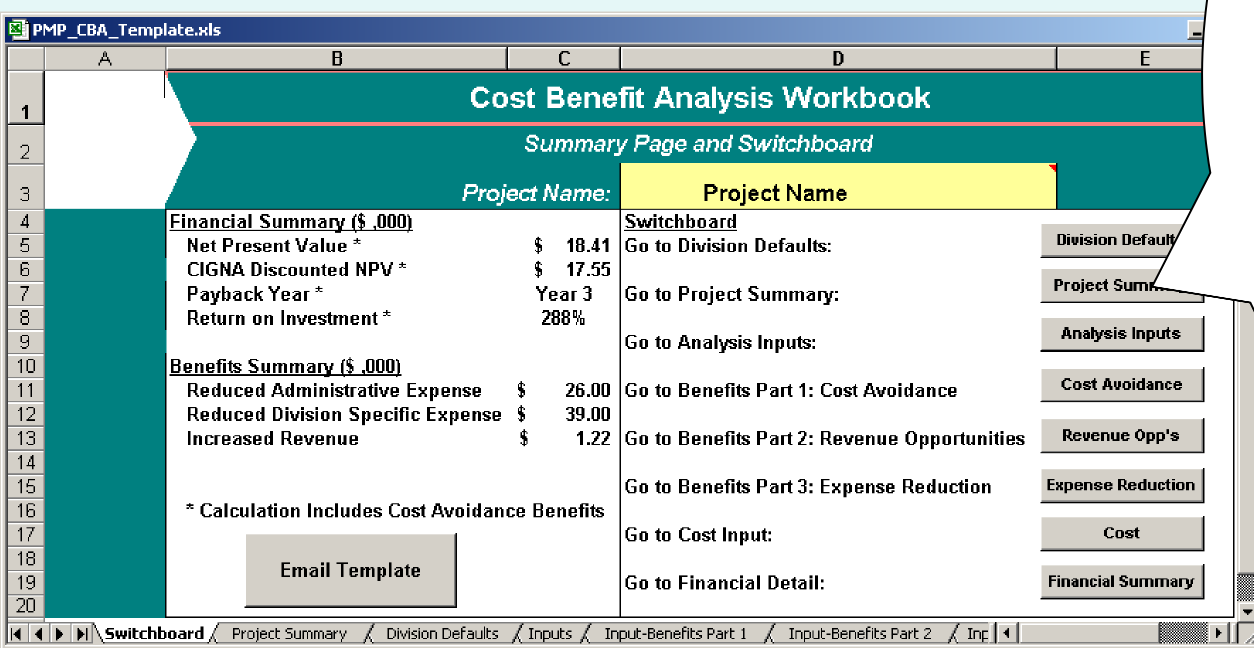
The Business Case is created from a collection of artifacts produced by various team members and includes:

- Project Description
- Business Objectives
- Stakeholders And Deliverables
- Inter-dependencies, Assumptions And Constraints
- Initial Risks
- Other System And 3rd Party Vendor Impacts
- Project Alternatives
- Financial Information
- Document Approvals

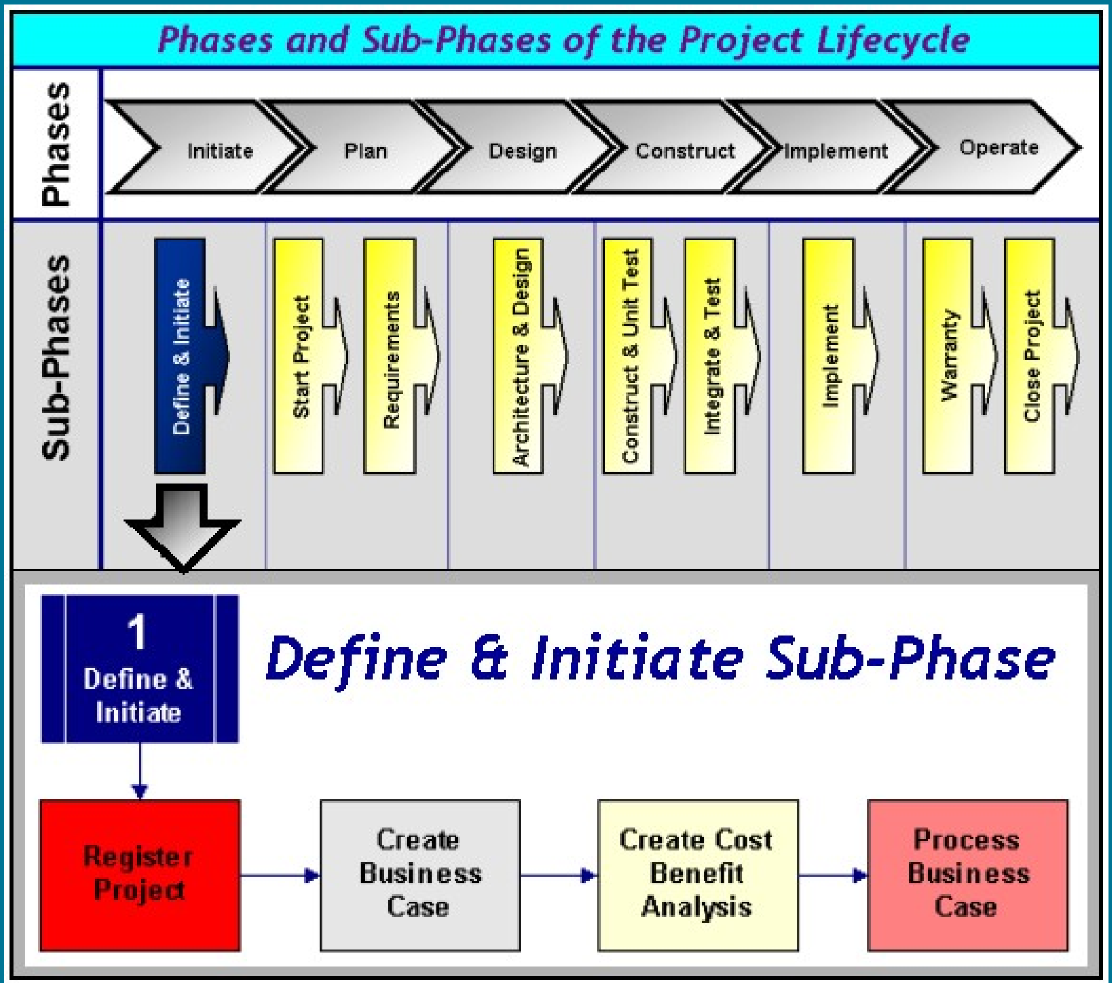
Cost Benefit Analysis

The Cost Benefit Analysis Workbook is part of the Business Case. It is used to conduct the financial analysis and feed the Financial Information section of the Business Case.



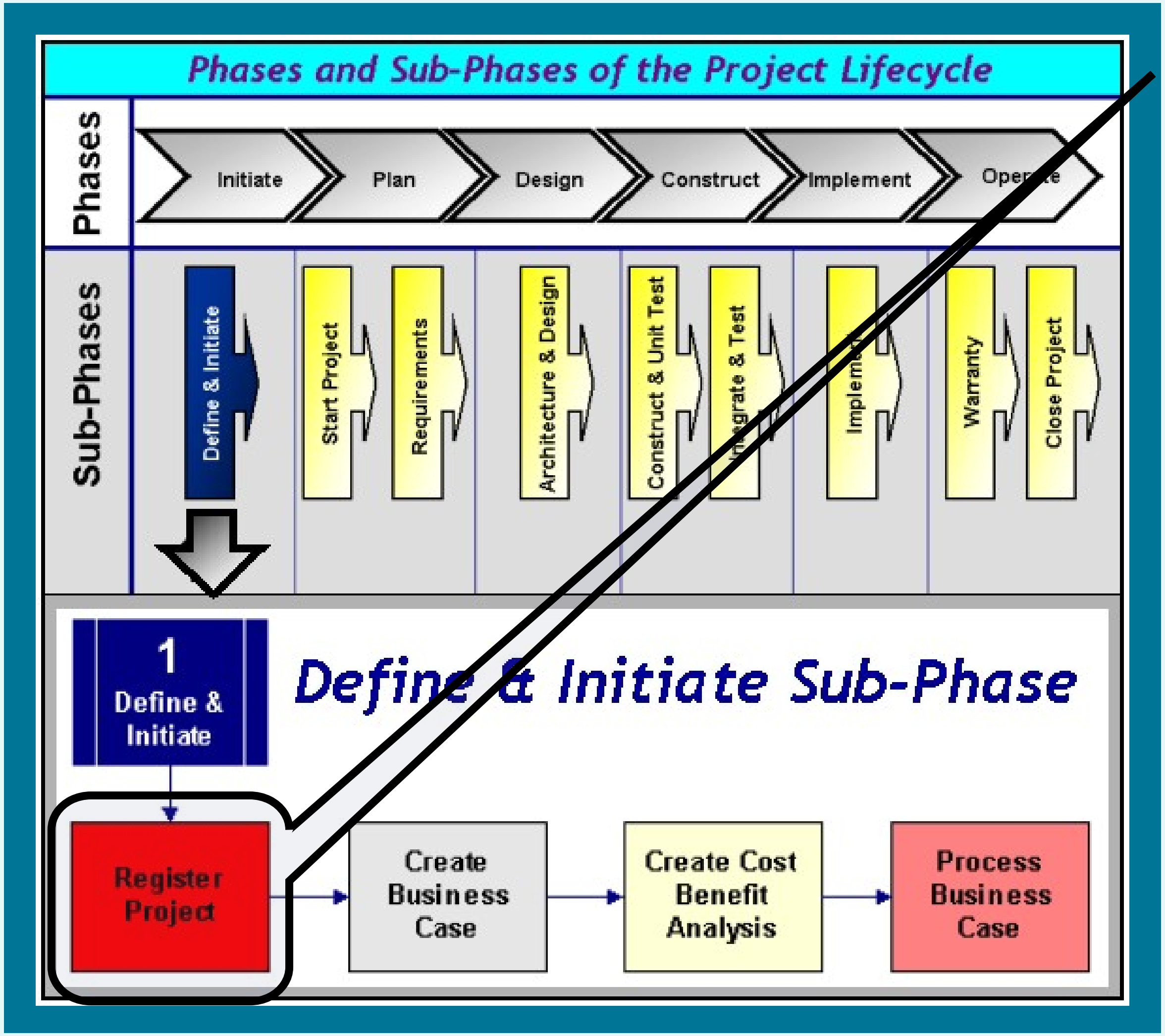


How Does the Sub-Phase Breakout?



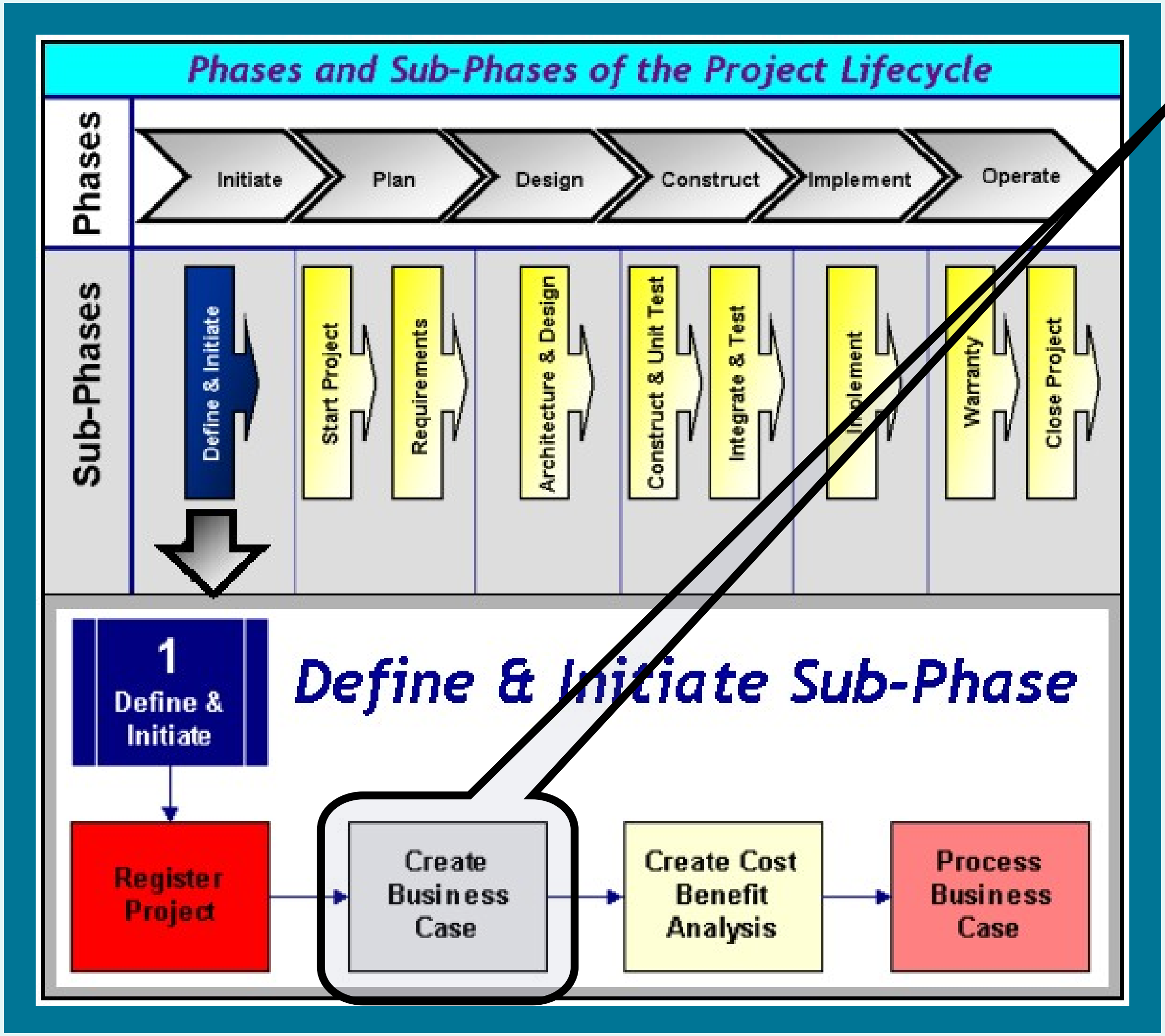
- The *Define & Initiate* Sub-Phase is broken into four processes.
- Depending on your role, you may participate in one or more of the processes.

Register Project



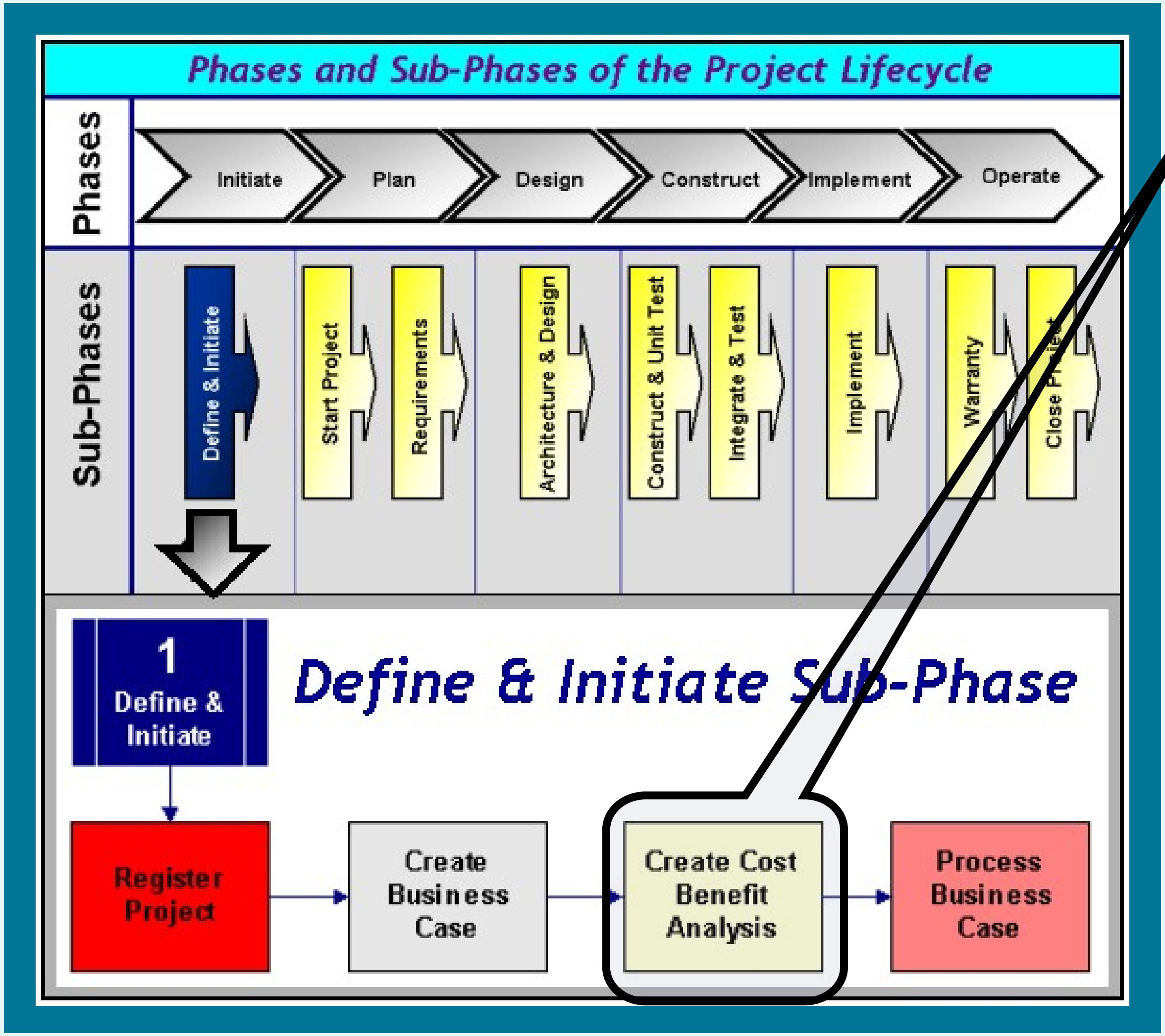
- Once the Senior Management Team (SMT) formally approves the project concept for further refinement, the division's Program Management Office (PMO) Representative registers a project.
- Registering the project will enable one to get resources from supporting organizations through-out the organizationA as well as external sources.
- The effort may be stopped once the full Business Case and Cost Benefit Analysis (CBA) are developed
- This process involves a review by the division's PMO of the initial project concept with the business representative performing the role of "Business Case Owner" to determine if the activity should continue as a project or be handled through the Change & Release Management work request process.

Create Business Case



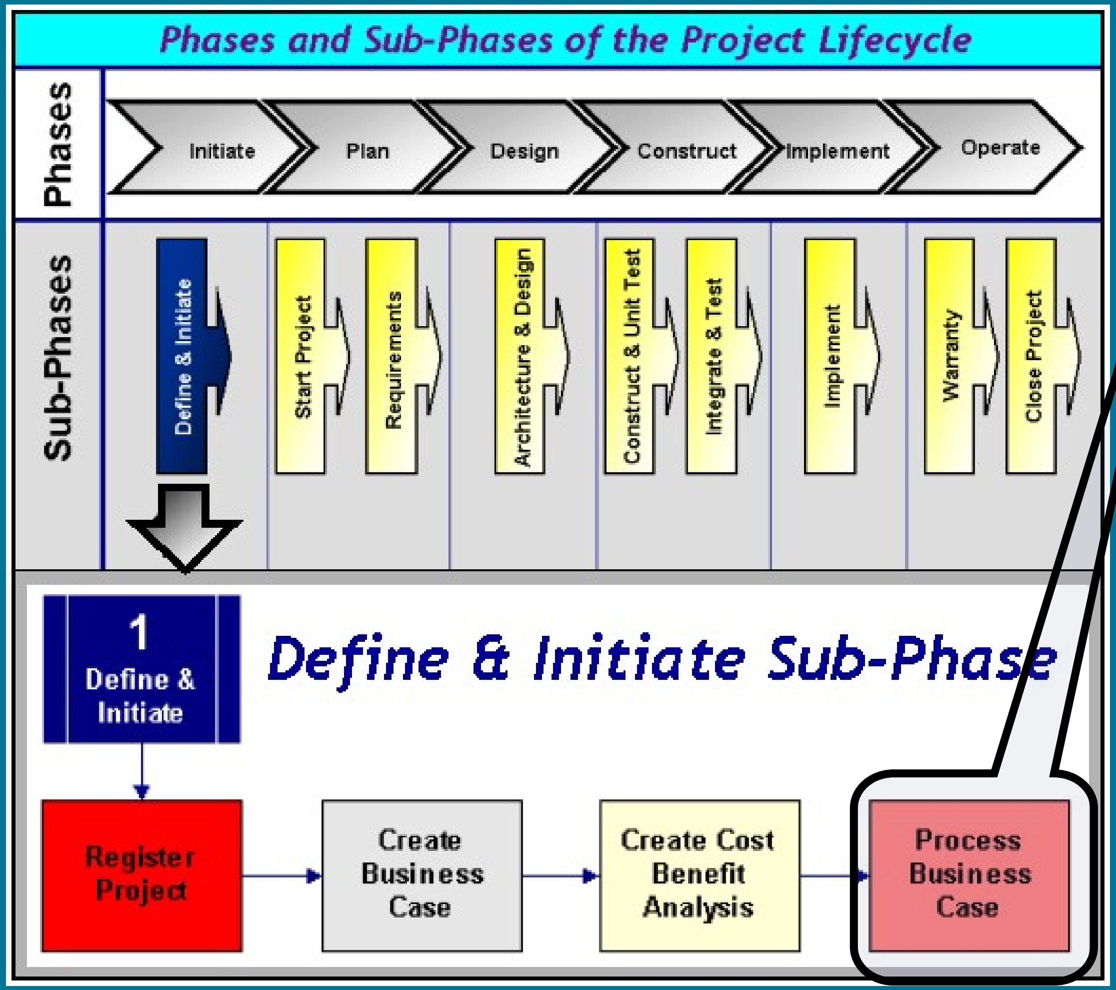
- The Business Case Owner, along with appropriate Subject Matter Experts (SME's) and systems resources, will create the Business Case document.
- The Project Description is defined along with the stakeholders involved and the deliverables the project will produce.
- Alternatives are analyzed and one is selected to define an initial project high level schedule. Initial risks are identified. Also, an initial Cost Benefit Analysis (CBA) is produced.
- Once completed the Business Case document and the CBA are submitted to the divisions' Program Management Office (PMO) Representative for approval.
- Once approved by the PMO, the Business Case will be presented to the Senior Management Team (SMT) for evaluation to receive prioritization and funding.

Create Cost Benefit Analysis



- Via the Cost Benefit Analysis, benefits are compared to costs in support of the Business Case.
- The Cost Benefit Analysis will be updated regularly throughout the project to justify continuation of the project.
- During the creation of the Business Case, the CBA created is a first attempt to define Benefits (Intangible and Tangible) and compare them to costs.
- Note: confidence levels in both the costs and estimated benefits will most likely be low since they are built on high level information.
- In the later phases when the detail surrounding requirements and design are known the costs and benefits will become more refined and higher confidence levels should surround the estimates.

Process Business Case



- After compiling all sections of the Business Case, the team works with the Program Management Office (PMO) Representative to process the Business Case.
- The Business Case Owner will facilitate and monitor several activities in order to get project approved.
- Before taking the project to gain Senior Management Team (SMT) approval, the project must be approved by the divisional PMO.
- Prior to the Phase Gate (a.k.a. decision point) meeting, answers surrounding levels of Quality Assurance and effects of this project on the other projects in the division will be documented.

Define & Initiate Summary

Purpose

- Expand on a concept in order to justify funding as an official project.

Teams

- Senior Management Team
- Support Areas
- Business Case Owner
- Subject Matter Experts
- Business & Systems Support.

Major Inputs

- Project Concept.

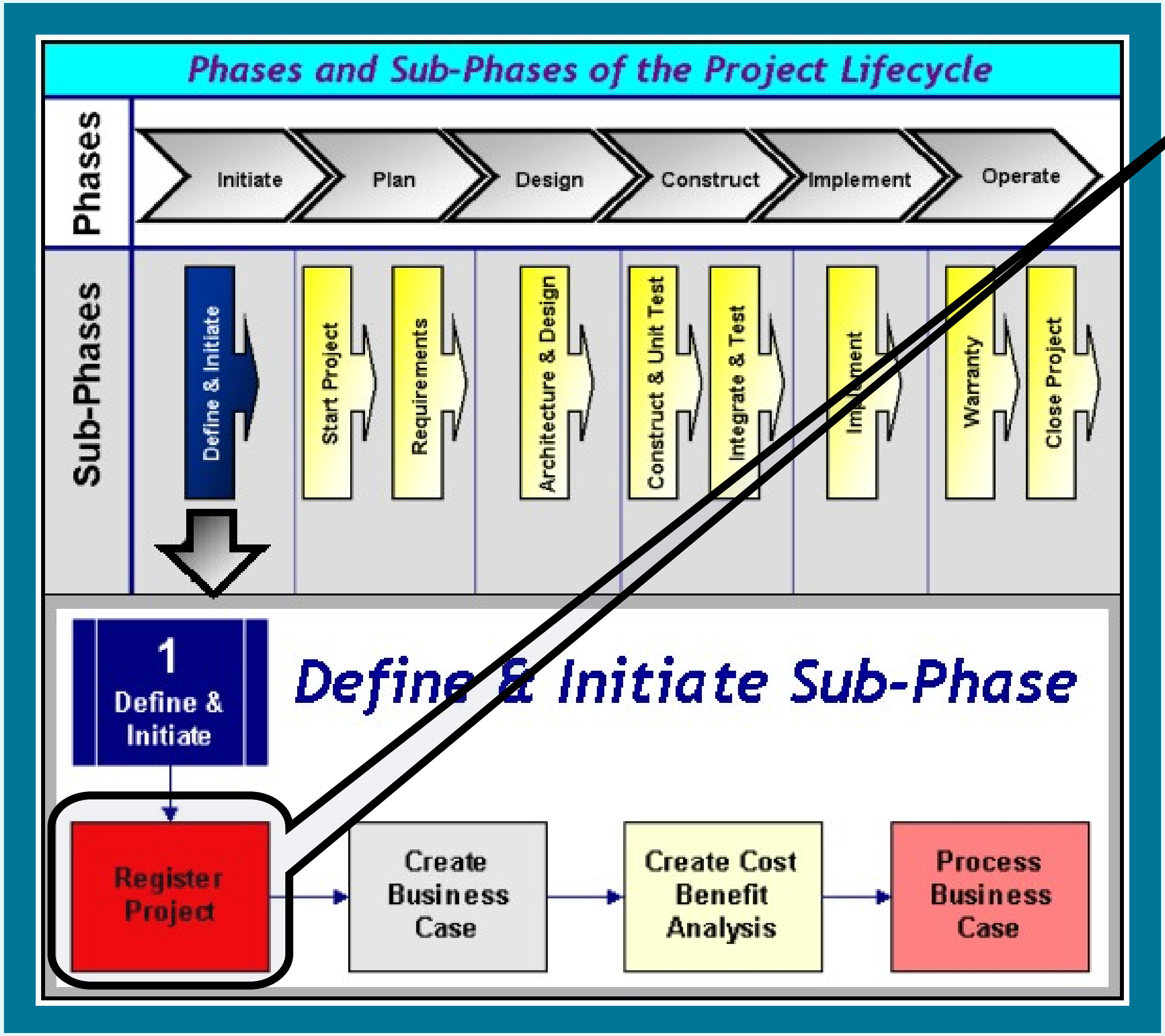
Major Outputs

- Business Case/Cost Benefit Analysis.

Processes

- Register Project
- Create Business Case
- Create Cost benefit Analysis
- Process Business Case.

Details - Register Project



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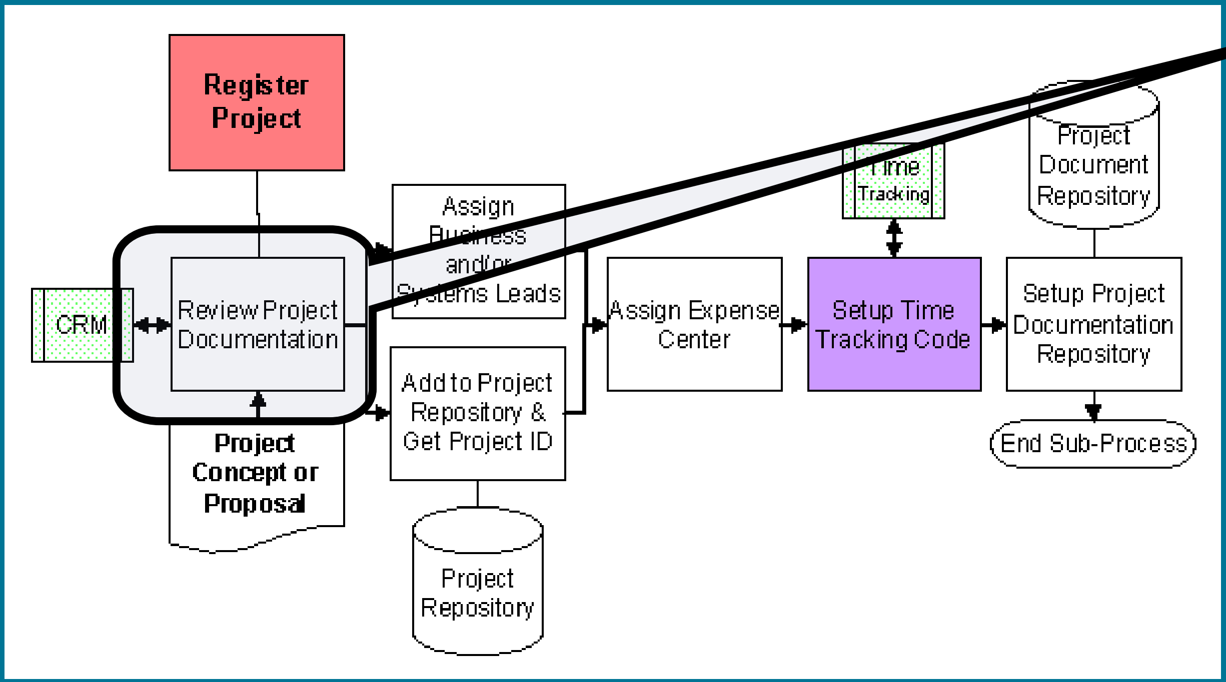
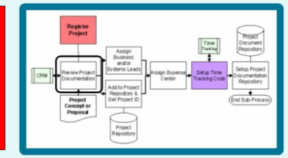
Review Project Documentation



- The division's PMO reviews the project concept with the Business Case Owner (who may ultimately also play the role of Project Manager) for thoroughness and viability.
- If the work appears to be too small, based on the preset division threshold, the Change & Release Management work request process must handle the effort.

Review Project Documentation

Register Project

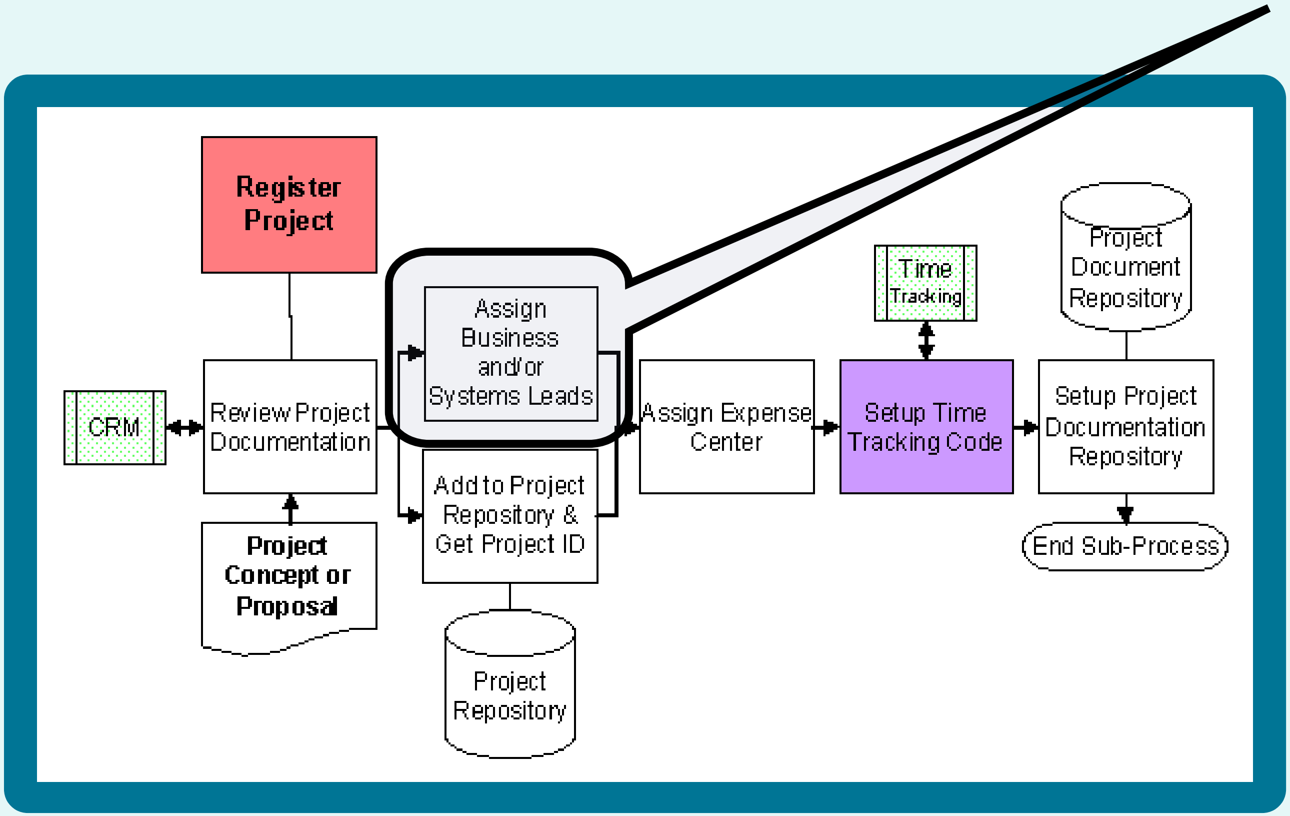


Inputs & Outputs	
Inputs	Project concept document
Outputs	Verified project concept document
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Review documentation.
Business Case Owner	Rework documentation as required.
Systems Resources (Relationship Manager (RM), Technology Services Manager (TSM), Business System Architect (BSA))	Handle work request (if applicable).

- If using the Project Proposal template, the PMO reviews the Project Sizing Criteria section in the Project Proposal document, and along with consideration of the factors that define a project, they determine whether to consider the investment a project.

- If not using the Project Proposal template, the PMO can use a blank template from the PM Backpack to do the calculation.

Assign Business and/or System Leads

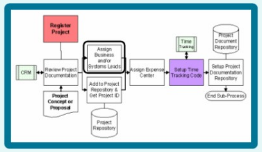


- Business and/or Systems leads are identified for assisting and/or leading the refinement of the Business Case and Cost Benefit Analysis (CBA). Optionally, also identify the Project Sponsor.

- The Business and/or Systems Leads will be responsible for **doing** the research, analysis, and documentation for the project concerning their area of expertise.

Assign Business and/or System Leads

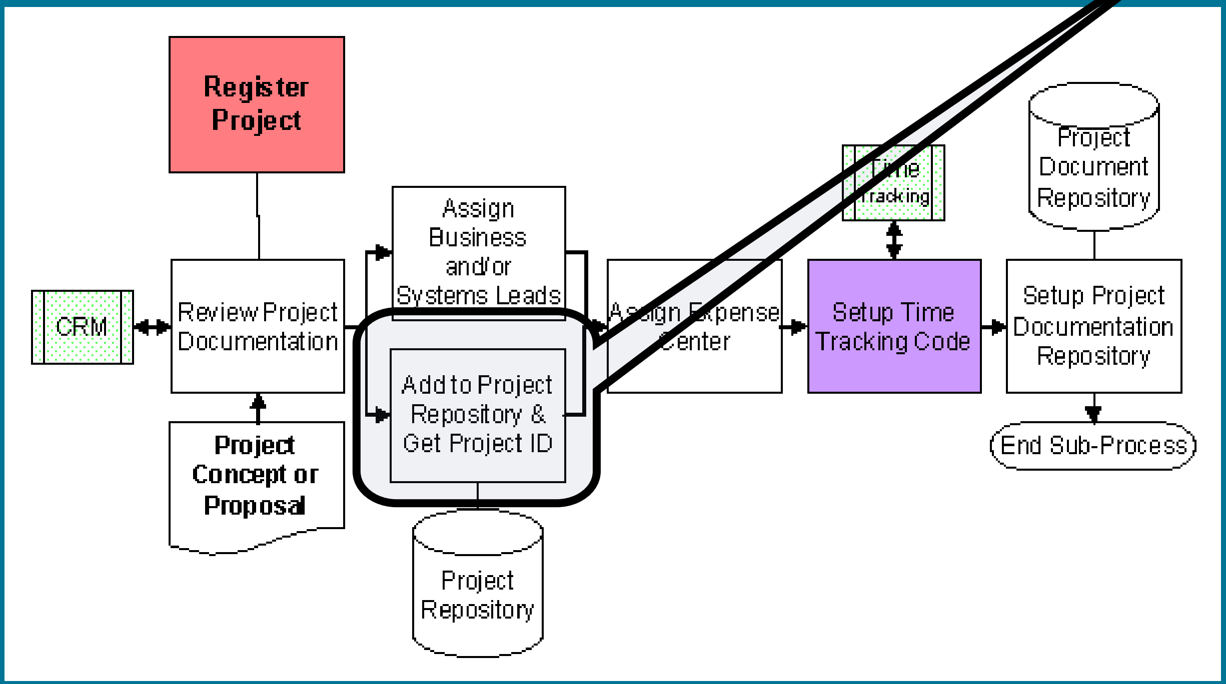
Register Project



Inputs & Outputs	
Inputs	Recommendations from business and systems management Project concept document
Outputs	Assigned business and systems leads Verified Business Case Owner
Roles & Responsibilities	
Role	**Responsibility**
Senior Management Team (SMT) and PMO	Assigns business and/or systems leads and identifies Project Sponsor. Formalizes Business Case Owner.

- The Business Case Owner may also serve the role of Business or Systems Lead as well as the overall role of coordinating the total project effort.

Add to Project Repository and Get Project ID

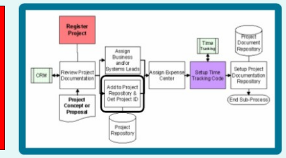


- Information from the project concept document is submitted to the Program Management Practice (PMP) Repository Administrator for entry into the corporate project repository. the Project ID assigned.
- Division's Program Management Office (PMO) Representative makes a determination if this is a follow-on or “child” project.
- A new record is created in the corporate repository and returns the new Project ID.

Add to Project Repository and Get Project ID

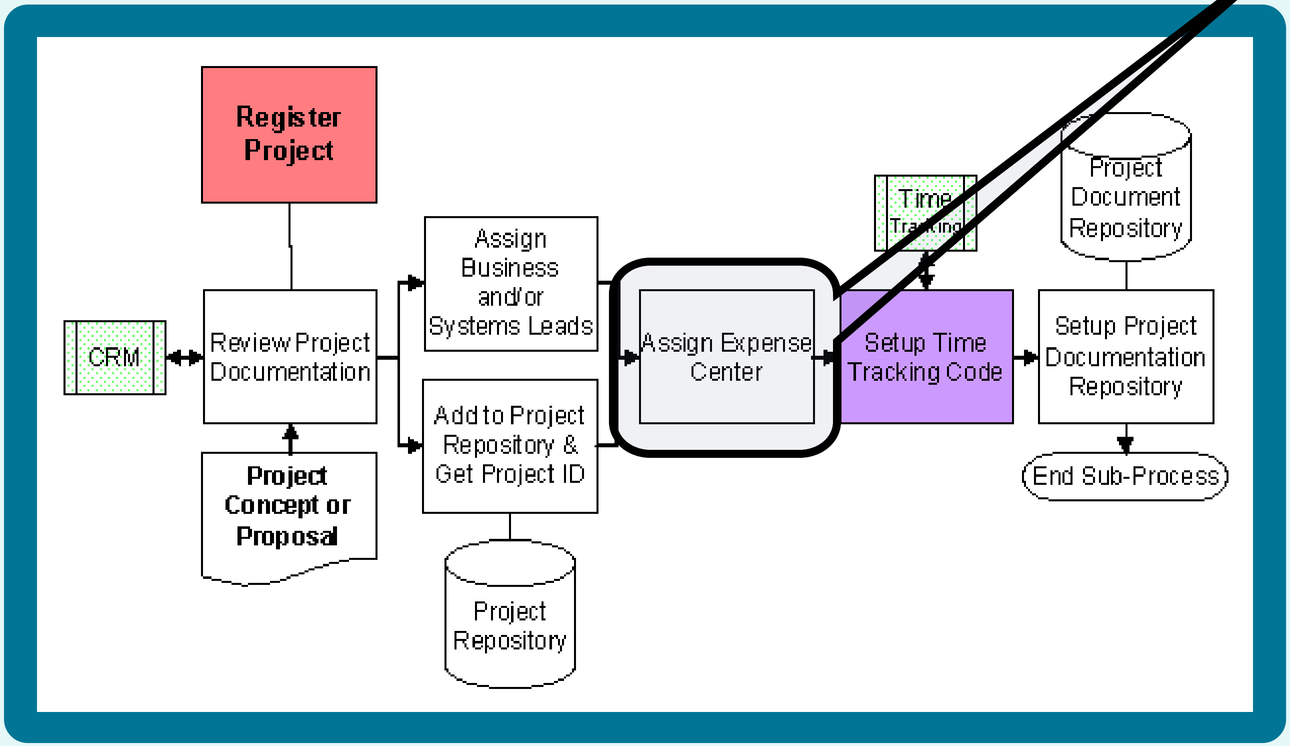
Inputs & Outputs	
Inputs	Project concept document
Outputs	Updated project repository system and new Project ID
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Submit request to PMP for new project.
Program Management Practice (PMP) Repository Administrator	Create new project record and forward to division PMO.

Register Project



- The division's PMO. The business case owner adds the newly assigned Project ID to the Business Case document.

Assign Expense Center

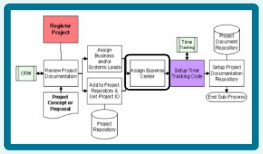


- An accounting expense center is needed in order to track costs for the project.
- The division's PMO, working with Finance Subject Matter Expert (SME), identifies the appropriate existing expense center, or The expense center number is added to the Business Case document to be used when setting up the time tracking code.

Assign Expense Center

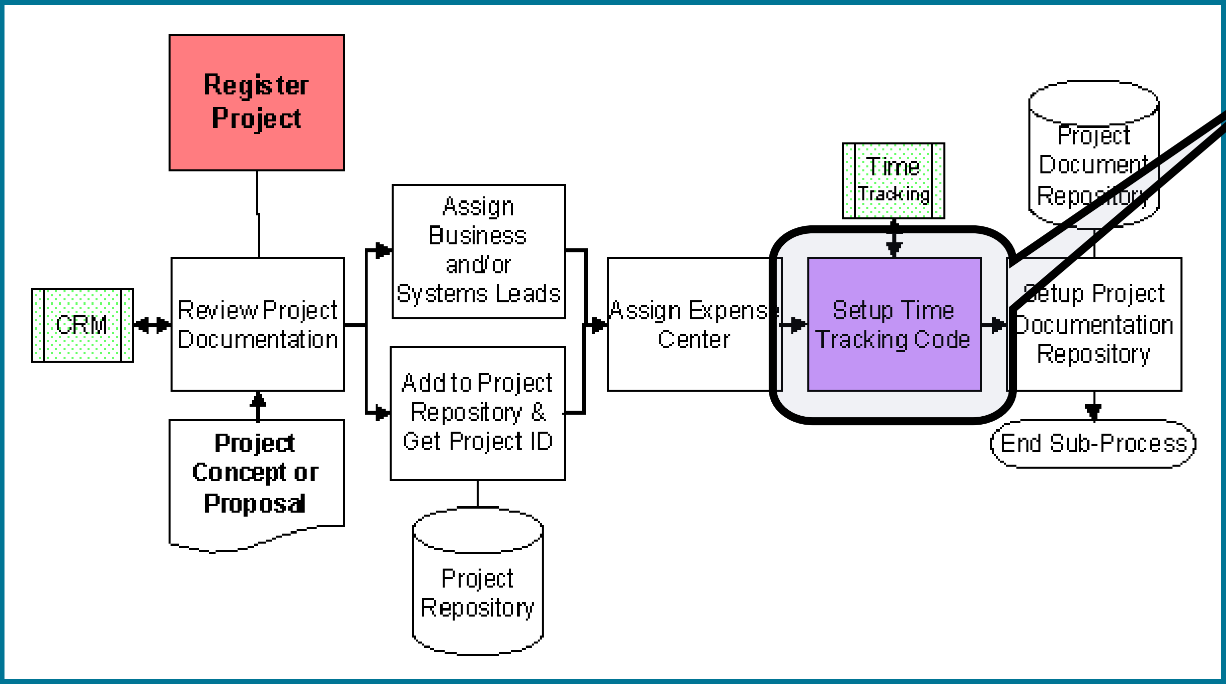
Inputs & Outputs	
Inputs	Project concept document New Project ID
Outputs	Expense Center code
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Gets appropriate expense center associated to the project.
Finance Subject Matter Expert (SME) Representative	Work with expense system to get appropriate expense center identified.

Register Project



- **Note:** Multiple expense centers may be setup after final division approval of the Business Case and Cost Benefit Analysis in order to capitalize certain costs.

Setup Time Tracking Code

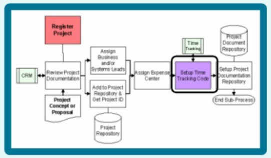


- The PMO works with the Time Tracking administrator to get a new code set up for tracking time spent on this project. This code would vary by division based on the time tracking system used.
- The time tracking code is added to the Business Case document.

Setup Time Tracking Code

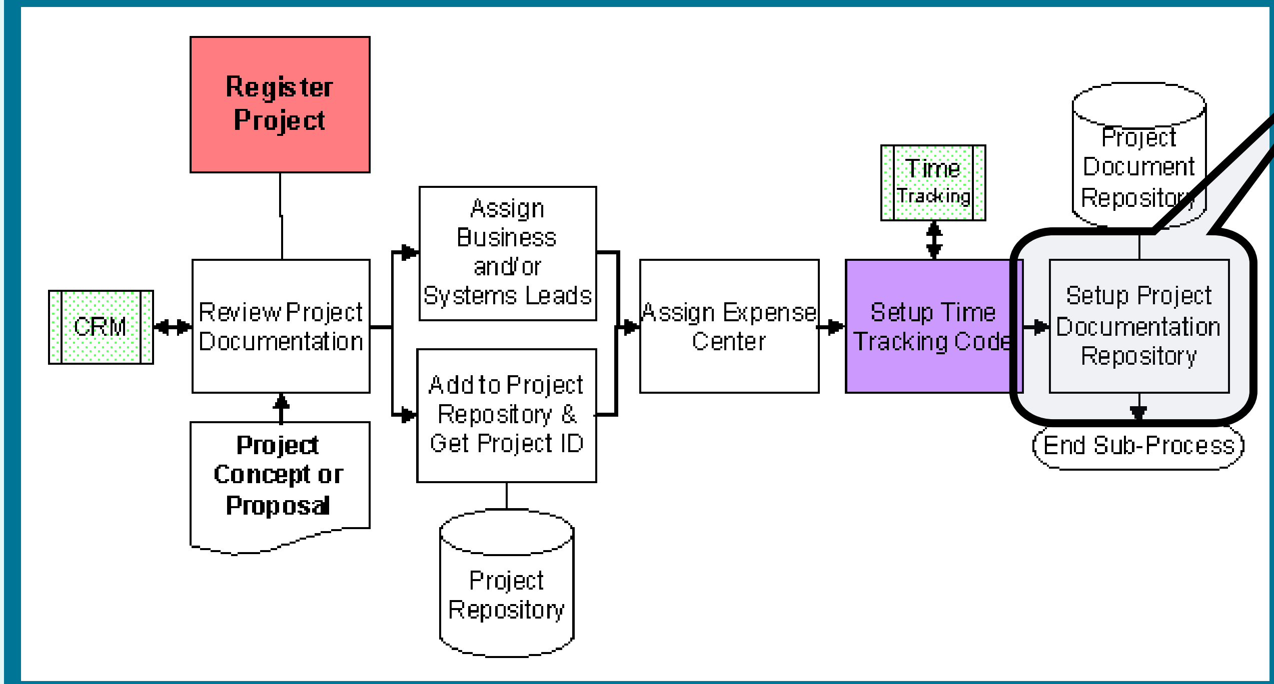
Inputs & Outputs	
Inputs	Project concept document New Project ID Expense Center code
Outputs	Time Tracking code
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Working with Time Tracking admin to get a new code setup for the project and communicating it.
Relationship Manager (RM) and Business System Architect (BSA)	Working with systems support areas to get the time tracking codes setup in their systems for tracking this project.
Time Tracking Administrator	Setting up the new code in the division's Time Tracking application

Register Project



- The code is communicated to the Business Case Owner, the Business and/or Systems Leads and other areas involved on the project.
- For systems projects, the PMO works with the Relationship Manager (RM) and Business System Architect (BSA) to get the appropriate support areas (e.g. Infrastructure Delivery, e-Commerce, etc.) set up with time tracking codes (if their systems are different then the division's system).

Setup Project Documentation Repository



- The division's Program Management Office Representative sets up a documentation repository for the newly approved project's working documents and final deliverables.

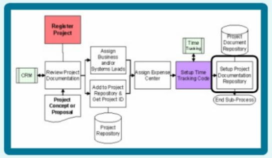
- Access is made available to all team members.

Setup Project Documentation Repository

Inputs & Outputs	
Inputs	Project concept document New Project ID
Outputs	Accessible shared location for project documentation

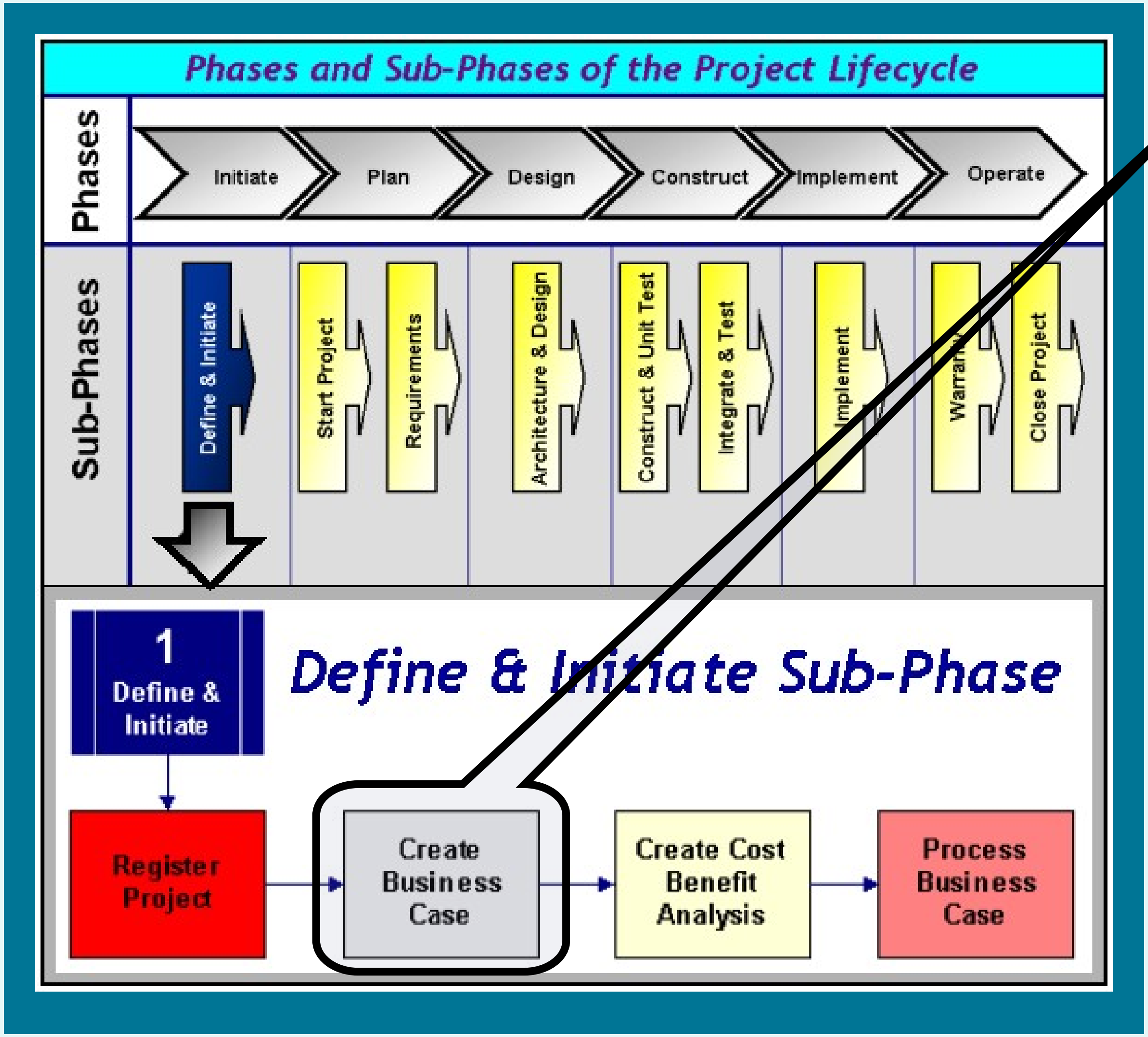
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Setting up the location and access to the project documentation and communicating to the team.

Register Project



- Depending on the division, documentation may be stored on a locally shared network directory for the new project.
- Alternatively, MS Outlook public folders can be utilized for final documents with the caution that the access to the documents is typically public to the organization.
- Once setup, the PMO notifies the team of the location and method to maintain.
- There may be Divisional or Program files and document repository standards; the PMO or Senior Management Team should be contacted for this information.

Details - Create Business Case



- The Business Case Owner, along with appropriate Subject Matter Experts (SME's) and systems resources, will create the Business Case document.
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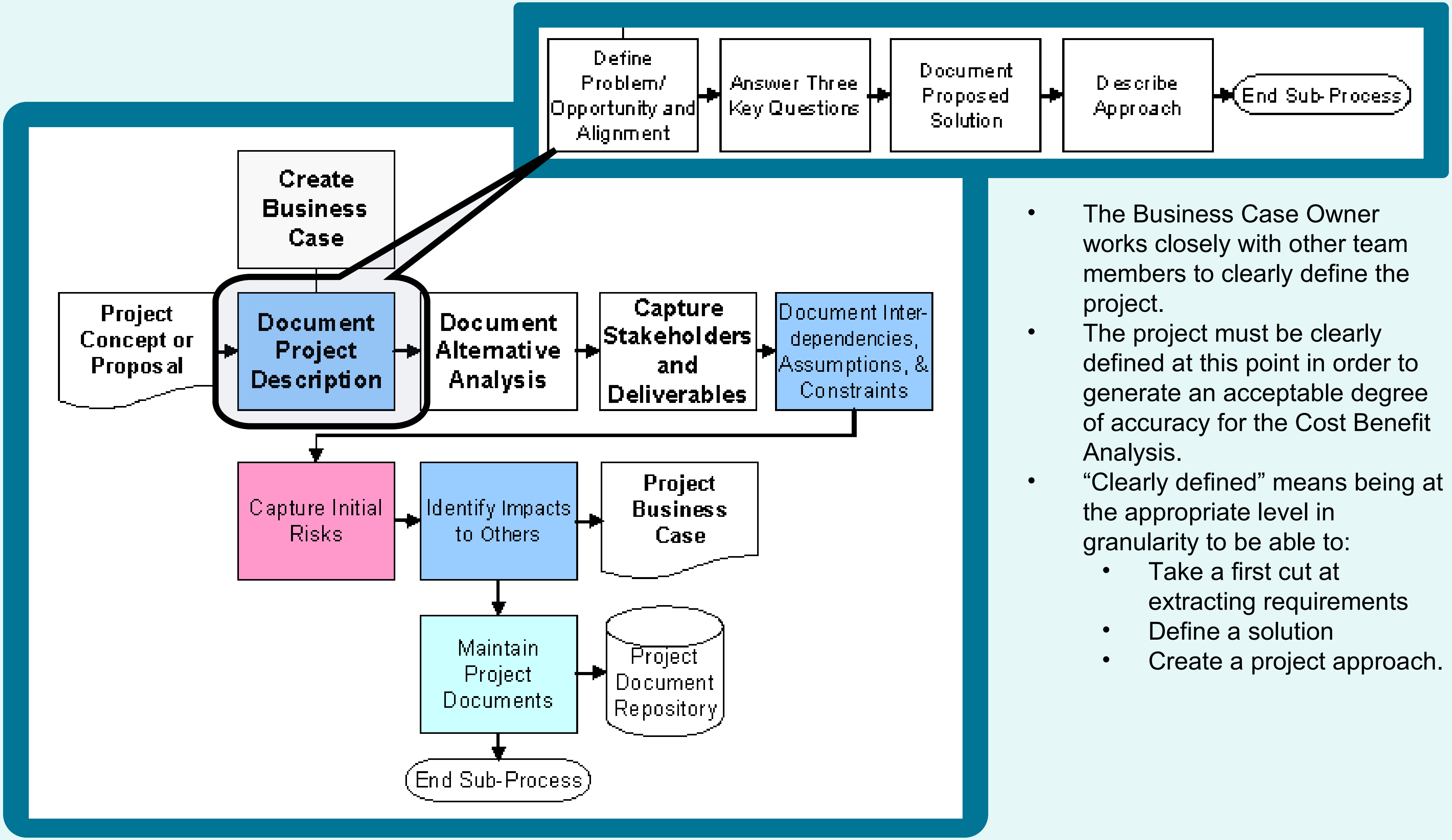
Document Project Description



- The Business Case Owner works closely with other team members to clearly define the project.
- The project must be clearly defined at this point in order to generate an acceptable degree of accuracy for the Cost Benefit Analysis.
- "Clearly defined" means being at the appropriate level in granularity to be able to:
  - Take a first cut at extracting requirements
  - Define a solution
  - Create a project approach.

Document Project Description
Define Problem Opportunity and Alignment

Inputs & Outputs	
Inputs	Project Concept document (or similar, if available)
Outputs	Business Problem/Opportunity Statement Strategic Alignment
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Create Business Problem Opportunity Statement and document Strategic Alignment.
Program Management Office (PMO) Representative	Provide Strategic Objectives to Business Owner. Provide input to Business Problem/Opportunity statement and documented Strategic Alignment.

Create Business Case

- The Business Problem/Opportunity Statement Summarizes the rationale for the project:
  - Will the project fix something?
  - Will the project improve a process?
  - Is this a new endeavor or idea?
- Explains the problem or the opportunity that the project will solve.
- Ideas surrounding the reasons for doing the project are aligned with strategic objectives.

Document Project Description

Define Problem Opportunity and Alignment

Create Business Case

Example:

If a company had a Strategic Objective to:
increase Member Satisfaction from 60% to 75%
over the next 18 months,
and the main emphasis of the project was to:
create an enrollment process that will get at least
80% of the members enrolled with ID cards in-hand
prior to their medical plan effective date,
the project would align to the company objective.

The alignment should be stated. The tangible and intangible benefits will be documented later in the benefits section of the Cost Benefit Analysis (CBA).

Document Project Description

Answer Three Key Questions

Inputs & Outputs	
Inputs	Current completed sections of the Business Case Three Key Questions (3KQ)
Outputs	Agreed upon answers to 3KQ

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	To lead effort in documenting answers to the Three Key Questions.
Stakeholders (Identified Business and System Leads, other affected departments, Legal, Finance, etc.)	To come to a conclusion about clear concise answers to the questions.

Create Business Case

- A facilitated session is conducted with the identified Business and System Leads or any other area involved in the project (e.g. Legal, Finance, etc.) to answer the three key questions, defining the high level framework of:
  - Project sponsorship (Who)
  - Objectives (Won)
  - Major items to be completed (Done).
- These answers will be further detailed in the Start Project Sub-Phase when the Project Charter is developed.

Document Project Description

Answer Three Key Questions

Example: With the main emphasis of the project being to create an enrollment process that will get the majority (at least 80%) of the members enrolled with ID cards in-hand prior to their medical plan effective date, following are examples of answers to the 3KQ:

Q1) When does the project end? (When is it done?)
Most likely there will be no more than 1-5 high-level items stated as needing to be complete before the project is deemed ‘done’. These would be examples of the ‘done’ statements:

1. Installation of a new electronic enrollment system and implementation of supporting processes for use by middle to large market customers.
2. Installation of a new internet based enrollment system and implementation of supporting processes for small market customers.
3. Implementation of out sourced ID card production process.
4. Implementation of Sales & Marketing campaign to get middle and large market customers to use the (new) electronic enrollment system.
5. Implementation of Sales & Marketing campaign to get small market customers to exclusively use internet based member enrollment.

Q2) How will we know that the project has been a success? (How will we know we have ‘won’?) At this point in the project, the answer to this question forms the high level objectives and a quantifiable metric should be defined for each objective. In order to be able to produce the metric there may be specific data, time, or reporting requirements surrounding the metric. Recognize these metric requirements during all the subsequent phases of the Execute Phases of the Methodology. Making sure to address the metric requirements upfront enables the systems areas to plan for the appropriate data, application software development/changes, and system infrastructure requirements.
Objectives and metrics should be **S**pecific, **M**easurable (list in Metrics), **A**ctionable, **R**ealizable, and **T**ime-Bound. These are the day to day items that will be measured and tracked to show whether the project delivered on its’ promises. Each objective should have a corresponding number to reference.

Document Project Description

Answer Three Key Questions

Objectives: (‘won’) - Usually 2-5 project objectives are sufficient.

1. Increase number of (at least 80%) the members enrolled with ID cards in-hand prior to their effective date.
2. Produce 100% of all ID cards externally by end of first quarter.
3. Get 20% of small market customers to use the internet based enrollment each month from end of first quarter.
4. Get 80% of large and middle market Benefit Administrators to use electronic enrollment for their company’s employees from end of second quarter.
5. Decrease the monthly average number of member verification calls by 70% from end of first quarter forward.

Metric for Objective number 1 Increase number of the members enrolled with ID cards in-hand prior to their effective date:

1. Number of member’s ID cards sent 4 days prior to the effective date that month divided by the total number of newly enrolled members that month. Need historical data to compare to. (This would surface in a report on business performance.)

Q3) On behalf of the organization, ‘who’ is it that gets to declare that the project is “done” and we’ve ‘won’? (Who is the sponsor for the project?) This question may have already been answered prior to starting the Define & Initiate Sub-Phase; it may be the senior level person who backed the project concept/proposal. Reconfirm the Project Sponsor. On this project, the following named person gets to declare it’s done:

1. Customer Service area Senior Executive and/or
2. Enrollment area Senior Executive

Getting clear, unequivocal and objectively verifiable answers to these questions is a critical first step in the development of any project plan. These are the higher level items at this point; each will be broken up into more detail in later sections of the methodology during the Start Project Sub-Phase.

See Three Key Questions Technique in the PM Backpack for further instructions.

Example

Document Project Description

Document Proposed Solution

Inputs & Outputs	
Inputs	Business Problem/Opportunity Statement Strategic Alignment Answers to Three Key Questions
Outputs	**Proposed Solution** Estimated external purchase or resource needs Business process impacts

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort of group to define/document Proposed Solution, business impacts, external purchase or resource needs.
Business and System Leads	Provide Proposed Solution and corresponding process impacts, and external purchase or resource needs.

Create Business Case

- The Proposed Solution or project recommendation is a documented high level framework of the intended revisions to solve a business problem/opportunity.
- This solution describes how the project, once implemented, will impact the business areas.
- The solution documented should reflect whether any major purchases or external resources are required.

Document Project Description

Describe Approach

Inputs & Outputs	
Inputs	Business Problem/Opportunity Statement Proposed Solution
Outputs	Project Approach

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort of group to define/document Project Approach.
Business and System Leads	Provide input on project approaches.

Create Business Case

- Depending on the size of a project, the solution may be delivered all at once or in stages.
- The overall Project Approach should explain:
  - What deliverables each stage contains
  - The intended timing
  - Resource plan.

Document Project Description
Describe Approach

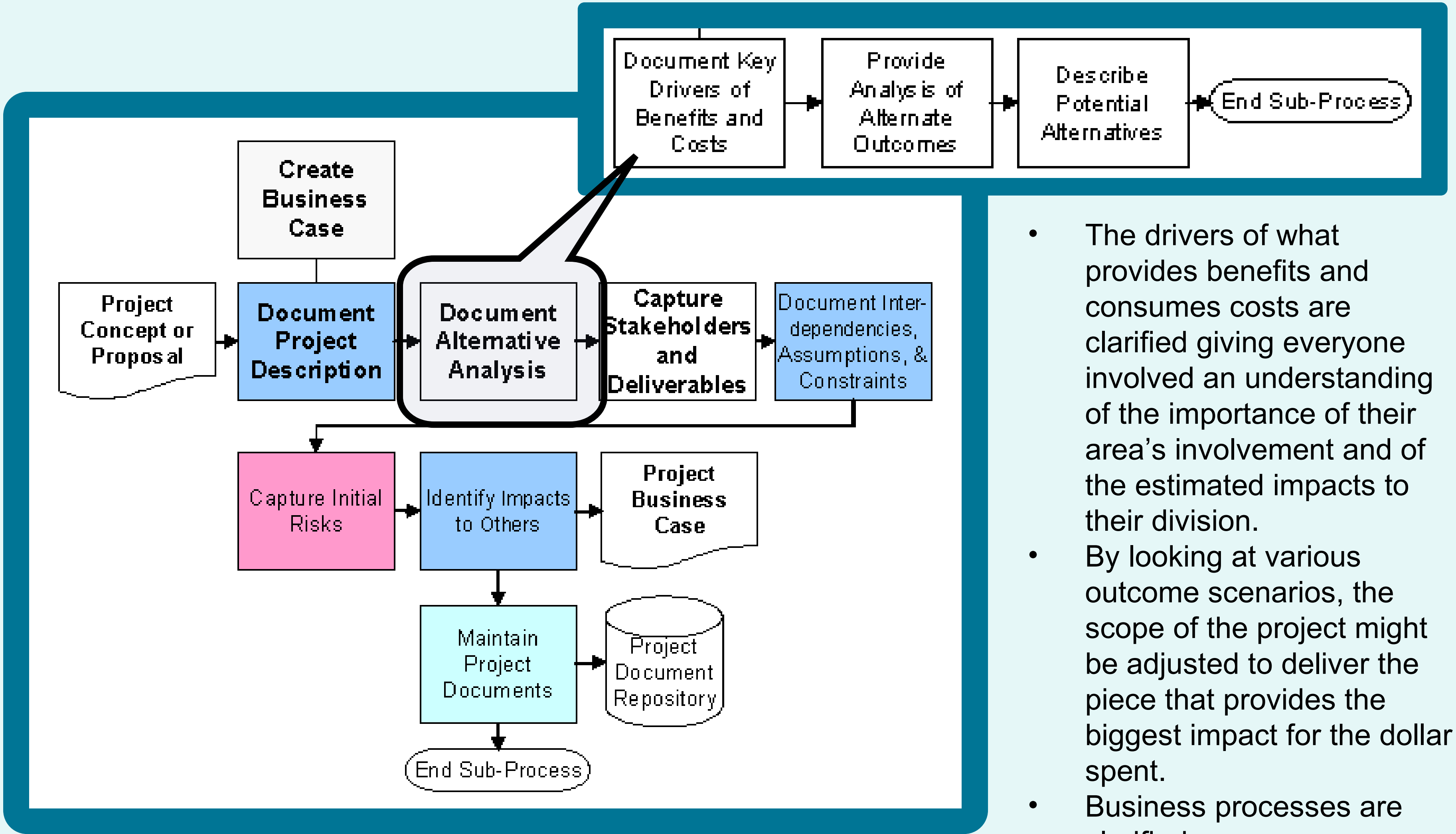
Example:

Consider the following: What part of the needed solution naturally fits together and if implemented in a stand alone piece can deliver value to the business problem/opportunity?
For example, if the business opportunity revolves around the enrollment process, there may be functionality improvements needed in Plan Sponsor, Plan and Member areas. Think about the most important business issues and review where the largest benefits can be made in the shortest timeframe. Make each stage deliver functionality improvements with the greatest return hopefully coming in the early stages and working down the priority list for following releases.
How can the implementation be staged to provide the best and least adverse effect on both internal and external customers? Do the business areas have natural volume flows to work with?
For an example of timing, in Healthcare a large portion of customers are renewed with a January 1 effective date. Implementations of new functionality in the enrollment area would not be desirable in the November or December time frame due to the large volume of work they have during that period of time to meet the January 1 enrollment.
For each one of the stages identified, provide corresponding estimated delivery dates and resource needs. Projects can be stopped midstream due to changing priorities or reduced funding, so when delivering pieces of functionality in stages, make sure that the pieces delivered could stand alone if the rest of the project never got finished.

Important note, the Plan phase (Start Project and Requirements), is completed for the entire project. Stages (iterations) of the project run from the Design phase forward. In the beginning of each new project stage the list of what requirements are going to be handled in the stage should have been previously identified. The previously documented requirements should be reviewed to make sure they are still wanted and valid. It should not been seen as a time for new requirements to be added without following the same project scope change management process that is followed any other time in the project.

Create Business Case

Document Alternative Analysis



- The drivers of what provides benefits and consumes costs are clarified giving everyone involved an understanding of the importance of their area's involvement and of the estimated impacts to their division.
- By looking at various outcome scenarios, the scope of the project might be adjusted to deliver the piece that provides the biggest impact for the dollar spent.
- Business processes are clarified.

Document Alternative Analysis

Document Key Drivers of Benefits and Cost

Create Business Case

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case
Outputs	Key Drivers of Benefits and Costs
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort of group to define Key Drivers.
Business and System Leads	Provide ideas surrounding Key Drivers and confirm agreement of the documented items.

- The key drivers of benefits and costs are those factors that have the greatest impact on the project. They may affect:
  - Costs
  - Benefits
  - Approach to the project.
- They may be internal or external factors, but only the ones that have significant financial impact on the project are listed.

Document Alternative Analysis
Document Key Drivers of Benefits and Cost

Example:

Create Business Case

If the main emphasis of the project was to increase the number (at least 80%) of the members enrolled with ID cards in-hand prior to their effective date,

a key driver would be that the customers are accepting/using the new electronic enrollment.

If the external customers do not use the functionality delivered, even though the system is there, the objective would not be met and the benefit savings would not be reached.

Key driver: Acceptance of Benefit Administrators to use electronic enrollment: 85% Large case and 70 % Middle Market would yield at least 80% membership using electronic enrollment.

Document Alternative Analysis

Provide Analysis of Alternate Outcomes

Create Business Case

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case
Outputs	Alternate Outcomes
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort of group to define/document Alternate Outcome scenarios.
Business and System Leads	Provide input on Alternate Outcome scenarios.

- Variations of project outcomes (project goals) are documented.
- By studying the project goals and providing varying levels of success, the Business Case Owner can start to understand the most critical outcomes for project success.
- This information will be used later when constructing the Project Alternatives and Cost Benefit Analysis

Document Alternative Analysis
Provide Analysis of Alternate Outcomes

Example:

Create Business Case

If an objective of the project was, to increase the number (at least 80%) of the members enrolled with ID cards in-hand prior to their effective date,
a key driver would be that the customers are accepting/using the new electronic enrollment.

If the external customers do not use the functionality delivered, even though the system is there the objective would not be met and the benefit savings would not be reached.

Key driver: Acceptance of Benefit Administrators to use electronic enrollment: 85% Large Case and 70% Middle Market equates to 80% of the membership (these numbers are just examples not based on any statistical facts).

Scenario one: Hit the goal of the above stated key driver, and will hit the goal of 80% of members electronically enrolled.
Scenario two: Only get 60% Large Case and 140% Middle, what would that do to the 80% electronic membership goal? Would the result be that only get 50% electronically enrolled?

Review all key drivers and proposed 2-4 varying outcomes. Understanding these will be critical when doing the Project Alternatives and Cost Benefit Analysis. It would also be used in estimating system impact, i.e. if more members are processed electronically, the system area would need to handle an increased load.

Document Alternative Analysis

Describe Potential Alternatives

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Project Alternatives

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with the Stakeholders to document Project Alternatives.
Stakeholders	Participate in discussions and provide information for producing Project Alternatives.

Create Business Case

- Other options to the recommended action are analyzed and documented in the Business Case document. This typically includes:
  - The option of doing nothing
  - Other ways to achieve the intended result
  - Using other resources.
- The associated risks of these alternatives are also included in the analysis.
- Alternate outcomes from an earlier section are updated based on the recommended solution.

Document Alternative Analysis

Describe Potential Alternatives

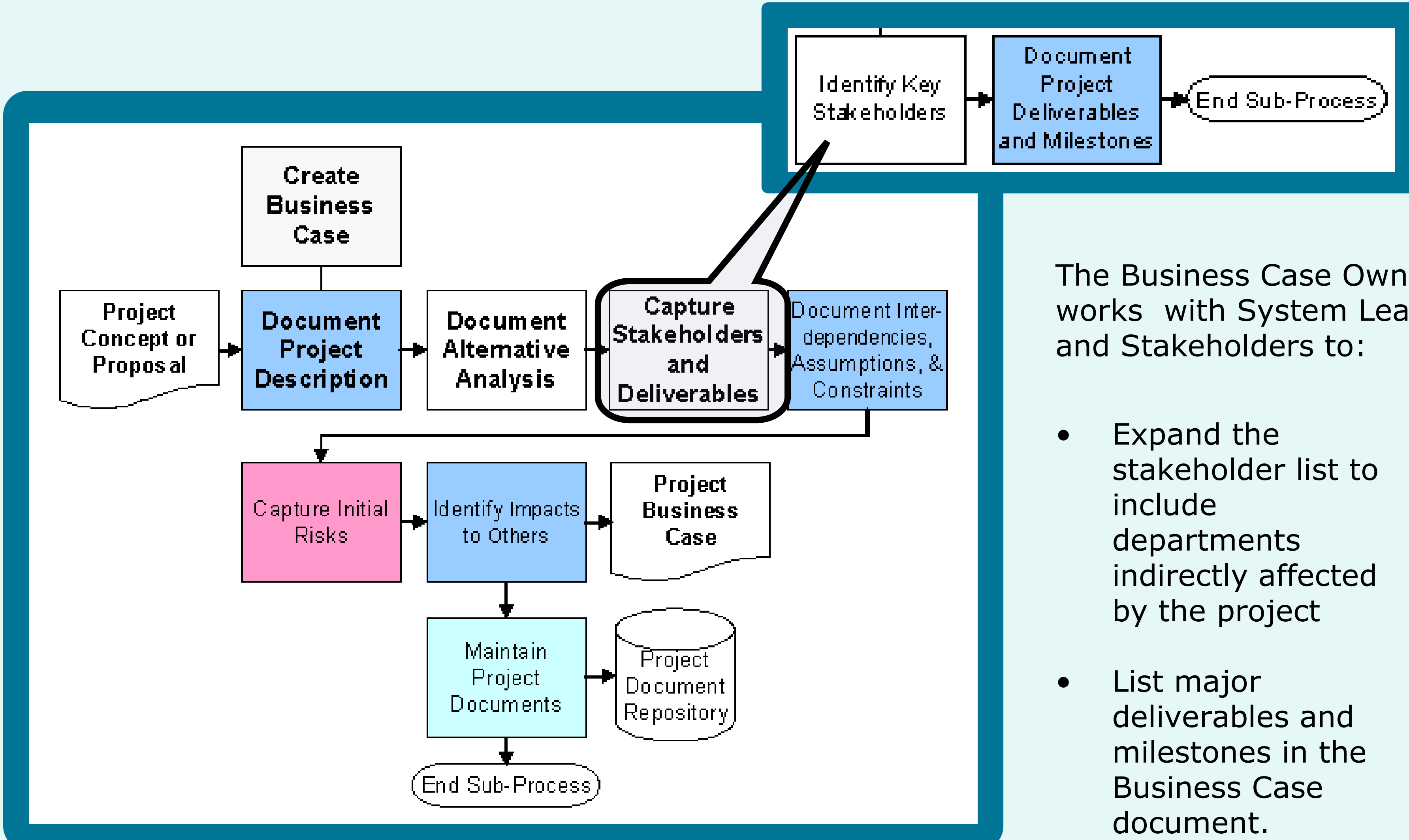
Example:

Create Business Case

One solution for decreasing the time it takes in getting the members their enrollment card is to actually process the cards quicker. In the Project Approach, one of the documented Project Solutions was to out source the enrollment card production. An Alternative to that solution may be to improve the in-house production process, maybe purchase a new enrollment card printing machine. What would this alternative do to the quality and cost of the project?

If the project team decides that more then one project alternative warrants detailed further consideration, a separate Business Case document may need to be produced with separate schedules and Cost Benefit Analysis. If only one Alternative is selected for further refinement, the Alternatives should be listed in the Project Alternative section of the Business Case document but no further refinement would be necessary for the ones not chosen to proceed with.

Capture Stakeholders and Deliverables



The Business Case Owner works with System Leads and Stakeholders to:

- Expand the stakeholder list to include departments indirectly affected by the project
- List major deliverables and milestones in the Business Case document.

Capture Stakeholders and Deliverables
Identify Key Stakeholders

Create Business Case

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case
Outputs	Key Stakeholder list
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort of group to define Stakeholders.
Business and System Leads	Provide ideas surrounding Stakeholders and confirm agreement of the documented items.

- This section expands the stakeholder list to include representatives from departments that may not be directly involved in the total efforts of the project, but:
  - Once implemented, the project will have a significant affect on their areas, or,
  - Without their involvement the project could not be successfully implemented.
- This is an initial list that will be further refined in the Start Project Sub-Phase during the creation of the Stakeholder Breakdown Structure.

Capture Stakeholders and Deliverables

Document Project Deliverables and Milestones

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case Required Project Deliverables and Milestones in the Business Case template
Outputs	Updated Project Deliverables and Milestones Chart

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with Stakeholders to produce initial list of Project Deliverables and Milestones
Stakeholders	Participate in discussions and provide information for producing initial list of Project Deliverables Milestones.

Create Business Case

- The major deliverables and milestones are pre-filled in the Business Case document.
- Any anticipated due dates, or additional known project deliverables and/or milestones would be added here.
- An initial schedule (initially duration driven) is produced with target dates
- Once the processes in the Cost Benefit Analysis surrounding estimating effort and cost are done, the target dates may need to be updated.
- Iterations between this process and the later processes surrounding estimating effort is critical in order to land on a reasonable target schedule.

Capture Stakeholders and Deliverables
Document Project Deliverables and Milestones

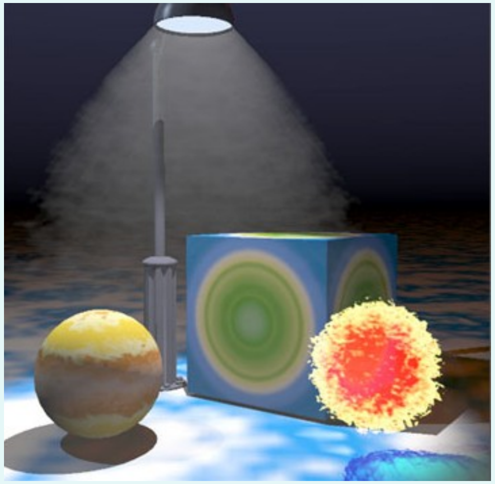
Note:

Create Business Case

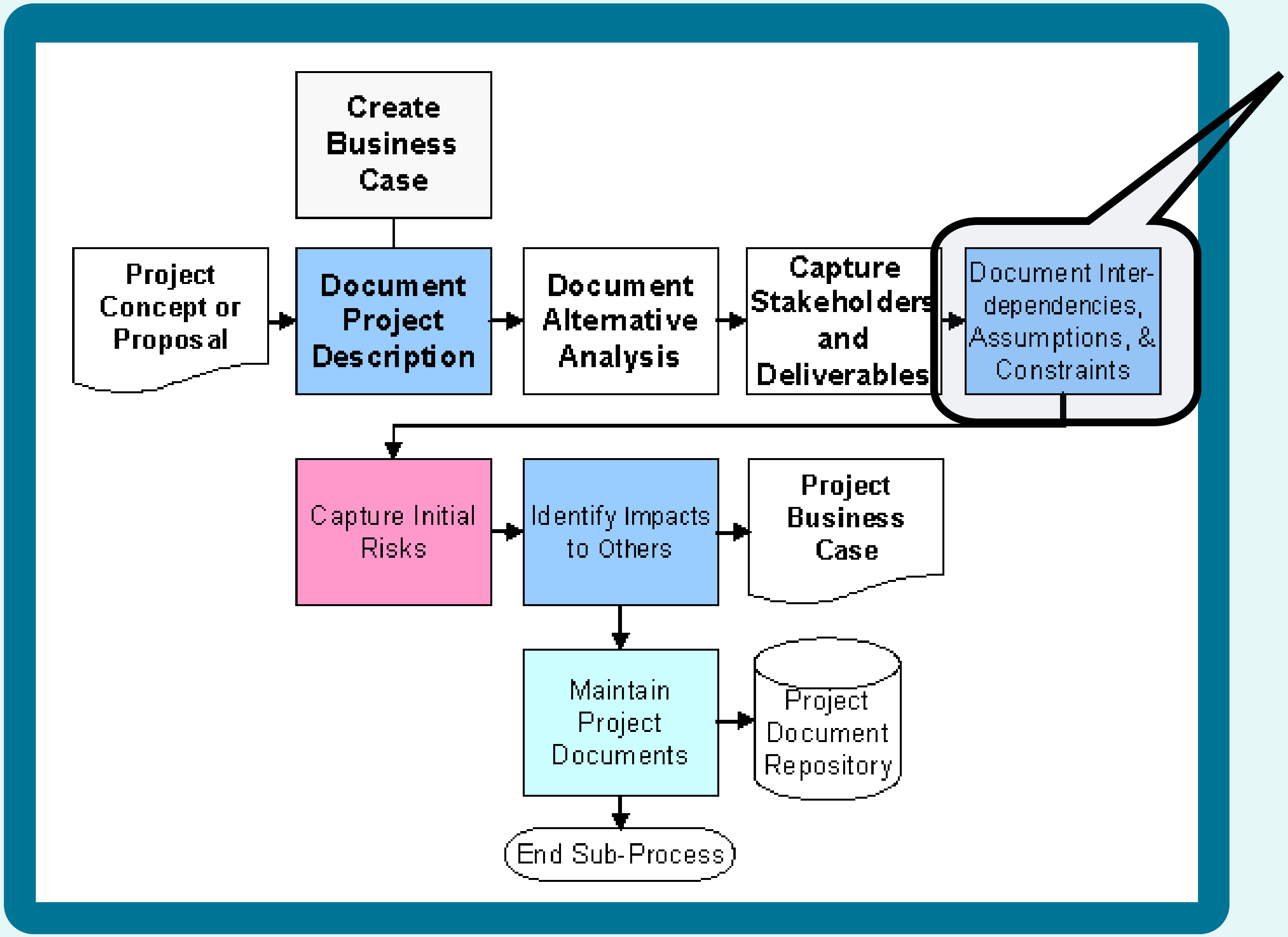
The required deliverables and the major phase milestones are pre-populated in the Business Case template. The template example is one of a project that has one stage. If the project has more than one stage the Design through Operate phases may need to be repeated for each stage.

Iterations between this process and the later processes surrounding estimating effort is critical in order to land on a reasonable target schedule. Estimating the target dates for the next phase should be at a much higher confidence level than the phases that come later.

Keep in mind the “Done” statements produced from answering the Three Key Questions. These items can be placed as deliverables in this preliminary Milestone chart.



Document Interdependencies, Assumptions & Constraints



- A list is produced detailing:
  - Project interdependencies
  - Assumptions made
  - Project constraints.
- All interdependencies are indicated including:
  - Other business areas
  - Systems or business processes
  - Known assumptions and potential resource
  - Cost or timing constraints.

Document Interdependencies, Assumptions & Constraints

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Documented Interdependencies, Assumptions and Constraints.

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with the Stakeholders to document Interdependencies, Assumptions, and Constraints
Stakeholders	Participate in discussions and provide information for producing Interdependencies, Assumptions, and Constraints.

Create Business Case

- Documenting interdependencies, assumptions and constraints requires looking at all items that could affect the project both from a business and technical perspective.
- Some may be items within the project control, and others are not controlled within the project.

Document Interdependencies, Assumptions & Constraints

Example:

Create Business Case

A documented Project Approach states: "The system will be constructed to be compatible with the most recent operating system on the market. The users must have the new operating system in order to run the delivered system. This approach was selected knowing that there was an approved and current project to update all users to that operating system by the end of the year." The interdependencies, assumptions and constraints would be as follows:

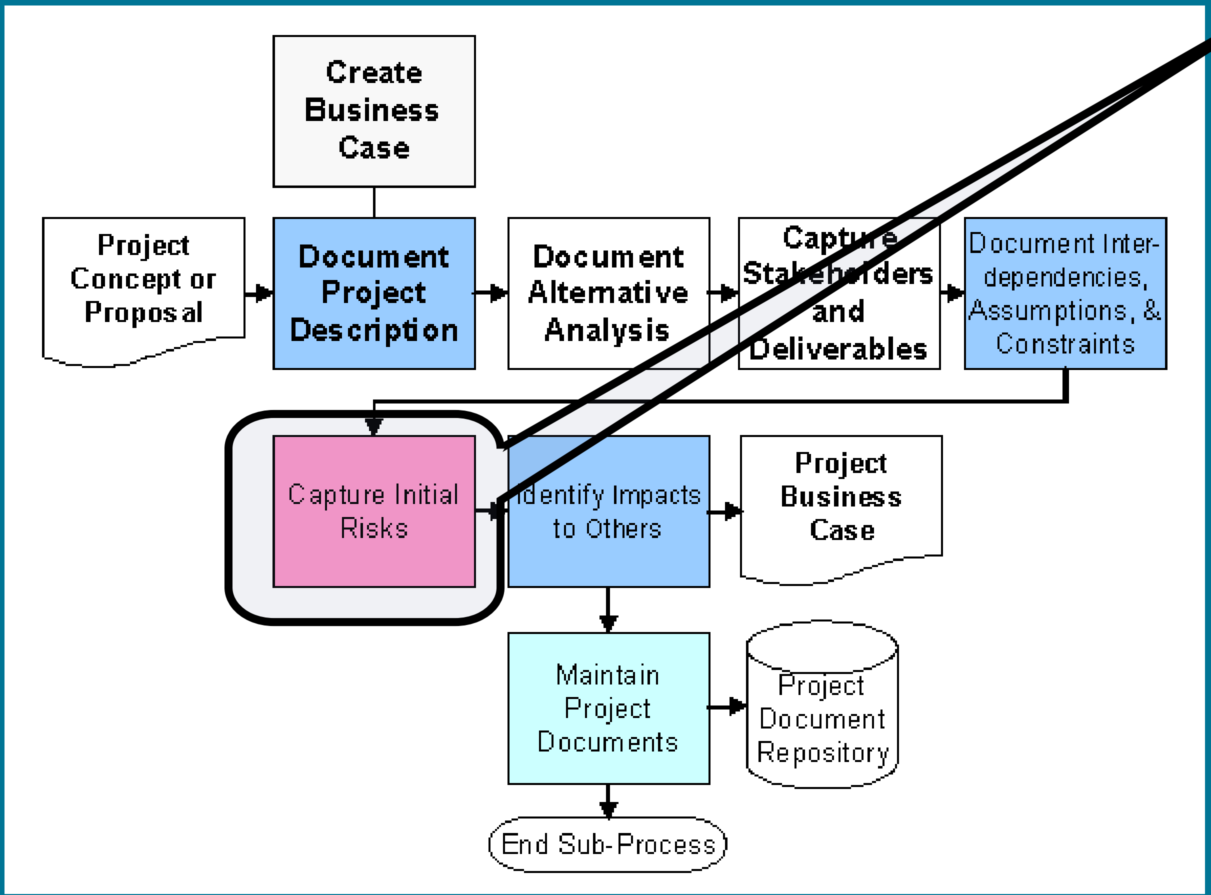
Interdependency: There is interdependency between this project and the project that is rolling out the new operating system.

Assumption: All users of the new system will be upgraded to the new operating system by end of year.

Constraint: All users must be on new operating system to use the system the project is delivering.

Clearly understanding the interdependencies, assumptions, and constraints is vital in constructing an accurate project plan and in later identifying project risks.

Capture Initial Risks



- With current information from the earlier Business Case items, the initial project risks are documented.
- At this point in the project, the major items should be discovered and documented.
- An in depth identification and classification of the risks will be accomplished later in the Start Project Sub-Phase.

Capture Initial Risks

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Initial Risks
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with the Stakeholders to document Initial Risks.
Stakeholders	Participate in discussions and provide information for producing Initial Risks.

Create Business Case

- A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on:
  - Project scope
  - Quality
  - Cost
  - Schedule (referenced from PMBOK 2000).
- A starting point in identifying initial project risks is to look at the project assumptions.

Capture Initial Risks

Example:

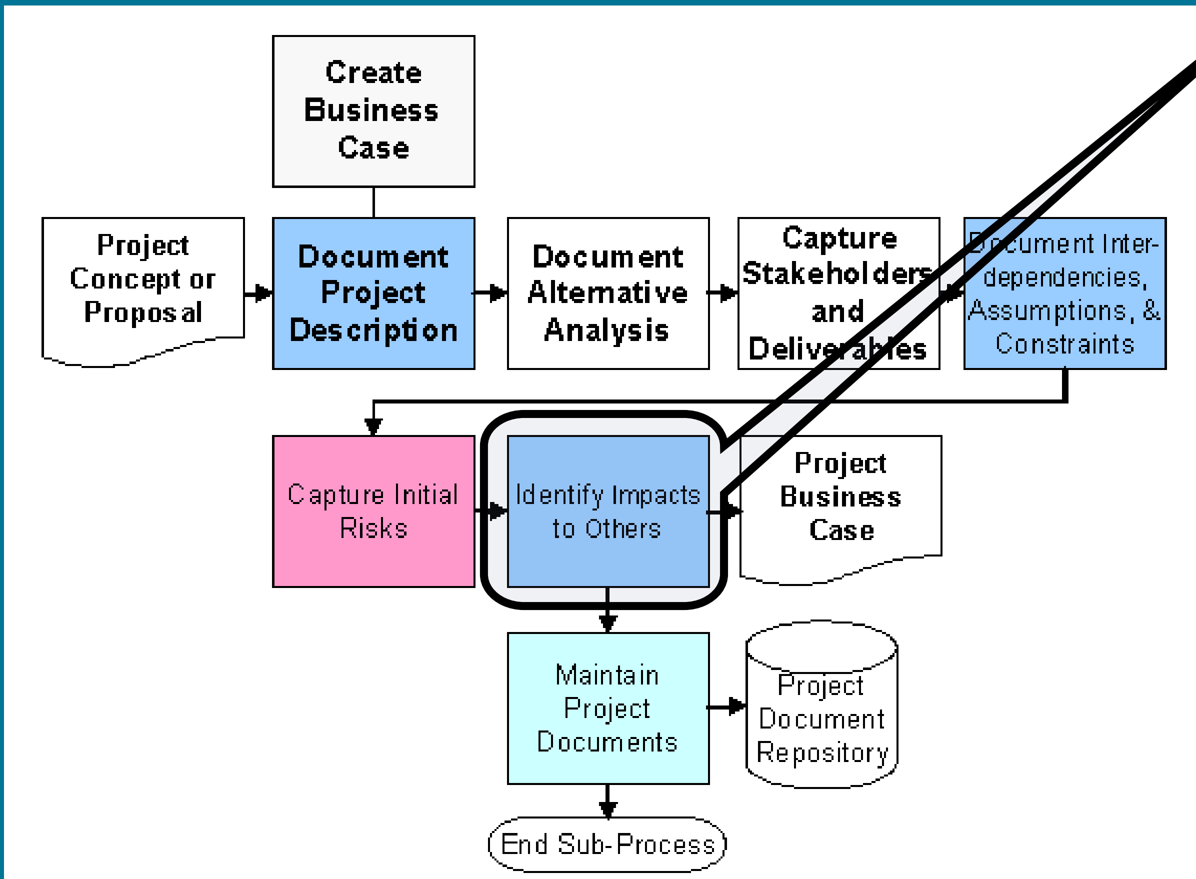
Create Business Case

Using the prior example:

<u>Assumption</u>: All users of the new system will be upgraded to the new operating system by end of year.
What if all users are not up by the end of the year? How will this affect the project? Will it affect quality, project costs or delay benefits?

<u>Risk</u>: If the operating system upgrade project does not implement on time, this projects timeline will be adversely affected. For every day the upgrade project is off schedule this project is similarly off schedule. This will not have any impact to the quality of the system delivered but will increase the project's cost and will delay the project's projected benefit savings.

Identify Impact to Others



- Impacts to other systems and 3rd party vendors are documented.
- Included are potential impacts to:
  - Other business areas in the company
  - Other projects in the company
  - Systems area
  - Any known impacts to the division's current project release schedule
  - Other hardware and/or software systems outside the company and include:
    - web hosting
    - Application Service Providers
    - Service bureaus
    - etc.

Identify Impact to Others

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Documented impacts to others

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with the Stakeholders and other areas or vendors to document impacts to their area of concern.
Stakeholders	Participate in discussions and provide information for producing other impacts. Document impacts to their area of concern.
Other Systems or Third Party Vendors not already in Key Stakeholder list.	Document impacts to their area of concern.

Create Business Case

- Getting an initial idea of potential impacts enables the project team to get all necessary areas (internal and external) on board and lower the risk of unknown needs.
- The following section in the Business Case Form is completed - Other Systems and Third (3^{rd}) Party Vendor Impacts

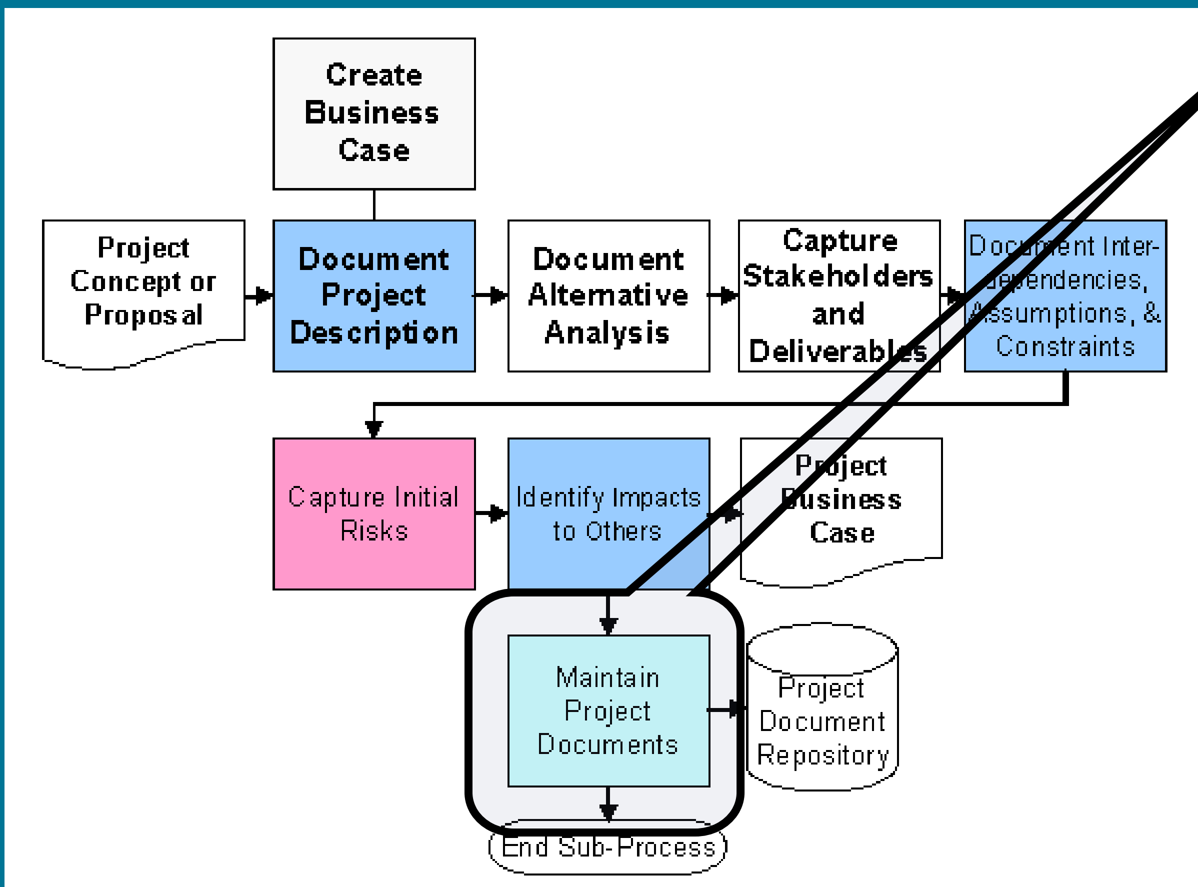
Identify Impact to Others

Example:

Create Business Case

If the project objective was to increase the use of electronic enrollment, there should be a review of capacity needs on the hardware side, potential changes needed in system software, or any coordination needed with Third Party Benefit Administrators that the end customers use. Getting an initial idea of potential impacts enables the project team to get all necessary areas (internal and external) on board and lower the risk of unknown needs.

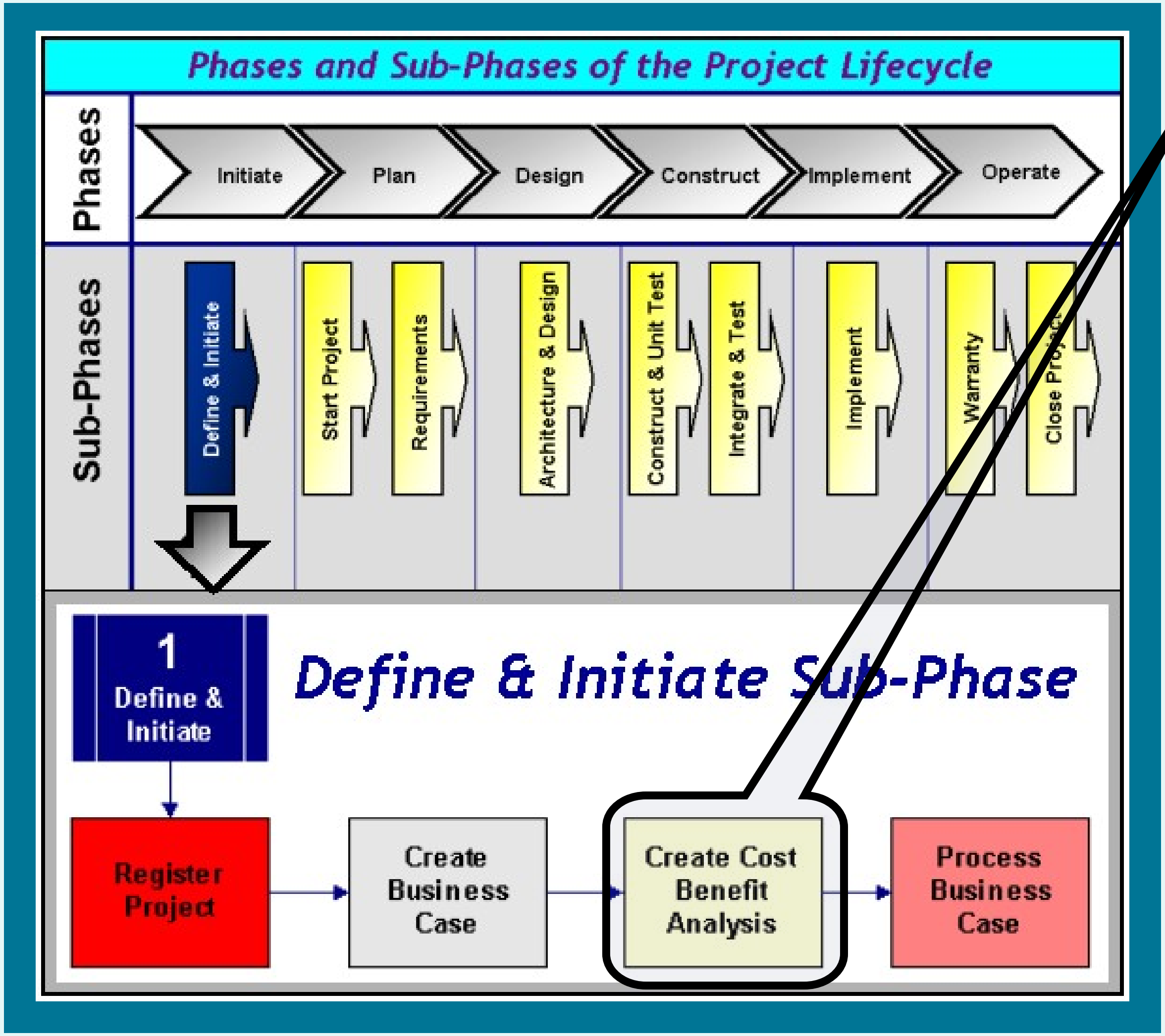
Maintain Project Documents



The Business Case Owner Updates the Project Document Repository with the project Business Case.

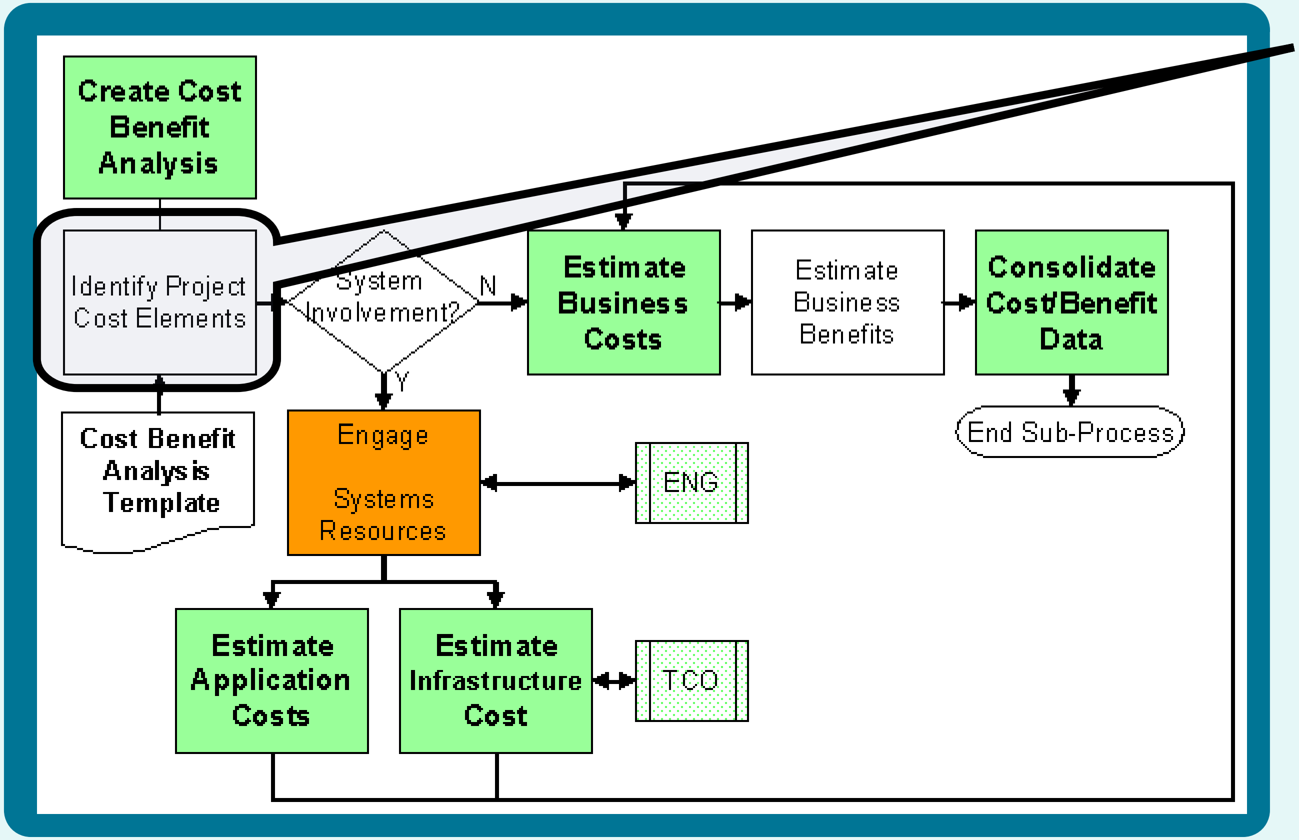
This document is revisited after completing the Cost Benefit Analysis.

Details - Create Cost Benefit Analysis



- Via the Cost Benefit Analysis, benefits are compared to costs in support of the Business Case.
- The Cost Benefit Analysis will be updated regularly throughout the project to justify continuation of the project.
- During the creation of the Business Case, the CBA created is a first attempt to define Benefits (Intangible and Tangible) and compare them to costs.
- Note: confidence levels in both the costs and estimated benefits will most likely be low since they are built on high level information.
- In the later phases when the detail surrounding requirements and design are known the costs and benefits will become more refined and higher confidence levels should surround the estimates.

Identify Project Cost Elements



The Business Case Owner works with Subject Matter Experts and System Leads to:

- Identify the high-level components of the project that will affect cost.
- Employ, if necessary, a Systems Engagement Model to coordinate the assignment of resources from the Systems Community.

Identify Project Cost Elements

Inputs & Outputs	
Inputs	Current completed sections of the Business Case Project Deliverables and Milestone Chart Project Template
Outputs	List of elements for cost estimation
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Identify elements to be detailed in the Cost Benefit Analysis, activities of a project that will incur cost.
Stakeholders, Finance Subject Matter Expert (SME) Representative	Provide input and perform review of identified elements.

Create Cost Benefit Analysis

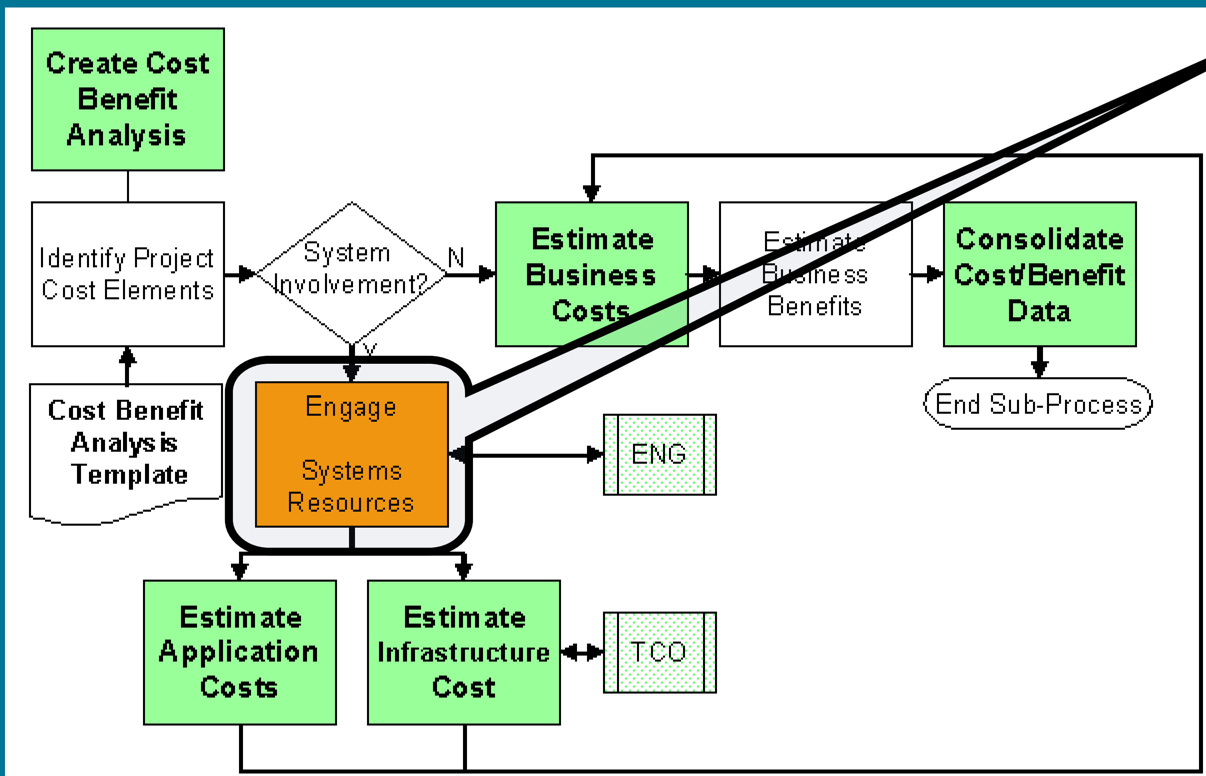
The primary components that will affect the cost of the project are examined. Any assumptions made in the Business Case document are documented.

At each revision of the Cost Benefit Analysis any new cost elements that may have surfaced, or even been removed from the equation are addressed.

The following questions should be answered:

- Is there any application construction, modification, or maintenance?
- Will there be infrastructure needs? Is staff relocating or introducing a new team to the area? What are their telecom/data needs?
- How about the business – how will it be impacted? Will there be new procedures? Will there be new tools to learn? Most business areas feel the affects of a learning curve during project implementation and production.
- What sort of project is it, and what costs need to be considered?

Engage Systems Resources



Some projects have a systems component, such as an application conversion, or a custom application development.

For these, the Business Case Owner will need to follow the a Systems Engagement Model to coordinate the assignment of resources from the S

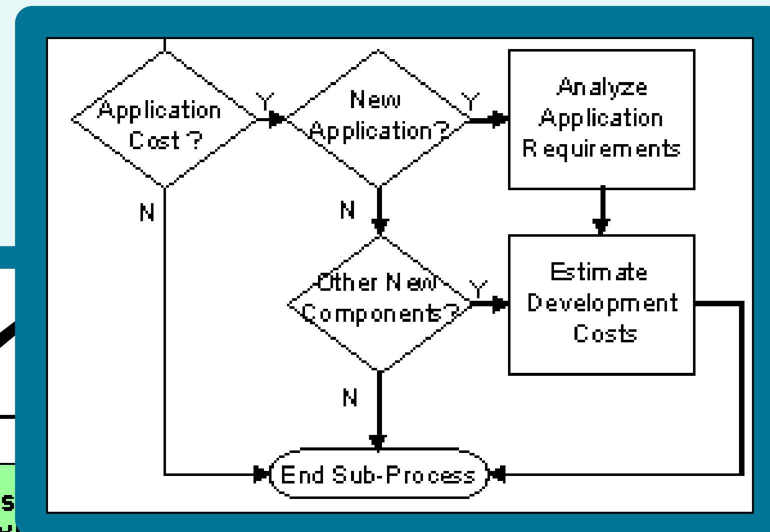
Engage Systems Resources

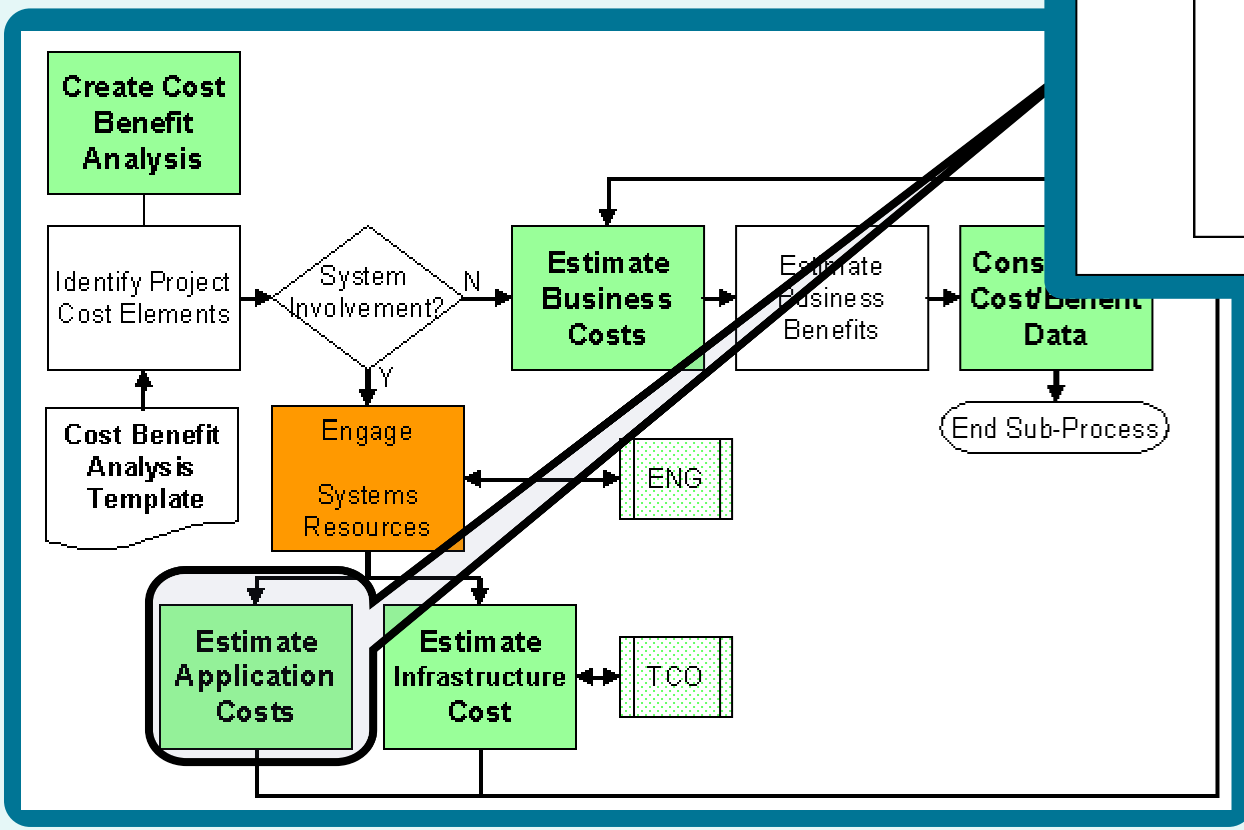
Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Reaffirmed System Leads.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Contact appropriate Systems areas to reaffirm System Lead participation.
Program Management Office (PMO) Representative, Relationship Manager (RM), Technology Services Manager (TSM), currently assigned System Leads.	Assist in confirming and acquiring correct Systems Leads.

Create Cost Benefit Analysis

If necessary, the Relationship Manager (RM) to engage Systems resources is contacted.

Estimate Application Costs





The Business Case Owner works with Subject Matter Experts, Stakeholders and System Leads to estimate the cost for application components in the project.

Estimate Application Costs
Analyze Application Requirements

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	High-level application requirements

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Working with Stakeholders and application specialist to analyze the list of application requirements and refine the list adding more specificity surrounding solution and approach where possible.
Developer	SME for core application development or enhancement Produces an understanding of software programming needs.
Application Specialist	Provides a maintenance perspective to the analysis.
Business Analyst	Understands requirements specific to the project.
Stakeholders	Understands requirements specific to the project.

Create Cost Benefit Analysis

- As was done at a high-level with the project as a whole, those requirements specific to the application components of the project are examined.
- This may include functional and non-functional requirements, human engineering or usability factors, and effect on the business process.
- All high-level application requirements are examined, marking which estimates are associated to which requirements as specifically as possible.
- Detailed requirements and more thorough costing will be handled in the Requirements sub-phase.

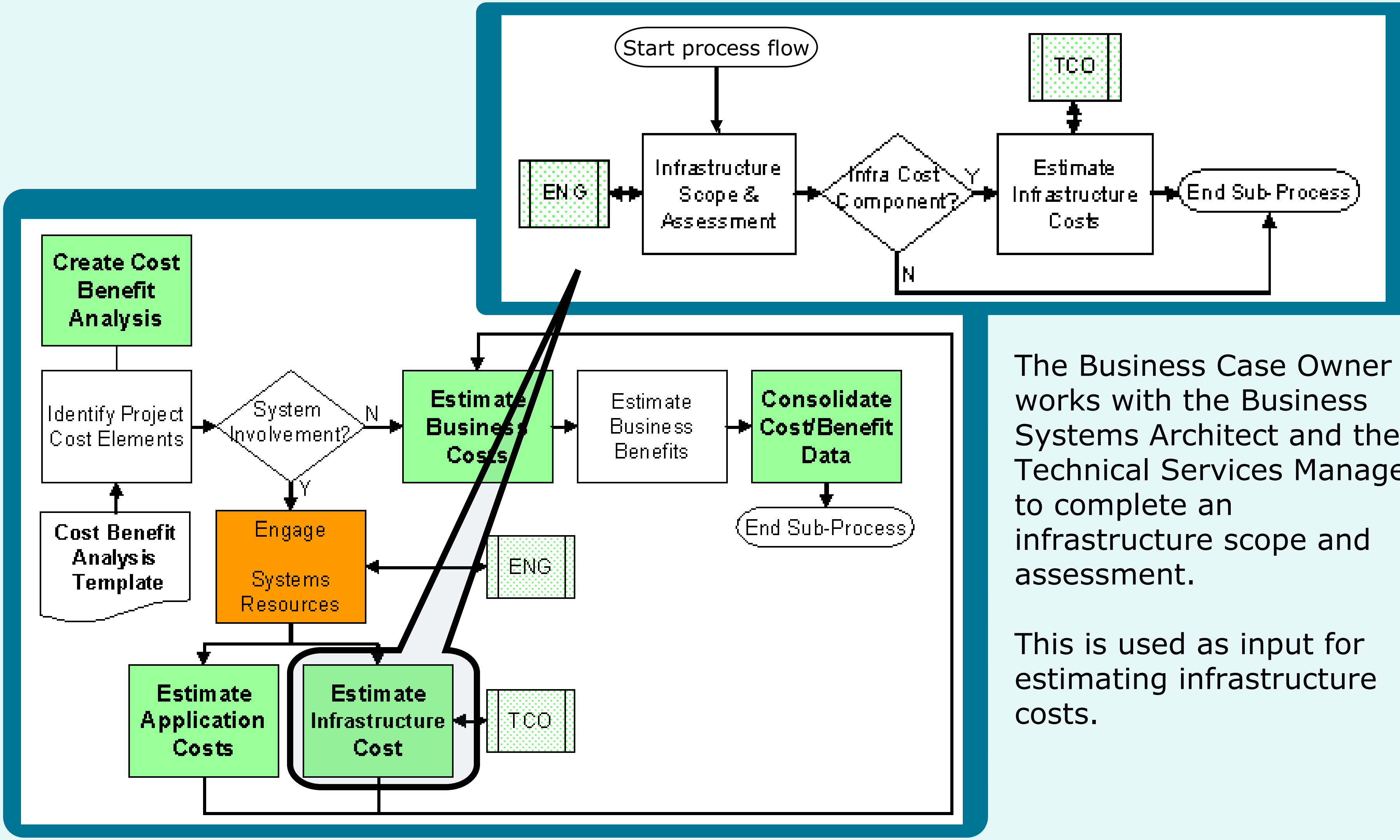
Estimate Application Costs
Estimate Development Costs

Inputs & Outputs	
Inputs	Application Requirements
Outputs	Estimated costs of development components
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort to document estimated costs of development component.
Developer	Subject Matter Expert (SME) for core development or enhancement will produce high-level estimate from work needed in their application area.
Application Specialist or other maintenance provider	Provides a maintenance perspective to the analysis.
Business Analyst	Understands requirements specific to the project.
Stakeholders	Understands requirements specific to the project.

Create Cost Benefit Analysis

- After analyzing application requirements, costs for new application development and making changes to existing applications are estimated.
- Any assumptions made in the appropriate section of the Business Case are documented.
- In the early phases of projects, requirement concepts are high level but will be refined and detailed in later sub-phases, especially during the Requirements Sub-Phase where detailed requirements are created.

Estimate Infrastructure Costs



The Business Case Owner works with the Business Systems Architect and the Technical Services Manager to complete an infrastructure scope and assessment.

This is used as input for estimating infrastructure costs.

Estimate Infrastructure Cost

Project Managers

Non-Infrastructure Project Managers Estimating Infrastructure Costs

- Works with Infrastructure Implementation Services (IIS), Infrastructure Engineering Implementation (IEI) or the appropriate Systems team (as determined by the Relationship Manager (RM), or Technology Services Manager (TSM)), to estimate infrastructure costs.
- Engages with Systems as early as possible to be sure the project can get its due attention.
- A scope and assessment must be completed as inputs to the estimations for infrastructure costs. Substantial time must be allowed when involving other areas in the project.
- Assumptions about scale and volume should be included; these assumptions may be re-validated through-out the later phases of the project.

Infrastructure Project Managers

- IIS will still be required to utilize the Infrastructure Delivery Process and Procedures guidebooks and the Process Asset Library for documents and workplan templates.

Estimate Infrastructure Cost
Infrastructure Scope and Assessment

Inputs & Outputs	
Inputs	Current completed sections of the Business Case Cost Benefit Analysis (CBA)
Outputs	Determination of cost-incurring infrastructure needs
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Work with RM, TSM, and BSA to perform an infrastructure scope and assessment.
Technology Service Manager	Work closely with systems resources following the Engagement Model

Create Cost Benefit Analysis

- Performing an infrastructure scope and assessment is the first step to estimating infrastructure costs.
- The Relationship Manager (RM), Technology Service Manager (TSM), and Business System Architect (BSA) as defined in the Engagement Model (ENG)are engaged.
- This step will determine what infrastructure-related activities will incur costs.

Estimate Infrastructure Cost

Estimate Infrastructure Costs

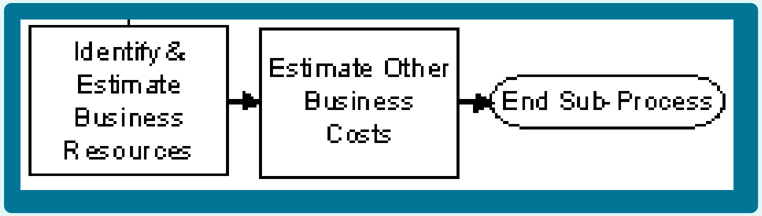
Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Estimated Infrastructure cost from TCO Updated CBA Updated Business Case

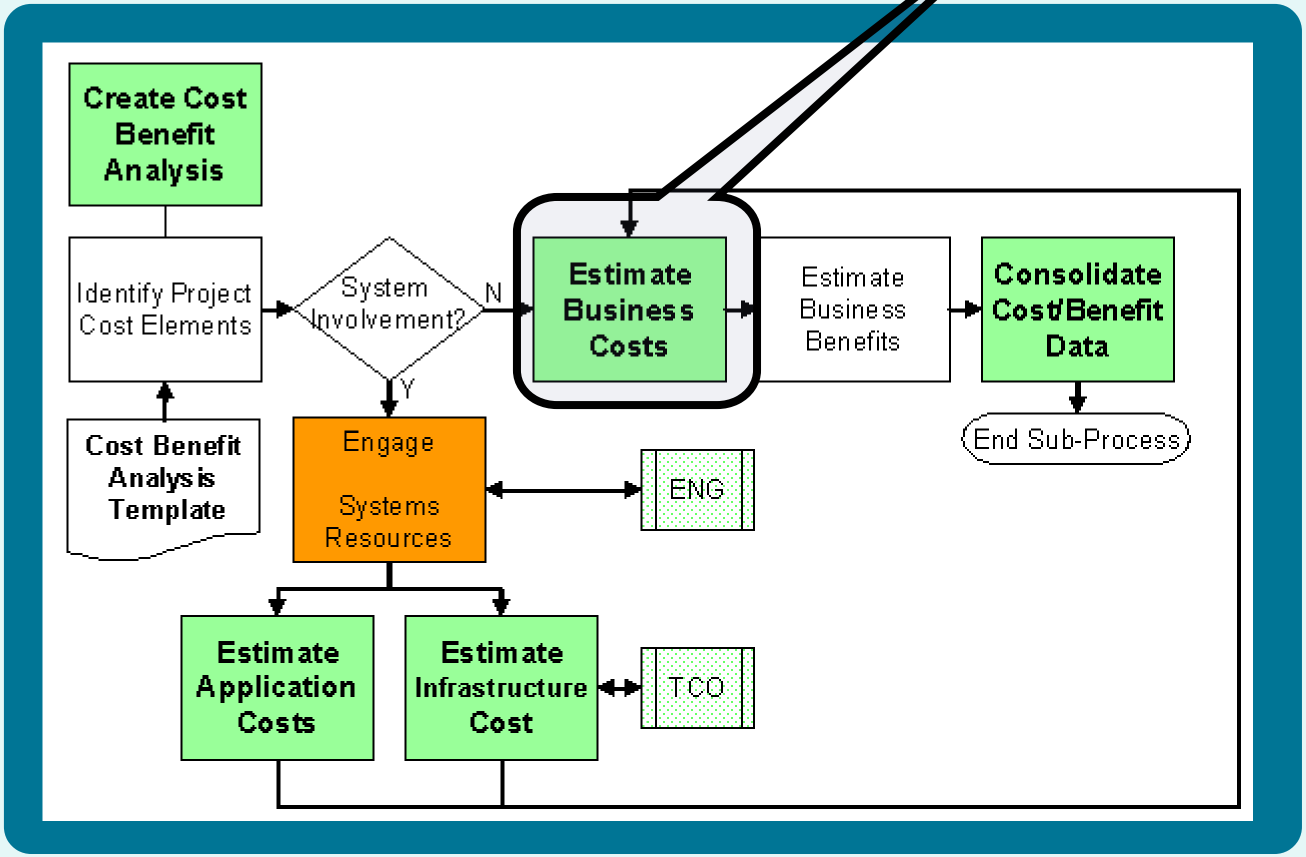
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort to document infrastructure needs and estimated costs.
Business System Architect (BSA)	Based on predicted requirements produce list of infrastructure needs and estimated costs, follow the TCO process.

Create Cost Benefit Analysis

- From the list of cost-incurring infrastructure activities, the associated cost are estimated and capture it in order to update the Cost Benefit Analysis (CBA) for the Business case.
- The Business System Architect (BSA) will follow the Total Cost of Ownership (TCO) process to make these determinations.
- The TCO results will feed the CBA and thus the business case.

Estimate Business Costs





The Business Case Owner works with Stakeholders, Subject Matter Experts and Support Teams to estimate the costs for the project including costs incurred by the business area and any other areas affected by the project.

Estimate Business Costs

Identify & Estimate Business Resources

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Estimated business resource needs

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort to document estimated business resource needs.
Business Analyst	Document estimated business resource needs.
Stakeholders	Document estimated business resource needs.
Finance Subject Matter Expert (SME)	Assist with estimating business resource costs.

Create Cost Benefit Analysis

- Business resources that have other full-time jobs may be needed to participate in the project.
- The additional expense of potentially using temporary resources to "back-fill" critical resources needed for the project is considered.
- During or after the project, there may be a change in resources or roles of the existing resources.
- Training, travel, change management, and relocation may be possibilities of the project.

Estimate Business Costs

Estimate Other Business Costs

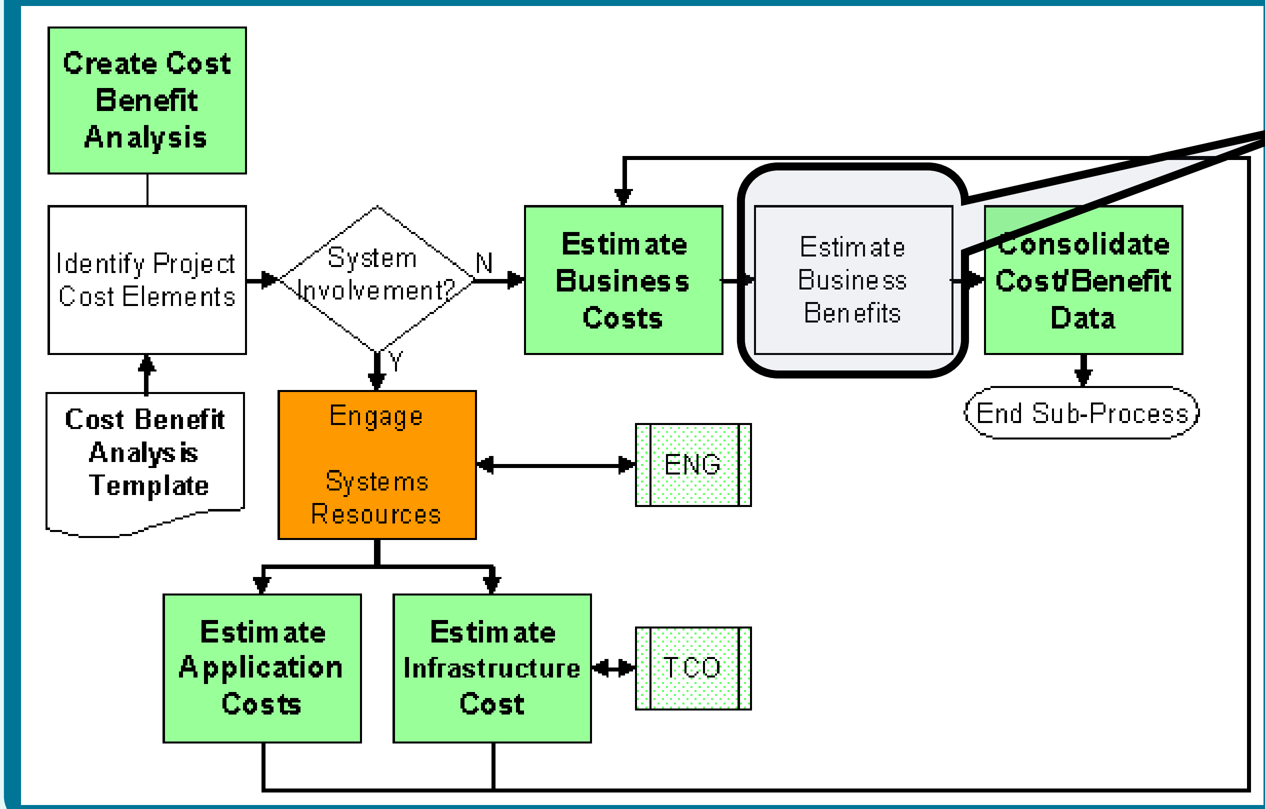
Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Estimated business costs other then personnel resource.

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort to document estimated business costs (other then personnel resource).
Business Analyst	Document estimated business costs (other then personnel resource).
Stakeholders	Document estimated business costs (other then personnel resource).
Finance Subject Matter Expert (SME)	Assist with estimating business resource costs.

Create Cost Benefit Analysis

- All business costs (other then personnel resources) are detailed and incorporate into the initial the Cost Benefit Analysis. The following are considered:
  - Facility needs
  - Training costs
  - Communications
  - Other items.
- Revised as needed during the project.

Estimate Business Benefits



- Business Benefits are captured to include in the Cost Benefit Analysis.
- While some benefits are difficult to measure, all that can be determined in terms of dollars (tangible) are included.

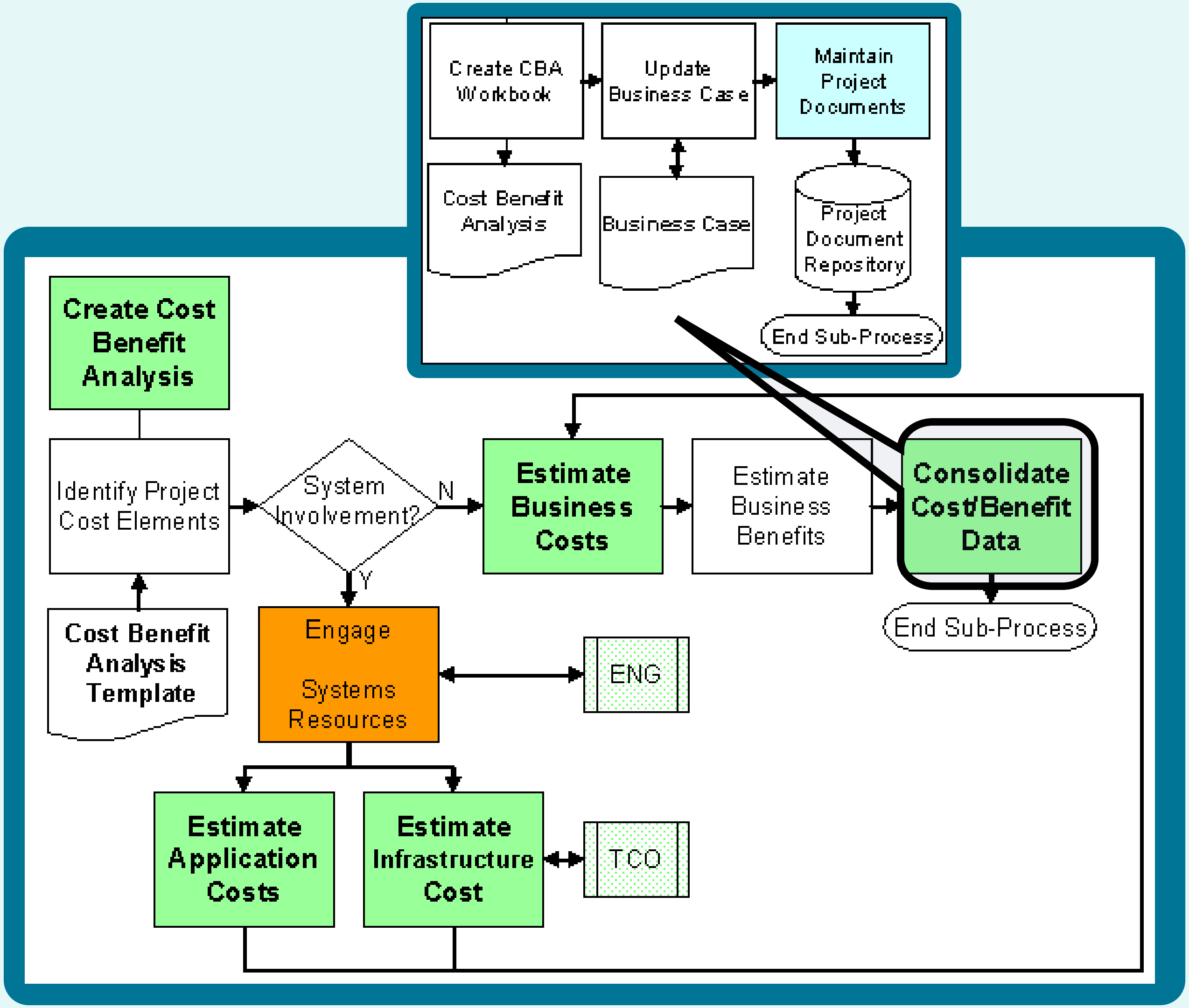
Estimate Business Benefits

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case
Outputs	Tangible and Intangible benefits list.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Lead effort to document estimated benefits both tangible and intangible
Stakeholders	Document estimated benefits both tangible and intangible.
Finance Subject Matter Expert (SME)	Validate method(s) used in arriving at tangible benefit dollars.

Create Cost Benefit Analysis

- A section for the abstract (intangible) benefits is also included. While one may not be able to quantify these benefits at this stage, they are important to recall during “Go/No Go” decision points.

Consolidate Cost/Benefit Data



- Data needs to be consolidated after estimating separate components of:
  - Application
  - Infrastructure
  - Business costs
  - Determined benefits of completing the project
- It is consolidated at the project onset and various points through the life of the project.
- It is beneficial to maintain the project documents for this reason.
- One live copy is maintained and point-in-time versions should be kept to provide information on project history.

Consolidate Cost/Benefit Data

Create Cost Benefit Analysis Workbook

Inputs & Outputs	
Inputs	Current completed sections of the Business Case
Outputs	Updated Business Case document and accompanying CBA workbook.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Development of the CBA workbook
Stakeholders and any other affected business/systems areas.	Expert knowledge as input to projected costs and/or benefits
Finance Subject Matter Expert (SME)	Provide guidance in effort to produce CBA workbook

Create Cost Benefit Analysis

- The initial Business Case document contained a simple estimate of costs and benefits.
- A more detailed version is developed using the Program Management Practice (PMP) Excel based CBA tool.
- The summary financial data from that workbook is then copied into the Business Case document in Section 9 - Financial Information.

Consolidate Cost/Benefit Data

Update Business Case

Create Cost Benefit Analysis

Inputs & Outputs	
Inputs	Current Completed sections of the Business Case
Outputs	Updated Business Case.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Consolidate Business Case with Cost Benefit Analysis.

- As the costs and benefits are developed, there may be changes in project solutions, approach, outcomes and many other areas of the Business Case document.
- Update any appropriate areas in the Business Case based on changes generated by analysis surrounding costs and benefits.

Consolidate Cost/Benefit Data

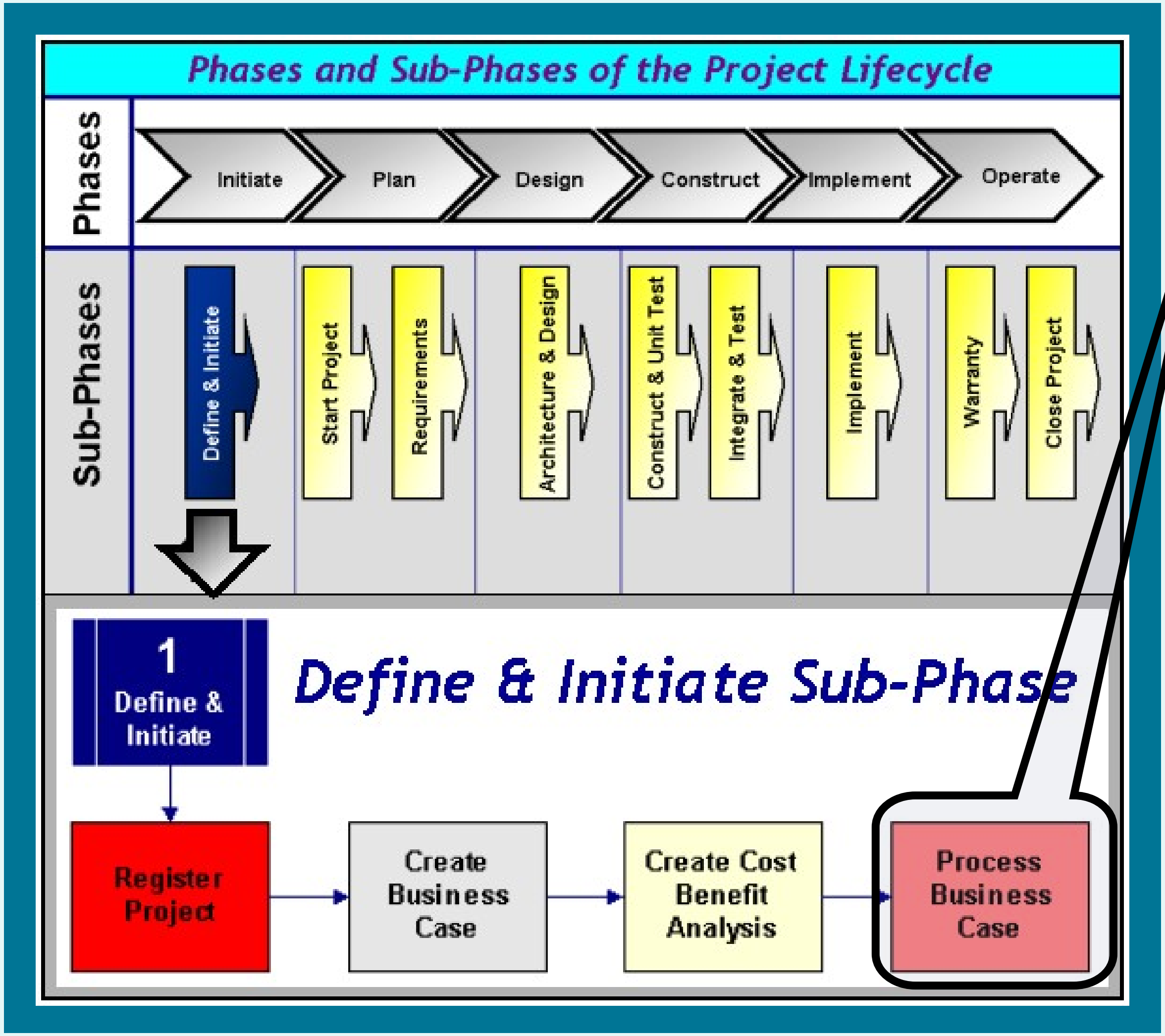
Maintain Project Documents

Create Cost Benefit Analysis

Inputs & Outputs	
Inputs	Business Case Cost Benefit Analysis
Outputs	Updated Project Documentation Repository.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Update Project Document Repository.

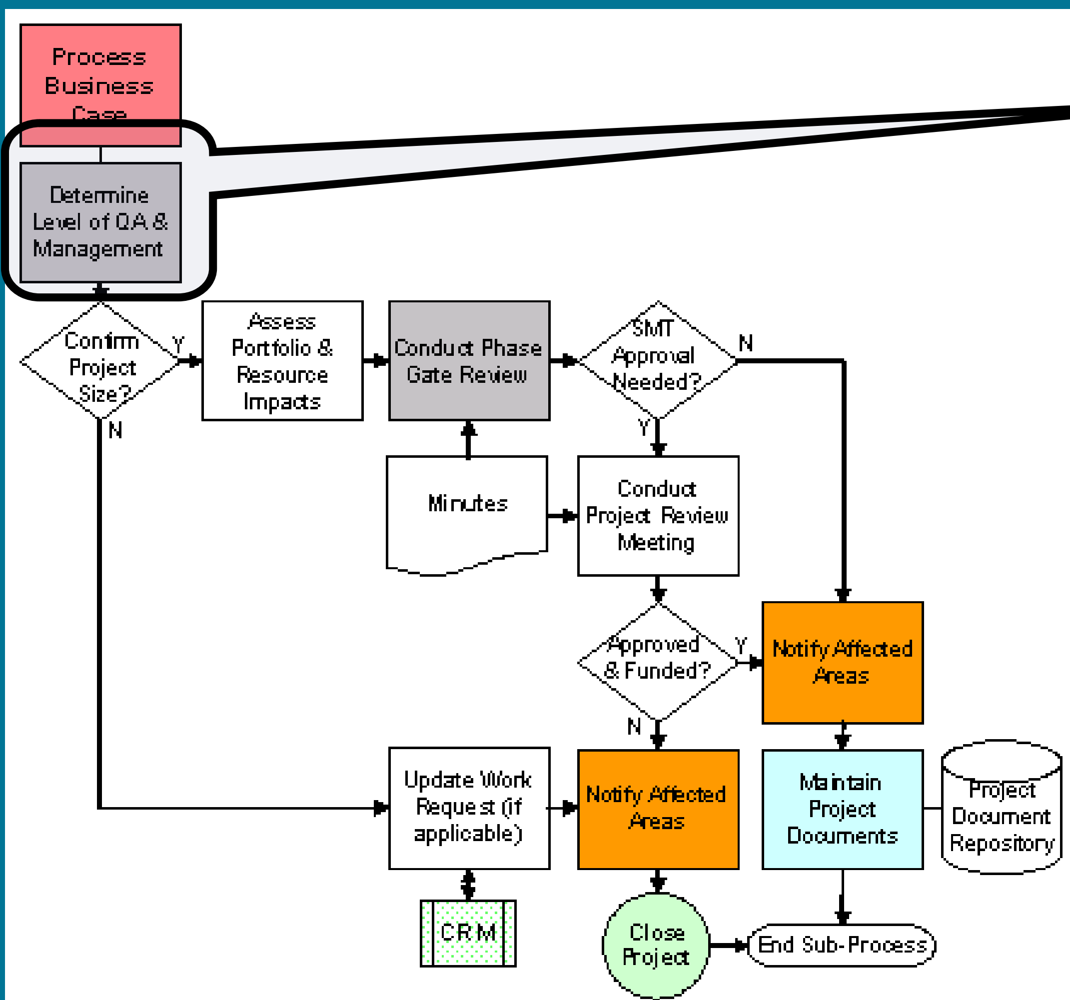
The project document repository is updated with the Business Case and Cost Benefit Analysis.

Details - Process Business Case



- After compiling all sections of the Business Case, the team works with the Program Management Office (PMO) Representative to process the Business Case.
- The Business Case Owner will facilitate and monitor several activities in order to get project approved.
- Before taking the project to gain Senior Management Team (SMT) approval, the project must be approved by the divisional PMO.
- Prior to the Phase Gate (a.k.a. decision point) meeting, answers surrounding levels of Quality Assurance and effects of this project on the other projects in the division will be documented.

Determine Level of QA and Management



- Based on the nature of the project, the Program Management Office (PMO) Representative determines the level of Quality Assurance (QA) needed and at what level it should be managed.
- Requirements for passing Gating and QA reviews should be determined.
- The determination validates that the work effort is of a size to warrant a project.

Determine Level of QA and Management

Inputs & Outputs	
Inputs	Business Case; Other project documentation
Outputs	Size of work effort (whether suitable for a project); Oversight plan for the Business Case

Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Determine whether the work effort is sized to be treated as a project; Determine how much oversight is needed for the project
Business Case Owner	Provide any needed input to PMO to help them determine QA and Management participation levels.

Process Business Case

- Based on the nature of the project, the Program Management Office (PMO) Representative determines the level of Quality Assurance (QA) needed and at what level it should be managed.
- Requirements for passing Gating and QA reviews should be determined.
- The determination validates that the work effort is of a size to warrant a project.

Update Work Request (if applicable)

Inputs & Outputs	
Inputs	Work request number, business case status
Outputs	Updated work request

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Contact Change Release Management team with regards to Business Case (and therefore project) status

Process Business Case

- All projects are registered as Work Request for tracking purposes but there is a different flow for small project work.
- If the project is deemed too small to require the full blown project methodology it will use the work request flow instead.
- Update the project documentation to reflect that it is being treated as a work request and follow the work request process flow.

Assess Portfolio and Resource Impacts

Inputs & Outputs	
Inputs	Business Case
Outputs	Assessment of how this project will affect other projects

Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Assess affects of project on portfolio and divisional resources.
Business Case Owner	Provide PMO with any information needs concerning the project.

Process Business Case

- The Program Management Office (PMO) Representative will assess the affect of doing the project on the entire portfolio concerning:

- Priority
- Resources
- Cost
- Time implications.

Conduct Phase Gate Review

Inputs & Outputs	
Inputs	Business case, Gating checklist
Outputs	Approved Business Case
Roles & Responsibilities	
Role	**Responsibility**
Program Management Office (PMO) Representative	Review Business Case deliverables, set up management review meeting if necessary, and if project approved, prepare proper documentation to move to plan phase.
Business Case Owner	Prepare for the phase gate review and participate as needed; provide a timely response to any issues raised.

Process Business Case

- The Business Case is the primary deliverable for the **Initiate Gate**. The Business Case must have a clear and concise definition of the business problem/opportunity, together with clear project accountability by the Project Sponsor.
- The Business Case should meet all standards and guidelines as defined in Project Solutions. The quality level of the Business Case should be such that it provides a high degree of confidence for management decision making. Frequent communication with the PMO should provide the project team with insight into division-specific management preferences in the development of the Business Case.
- If the project needs to obtain senior management approval a meeting is set up to review the project. If the project is approved and once all outstanding requests are satisfactorily completed, the PMO completes the Initiate Gate Approval form authorizing the Project to proceed to the Start Phase.
- The Exception Process may be triggered if there is no clear consensus on the project at the Gate review. See the Gating Exception process within the Gating Framework located in Additional Resources on the PM Backpack.

Conduct (Senior Management Team) Project Review Meeting

Inputs & Outputs	
Inputs	Business Case Cost Benefit Analysis Workbook
Outputs	Scheduled meeting to present the Business Case to Senior Management Team (SMT) for Approval.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Prepare for the Senior Management Team (SMT) review meeting; Complete any follow-up activities/information gathering as assigned in a timely fashion.
Program Management Office (PMO) Representative	Get project on agenda for Senior Management Team (SMT) meeting or schedule separate meeting if necessary.
Senior Management Team (SMT)	Attend requested meeting and provide decision for direction of the project (Go/No Go, Go limited scope, etc.).

Process Business Case

- If there is no standing Senior Management Team (SMT) meeting scheduled, a special one should be scheduled.
- The divisional Program Management Office (PMO) Representative or Business Case Owner presents the project for approval to proceed.
- If approved, the SMT should identify what departments need representation on the Steering Committee and the level of representation that is required.
- Particular people that are deemed as required for a review are noted.

Notify Affected Areas

Inputs & Outputs	
Inputs	Result of evaluated Business Case
Outputs	Communication of an approved or terminated/postponed project along with prioritization and execution and implementation dates supported.

Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	Notify affected areas of the Business Case evaluation results. If project is terminated, process close out and staffing change activities.
Program Management Office (PMO) Representative	To notify Business Case Owner of decision Go/No Go.

Process Business Case

- The PMO alerts the Business Case Owner of the decision of the Senior Management Team (approved/not approved).
- The Business Case Owner notifies any affected areas.
- Affected areas may include project sponsors, stakeholders, Systems representatives and existing project team members, if any.

Close Project (if applicable)

Process Business Case

Inputs & Outputs	
Inputs	Project Sizing or Review Meeting output
Outputs	Link to Project Close process.

- If the Determine Level of QA & Management task finds that the size of the effort does not justify managing the effort as a project, or
  if the Senior Management Team does not approve (continued) funding of the project, the Close Project process is performed to:
  - Shut down the project,
  - Release the staff
  - Archive project documentation.

Maintain Project Documents

Inputs & Outputs	
Inputs	Business Case Project Documentation Repository
Outputs	Updated/revised Business Case in the project documentation repository that indicates business case evaluation status.
Roles & Responsibilities	
Role	**Responsibility**
Business Case Owner	To update the project documentation repository with the formal version(s) of the business case and any related notes as to comments from the evaluation.

Process Business Case

- The project document repository is updated with the business case and results of the business case formal review.
- If project is canceled at this time, the Close Project Sub-Phase processes are performed.

Sub Phase Techniques

Three Key Questions
Status Meetings
Financial and Effort Tracking
Workshop Techniques
Visioning
Expectations and Concerns

Define & Initiate Summary

Purpose	• Expand on a concept in order to justify funding as an official project.
Teams	• Senior Management Team • Support Areas • Business Case Owner • Subject Matter Experts • Business & Systems Support.
Major Inputs	• Project Concept.
Major Outputs	• Business Case/Cost Benefit Analysis.
Processes	• Register Project • Create Business Case • Create Cost benefit Analysis • Process Business Case.

Define & Initiate Sub-Phase

Thank You