PRECISION STUDIO

A LEADER IN EFFECTIVE COMMUNICATION

Project Management Methodology

Requirements SubPhase

Course Purpose

- Familiarize team members with the Requirements 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.
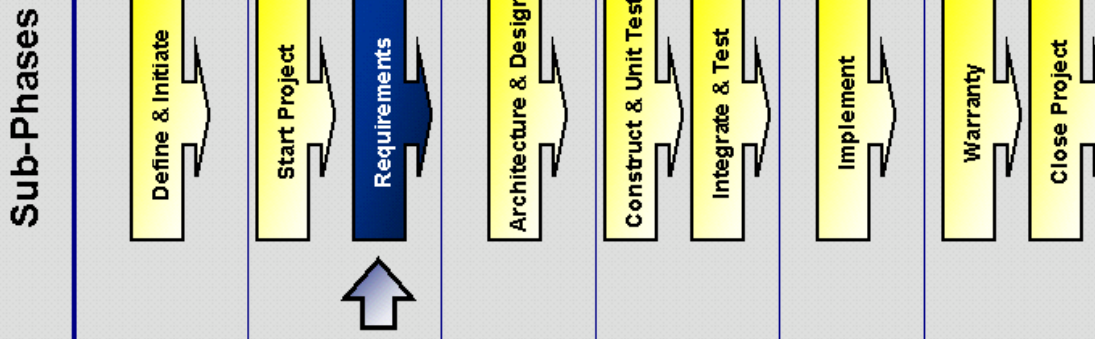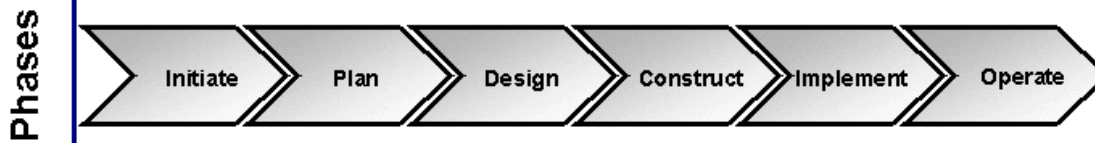
Requirements Sub-Phase

Agenda

- Course Outline

- The Project Lifecycle

- Sub-Phase Purpose

- Team Members

- Inputs/Outputs

- Overview of Sub-Phase Processes
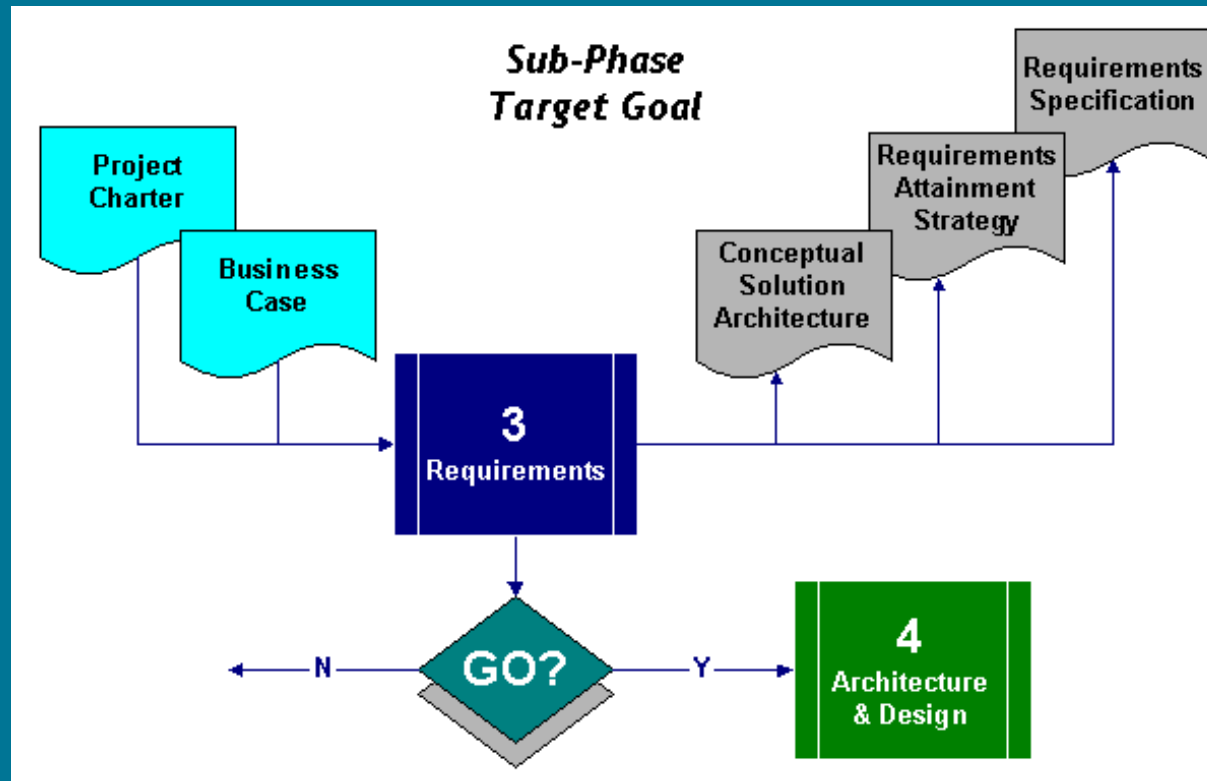
The Project Life Cycle

Phases and Sub-Phases of the Project Lifecycle

- A Project Solutions Methodology defines a standard project lifecycle.

- The Requirements sub-phase is executed during the Plan Phase of the lifecycle.

# Requirements – What Will You Accomplish?

The goal of the Requirements Sub-Phase is to Collect and analyze information used to define the functionality that will achieve targeted business objectives.

The key deliverables from this sub-phase are:

- Requirements Specification
- Conceptual Solution Architecture
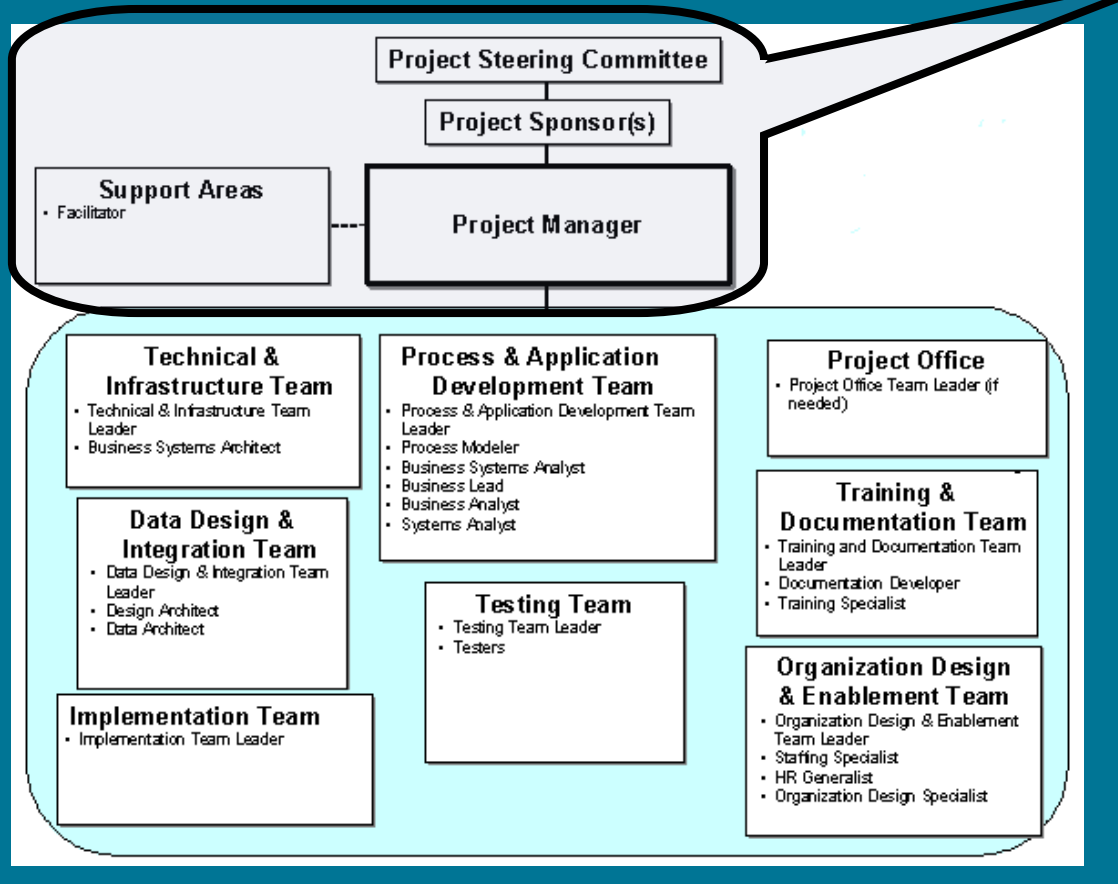- Requirements Attainment Strategy

Who Are Your Team Members?
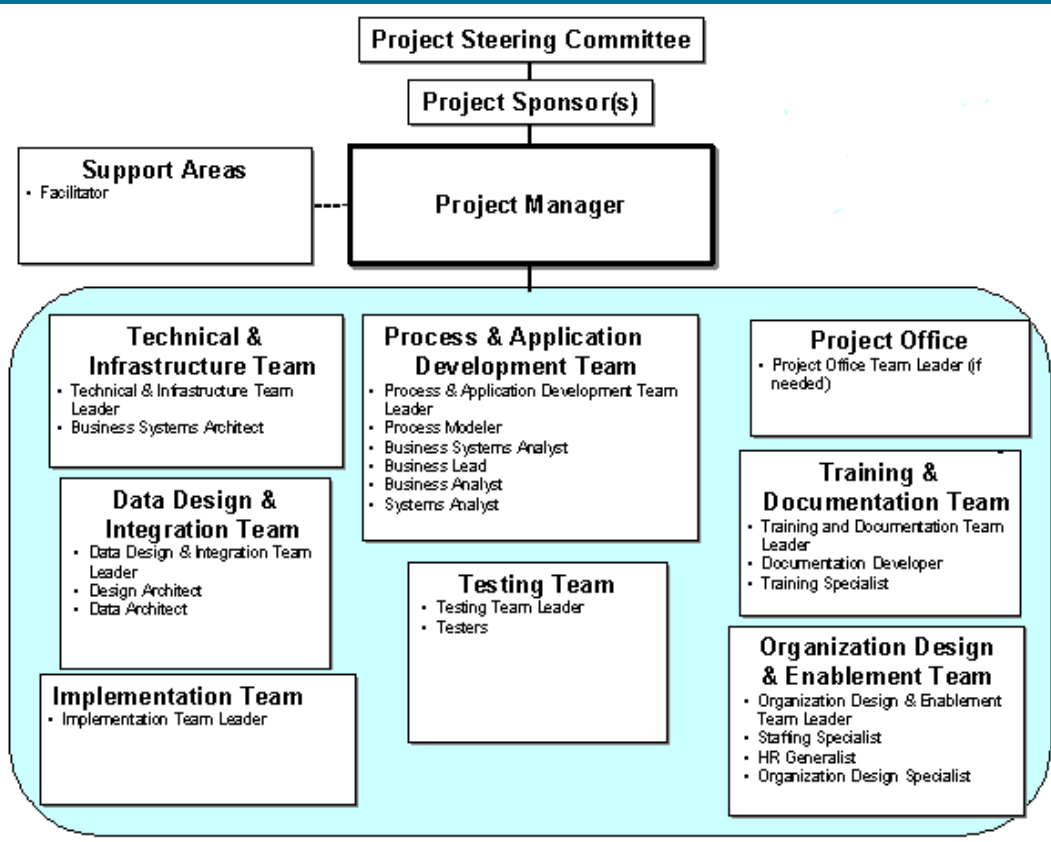
- Individuals with the appropriate skills collaborating to drive a successful project.

- Team roles are subdivided according to functional requirements.
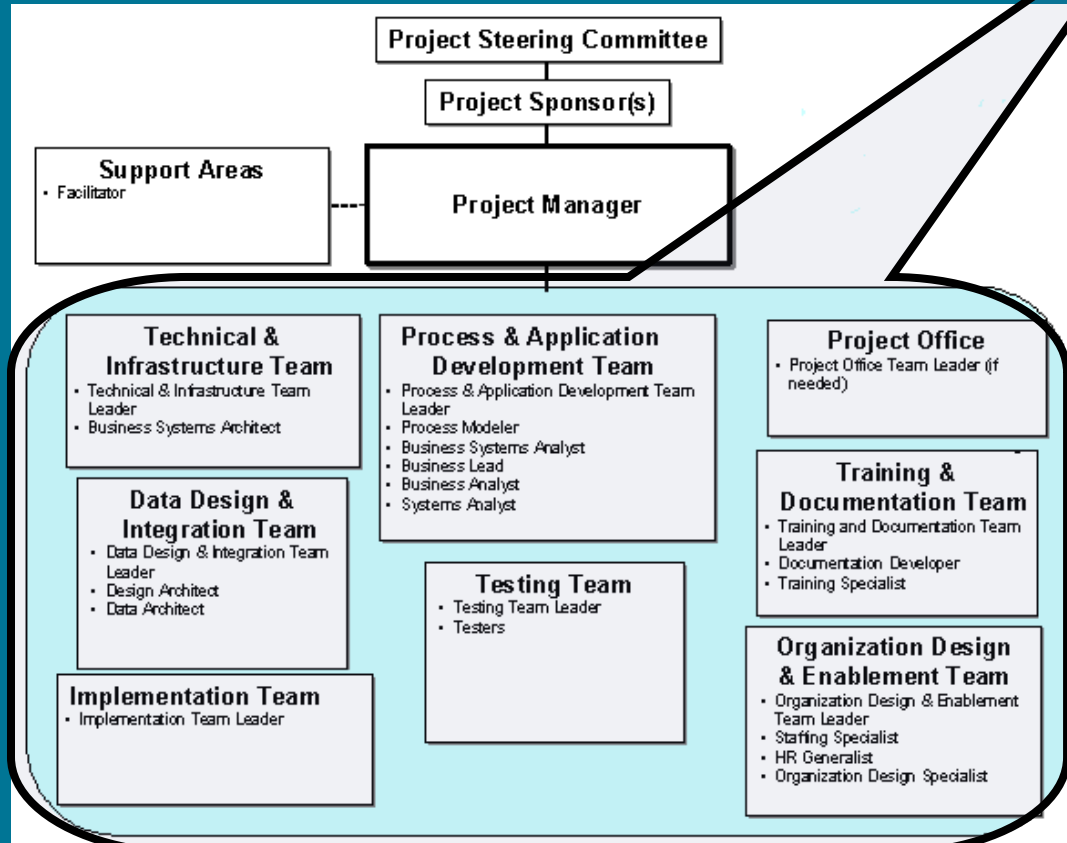
The Management Team

- The Steering Committee provides senior management oversight and direction for a project.

- The Project Sponsor/Business Partner is the "owner" of a project.

- The Project Manager's primary responsibility is to manage and coordinate day-to-day project activities.

- Support Areas provide Subject Matter Expertise

The Support Teams

- The Technical and Infrastructure Team defines the Technology Requirements and a Conceptual Technology Architecture.

- The Data Design & Integration Team defines facilitate the definition of Data Requirements and a Conceptual Data Architecture.

- The Process & Application Team takes the lead for defining business requirements and a conceptual solution.

- The Implementation is responsible for the definition and feasibility of the overall release plan.

- The Project Office provides administrative support for the Common Project Management Processes.

- The Training and Documentation Team facilitates the definition of Organization Requirements as they relate to competencies.

- The Organization Design Team defines Organization Requirements and a Conceptual Organization Architecture.

- The Testing Team produces a testing strategy that will be used to plan the types of testing required.

What Critical Outputs Will You Create?

Requirements Specification

- Business needs that must be met by the proposed solution.
- Includes requirements for each project domain: Process, application, data, technology, and organization.

Conceptual Solution Architecture

- Solution elements at a relatively abstract level.
- Includes, a first-cut architecture for each project domain: process, application, data, technology, and organization.

Requirements Attainment Strategy

- Deliverables that ensure that requirements are met
- Includes the Requirements Management Strategy, Test Strategy, Work Force Enablement Strategy, and System Implementation Strategy.

Requirements Specification

Project Name Here
Requirements Specification
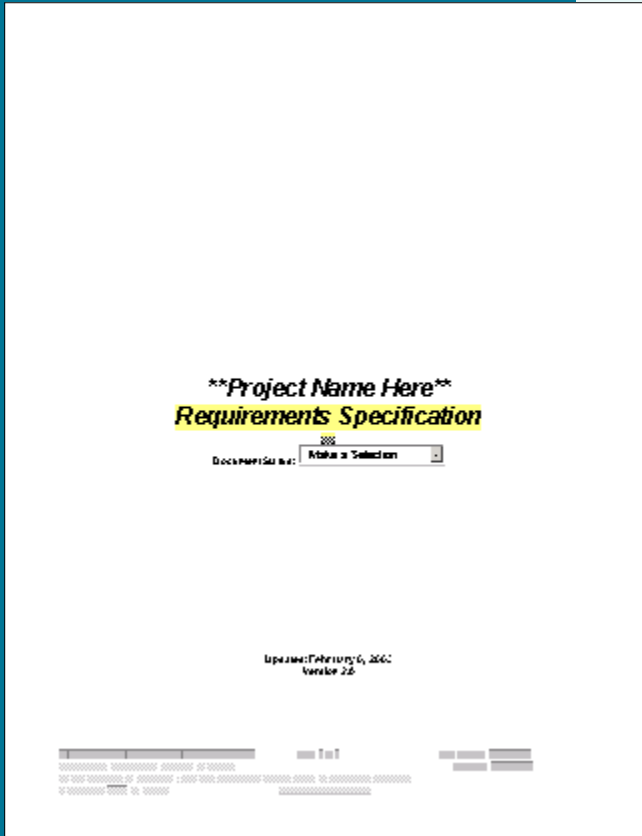
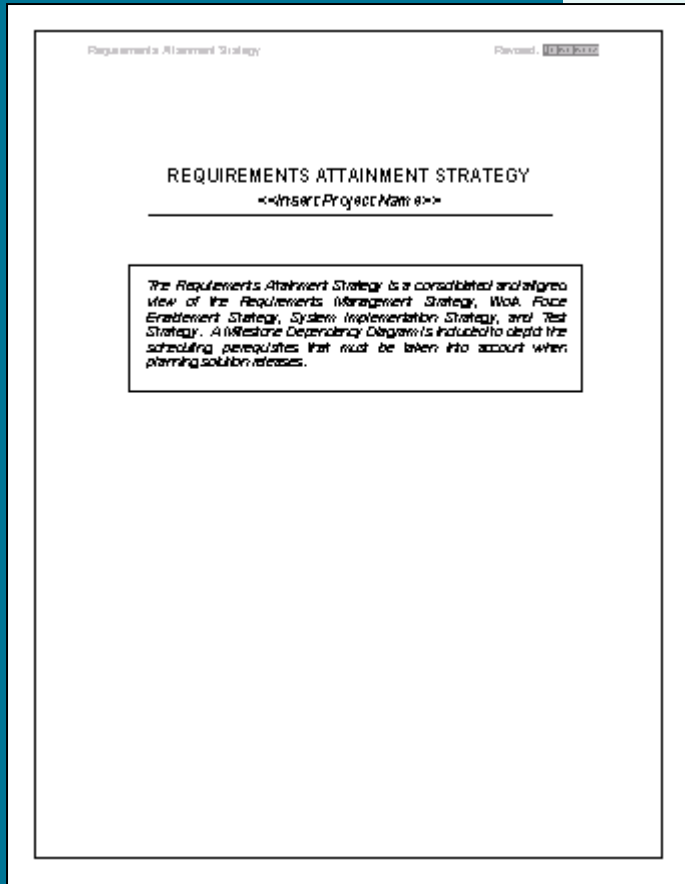| Section	Description
Business Process Requirements	Current and targeted values of measurable outcomes for each core business process. Also referred to as Business Process Performance Objectives.
Organization Requirements	Guiding principles that help the Project Manager choose the most appropriate way of designing the organization and work group structure(s) to enable the end state.
Application Requirements	Includes Application Functional Requirements, Non-function Related Application Requirements (such as auditing), Use Case Inventory and User Interface Requirements.
Data Requirements	Data-based performance, availability, and maintainability requirements of the system within the constraints of a project and in context with the Enterprise Data Architecture.
Security Requirements	Key and critical rules about data access and processing rights, along with related control mechanisms.
Technical Requirements	Includes details on such things as availability, security, access, performance, extensibility, interfaces, locations, volume, back-ups, data characteristics, and user base.

Conceptual Solution Architecture

|		
Conceptual Business Process Architecture	Business process vision (a/k/a concept) and underlying process flow.	
Conceptual Organization Architecture	Impersonal business relationships between organizational units, along with related roles and responsibilities.	
Conceptual Application Architecture	User Interface Requirements	User Interface Requirements define different aspects of designing the user interface prototype. For each step (or node) in the business process flow, they describe the user interfaces/GUIs.
	Application Functional Requirements	Application Functional Requirements define the fundamental actions that must take place in the software in accepting and processing the inputs and in processing and generating the outputs.
	Non-function Related Application Requirements	Non-function Related Application Requirements capture the system requirements not readily captured in use cases. Such requirements include: •Legal and Regulatory Requirements •Auditing Requirements •Hardware Interfaces •Software Interfaces •Communications Interfaces •Usability Requirements •Reliability Requirements •Performance Requirements •Supportability Requirements
	Use Case Inventory	The Use Case Inventory lists all the business scenarios the use cases must represent and support along with key attributes for each use case. This inventory is generally organized to match up with system processes and functionality.
Conceptual Data Architecture	Business view of data represented, key business rules about related data and relationships, and a data distribution scheme describing how data will be distributed across the processing network.	
Conceptual Technology Architecture	How technology infrastructure will be used to support the future business and system processes.	

Requirements Attainment Strategy

Requirements Attainment Strategy — Revised: 10 XX 2012

REQUIREMENTS ATTAINMENT STRATEGY
<<Insert Project Name>>

The Requirements Attainment Strategy is a consolidated and aligned view of the Requirements Management Strategy, Work Force Enablement Strategy, System Implementation Strategy, and Test Strategy. A Milestone Dependency Diagram is included to depict the scheduling prerequisites that must be taken into account when planning solution releases.

Requirements Management Strategy	Requirements Management Strategy describes the requirements documentation, requirement types and their respective requirements attributes, specifying the information and control mechanisms to be collected and used for measuring, reporting, and controlling changes to the product requirements. The baseline Traceability matrix is also included.
Test Strategy	This deliverable is a high level description that focuses on the complete testing process and includes information about the overall testing objectives, scope and approach, timeline, impacted areas/systems, required platforms, required phases, types of tests, testing tools and infrastructure requirements. Information in this deliverable includes: Test strategy, Test plan and Quality gates.
System Implementation Strategy	The System Implementation Strategy is a plan for how the new functionality and changes will be packaged, sequenced, and released to the organization. Site-specific variants for each of the releases are identified here as well. The resulting System Implementation Strategy provides a logical approach for implementing new functionality based on business and technical considerations.
Work Force Enablement Strategy	This deliverable focuses on what it will take to realize the future state for impacted organization(s). Initially created as a high-level strategy, additional layers are iteratively detailed until an implementable plan is defined. Detail is added during the Architecture and Design Sub phase. At a detailed level, the strategy reveals individual approaches to realizing targeted impacts. For instance, an approach outlining how targeted stakeholders will achieve new or increased competencies is done to the level that development of related materials can be scheduled and the materials created. Information included in this deliverable is: •Communications •Compensation & Recognition •Facilities •Organization •Staffing •Training

How Does the Sub-Phase Breakout?

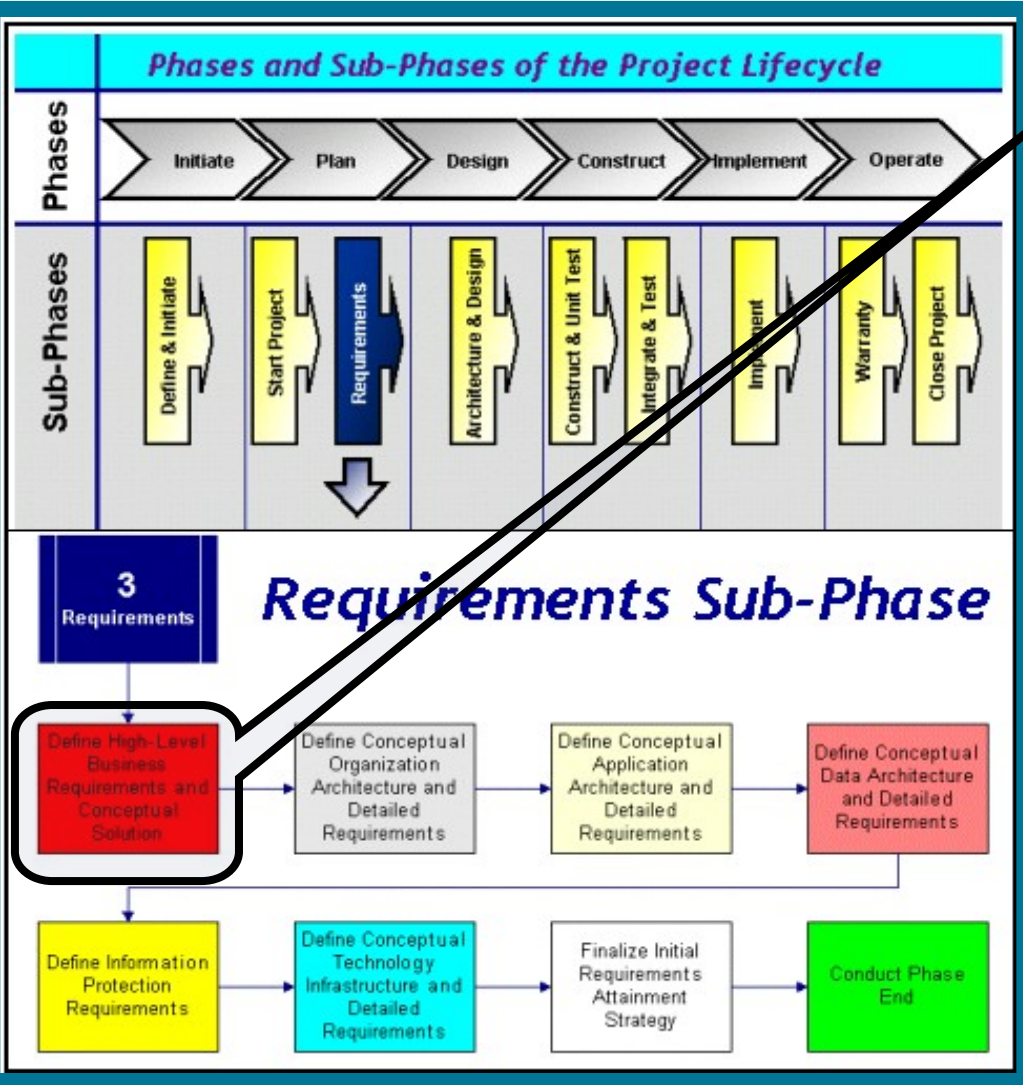Phases and Sub-Phases of the Project Lifecycle
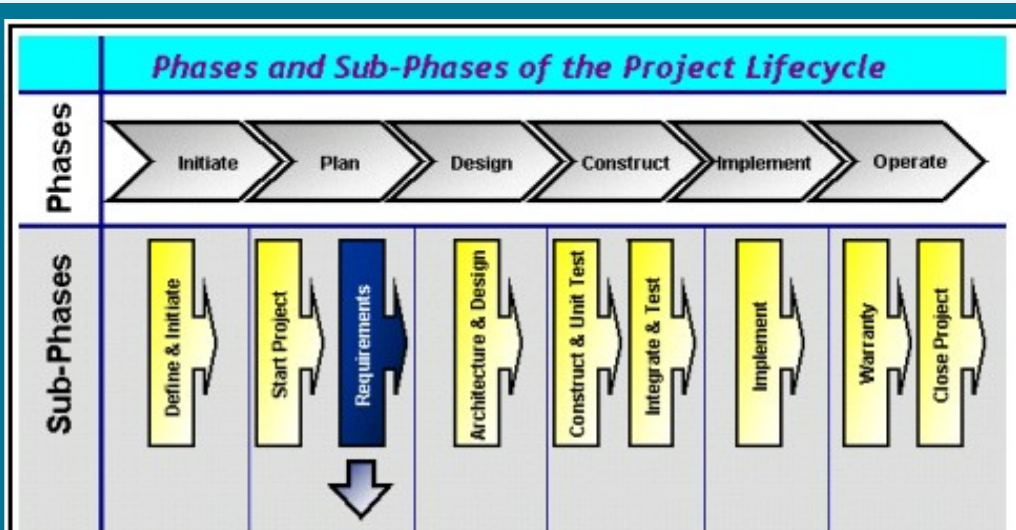
- The *Requirements* sub-phase is broken into eight processes

- Depending on your role, you participate in one or more of the processes
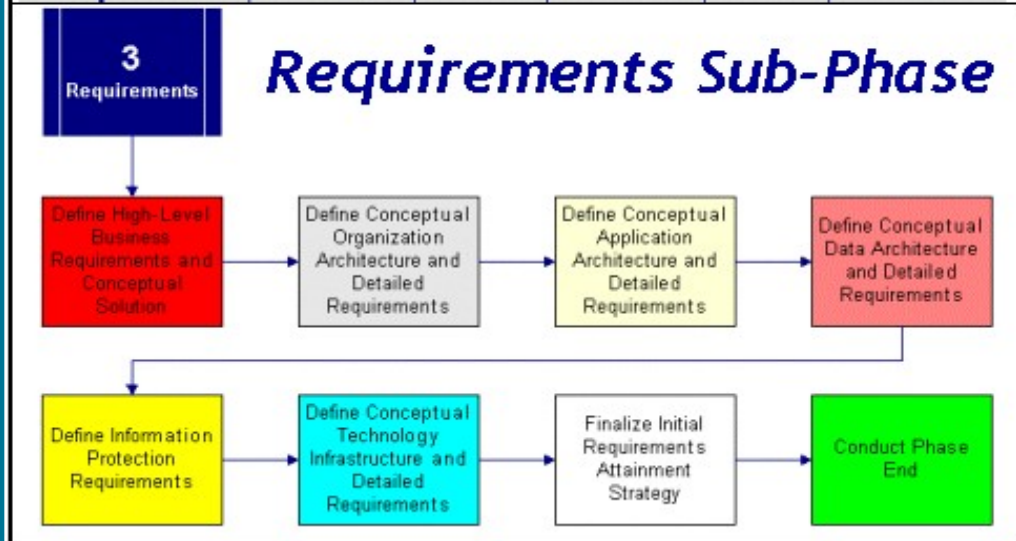
# Define High-Level Business Requirements and Conceptual Solution

- Focuses on understanding the business purpose behind the project and applying this insight to form the future vision of how the system will be implemented.

- Activities in this process lead to the development of the Conceptual Solution Architecture.
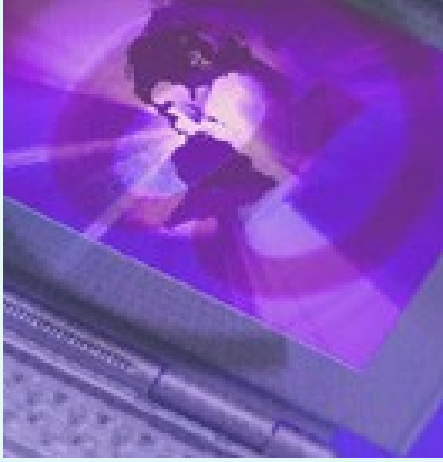
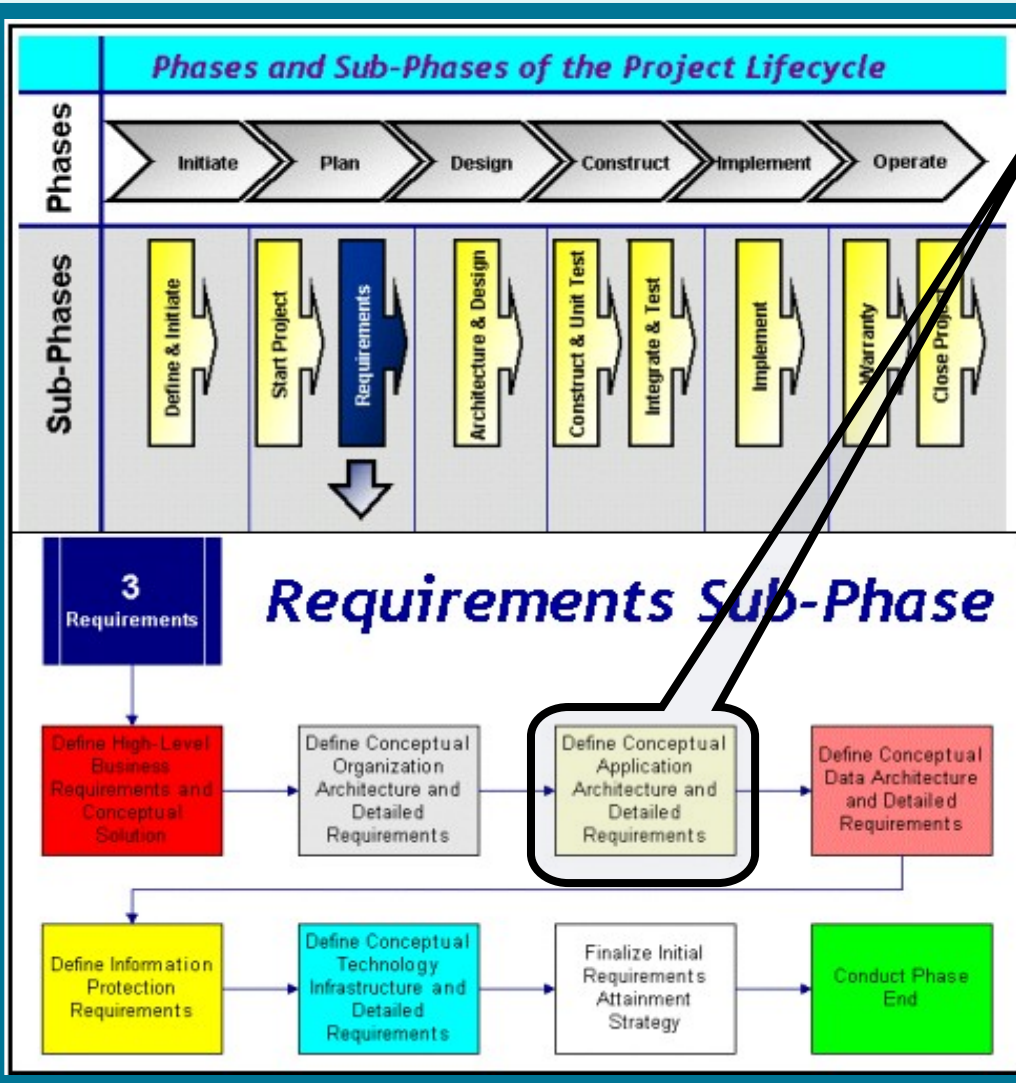# Define Conceptual Organization Architecture and Detailed Requirements
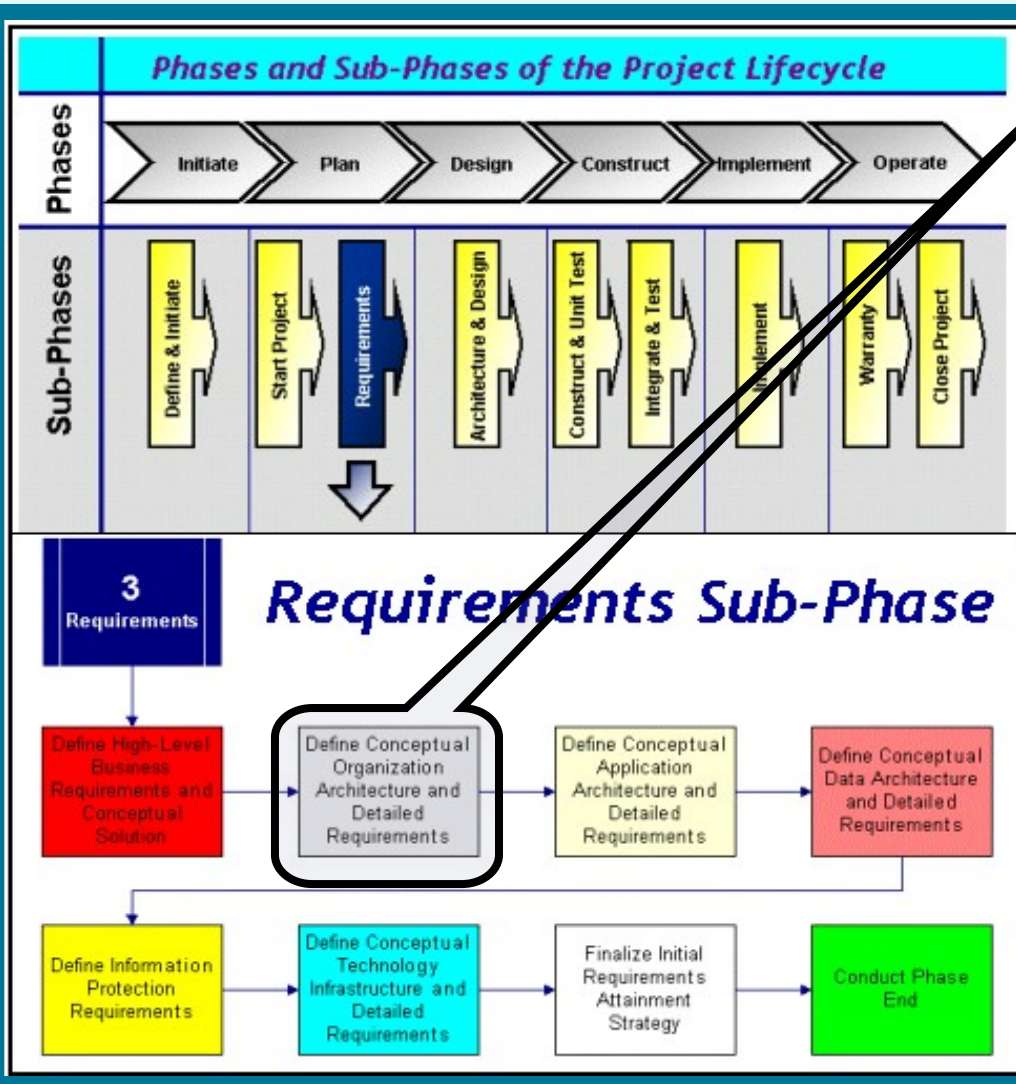
- Confirms an existing structure or designs a new organizational structure.

- Defines job related specifications for the people needed to enable the desired end-state of the implemented project.

Define Conceptual Application Architecture and Detailed Requirements

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate, Plan, Design, Construct, Implement, Operate

Sub-Phases: Define & Initiate, Start Project, Requirements, Architecture & Design, Construct & Unit Test, Integrate & Test, Implement, Warranty, Close Project

Requirements Sub-Phase

3 Requirements

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

- Determines the business functions that the system will perform.
- Identifies non-business functions (such as auditing functions), and interfaces.
- Determines related target metrics.
- Conceptualizes how applications will fit into the existing environment, relate to one another, and interface with related systems.
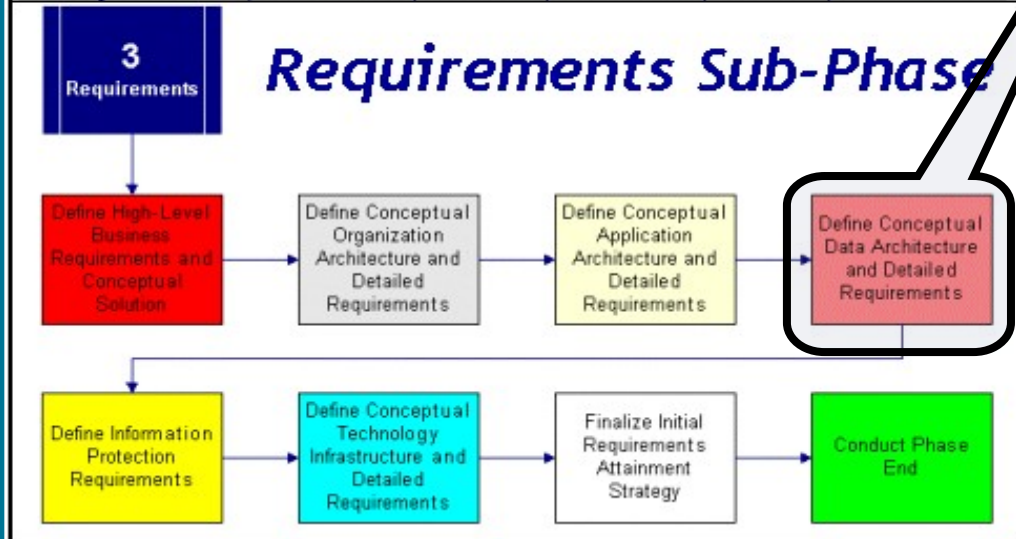
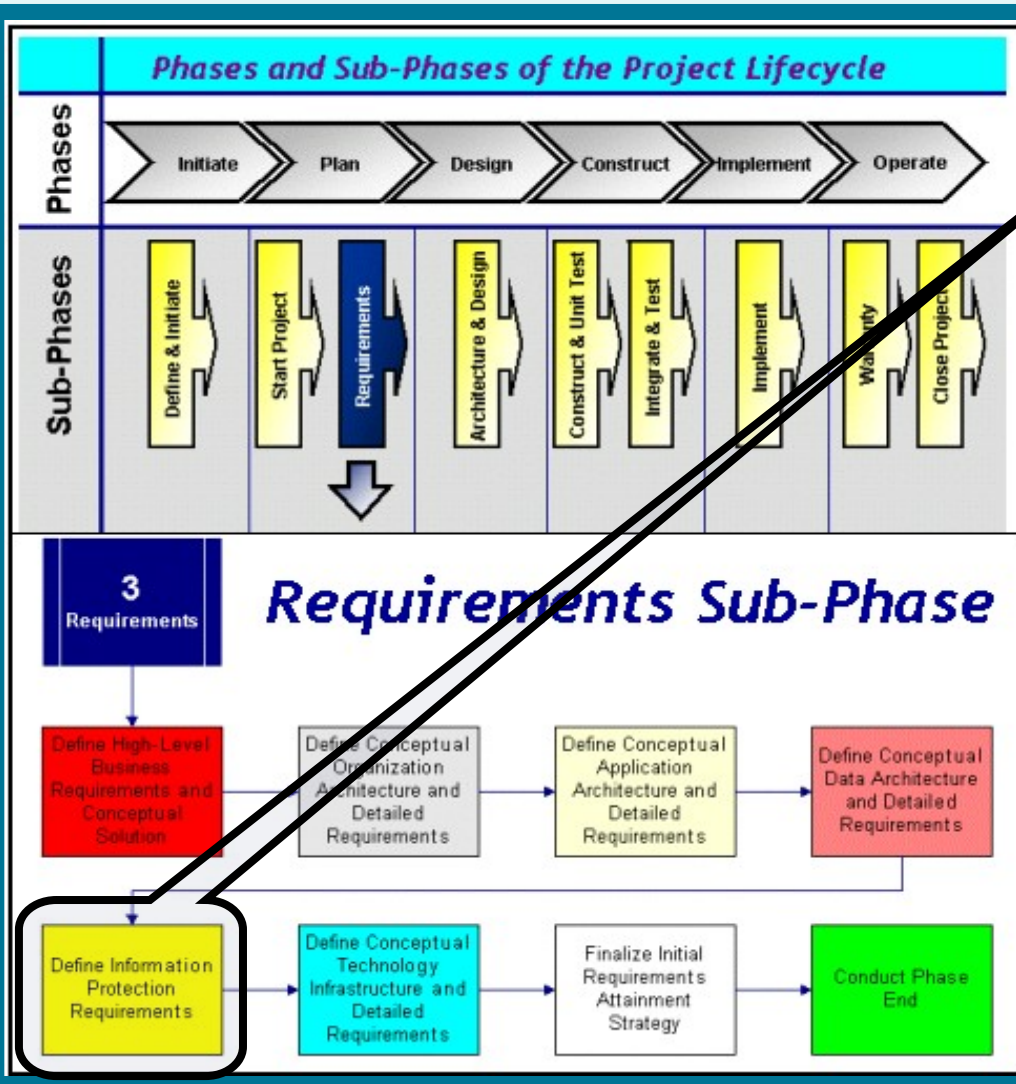# Define Conceptual Data Architecture and Detailed Requirements
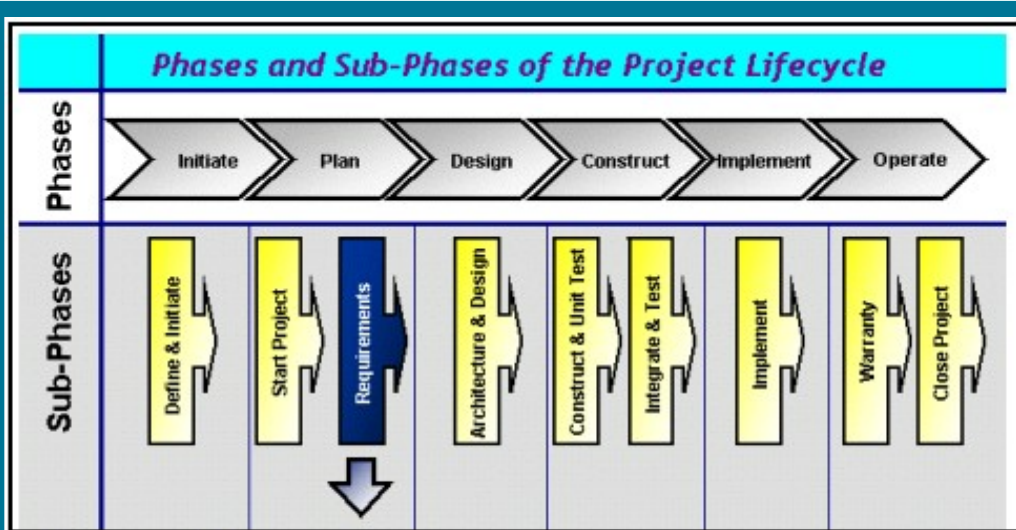
Determines what data will be required, along with target metrics related to that data.
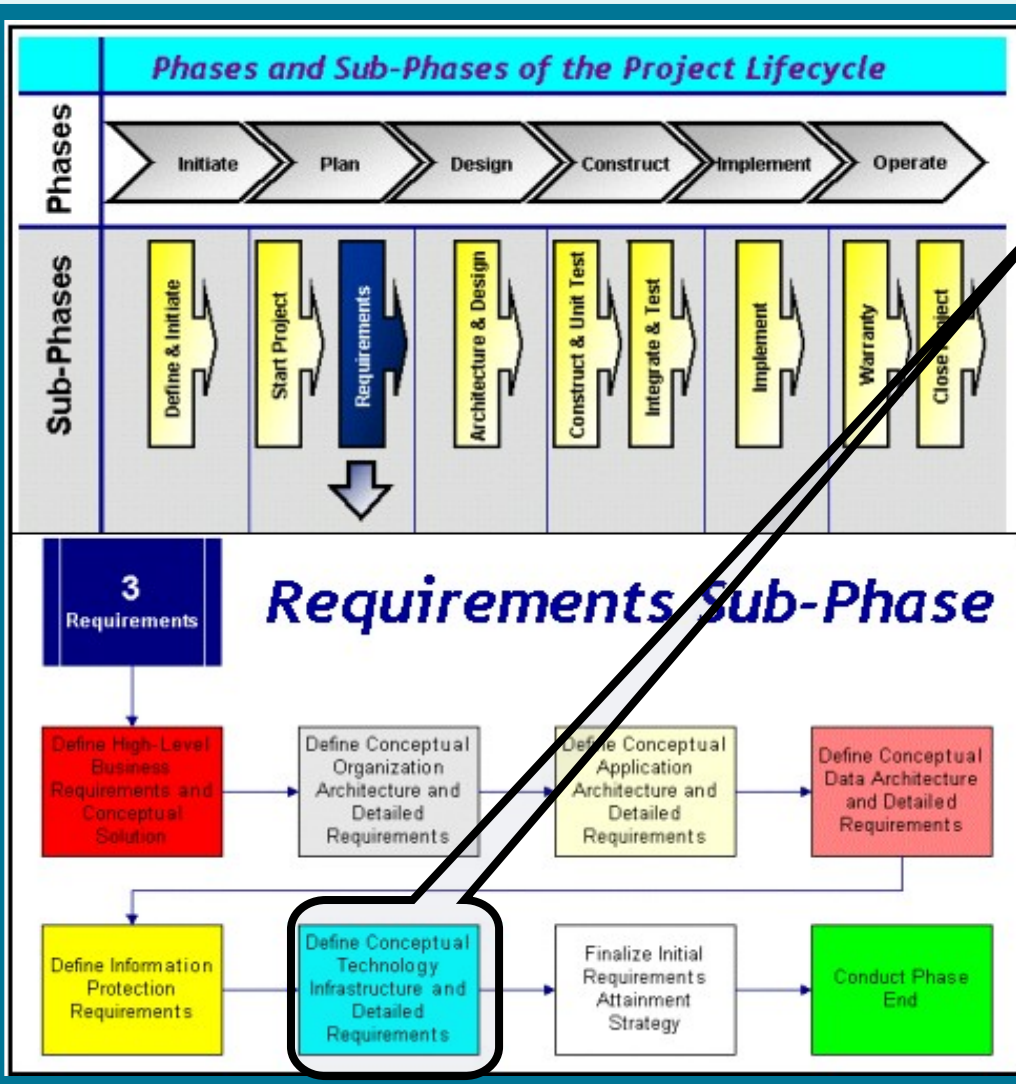
Define Information Protection Requirements

Information Protection deliverables help project teams build secure systems by identifying, assessing, and addressing security and privacy risks for the company.

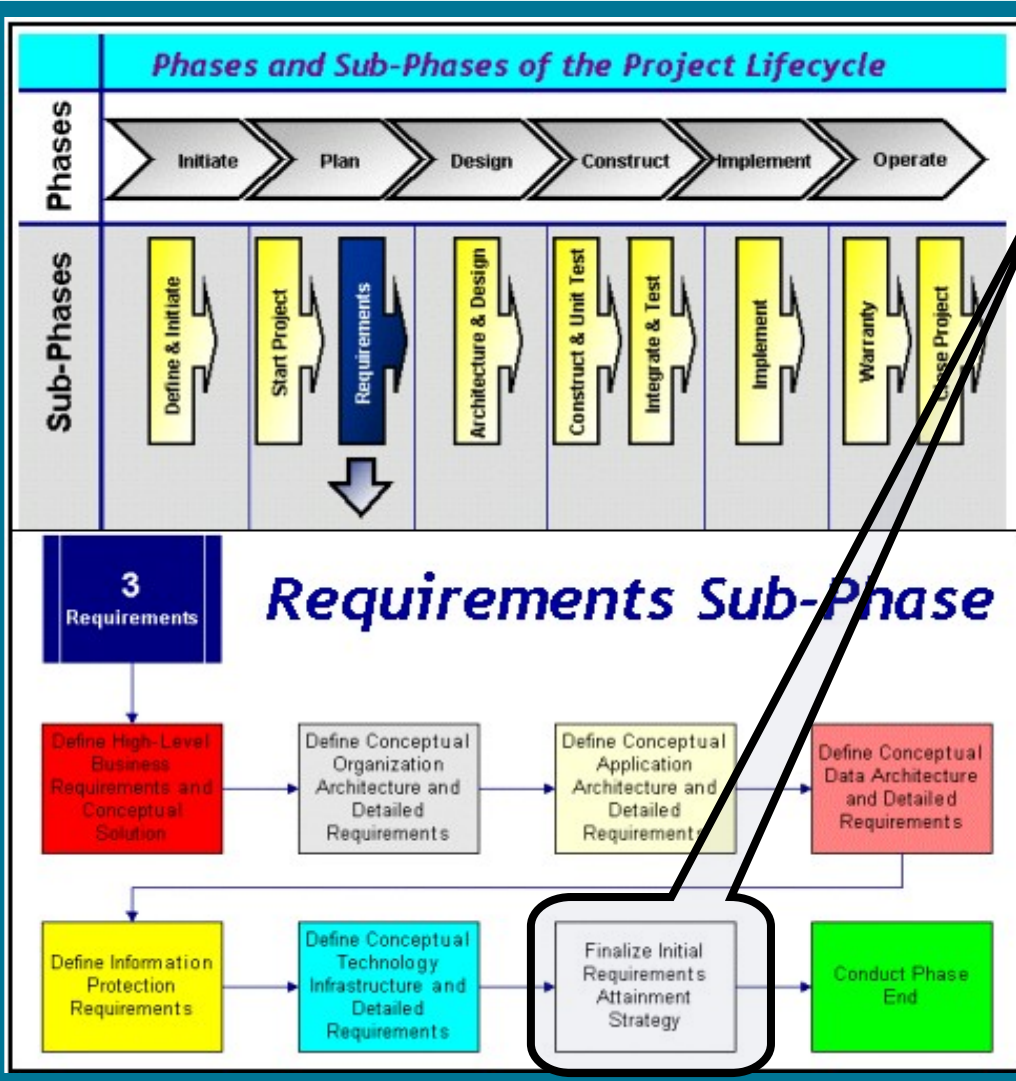# Define Conceptual Technology Infrastructure and Detailed Requirements

- Determines the criteria for choosing a supportive, effective, and efficient technology infrastructure.

- Technology infrastructure consists of the hardware, system software, and communication facilities that support application systems, data stores, and the business processes performed by the organization.

Finalize Initial Requirements Attainment Strategy

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate | Plan | Design | Construct | Implement | Operate

Sub-Phases: Define & Initiate | Start Project | Requirements | Architecture & Design | Construct & Unit Test | Integrate & Test | Implement | Warranty | Close Project

3 Requirements

Requirements Sub-Phase

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
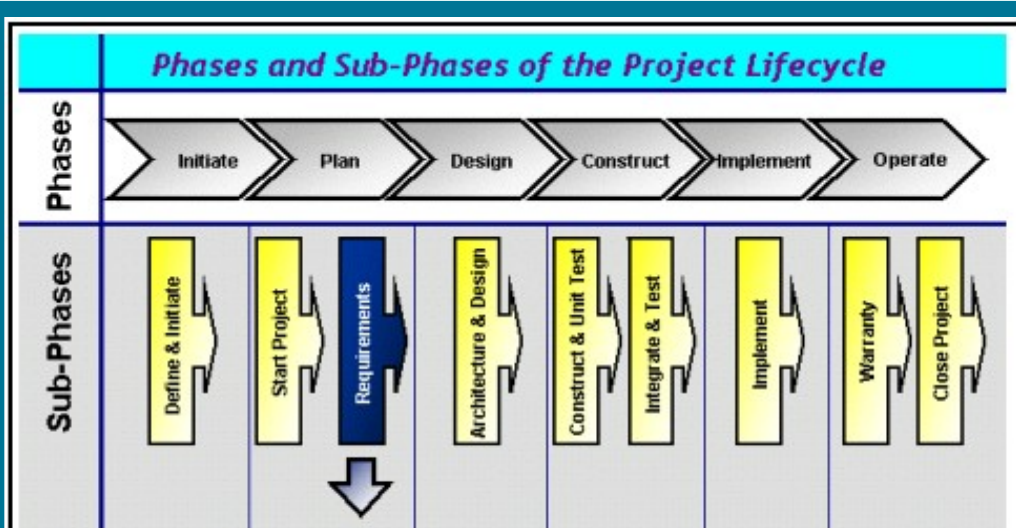- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

- Produces a testing strategy based upon the business and functional requirements of the project.

- This strategy lays out the timeline, impacted areas/systems, required platforms, required phases, types of tests, testing tools and infrastructure requirements.
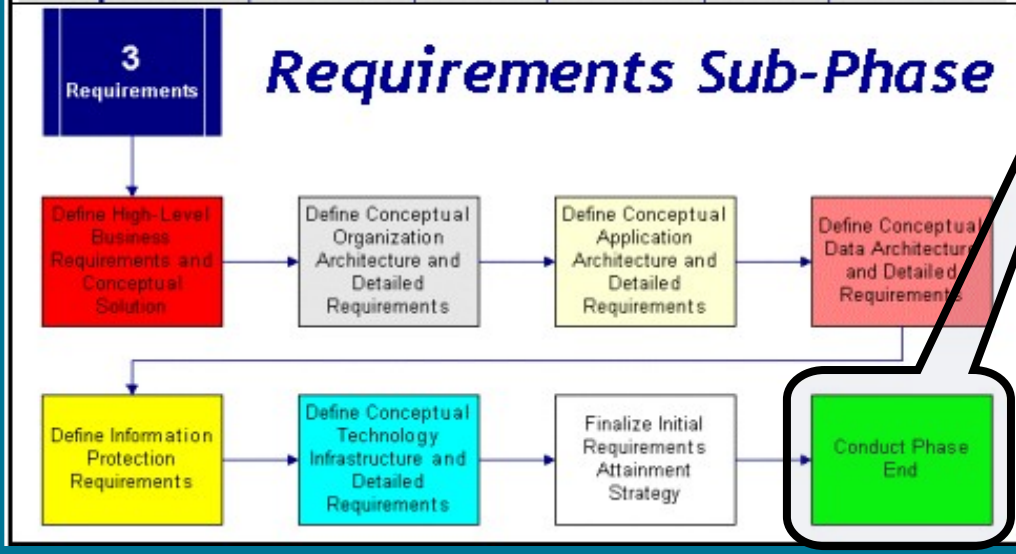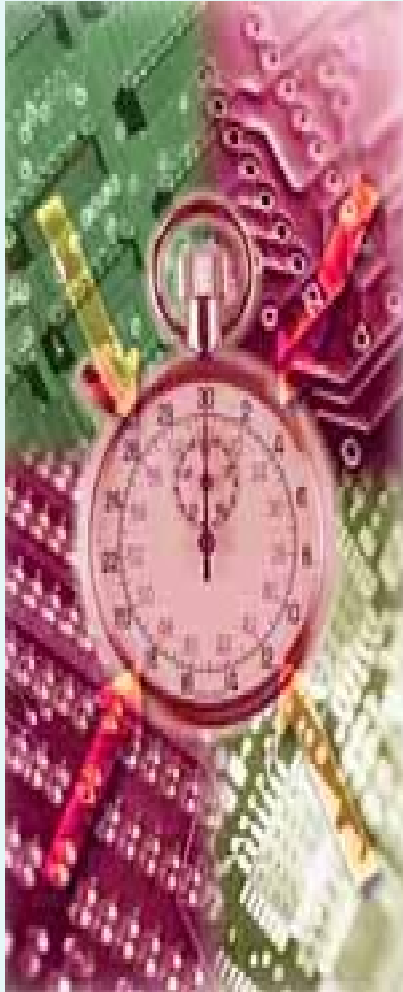
Conduct Phase End

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate | Plan | Design | Construct | Implement | Operate

Sub-Phases: Define & Initiate | Start Project | Requirements | Architecture & Design | Construct & Unit Test | Integrate & Test | Implement | Warranty | Close Project

3 Requirements

Requirements Sub-Phase

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

At this point, a review of all phase deliverables is conducted by senior management.

Requirements Summary

Purpose
- Collect/analyze information used to define the functionality that will achieve targeted business objectives.

Team Roles
- Steering Committee, Project Sponsor, Project Manager, Support Areas, Project Office, Process and Application Team, Testing Team, Technical and Infrastructure Team, Data Design and Integration Team, Organization Design and Enablement Team, Training and Documentation Team, Implementation Team.

Major Inputs
- Business Case
- Project Charter.

Major Outputs
- Requirements Specification
- Conceptual Solution Architecture
- Requirements Attainment Strategy.

Processes
- Define High-Level Business Requirements and Conceptual Solution
- Define Detailed Requirements and Conceptual Architectures
- Finalize Requirements and Conceptual Architectures
- Conduct Phase End.

Details - Define High-Level Business Requirements and Conceptual Solution
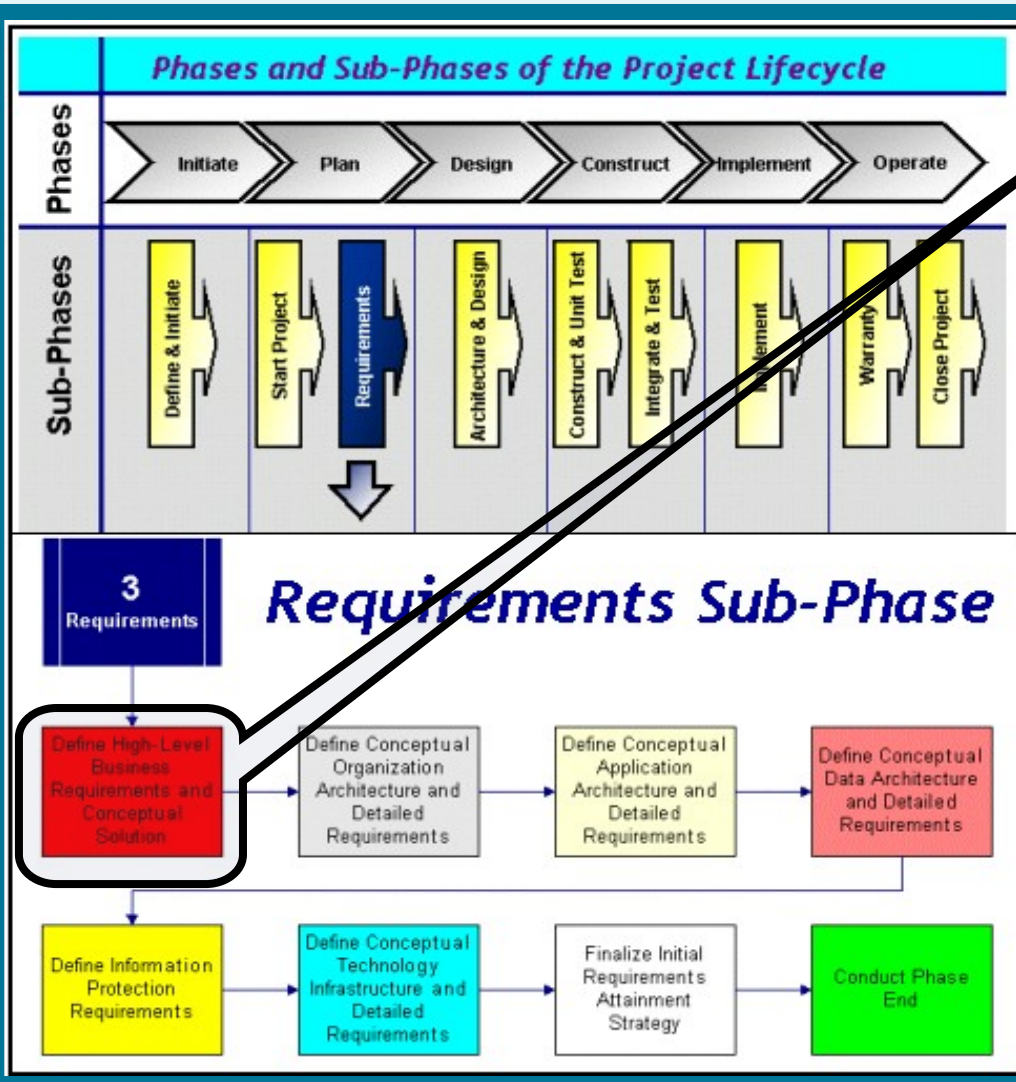
This process establishes understanding of the business purpose behind the project. The activities lead to the development of the Conceptual Solution Architecture.
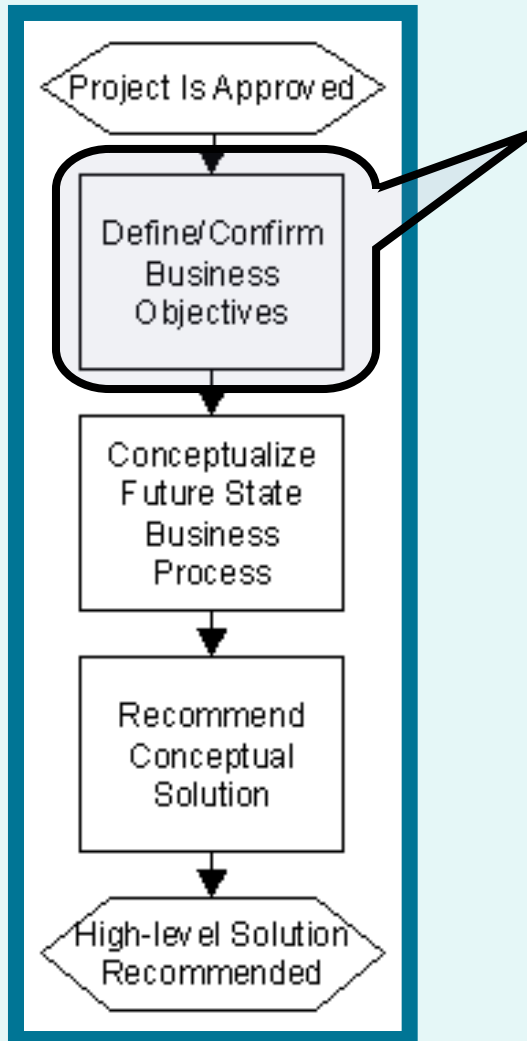
This process is broken out into 3 sub-processes:

- Define/Confirm Business Objectives
- Conceptualize Future State Business Process
- Recommend Conceptual Solution.

Define/Confirm Business Objectives
Confirm Business Problem or Opportunity

This process focuses on understanding the business purpose behind the project, creating/confirming future process vision, assigning project scope, and setting process performance objectives.

This process is broken out into 5 sub-processes:

- Confirm Business Problem or Opportunity

- Determine/Confirm Business Process Vision

- Determine/Confirm Business Process Scope

- Determine/Confirm Business Performance Objectives

- Finalize Scope

Define/Confirm Business Objectives
Confirm Business Problem or Opportunity
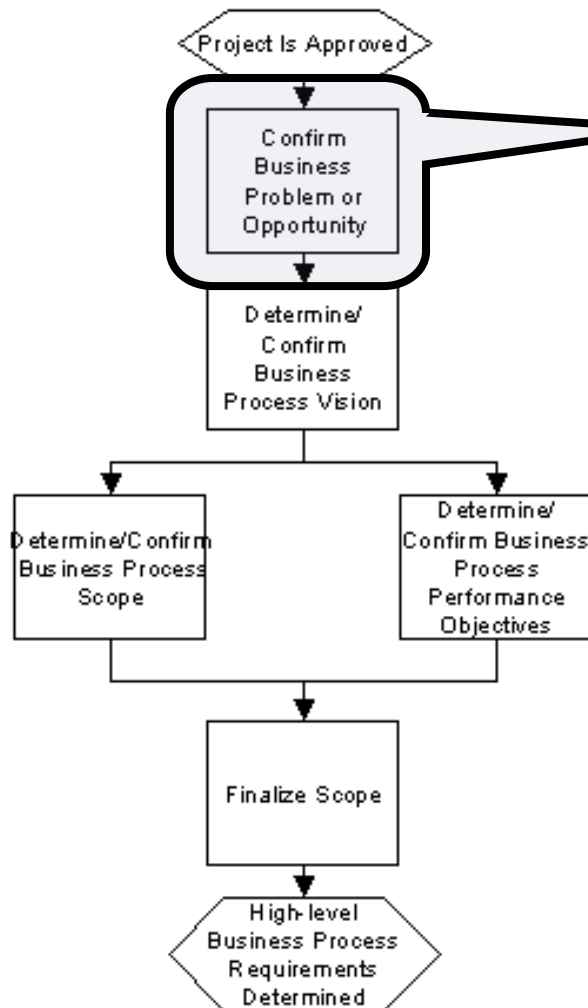
- Review the Business Case and Project Charter to clarify the project problem to be solved or objective to be achieved.

- Review and discuss what makes your enterprise attractive to its customers and the value the target organizational unit adds in your company's quest for market share. Validate against current market trends and benchmark findings.

- Use differentiating criteria to identify, prioritize, and weigh expectations and needs for key customers and clients falling within scope.

- If a specific problem is to be resolved, state in measurable terms the impact of fixing the problem and the consequences of inaction. Don't worry about identifying root cause at this point; root cause will be determined subsequently.

Define/Confirm Business Objectives
Confirm Business Problem or Opportunity

Inputs & Outputs

Inputs	**Business Case** Project Charter Organization Mission Statement Differentiating Criteria Marketing Information and Benchmarks
Outputs	**Problem Statement** Relevant Business Processes

Roles & Responsibilities

| Role	Responsibility
Project Manager	Executes this activity. Facilitates a discussion to clarify the project problem to be solved or objective to be achieved, to identify the specific products or services that can be delivered by this project to differentiate your company from their competitors to their customers and to identify the customer/client needs. If there is a variance from the Project Charter's problem statement, the PM should update the Project Charter or make sure the project team understands the project's problem statement, whichever is appropriate.
Project Sponsor	Supports this activity. Understands the primary intent of the change project or program and thus provides input and credibility to this activity. Specifically, the Project Sponsor can help tie the overall business strategy to the project's objectives and provide data or reference sources on market trends, benchmark findings, and competitors.
Business Users	Supports this activity. Represent and understand the daily work of front-line employees, thus validating that the correct business problem or objective is being addressed.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic, thus validating that the correct business problem or objective is being addressed

Define/Confirm Business Objectives
Determine/Confirm Business Process Vision
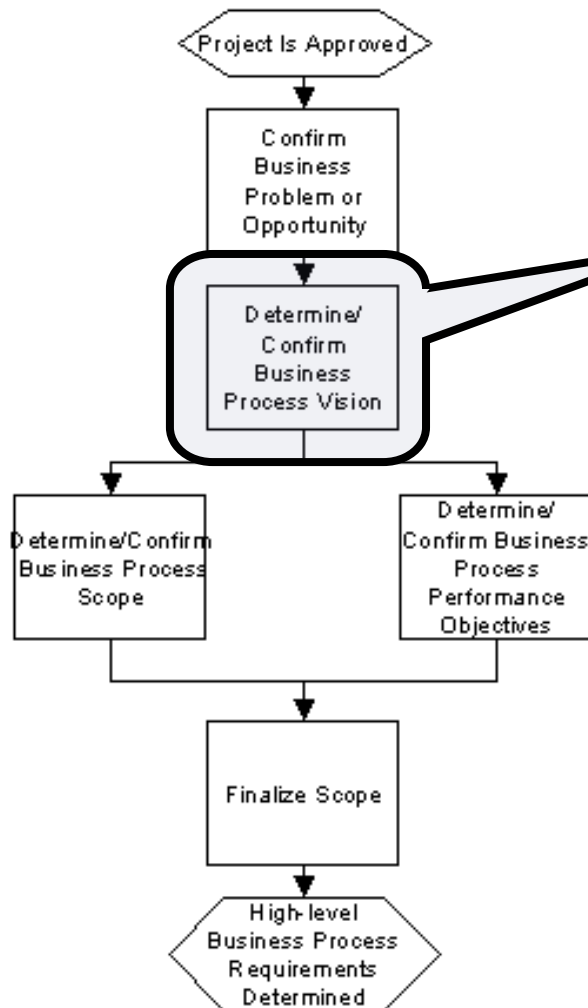
- Review the Business Case, client/customer business needs, differentiation criteria, and the problem statement to verify understanding of what is important.

- Develop or confirm a vision for the project's target business area. Describe the intended future state in vivid and compelling terms (if appropriate). Do no include how the future state will be achieved or anything about the current state. Focus instead on what the future environment will look like to outsiders, i.e. stakeholders external to the business area of interest.

- Evaluate the business area vision to establish supporting principles for guiding the project team during the design of the business solution. These principles will help team members make objective assessments of alternative solutions. They may address issues such as:

  - The acceptable degree of package customization vs. the receptiveness to modifying business processes to utilize package capabilities

  - The expected life of the solution

  - The tradeoff between rapid implementation and accommodation of future requirements

  - The acquisition of the package through a third party versus the package developer.

Define/Confirm Business Objectives
Determine/Confirm Business Process Vision

Inputs & Outputs	
Inputs	Problem Statement Relevant Business Processes Business Case Differentiating Criteria Marketing Information and Benchmarks
Outputs	Future Business Process Vision Guiding Principles for Solution Design

Roles & Responsibilities	
Role	**Responsibility**
Project Sponsor	Executes this activity. Validates that process concept supports achievement of business process performance objectives.
Facilitator	Supports this activity. Leads workshops with the cross-functional team to elicit information on the current business processes.
Project Manager	Supports this activity. Ensures that relevant components of overall process are captured to meet business process performance objectives and scope.
Subject Matter Experts	Support this activity. Internal/external resources with extensive domain knowledge. Provide input to business process, such as key players, systems, and major activities.
Business Users	Support this activity. Represent daily work of front-line employees. Provide input to business process, such as key players, systems, and major activities.

Define/Confirm Business Objectives
Determine/Confirm Business Process Scope
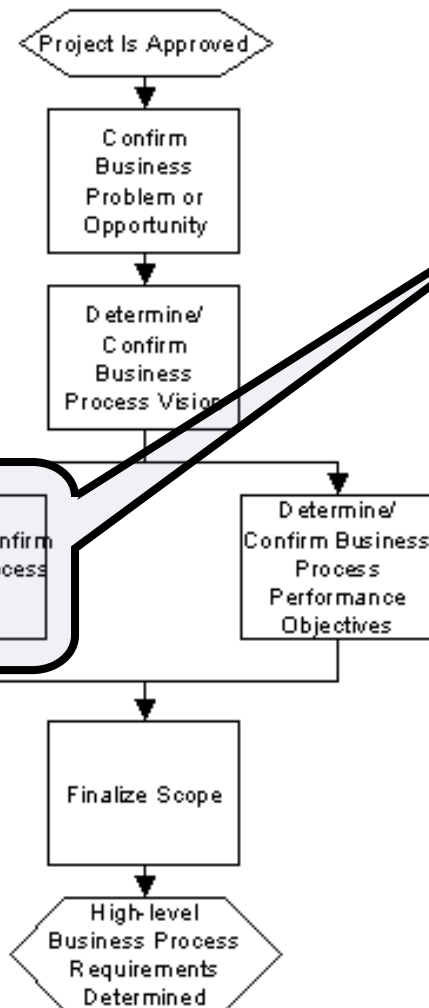
- Perform this activity in parallel with determining/confirming Business Process Performance Objectives.

- Review the Future Business Process Vision to determine major activities playing a part in its achievement. Assess how important each is to meeting key stakeholder expectations and needs.

- Determine the events that trigger and end the key business processes. Name the events in a way that communicates their significance to the business. Identify the entity (role, organization, customer, supplier) with whom the triggering event occurs and the entity (role, organization, customer, supplier) with whom the final event occurs.

Define/Confirm Business Objectives
Determine/Confirm Business Process Scope

Inputs & Outputs	
Inputs	Business Case Problem Statement Future Business Process Vision Guiding Principles for Solution Design Customer/ Client Needs Differentiating Criteria
Outputs	Business Process Scope

Roles & Responsibilities	
Role	**Responsibility**
Project Sponsor	Executes this activity. Understands the primary intent of the change project and has a holistic view of the business. Specifically, the Sponsor can help identify the main business processes and validate the intended business process scope of the project.
Business Users	Supports this activity. Represent and understand the daily work of front-line employees. Provide details for the business processes, such as events that trigger the process, entities involved, etc.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic. Provide details for the business processes, such as events that trigger the process, entities involved, etc.
Project Manager	Supports this activity. Facilitates a discussion to identify all of the core business processes and determine which of the processes are affected by and in scope of the project. The PM will coordinate with various resources to complete this activity.

Define/Confirm Business Objectives
Determine/Confirm Business Performance Objectives
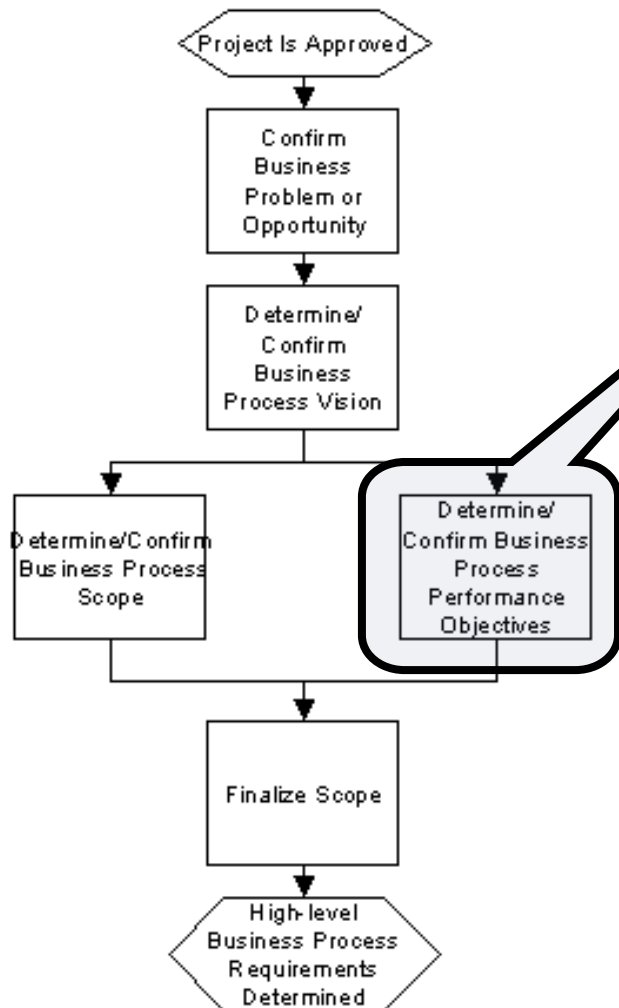
- Perform this activity in parallel with determining/confirming project scope.

- Review client/customer business needs, differentiation criteria, and problem statement to verify understanding of what is important.

- Build, modify, or confirm target business process performance objectives for each relevant key business process.

- Also include current metrics if known. If unknown, current metrics will be gathered during analysis of the current process.

Define/Confirm Business Objectives
Determine/Confirm Business Performance Objectives

Inputs & Outputs

Inputs	Customer/Client Needs Differentiating Criteria Problem Statement Future Business Process Vision
Outputs	Business Process Metrics

Roles & Responsibilities

Role	Responsibility
Project Sponsor	Executes this activity. Validate and modify business process performance objectives for each major activity.
Subject Matter Experts	Assist with building, modifying, and confirming business process performance objectives for each major activity.
Business Users	Assist with building, modifying, and confirming business process performance objectives for each major activity.
Project Manager	Supports this activity. Assess collective set of information gathered thus far and synthesize into business process performance objectives for each major activity. Facilitate a discussion with the team to validate and modify objectives.

Define/Confirm Business Objectives
Finalize Scope
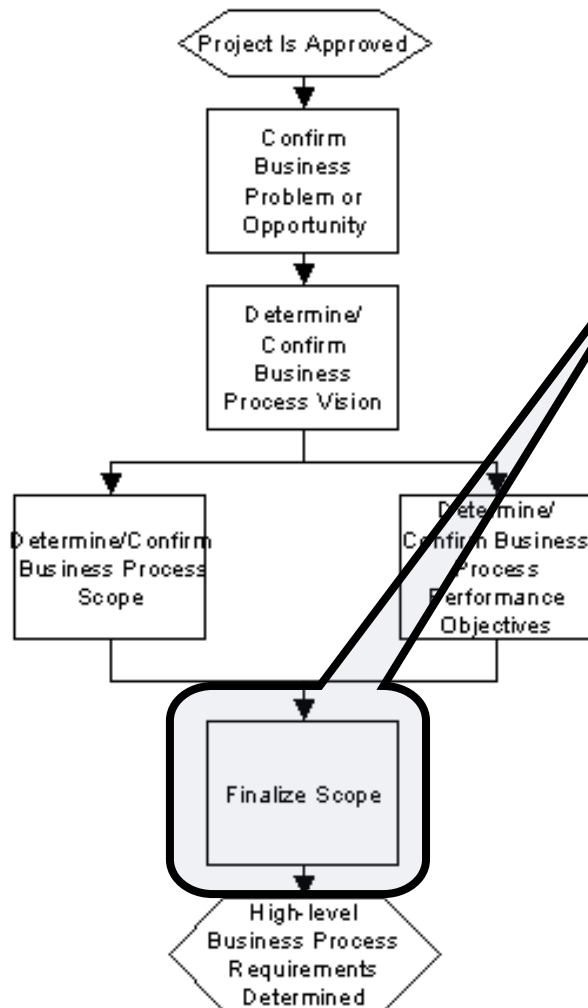
- Review Business Process Scope to ensure that processes listed are not fragmented and are the right ones to be addressing.

- Match Business Process Metrics to appropriate processes, adjusting both process identifications and metrics until they are in balance.

- Document resulting table in the Business Process Requirements section of the Requirements Specification.

Define/Confirm Business Objectives
Finalize Scope

Inputs & Outputs	
Inputs	Business Process Metrics Business Process Scope
Outputs	Business Process Requirements Business Process Metrics Business Process Scope

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes this activity, based on knowledge of the project scope and business process performance objectives.

Conceptualize Future State Business Process
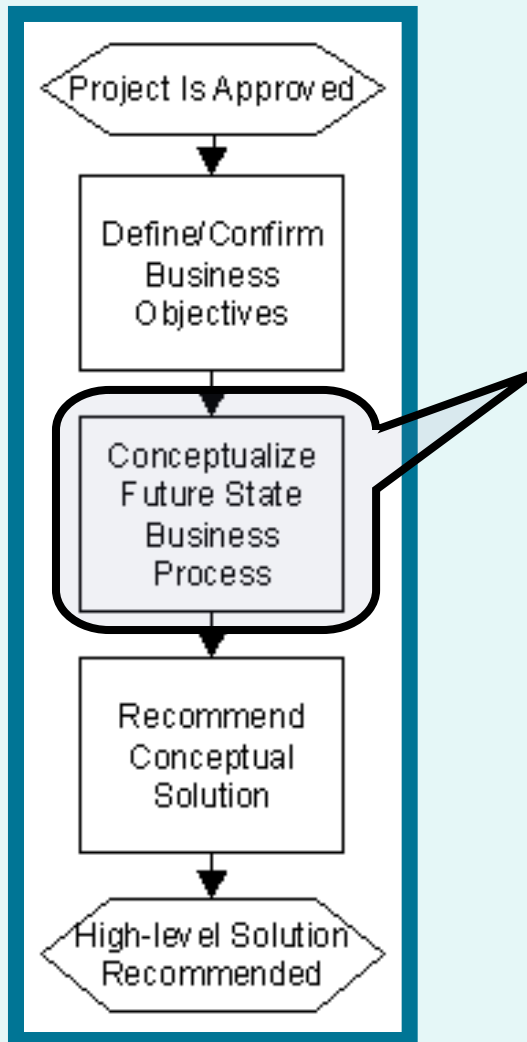
This process confirms understanding of the problem to be solved or opportunity to be taken, envisions what the end state should look like, and defines target metrics that solution must satisfy in order to achieve the future state. Finally, it identifies/confirms the processes that must be focused on to ensure a successful solution.
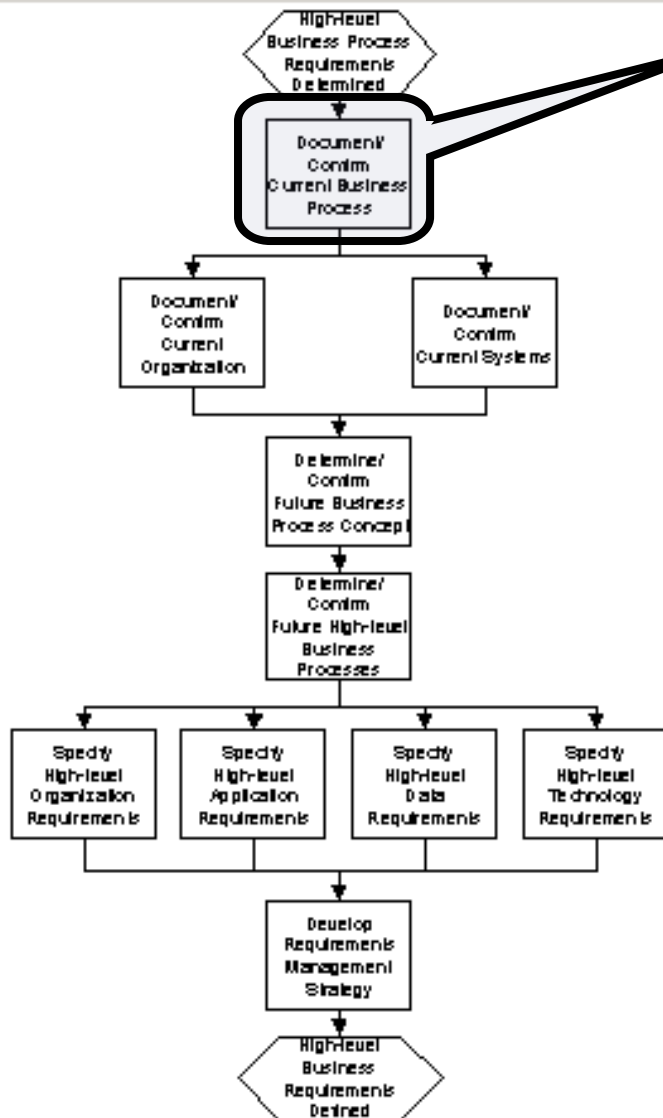
This process is broken out into 10 sub-processes:

- Document/Confirm Current Business Process
- Document/Confirm Current Organization
- Document/Confirm Current Systems
- Determine/Confirm Future Business Process Concept
- Determine/Confirm Future High-Level Business Processes
- Specify High-Level Organization Requirements
- Specify High-Level Application Requirements
- Specify High-Level Data Requirements
- Specify High-Level Technology Requirements
- Develop Requirements Management Strategy

Conceptualize Future State Business Process

Document/Confirm Current Business Process

If project intent is to redesign or improve a business process, you must first understand the current business process. Hence, this process focuses on modeling or confirming the existing business process to an appropriate level of detail.

This process is broken out into 10 sub-processes:

- Devise a Data Collection Strategy
- Determine/Confirm Current Business Process Concept
- Gather Current Data for System Alignment Purposes
- Gather Current Data for Knowledge Transfer Purposes
- Gather Current Data to Determine Process Relationships
- Gather Current Data for Improvement Purposes
- Gather Current Data for Capitalizing on New Opportunities
- Determine/Confirm Current High-Level Business Process
- Document/Confirm Detailed Business Process
- Document/Confirm Process Inventory

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Devise a Data Collection Strategy
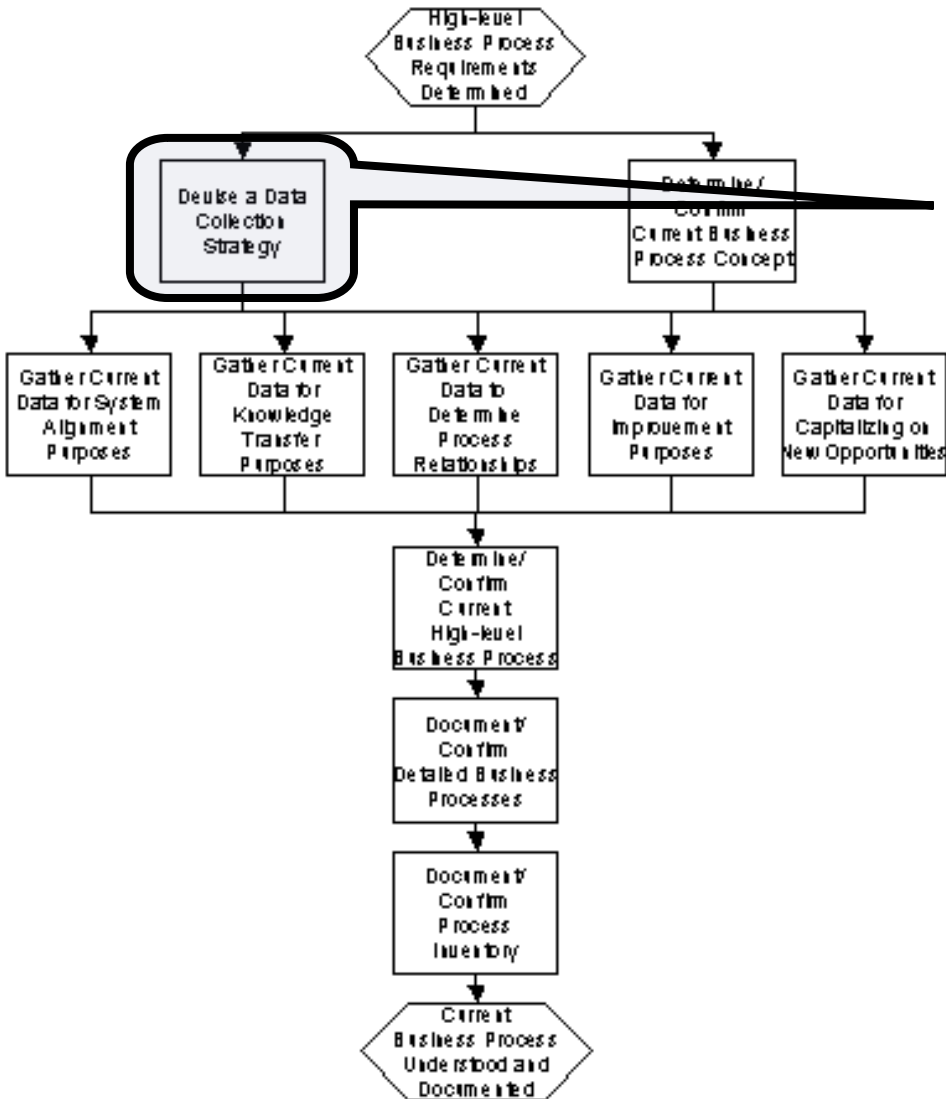
- Review business process requirements, Problem Statement, and Current Business Process Model (if one already exists) to determine who needs to be included in discussion about problem and process details.
- Develop a strategy and action plan for mapping current relevant business processes. If your action plan requires your observing, interviewing, or measuring existing business processes, document the method(s) for capturing related data, specify who will collect the data, and select and prepare data collectors for research tasks. Specify the reason for collecting this data, along with the data source and sample size.
- If you discover a need to gather data from peripheral (previously unidentified) business processes, include related data collection activities in your action plan.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Devise a Data Collection Strategy

Inputs & Outputs

Inputs	Business Process Requirements Problem Statement Current Business Process Model
Outputs	Data Collection Strategy

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity. Create data collection strategy along with roles and skills needed for each action item.
Project Manager	Supports this activity. Validate data collection strategy and help assign resources to each action item.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Determine/Confirm Current Business Process Concept
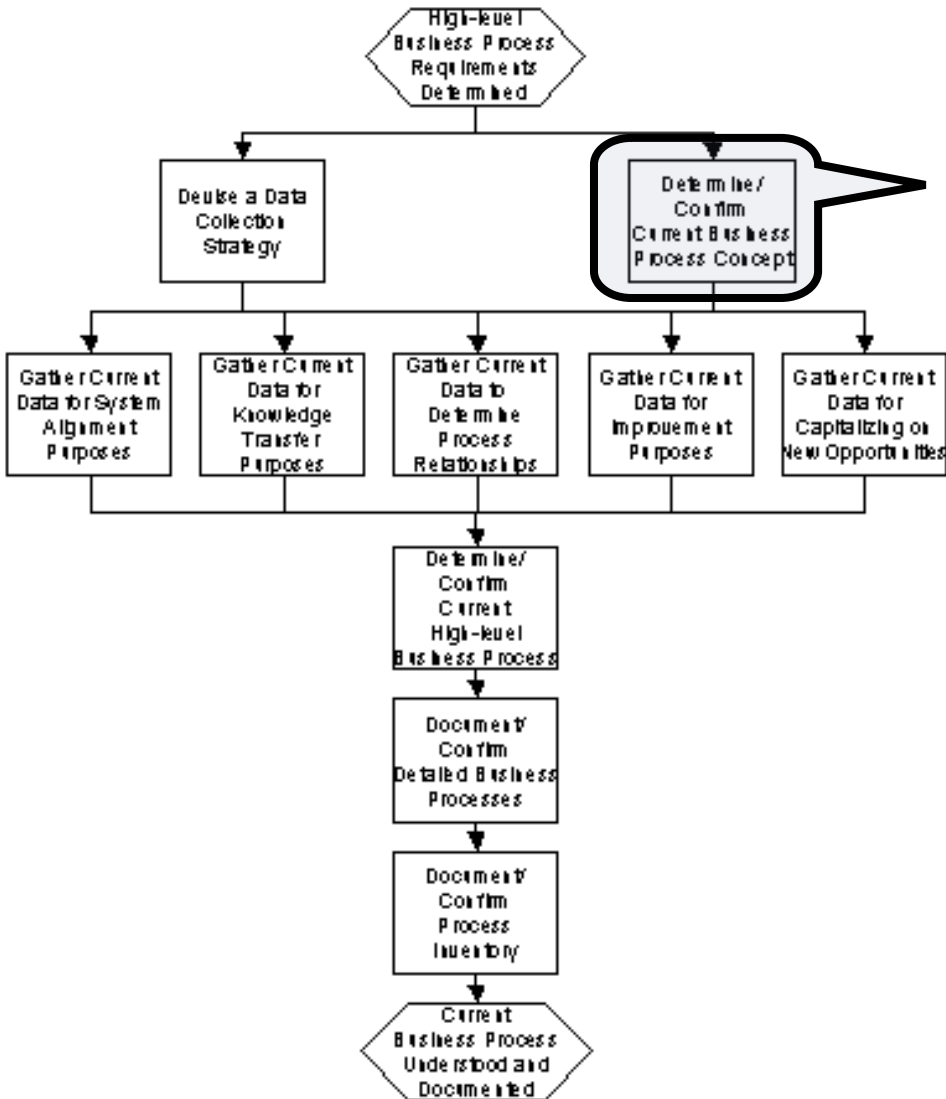
- Use a cross-functional team approach to draw a sketch of the overall business processes falling within project scope. Be sure to illustrate relevant key (and only key) characteristics. Don't include anything your target audience doesn't need to know.
- THINGS TO INCLUDE:
  - Process customer
  - Key role-players and/or organizational units
  - Geographical locations and facilities
  - Systems/applications and critical data
  - Underlying technology
  - Major activities
  - Current metrics
  - Interfaces to peripheral processes.
- THINGS TO AVOID
  - Jargon
  - Technical names
- Update Guiding Principles for Solution Design to capture conceptual design decisions made during this activity.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
### Determine/Confirm Current Business Process Concept

Inputs & Outputs	
Inputs	Business Process Requirements Problem Statement Current Business Process Model
Outputs	Current Business Process Concept

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Facilitator	Supports this activity. Ensure that the approach focuses on process threads rather than functional silos. Facilitate discussion with team, making sure that only the "whats" of the process are captured plus any "hows" that are needed for future design work.
Project Manager	Supports this activity. Ensure that relevant components of the process are captured to meet business process performance objectives and scope.
Documentation Developer	Supports this activity. Produces and publishes the Current Detailed Business Process Model.
Business Users	Supports this activity. Represent and understand the daily work of front-line employees. Provide input to the overall business process, such as key players, systems, and major activities.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic. Provide input to the overall business process, such as key players, systems, and major activities.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for System Alignment Purposes
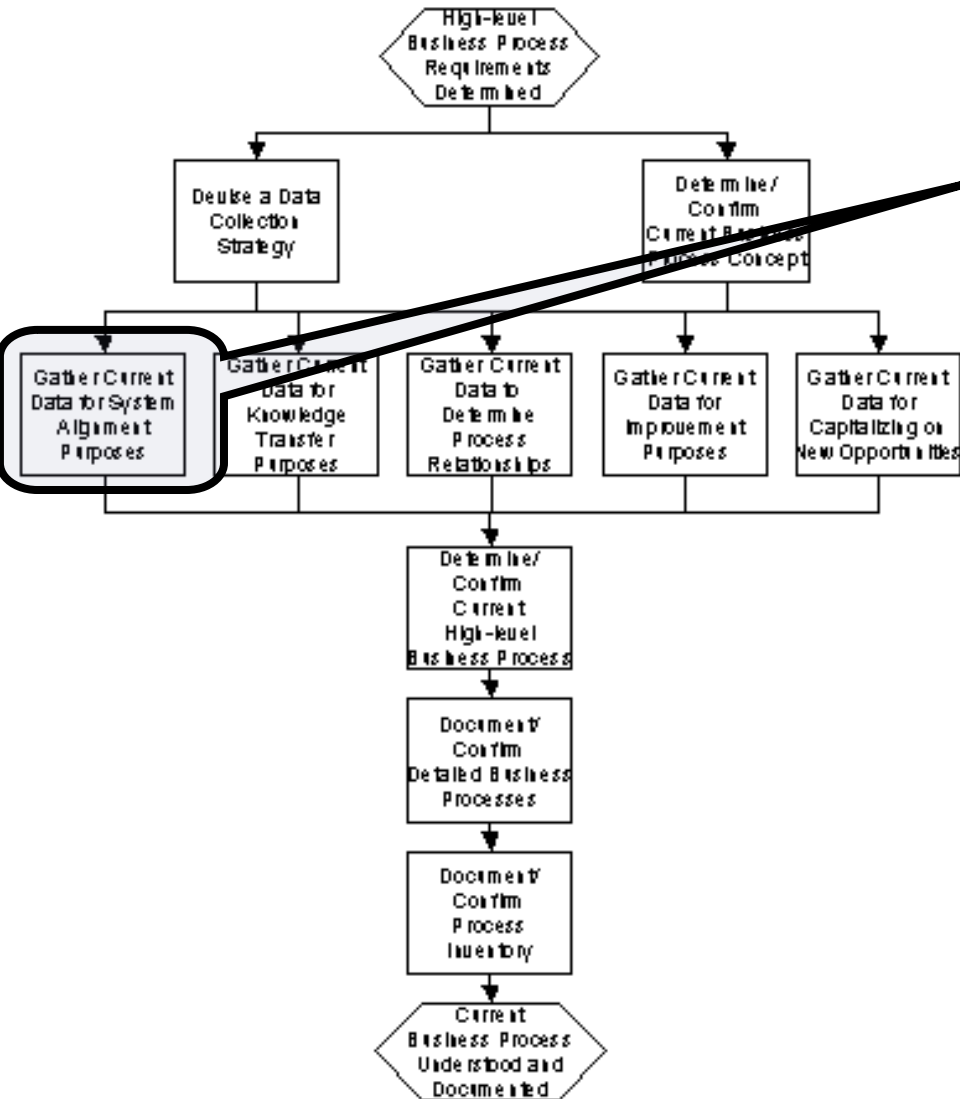
- If you want to document the current process in order to align it with a previously acquired software package, gather information to the degree that the non-automated business process interacts with the system.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for System Alignment Purposes

Inputs & Outputs	
Inputs	Problem Statement Business Process Requirements Current Business Process Model Current Business Process Concept
Outputs	Live Business Process Data Current Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity. Produces any additional process model artifacts from the live business process data. The level of specificity that the artifact(s) contain depends on the nature of the modeling objective. The Process Modeler is responsible for creating all process maps documented in a process-modeling tool.
Business Users	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented.
Subject Matter Experts	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented. Sometimes the SME can provide the detailed data, if they have expertise in the function being documented.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Knowledge Transfer Purposes

- If you want to document the current process for knowledge transfer purposes only, gather information to the level of understanding needed by your audience, for instance, the procedure level.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Knowledge Transfer Purposes

Inputs & Outputs	
Inputs	Problem Statement Business Process Requirements Current Business Process Concept Current Business Process Model
Outputs	Live Business Process Data Current Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity. Produces any additional process model artifacts from the live business process data. The level of specificity that the artifact(s) contain depends on the nature of the modeling objective. The Process Modeler is responsible for creating all process maps documented in a process-modeling tool.
Business Users	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented.
Subject Matter Experts	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented. Sometimes the SME can provide the detailed data, if they have expertise in the function being documented.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data to Determine Process Relationships

- If you want to document the current process in order to determine its place in the business (or "value chain"), gather information to the level needed to understand cross-process data flows.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data to Determine Process Relationships

Inputs & Outputs	
Inputs	Problem Statement Business Process Requirements Current Business Process Model Current Business Process Concept
Outputs	Live Business Process Data Current Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity. Produces any additional process model artifacts from the live business process data. The level of specificity that the artifact(s) contain depends on the nature of the modeling objective. The Process Modeler is responsible for creating all process maps documented in a process-modeling tool.
Business Users	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented.
Subject Matter Experts	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented. Sometimes the SME can provide the detailed data, if they have expertise in the function being documented.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Improvement Purposes

- If you are documenting the current process in order to fix or better it, gather information to the lowest level where relevant metrics are impacted.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Improvement Purposes

Define High-Level Business Requirements and Conceptual Solution

Inputs & Outputs	
Inputs	Problem Statement Business Process Requirements Current Business Process Model Current Business Process Concept
Outputs	Live Business Process Data Current Business Process Model

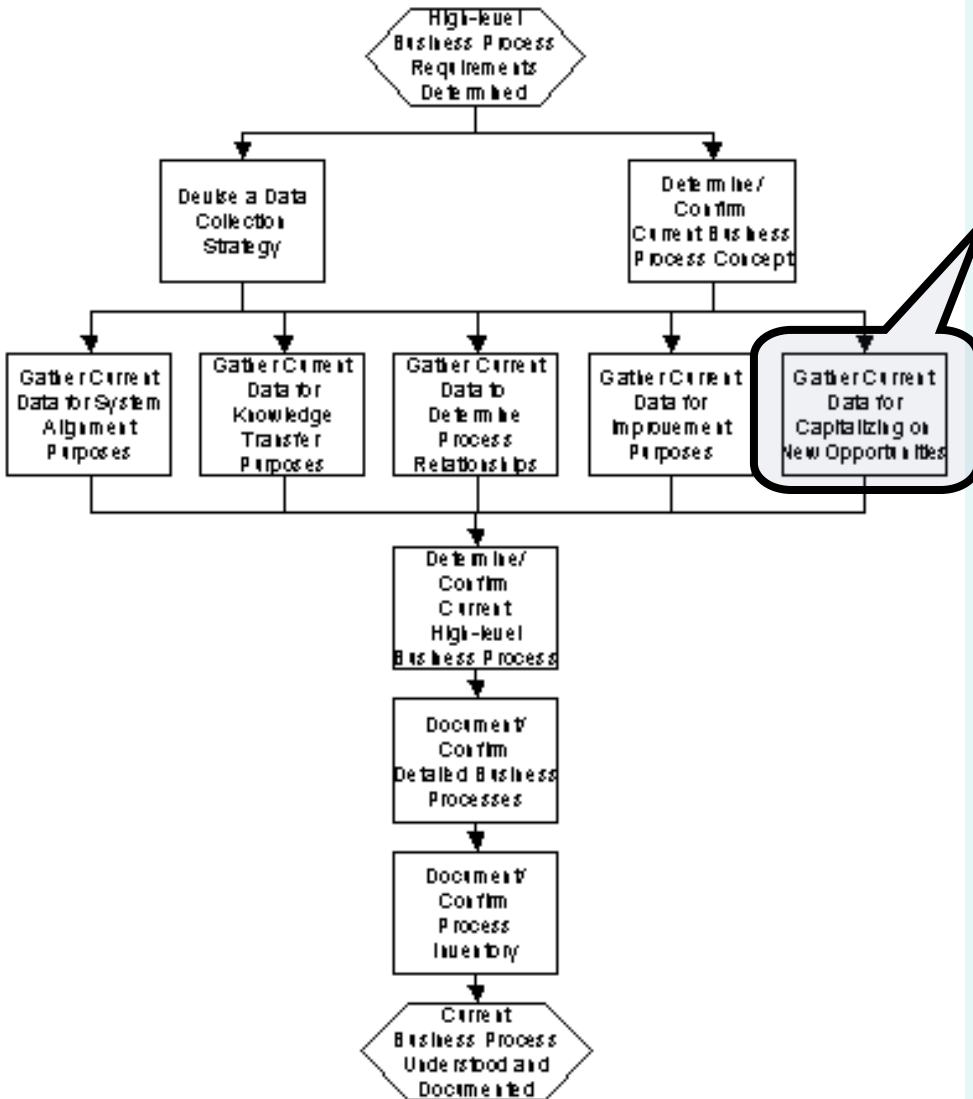| Role	Responsibility
Process Modeler	Executes this activity. Produces any additional process model artifacts from the live business process data. The level of specificity that the artifact(s) contain depends on the nature of the modeling objective. The Process Modeler is responsible for creating all process maps documented in a process-modeling tool.
Business Users	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented.
Subject Matter Experts	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented. Sometimes the SME can provide the detailed data, if they have expertise in the function being documented.

Roles & Responsibilities

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Capitalizing on New Opportunities

- If you want to document the current process in order to take advantage of a new opportunity, gather information to the level where the opportunity can be leveraged.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Gather Current Data for Capitalizing on New Opportunities

Inputs & Outputs

Inputs	Problem Statement Business Process Requirements Current Business Process Model Current Business Process Concept
Outputs	Live Business Process Data Current Business Process Model

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity. Produces any additional process model artifacts from the live business process data. The level of specificity that the artifact(s) contain depends on the nature of the modeling objective. The Process Modeler is responsible for creating all process maps documented in a process-modeling tool.
Business Users	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented.
Subject Matter Experts	Supports this activity. Collect the live business process data from the organizations or key roles that perform the function being documented. Sometimes the SME can provide the detailed data, if they have expertise in the function being documented.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
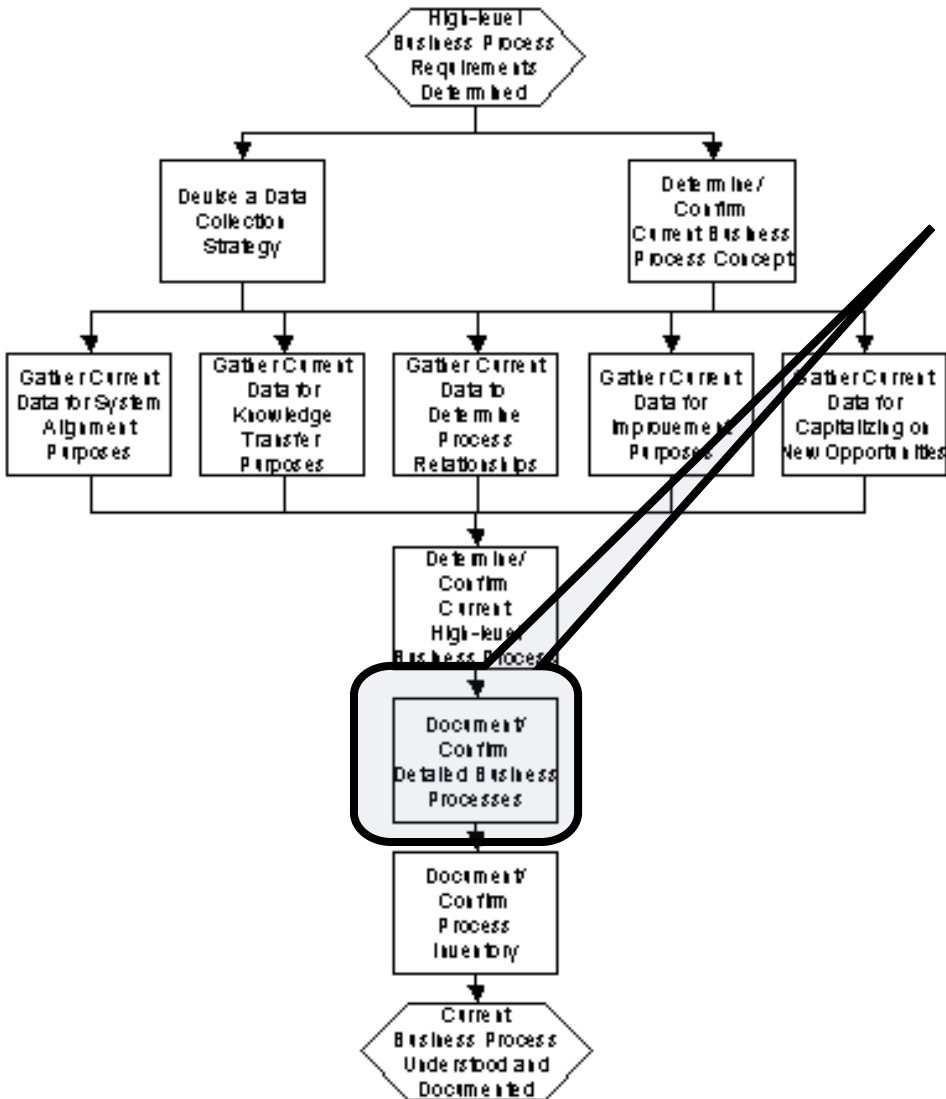### Determine/Confirm Current High-Level Business Process

- Review the Current Business Process Concept and Business Process Requirements to understand the context in which current state process analysis is being done.
- Create a process hierarchy starting with the name of the Business Process represented by the Business Process Concept. Add a high-level process for each major activity identified in the Business Process Concept and the Business Process Requirements.
- Make sure the processes sum up the business essence of what happens within the process.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Determine/Confirm Current High-Level Business Process

Inputs & Outputs	
Inputs	Current Business Process Concept Live Business Process Data Problem Statement Business Process Requirements Current Business Process Model
Outputs	Current High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Facilitator	Supports this activity. Ensure that approach focuses on process threads rather than functional silos. Facilitate team discussion, ensuring that only "whats" of the process are captured plus any "hows" that are needed for future design work.
Documentation Developer	Supports this activity. Produces and publishes the Current High-level Business Process Model.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business and ensures completeness of the Current High-Level Business Process Model.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business and give explanations of why the current process is done this way or why it should change.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
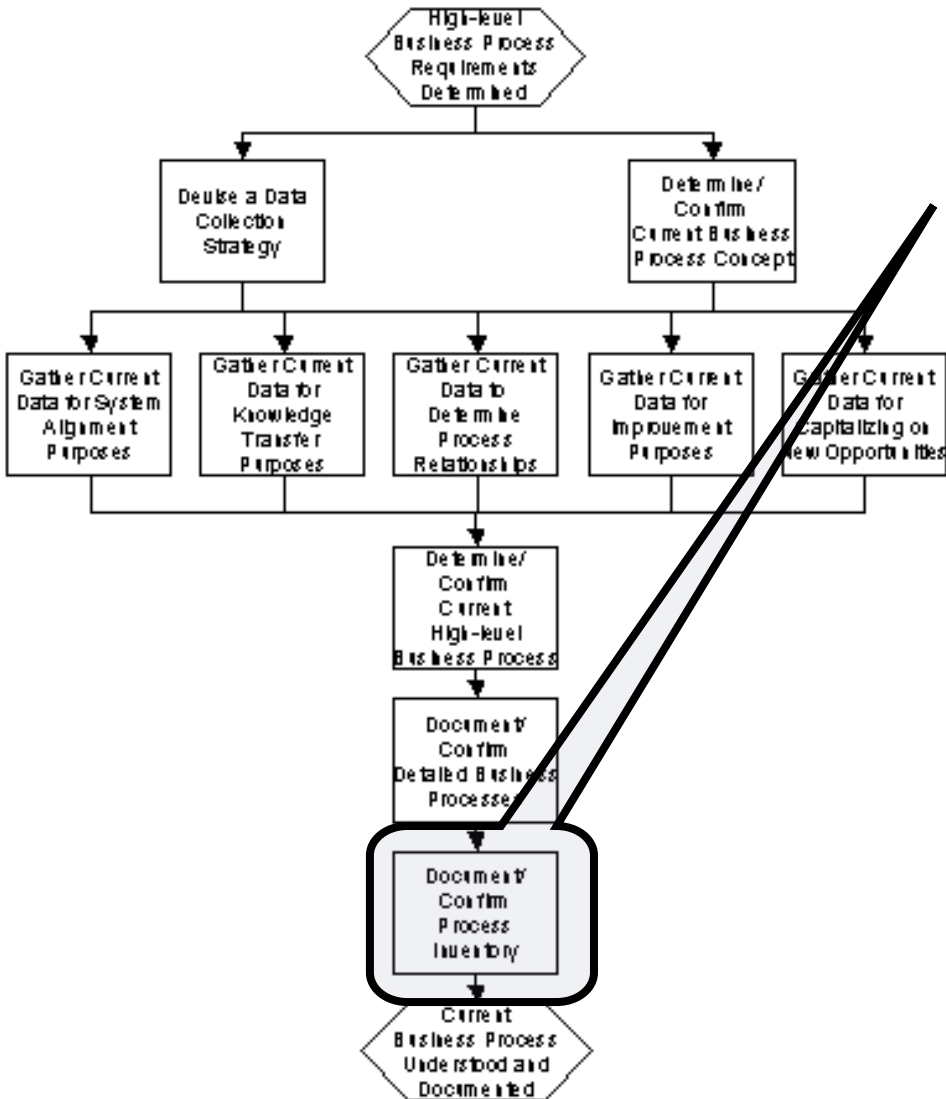### Document/Confirm Detailed Business Process

- Decompose each business process in the High-level Business Process Model to a point when you know what you need to know to accomplish your objectives.
- Include only essential business processes (the "what" rather than the "how"), if you are striving to understand the business, independent of technology. (Because some lower level processes are applicable, and therefore reusable, in multiple contexts, don't feel you must make them unique. Just keep in mind that any change you make to this process will impact all other places the process is used.)
- Document process sequence, roles, groups & organizations. If measurements are important to achieving your objective, assign metrics from the Business Process Requirements to relevant processes.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Document/Confirm Detailed Business Process

Inputs & Outputs	
Inputs	Current Business Process Concept, Live Business Process Data Current High-level Business Process Model
Outputs	Current Detailed Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Facilitator	Supports this activity. Ensure that the approach focuses on process threads rather than functional silos. Facilitate discussion with team, making sure that only the "whats" of the process are captured plus any "hows" that are needed for future design work.
Documentation Developer	Supports this activity. Produces and publishes the Current Detailed Business Process Model.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business and ensures completeness of the Current High-Level Business Process Model.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business and give explanations of why the current process is done this way or why it should change.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
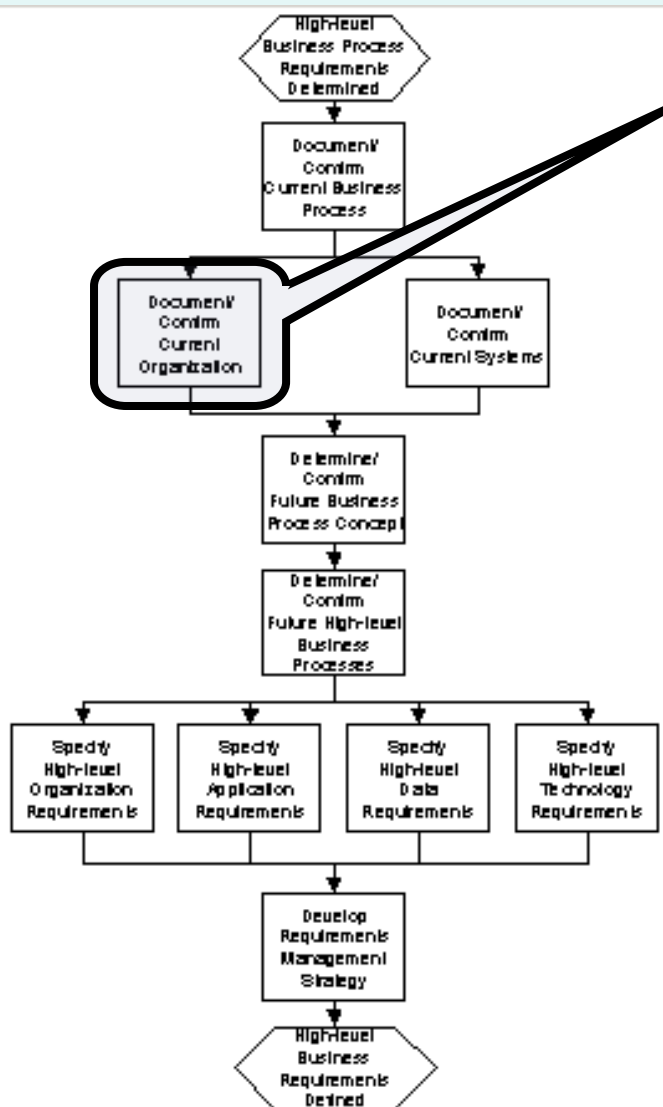### Document/Confirm Process Inventory

- Add detailed processes to the High-level Business Process Model. If appropriate to your situation, highlight processes performed by the system. Use this document to manage and oversee your process inventory throughout the project.

Conceptualize Future State Business Process

Document/Confirm Current Business Process
Document/Confirm Process Inventory

Inputs & Outputs	
Inputs	Current Detailed Business Process Model Current High-level Business Process Model
Outputs	Current High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.

Conceptualize Future State Business Process
Document/Confirm Current Organization

- Obtain or create a high-level Conceptual Organization Chart for the subject business area. Use it to identify the organizational units in a position to influence or be influenced by the project at hand. Identify decision-making patterns for the organizational units identified.
- Summarize the current state of the organization for each of the following areas:
    - Roles. Review Current Business Process Model to determine present roles within scope of business area.
    - Relationships and management styles. Summarize the relationships between stakeholders, identifying related issues and potential problem areas.
    - Job involvement. Note degree to which employee actions are driven by corporate goals, how employees feel about their jobs, and how much support there is for what they do.
    - Empowerment. Note extent employees feel free to make/carry out job-related decisions.

Conceptualize Future State Business Process

Document/Confirm Current Organization

Inputs & Outputs	
Inputs	Current High-level Business Process Model Business Process Requirements Future Business Process Vision Current High-level Business Process Model
Outputs	Current High-level Organization

Roles & Responsibilities	
Role	**Responsibility**
HR Generalist	Executes this activity, summarizing current state of organization. Gathers project artifacts to understand primary driver(s) of organizational change and document relevant organizational constructs.

Conceptualize Future State Business Process

Document/Confirm Current Systems
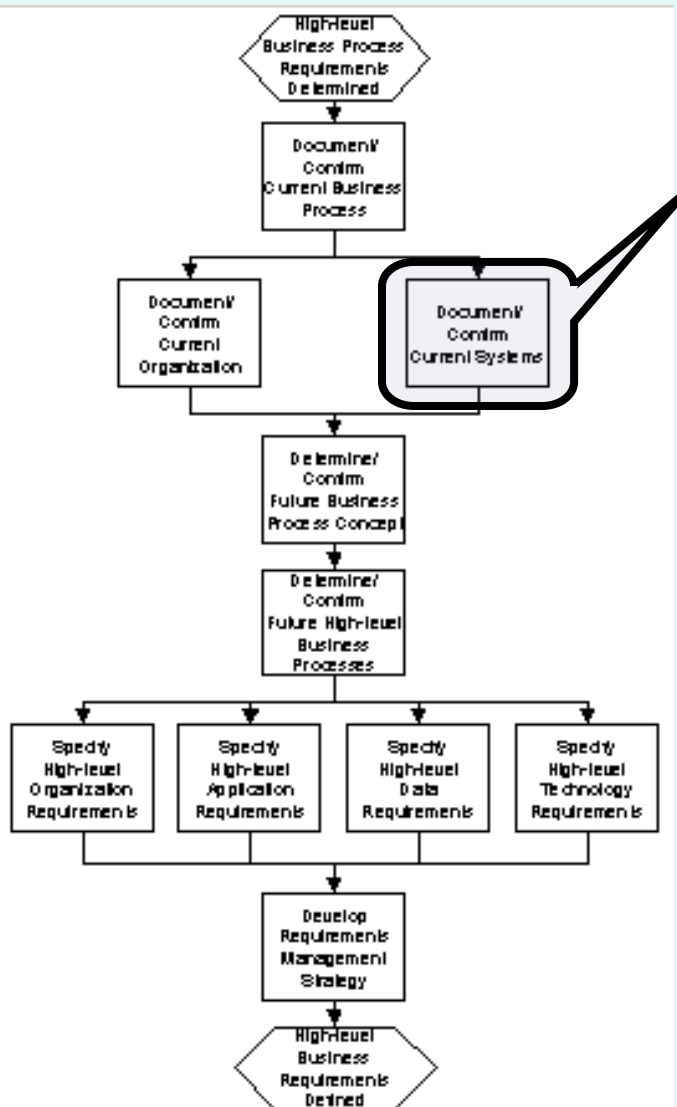
- Do the following, limiting research activities to areas relevant to project scope:
    - Inventory major databases, and build a subject area data model (if warranted).
    - Inventory present applications and assess their technical state and value to the business. Map applications to show general relationships between them without showing detailed interfaces.
    - Draw a conceptual diagram describing the existing technology infrastructure. Include interrelationship of major components, network types and accessibility.

Conceptualize Future State Business Process

Document/Confirm Current Systems

Inputs & Outputs	
Inputs	Current High-level Business Process Model Business Process Requirements Future Business Process Vision Current High-level Business Process Model
Outputs	Current High-level Systems

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Analyst	Executes this activity, summarizing the current applications or systems. Gather project artifacts in order to understand the project scope and document the relevant systems information.

Conceptualize Future State Business Process

Determine/Confirm Future Business Process Concept
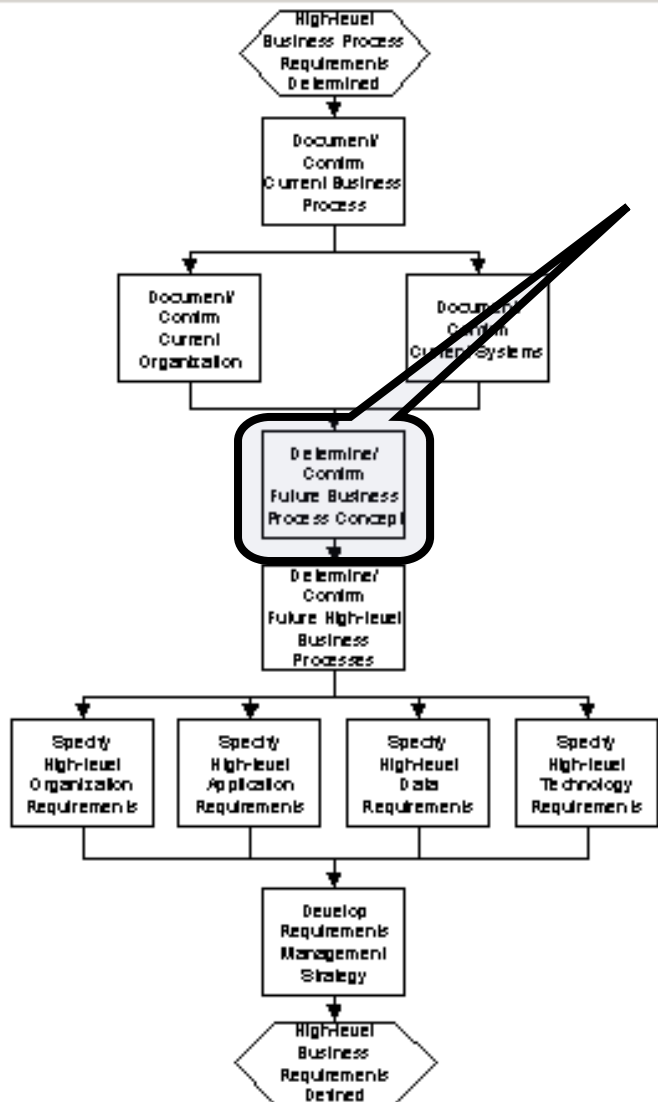
- Use a cross-functional team approach to draw a sketch of the overall business process, focusing on how it supports the achievement of Business Process Requirements. Be sure to illustrate relevant key (and only key) characteristics. Don't include anything your target audience doesn't need to know.
- THINGS TO INCLUDE:
  - Process customer
  - Key role-players and/or organizational units
  - Geographical locations and facilities
  - Systems/applications and critical data
  - Underlying technology
  - Major activities
  - Current metrics
  - Interfaces to peripheral processes.
- THINGS TO AVOID
  - Jargon and technical names
- Update Guiding Principles for Solution Design to capture conceptual design decisions made during this activity.

Conceptualize Future State Business Process

Determine/Confirm Future Business Process Concept

Inputs & Outputs	
Inputs	Problem Statement Current Business Process Concept Future Business Process Vision Business Process Requirements Guiding Principles for Solution Design Current High-level Systems Current High-level Organization
Outputs	Future Business Process Concept Guiding Principles for Solution Design

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Sponsor	Supports this activity. Understands the primary intent of the change project or program and thus provides input and credibility to this activity.
Facilitator	Supports this activity. Facilitates discussion with team, making sure that only the "whats" of the process are captured.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team. Ensure that relevant components of the process are captured to meet business process performance objectives and scope.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic. Provide input to the overall business process, such as key players, systems, and major activities.
Business Users	Supports this activity. Provide input to the overall business process, based on knowledge of the business, such as key players, systems, and major activities.

Conceptualize Future State Business Process
Determine/Confirm Future High-Level Business Processes

- Review the Future Business Process Concept to understand the context in which process development is being done and the desired end state.
- Create a process hierarchy starting with the name of the Business Process represented by the Business Process Concept. Add a high-level process for each major activity identified in the Business Process Concept and the Business Process Requirements.
- Make sure the processes sum up the business essence of what happens within the overall process. (At this point, only the "whats" of the process should be included; omit the "hows.")

Conceptualize Future State Business Process

Determine/Confirm Future High-Level Business Processes

Inputs & Outputs

Inputs	Future Business Process Concept Guiding Principles for Solution Design Business Process Requirements
Outputs	Future High-level Business Process Model

Roles & Responsibilities

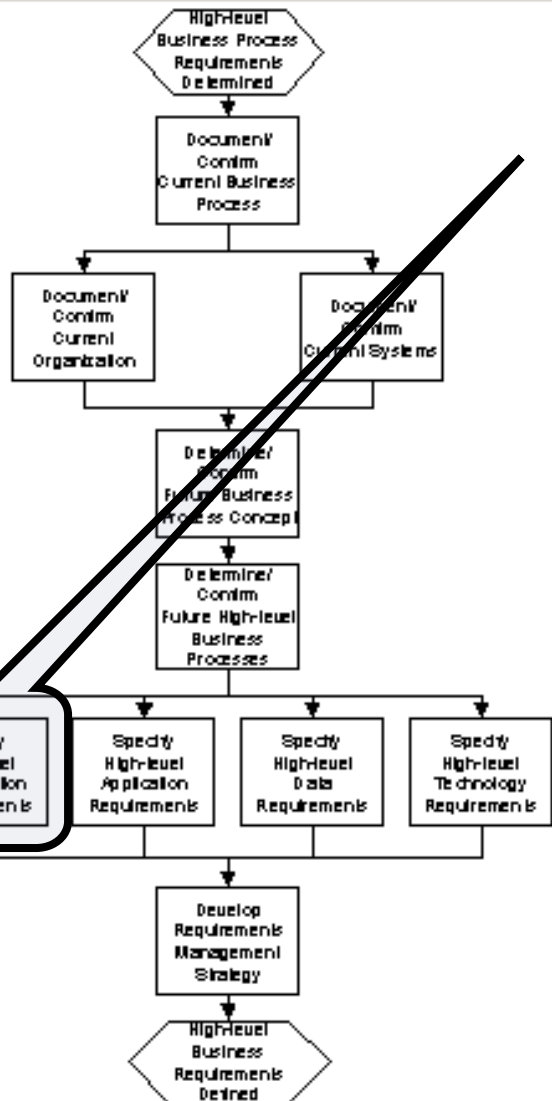| Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Ensures that relevant components of the process are captured to meet business process performance objectives and scope.
Documentation Developer	Supports this activity. Produces and publishes the Future High-Level Business Process Model.
Facilitator	Supports this activity. Facilitates discussion with team, making sure that only the "whats" of the process are captured.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Conceptualize Future State Business Process
Specify High-Level Organization Requirements

- Organization Requirements are guiding principles that help the project team choose the most appropriate way of designing the organization and work group structure(s) to enable the targeted end state. The formal and informal relationships between and within organizational units directly impact who and how decisions are made, how quickly a business process can be completed, who and how the organization handles customer requests, etc.
- Review Business Process Requirements and the high-level Business Process Model to determine the key organizations, roles, and responsibilities required if target business process metrics are to be achieved. Focus the Organization Requirements on the following areas:
  - Structure
  - Plans
  - Composition
  - Relationships
  - Leadership and Management Style
- Document results in the Organization Requirements section of the Requirements Specification.

Conceptualize Future State Business Process
Specify High-Level Organization Requirements

Inputs & Outputs	
Inputs	Future High-level Business Process Model Future Business Process Concept Business Process Requirements
Outputs	Organization Requirements

Roles & Responsibilities	
Role	**Responsibility**
Business Lead	Executes this activity in collaboration with key organizations. Gather project artifacts in order to understand the primary driver of the organizational change and determine appropriate organizational requirements.
HR Generalist	Supports this activity, based on knowledge of the current organization and the business process requirements, scope and metrics.

Conceptualize Future State Business Process

Specify High-Level Application Requirements
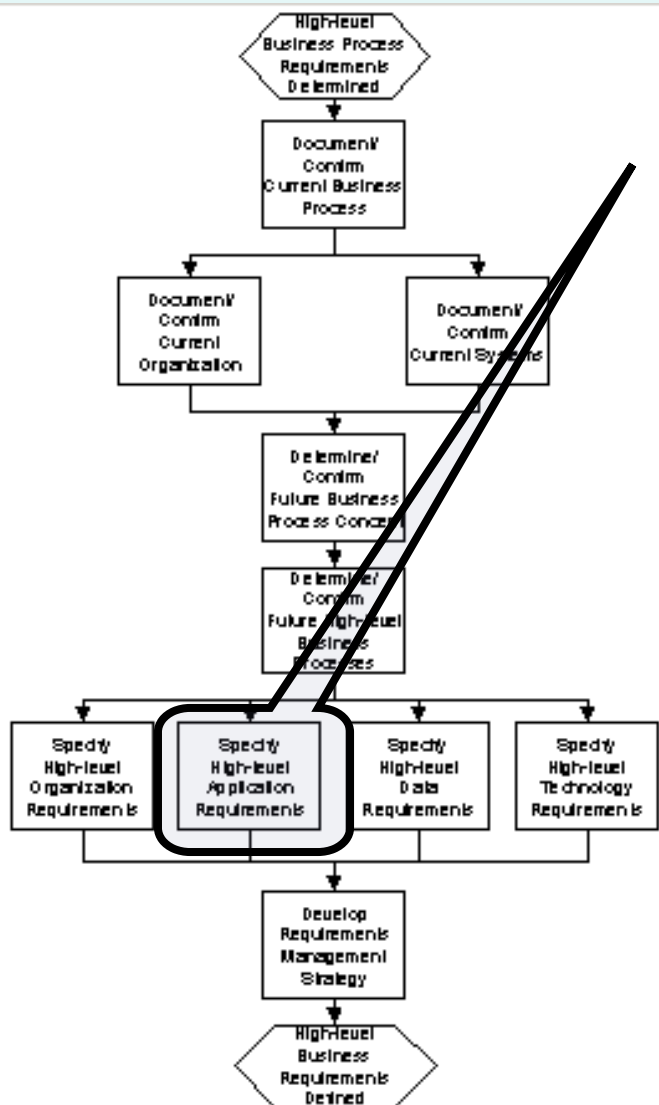
- Application Requirements is a group name for Application Functional Requirements, Non-function Related Application Requirements, Use Case Inventory and User Interface Requirements. Throughout this set of documents, every stated requirement should be perceivable by users, operators, or other external systems. These requirements should include, at a minimum, a description of every input (stimulus) into the system, every output (response) from the system, and all functions performed by the system in response to an input or in support of an output.

- Review Business Process Requirements and the high-level Business Process Model to determine the key activities that must be performed by the future system if target business process metrics are to be achieved. Document results in the Application Requirements section of the Requirements Specification.

Conceptualize Future State Business Process

Specify High-Level Application Requirements

Inputs & Outputs	
Inputs	Future High-level Business Process Model Future Business Process Concept Business Process Requirements
Outputs	Application Requirements

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Analyst	Executes this activity in collaboration with key application units. Gather project artifacts in order to understand the project scope and determine appropriate application requirements.
Business Systems Architect	Supports this activity, based on knowledge of the current application architecture and the business process requirements, scope and metrics.

Conceptualize Future State Business Process

Specify High-Level Data Requirements
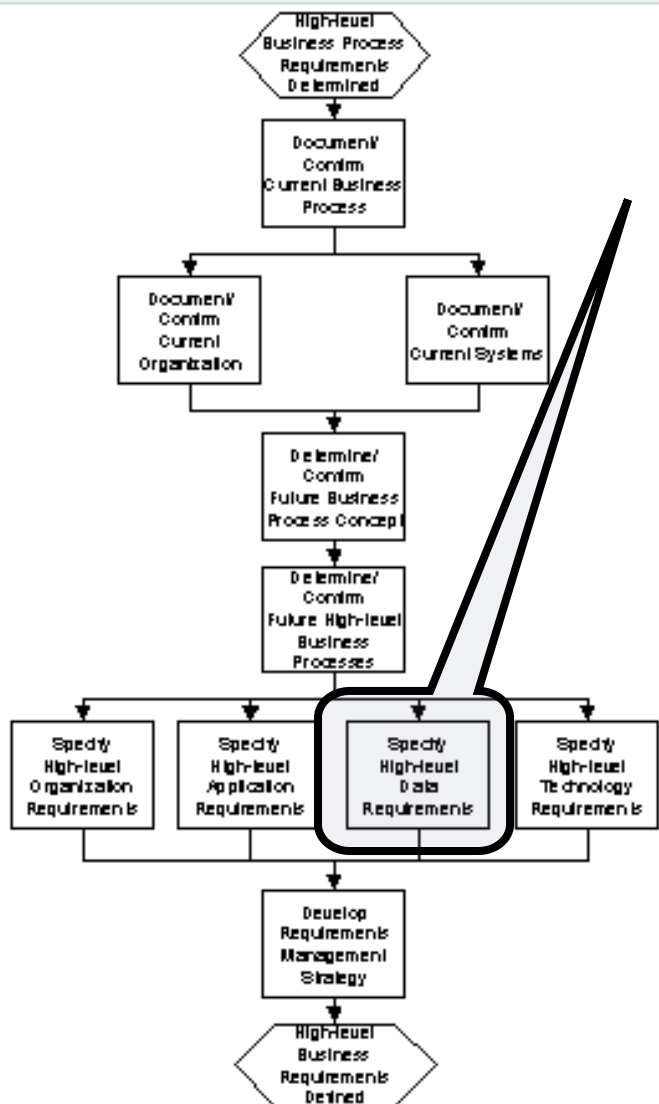
- Review Business Process Requirements and the high-level Business Process Model to determine key data entities, key relationships, and critical business rules that must be achieved by the future system if target business process metrics are to be achieved. Document results in the Data Requirements section of the Requirements Specification.

Conceptualize Future State Business Process

Specify High-Level Data Requirements

Inputs & Outputs	
Inputs	Future High-level Business Process Model Future Business Process Concept Business Process Requirements
Outputs	Data Requirements

Roles & Responsibilities	
Role	**Responsibility**
Data Architect	Executes this activity in collaboration with key business users and application units. Gather project artifacts in order to understand the project scope and determine appropriate data requirements.
Business System Architect	Supports this activity, based on knowledge of the current data architecture and the business process requirements, scope and metrics.

Conceptualize Future State Business Process

Specify High-Level Technology Requirements
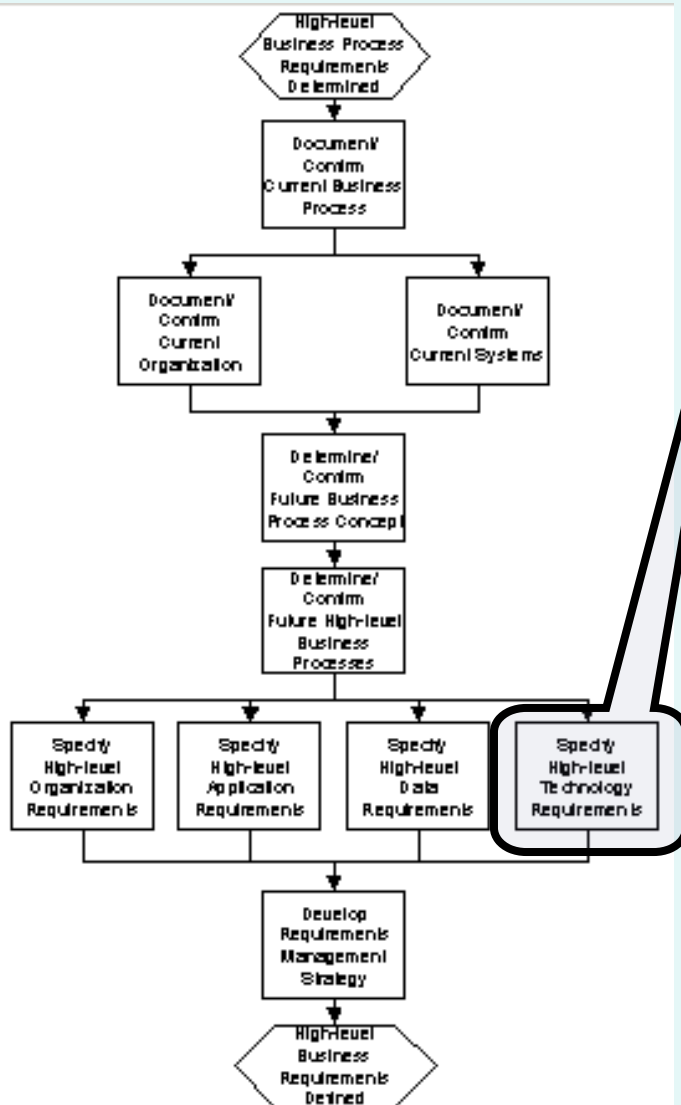
- Review Business Process Requirements and the high-level Business Process Model to determine the key technology capabilities and related metrics that must be achieved by the future system if target business process metrics are to be achieved. Document results in the Technology Requirements section of the Requirements Specification.

Conceptualize Future State Business Process
Specify High-Level Technology Requirements

Inputs & Outputs	
Inputs	Future High-level Business Process Model Future Business Process Concept Business Process Requirements
Outputs	Technology Requirements

Roles & Responsibilities	
Role	**Responsibility**
Design Architect	Executes this activity in collaboration with key technical subject matter experts and application units. Gather project artifacts in order to understand the project scope and determine appropriate technology requirements.
Business Systems Architect	Supports this activity, based on knowledge of the current technology infrastructure and the business process requirements, scope and metrics.

Conceptualize Future State Business Process

Develop Requirements Management Strategy
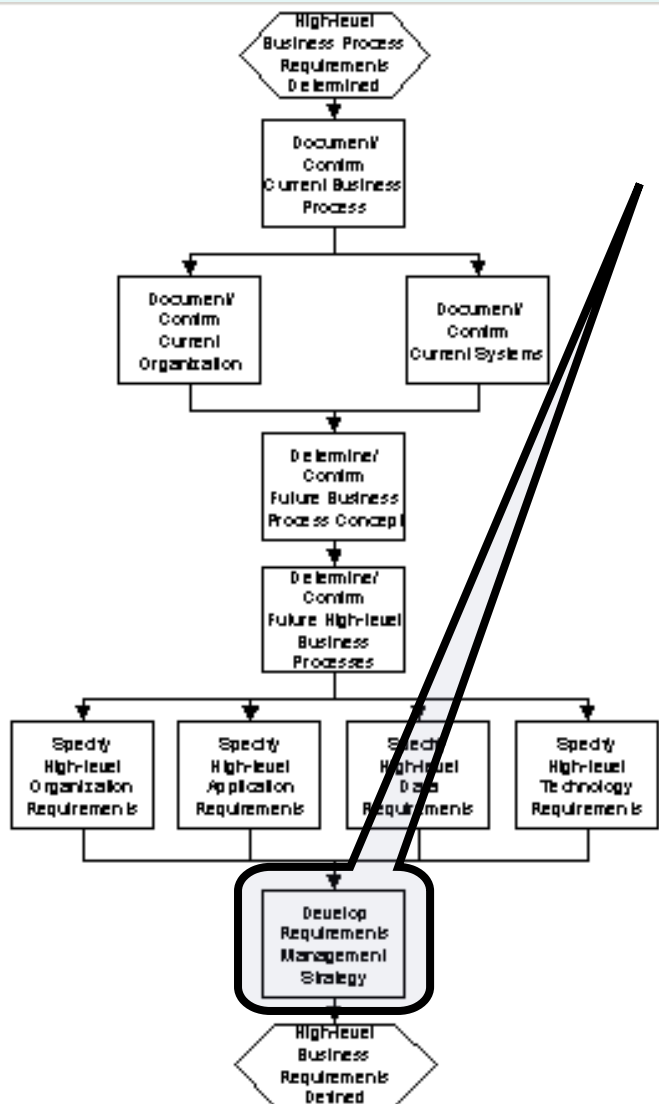
- Traceability is the ability to trace a project element to other related project elements, especially those related to requirements. Project elements involved in traceability are called traceability items. Typical traceability items include different types of requirements, analysis and design model elements, testing artifacts (test cases, test procedures, etc.), and end-user support documentation and training material.
- The purpose of establishing traceability is to help:
  - Understand the source of requirements
  - Manage the scope of the project
  - Manage changes to requirements
  - Assess the project impact of a change in a requirement
  - Assess the impact of a failure of a test on requirements (i.e. if test fails the requirement may not be satisfied)
  - Verify that all requirements of the system are fulfilled by the implementation
  - Verify that the application does only what it was intended to do
- Attributes are used to track information associated with a traceability item, typically for status and reporting purposes. The essential attributes to track are Risk, Benefit, Effort, Stability and Architectural Impact, in order to permit prioritizing requirements for scope management and to assign requirements to iterations.
- Describe the process that will be used to manage the traceability of the business requirements against whatever solution is selected. Document results in the Requirements Management Approach section of the Requirements Attainment Strategy.

Conceptualize Future State Business Process

Develop Requirements Management Strategy

Inputs & Outputs	
Inputs	Business Case Requirements Specification
Outputs	Requirements Management Approach

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Analyst	Executes this activity. Traces the project elements related to requirements, establishes the attributes to track, conducts analysis of tools that provide and/or impose certain attributes and traceability, and oversees development of the necessary input for an effective plan.

Recommend Conceptual Solution
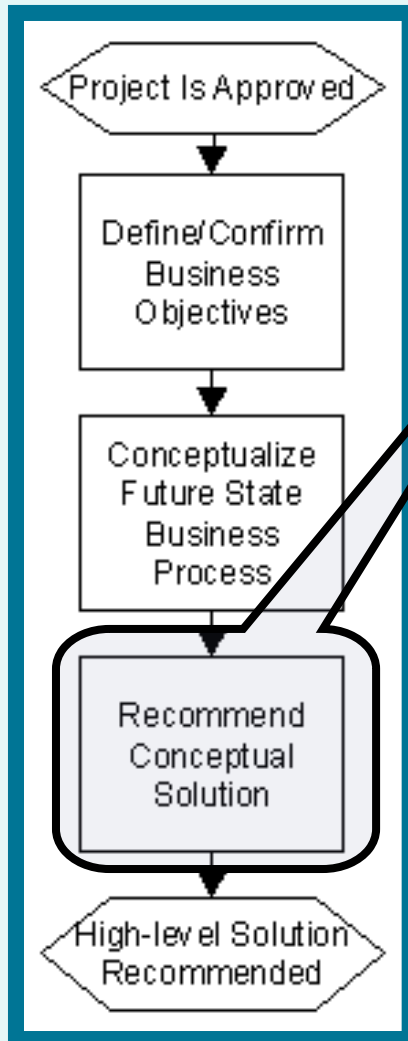
This process explores the current state of the process in order to determine what processes need to be designed from scratch, which processes need fixing or improving, and whether a software package should be part of the overall project solution.

This process is broken out into 8 sub-processes:

- Perform Business Process Gap Analysis
- Design New Business Process
- Resolve Unacceptable Business Process Performance
- Improve Current Business Process
- Adapt Business Process to Align With System
- Explore Software Package Solution
- Perform Business Change Impact Analysis
- Recommend Project Solution

Recommend Conceptual Solution

Perform Business Process Gap Analysis

High-Level Business Requirements Defined

Perform Business Process Gap Analysis

Design New Business Process

Resolve Unacceptable Business Process Performance

Improve Current Business Process

Adapt Business Process to Align with System

Explore Software Package Solution

Perform Business Change Impact Analysis

Recommend Project Solution

High-Level Solution Recommended
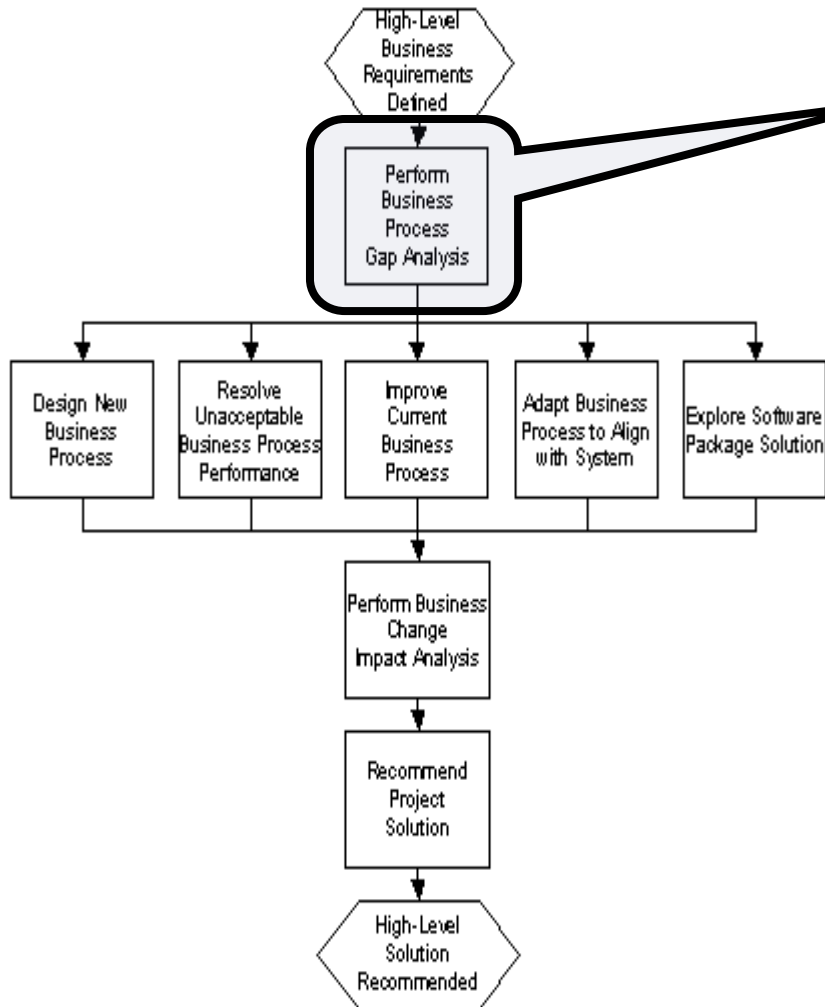
- Compare the Current Business Process Concept and Model to the Future High-level Business Process Concept and Model. Determine new business processes that must be designed, existing business processes that must be fixed or improved, and existing business processes that must be adapted to work with previously identified software packages. Also decide whether to explore available software packages as part of the solution.

- Examine the high-level Business Process Model and related requirements to "guestimate" the effort needed to perform detailed analysis.

- Then, reconsider the effort required if detailed analysis is done iteratively. For instance, some detailed analysis could be done quickly to allow for early design and development of "quick hits," while the remaining detailed analysis is done in parallel. Document the best approach in the Project Approach of the Project Summary of the Project Charter.

Recommend Conceptual Solution

Perform Business Process Gap Analysis

Inputs & Outputs	
Inputs	Future High-level Business Process Model Future Business Process Concept Guiding Principles for Solution Design Current High-level Business Process Model Current Business Process Concept
Outputs	Project Charter

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes this activity. By understanding the big picture of the overall business processes and the project objectives, scope and metrics, the PM determines the best approach and combination of options (e.g. fix a current process, develop a new process, or purchase a vendor package) in order to design the future business process.
Business Analyst	Supports this activity, based on knowledge of the current business processes and the future business process requirements, scope and metrics.

Recommend Conceptual Solution

Design New Business Process
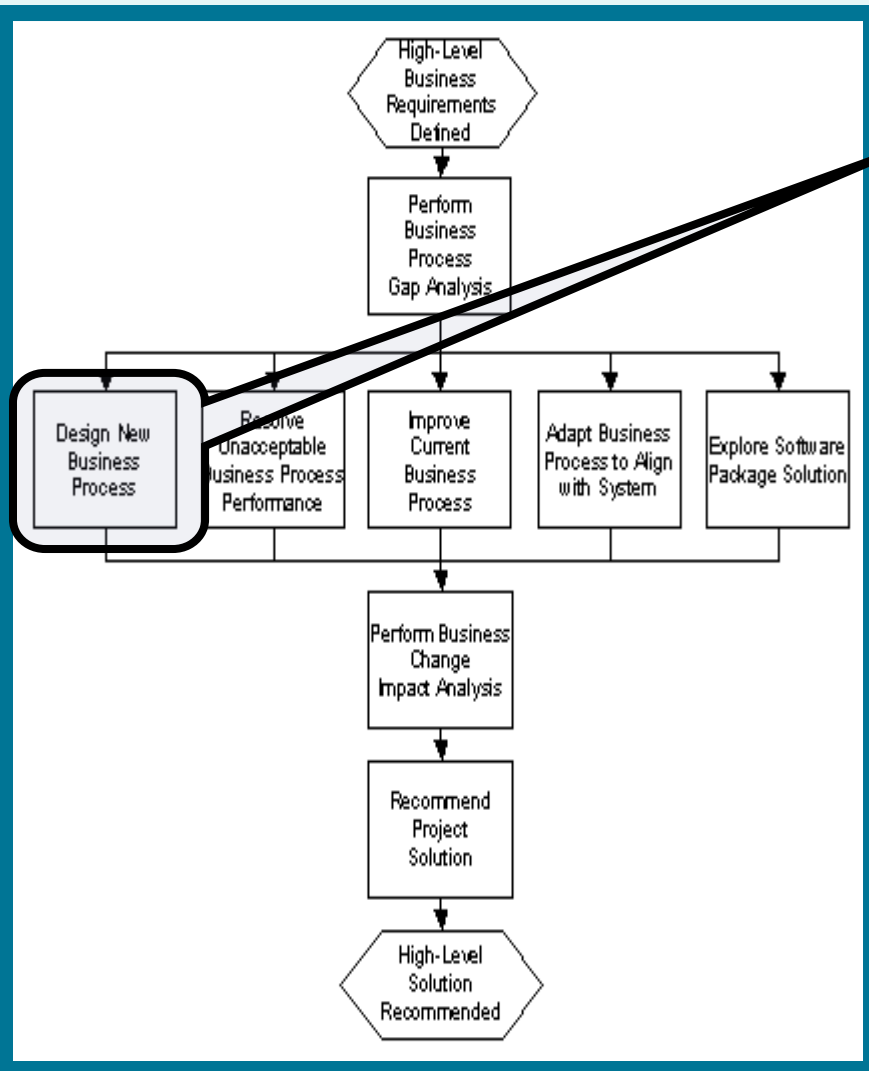
This process focuses on designing a brand-new business process, either because it currently doesn't exist, or because the existing process requires wholesale revamping.

This process is broken out into 9 sub-processes:

- Determine/Confirm Future High-Level Business Processes
- Design Detailed Business Processes
- Establish Sequence Between Detailed Business Processes
- Add Maintenance Processes
- Add Management Control Processes
- Assign Roles to Business Processes
- Identify Changes to Supporting Systems
- Identify Changes to Supporting Organizational Infrastructure
- Document/Confirm Process Inventory

Recommend Conceptual Solution

Design New Business Process
Determine/Confirm Future High-Level Business Processes

- Review the Future Business Process Concept to understand the context in which process development is being done and the desired end state.

- Create a process hierarchy starting with the name of the Business Process represented by the Business Process Concept. Add a high-level process for each major activity identified in the Business Process Concept and the Business Process Requirements.

- Make sure the processes sum up the business essence of what happens within the overall process. (At this point, only the "whats" of the process should be included; omit the "hows.")

Recommend Conceptual Solution

Design New Business Process
Determine/Confirm Future High-Level Business Processes

Inputs & Outputs		
Inputs	Business Process Scope Future Business Process Concept	Business Process Requirements Business Change Requirements Form
Outputs	Future High-level Business Process Model	

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team. Ensure that relevant components of the process are captured to meet business process performance objectives and scope.
Documentation Developer	Supports this activity. Produces and publishes the Future High-Level Business Process Model.
Facilitator	Supports this activity. Facilitates discussion with team, making sure that only the "whats" of the process are captured.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process
Design Detailed Business Processes

- Decompose each high-level business process to a point when each lowest-level process can be assigned to a single role-player. This is normally the level where operational procedures will be developed (one procedure per function) and focuses on the "what", rather than the "how."
- Resolve unintentional object overlaps and conflicts. (Because some lower level processes are applicable, and therefore reusable, in multiple contexts, don't feel you must make them unique. Just keep in mind that any change you make to this process will impact all other places the process is used.)
- Assign metrics from the Business Process Requirements to the lowest-level processes to which they apply.
- Note: These are first-cut metrics. They may need to be adjusted in both the Process Model and the Business Process Requirements as a result of process simulation in a subsequent activity.

Recommend Conceptual Solution

Design New Business Process
Design Detailed Business Processes

Inputs & Outputs	
Inputs	Business Process Requirements Future Business Process Concept Future High-level Business Process Model
Outputs	Future Detailed Business Process Model

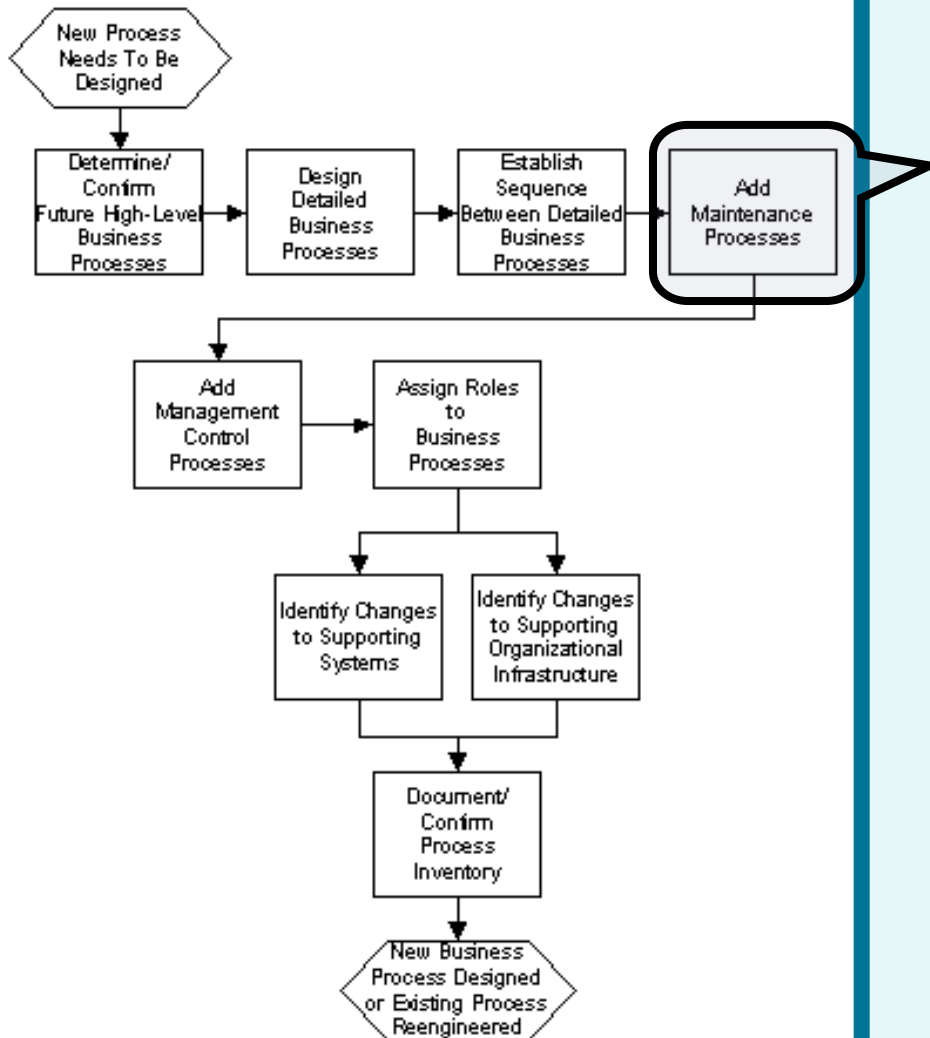| Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Facilitator	Supports this activity. Facilitates discussion with team to elicit information on the current business processes.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process
Establish Sequence Between Detailed Business Processes

- Review, prioritize, and understand implications of Business Process Requirements and lower-level supporting metrics. Determine inputs to and outputs from Detailed Business Processes.

- Identify enabling technology, and minimize number of output and inputs sources.

- Create process flow alternatives using repartitioning and centralizing/decentralizing techniques.

- Select the most appropriate process flow scenario.

Recommend Conceptual Solution

Design New Business Process
Establish Sequence Between Detailed Business Processes

Inputs & Outputs	
Inputs	Future Detailed Business Process Model Business Process Requirements
Outputs	Future Detailed Business Process Model

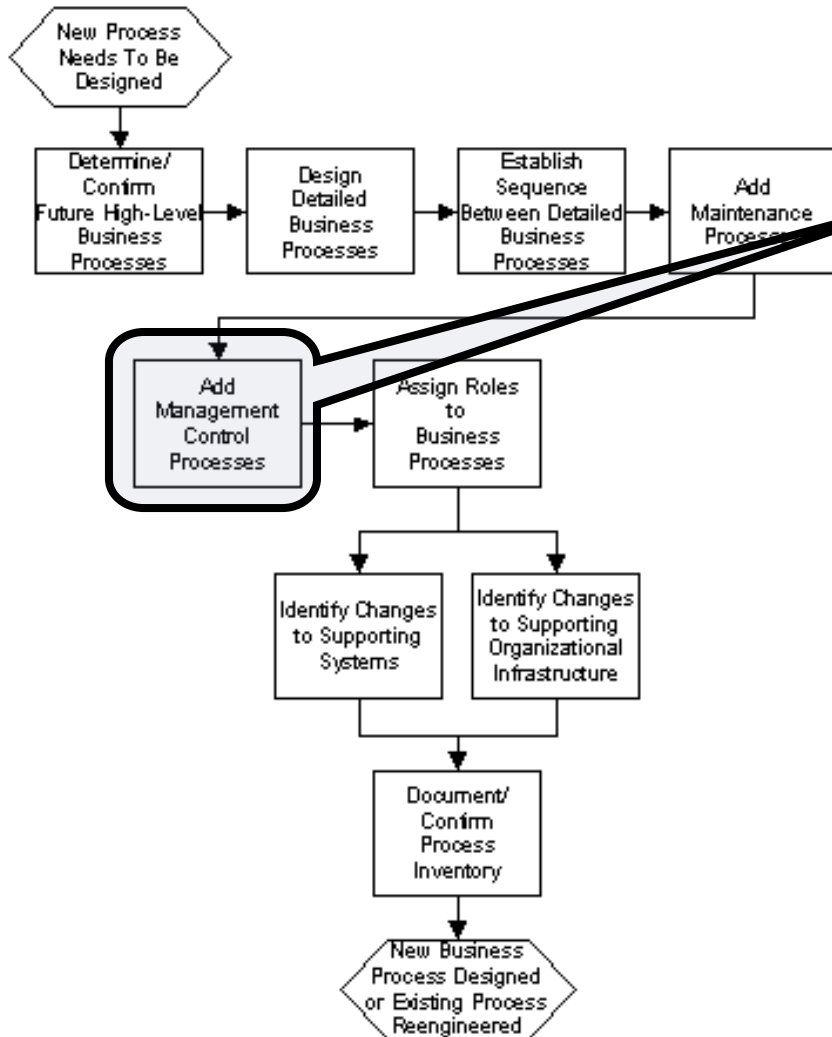| Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Facilitator	Supports this activity. Facilitates discussion with team to elicit information on the current business processes.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process

Add Maintenance Processes

- Identify processes for maintaining business data. If these custodial processes should be part of normal business workflow, add them to your model.

- Otherwise, make note to add them to your maintenance process model when one is developed.

Recommend Conceptual Solution

Design New Business Process
Add Maintenance Processes

Inputs & Outputs	
Inputs	Business Process Requirements Future Detailed Business Process Model
Outputs	Future Detailed Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Facilitator	Supports this activity. Facilitates discussion with team to elicit information on the current business processes.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process
Add Management Control Processes

- Use previously assigned metrics to determine governance and control processes related to specific process flows and add them to the model.

Recommend Conceptual Solution

Design New Business Process
Add Management Control Processes

Inputs & Outputs	
Inputs	Business Process Requirements Future Detailed Business Process Model
Outputs	Future Detailed Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Facilitator	Supports this activity. Facilitates discussion with team to elicit information on the current business processes.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process

Assign Roles to Business Processes

- Determine roles, teams, and organizations participating in each function, and add them to the model.

Recommend Conceptual Solution

Design New Business Process
Assign Roles to Business Processes

Inputs & Outputs	
Inputs	Business Process Requirements Future Detailed Business Process Model
Outputs	Future Detailed Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Facilitator	Supports this activity. Facilitates discussion with team to elicit information on the current business processes.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Design New Business Process
Identify Changes to Supporting Systems

- Determine at a high level how existing systems will be impacted by the recommended change(s). Include new , revised, or discontinued:
  - applications
  - data
  - technology.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Design New Business Process
Identify Changes to Supporting Systems

Inputs & Outputs	
Inputs	Future Business Process Concept Future Detailed Business Process Model Current High-level Systems
Outputs	Recommended Changes to Supporting Systems and Technology

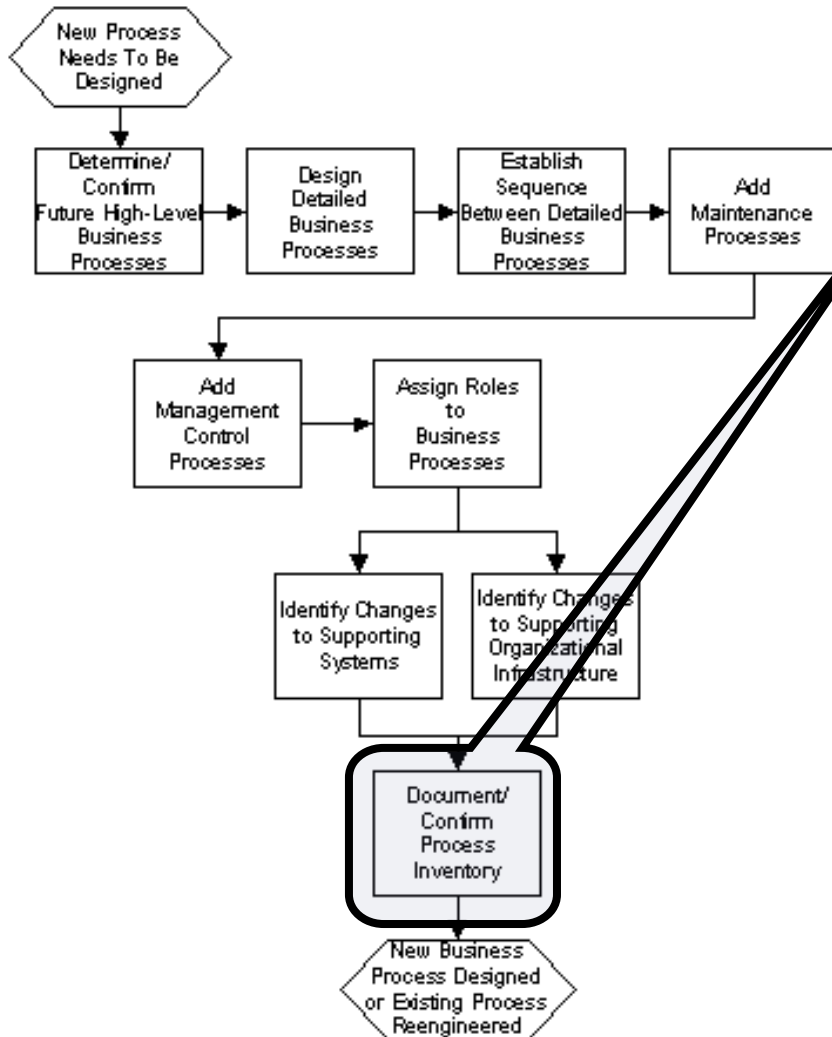| Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Business Systems Architect	Supports this activity by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.

Recommend Conceptual Solution

Design New Business Process
Identify Changes to Supporting Organizational Infrastructure

- Determine at a high level how the organization will be impacted by the recommended change(s). Include:
  - new jobs to be filled,
  - roles & responsibilities to change,
  - organizational structures to be redesigned or revised,
  - current jobs to be phased out,
  - culture changes,
  - work areas/facilities to be provided or modified.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Design New Business Process
Identify Changes to Supporting Organizational Infrastructure

Inputs & Outputs

Inputs	Future Business Process Concept Future Detailed Business Process Model Current High-level Organization
Outputs	Recommended Changes to Supporting Organization Infrastructure

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
HR Generalist	Supports this activity. Guides with all aspects of personnel management in recommending organizational changes.

Recommend Conceptual Solution

Design New Business Process
Document/Confirm Process Inventory

- Add detailed processes to the High-level Business Process Model. If appropriate to your situation, highlight processes performed by the system.

- Use this document to manage and oversee your process inventory throughout the project.
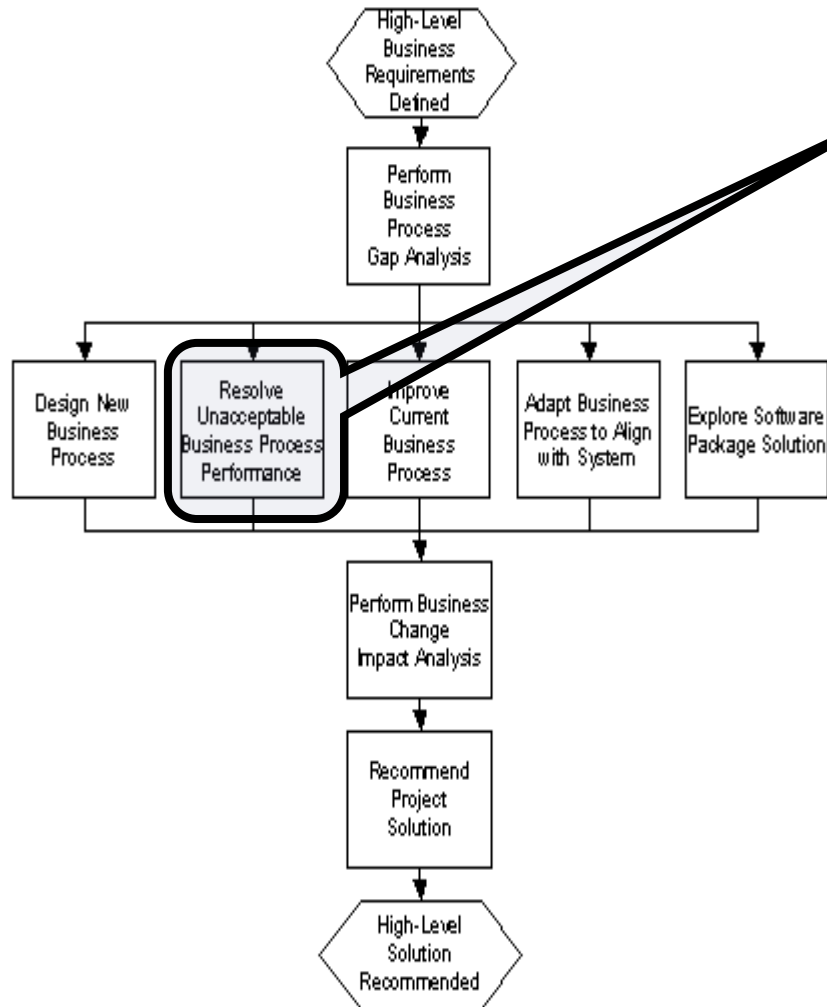
Recommend Conceptual Solution

Design New Business Process
Document/Confirm Process Inventory

Inputs & Outputs	
Inputs	Future Detailed Business Process Model Future High-level Business Process Model
Outputs	Future High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance

When the company is facing undesirable consequences of a defective or insufficient business process, it may choose to determine the root cause of the problem and focus on resolving it. This process addresses the fixing of an unacceptable business process.

This process is broken out into 9 sub-processes:

- Analyze Current Process Data
- Recommend Short -Term and Long-Term Solution(s)
- Identify Changes to Supporting Systems
- Identify Changes to Supporting Organizational Infrastructure
- Modify Business Process Model

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Analyze Current Process Data
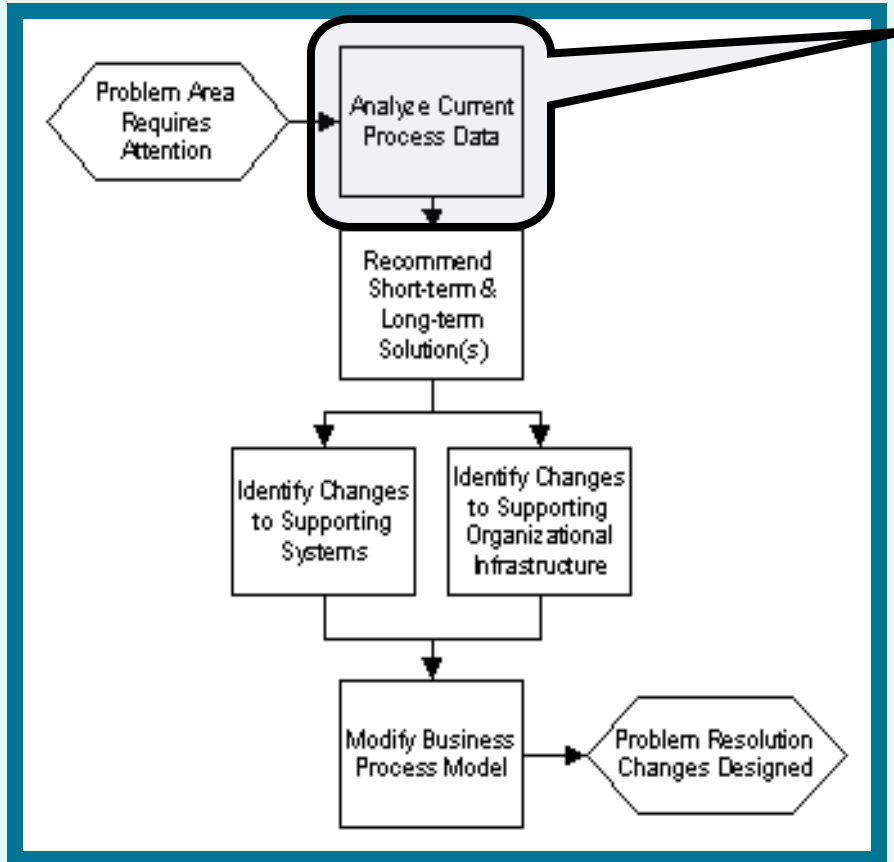
- Review the Future Business Process Concept to understand the context in which process development is being done and the desired end state.

- Review Current Business Process Concept and Model, along with data collected, using one or more tools to capture trends, spikes, etc.

- Use a cross-functional team to determine the root cause(s) of problem(s) to be resolved.

- Discuss and group likely causes of the problem(s) into "People," "Process," "Tools," and "Technology" categories.

- For each cause, ask "why" up to five times, listing "sub-causes" as you go.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Analyze Current Process Data

Inputs & Outputs	
Inputs	Current Detailed Business Process Model Live Business Process Data Current Business Process Concept
Outputs	Root Causes of Problem Performance

| Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team. Ensure that relevant components of the process are being reviewed to determine root causes of the problem.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Produces and publishes the Root Causes of Problem Performance.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Recommend Short -Term and Long-Term Solution(s)
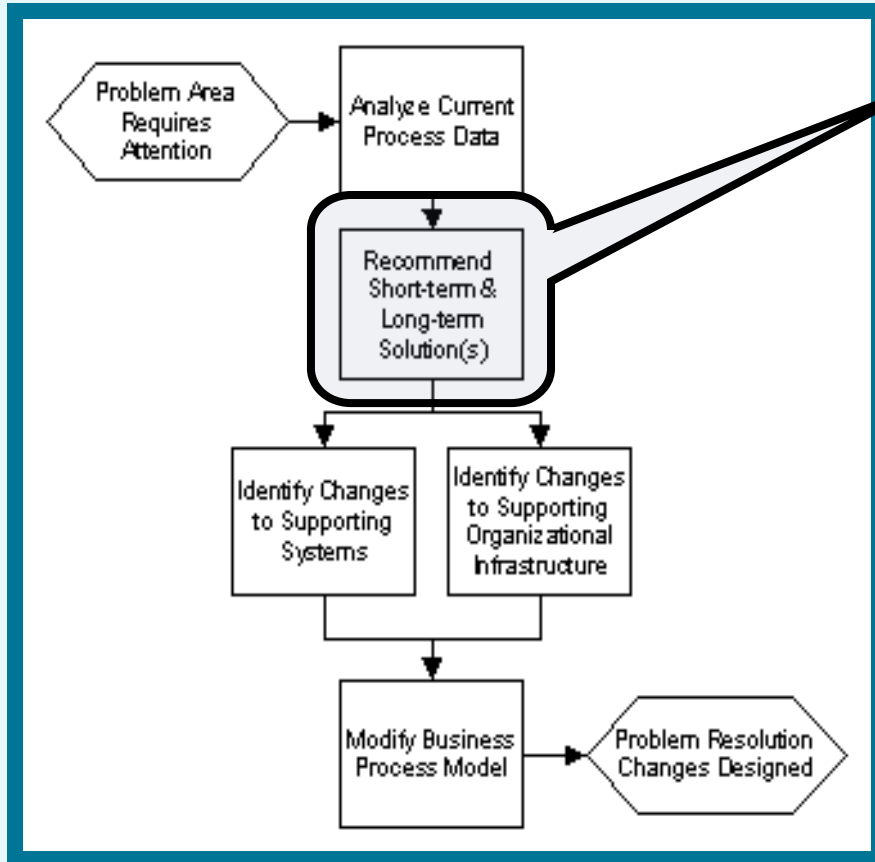
- Determine the five top potential root causes, summarizing for root causes that go hand-in-hand.

- (If you group root causes correctly, one type of solution should have an impact on the entire group.)

- Brainstorm possible solutions to the problem(s), Including both long-term and short-term solutions.

- Select one or more long-term and/or short-term solutions for recommendation.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Recommend Short -Term and Long-Term Solution(s)

Inputs & Outputs

Inputs	Current Business Process Concept Current Detailed Business Process Model	Business Process Requirements Root Causes of Problem Performance
Outputs	Future Business Process Concept	Future Detailed Business Process Model

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Documentation Developer	Supports this activity. Updates and publishes the Short-term and Long-term Solutions.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Identify Changes to Supporting Systems

- Determine at a high level how existing systems will be impacted by the recommended change(s). Include new, revised, or discontinued:
  - Applications
  - data
  - technology.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Identify Changes to Supporting Systems

Inputs & Outputs	
Inputs	Current Detailed Business Process Model Current Business Process Concept Future Detailed Business Process Model Future Business Process Concept Current High-level Systems
Outputs	Recommended Changes to Supporting Systems and Technology

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Business Systems Architect	Supports this activity by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Identify Changes to Supporting Organizational Infrastructure

- Determine at a high level how the organization will be impacted by the recommended change(s). Include:
  - new jobs to be filled, roles & responsibilities to change,
  - organizational structures to be redesigned or revised,
  - current jobs to be phased out,
  - culture changes,
  - work areas/facilities to be provided or modified.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Identify Changes to Supporting Organizational Infrastructure
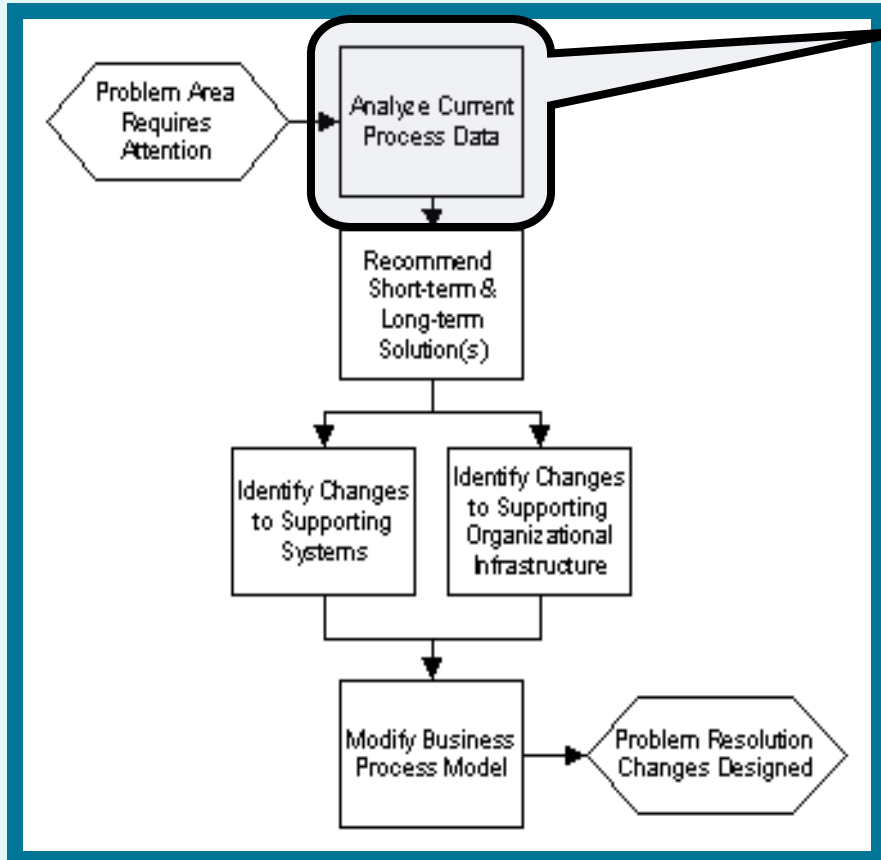
Inputs	Future Business Process Concept Future Detailed Business Process Model Current Business Process Concept Current Detailed Business Process Model Current High-level Organization
Outputs	Recommended Changes to Supporting Organization Infrastructure

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
HR Generalist	Supports this activity. Guides with all aspects of personnel management in recommending organizational changes.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance
Modify Business Process Model

- Create the future business process model based on recommended changes.

- Add detailed processes to the High-level Business Process Model.

- Highlight processes that will be performed by the system.

- Use this document to manage and oversee your process inventory throughout the project.

Recommend Conceptual Solution

Resolve Unacceptable Business Process Performance

Modify Business Process Model

Inputs & Outputs	
Inputs	Future Business Process Concept Future Detailed Business Process Model Current Business Process Concept Current Detailed Business Process Model Future High-level Business Process Model
Outputs	Future High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.

Recommend Conceptual Solution

Improve Current Business Process

This process focuses on improving the current business process. Business Process Improvement is a common approach to saving operational expenses, taking advantage of marketing opportunities, and adapting to an ever-decreasing pool of human resources.

This process is broken out into 6 sub-processes:

- Identify Current Essential Business Processes
- Select Process Alternatives for Piloting
- Simulate Candidate Opportunities for Improvement
- Identify Changes to Supporting Systems
- Identify Changes to Supporting Organizational Infrastructure
- Modify Business Process Model.

Recommend Conceptual Solution

Improve Current Business Process
Identify Current Essential Business Processes
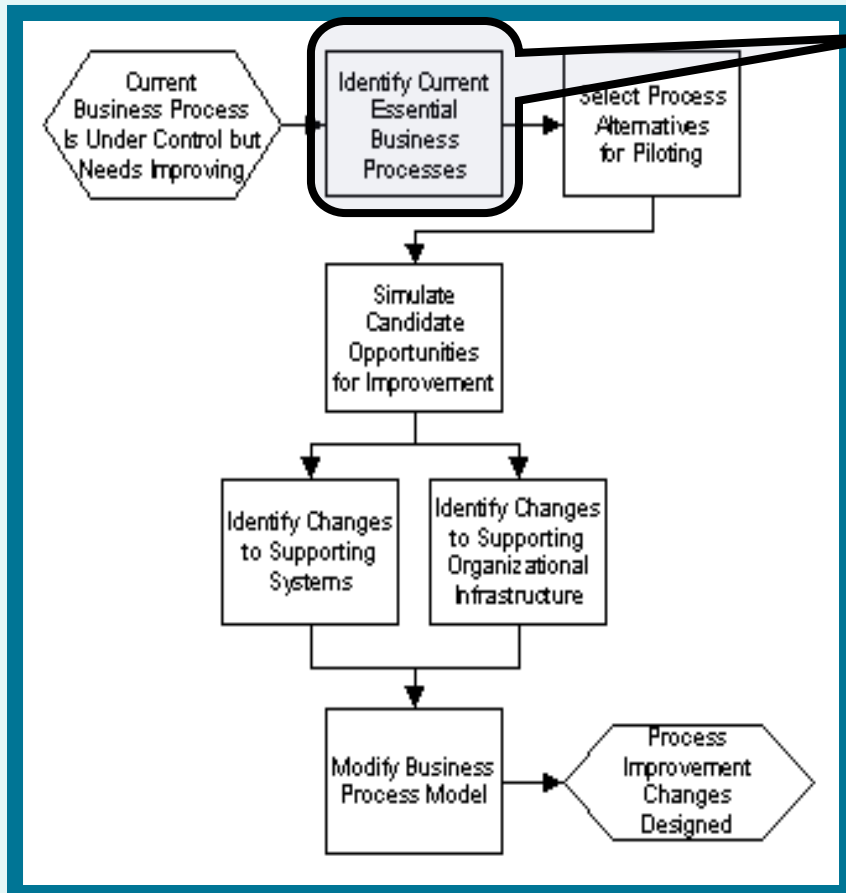
- Review the Future Business Process Concept to understand the context in which process development is being done and the desired end state.

- Determine which processes in the detailed current process model are essential to the business (the "whats").

- Determine which processes in the detailed current process model are implementation processes; i.e., processes that reflect the current method for accomplishing the essential processes (the "hows").

Recommend Conceptual Solution

Improve Current Business Process
Identify Current Essential Business Processes

Inputs & Outputs	
Inputs	Live Business Process Data Current Detailed Business Process Model Current Business Process Concept
Outputs	None

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team. Ensure that relevant components of the process are being reviewed.
Subject Matter Experts	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Improve Current Business Process
Select Process Alternatives for Piloting
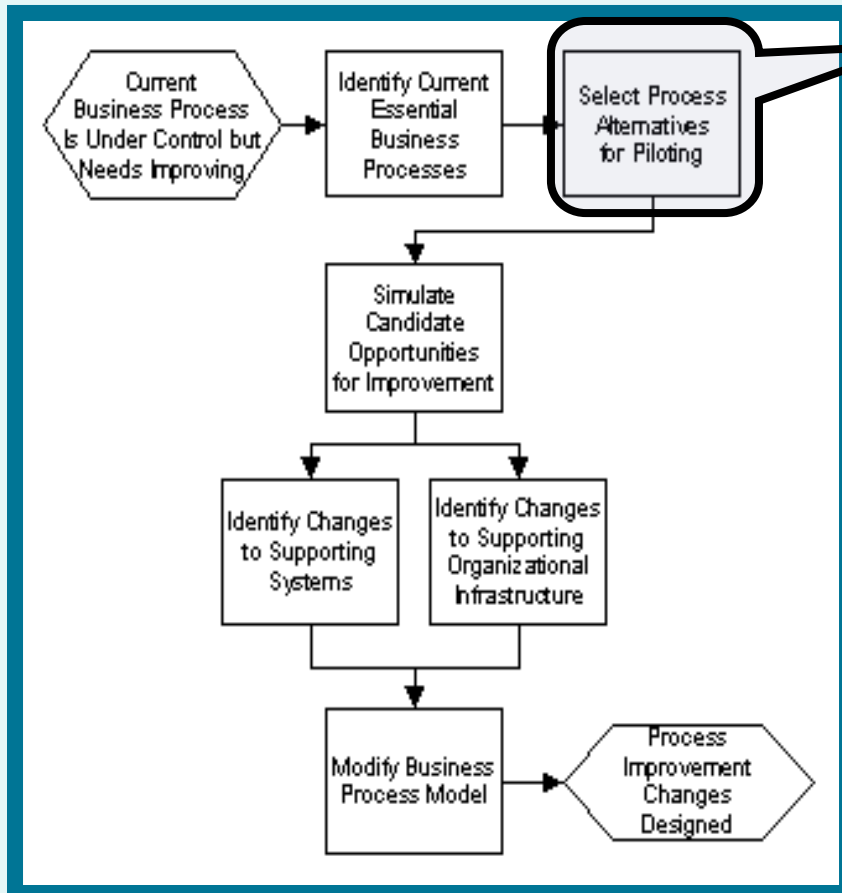
- Review metrics for essential processes within the scope of this project (the "what's"). Brainstorm how Technological and Market Opportunities could be used to improve essential process metrics for currently Differentiating Criteria.

- Review metrics for implementation processes within the scope of this project (the "hows"). Brainstorm how Technological and Market Opportunities could be used to improve implementation process metrics for currently Differentiating Criteria.

- Finally, review all process sequencing to determine if alternative sequencing could be used to improve the overall process. Evaluate improvement options by determining and comparing the relative expected impact of each. Select for piloting those opportunities with the most significant (not necessarily the biggest or most complex) "bang for the buck."

Recommend Conceptual Solution

Improve Current Business Process
Select Process Alternatives for Piloting

Inputs & Outputs	
Inputs	Current Detailed Business Process Model Live Business Process Data Differentiating Criteria Current Business Process Concept Business Process Requirements
Outputs	Candidate Opportunities for Improvement

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Recommend Conceptual Solution

Improve Current Business Process
Simulate Candidate Opportunities for Improvement
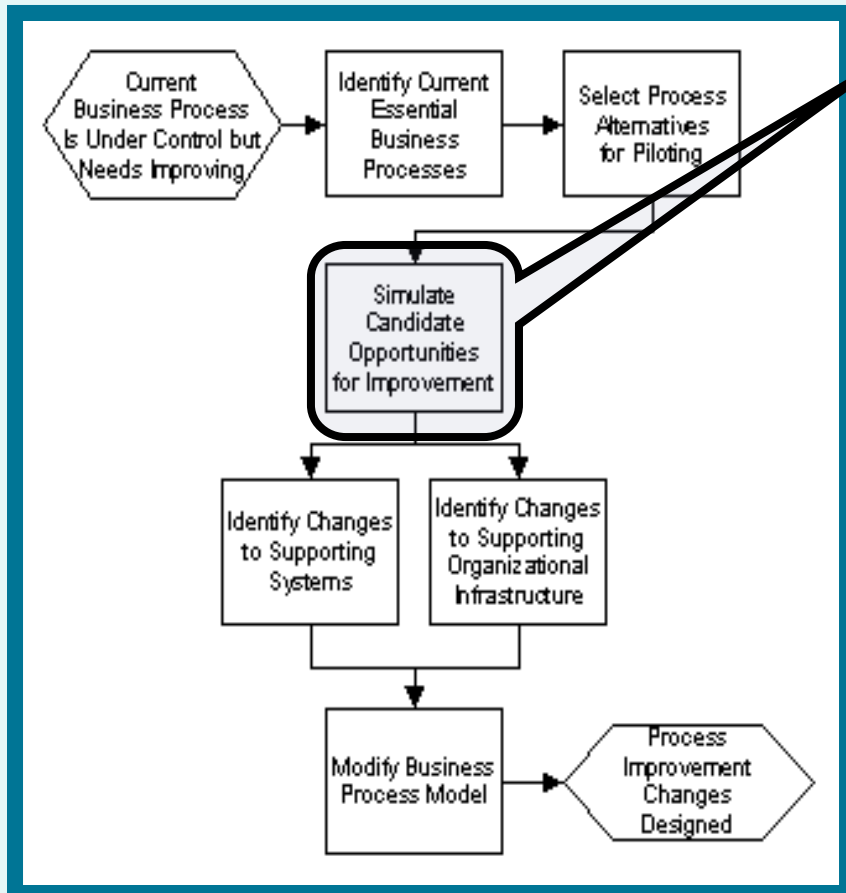
- Mock up Current Business Process Model with changes needed to test the short-list of improvement opportunities. Develop and implement a strategy for testing as close to the proposed environment as possible.

- Simulate as many scenarios as is feasible to make sure that the proposed solution will work across the board. Adjust the process based on results.

- Finally, select one or more solutions for recommendation. Modify the process model to reflect those change(s), making note of any organizational and system impacts you think of during the pilot period.

Recommend Conceptual Solution

Improve Current Business Process
Simulate Candidate Opportunities for Improvement

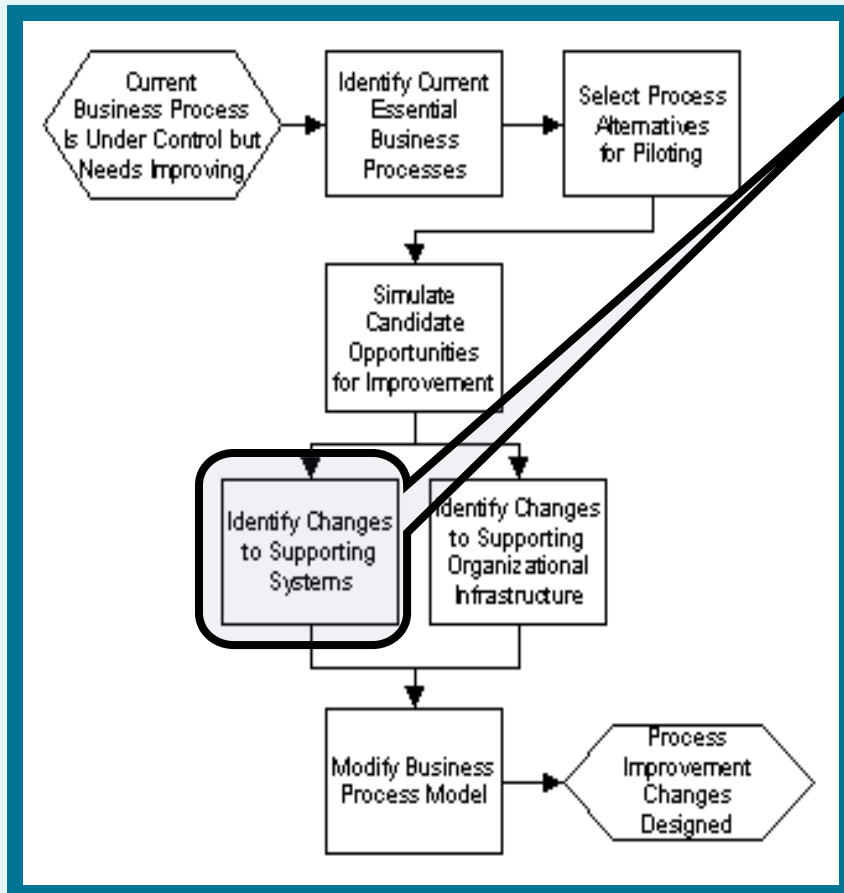| Inputs & Outputs		
Inputs	Current Business Process Concept Candidate Opportunities for Improvement	Current Detailed Business Process Model Business Process Requirements
Outputs	Future Business Process Concept Future Detailed Business Process Model	

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Documentation Developer	Supports this activity. Updates and publishes the Key Differences between Current and Future Business Process Model.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Recommend Conceptual Solution

Improve Current Business Process
Identify Changes to Supporting Systems

- Determine at a high level how existing systems will be impacted by the recommended change(s). Include new, revised, or discontinued:
  - applications
  - data
  - technology.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Improve Current Business Process
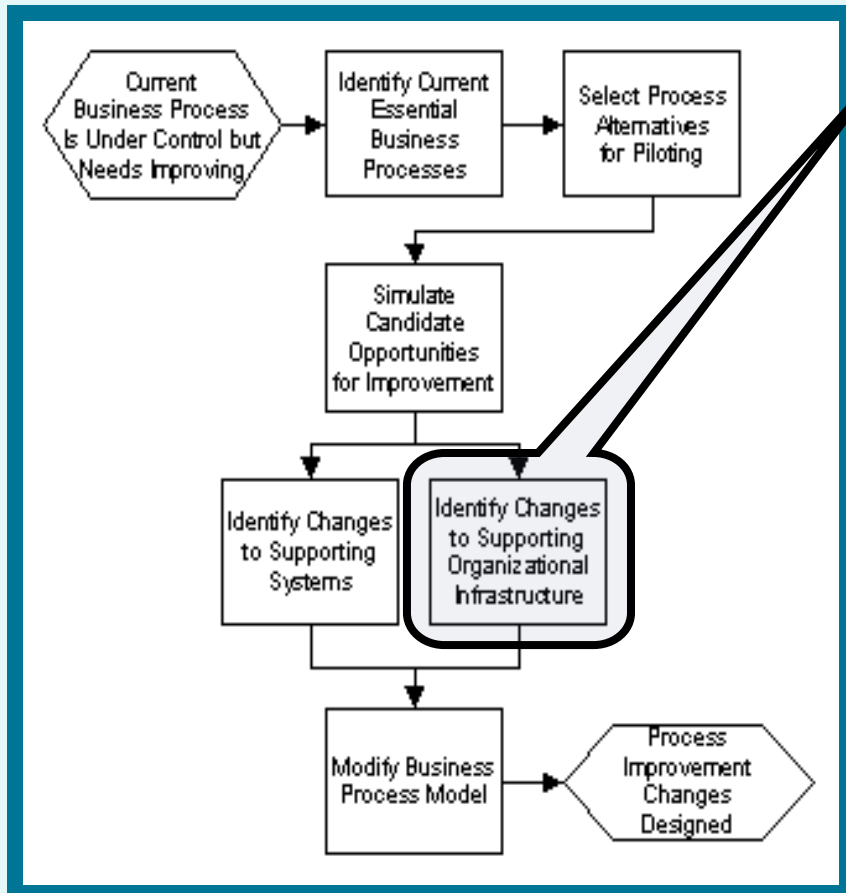### Identify Changes to Supporting Systems

Inputs & Outputs	
Inputs	Future Detailed Business Process Model Future Business Process Concept Current Detailed Business Process Model Current Business Process Concept Current High-level Systems
Outputs	Recommended Changes to Supporting Systems and Technology

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Systems Architect	Supports this activity by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Improve Current Business Process
Identify Changes to Supporting Organizational Infrastructure

- Determine at a high level how the organization will be impacted by the recommended change(s). Include:
  - new jobs to be filled,
  - roles & responsibilities to change,
  - organizational structures to be redesigned or revised,
  - current jobs to be phased out,
  - culture changes,
  - work areas/facilities to be provided or modified.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Improve Current Business Process
Identify Changes to Supporting Organizational Infrastructure

Inputs & Outputs

Inputs	Future Detailed Business Process Model Current Detailed Business Process Model Future Business Process Concept Current Business Process Concept Current High-level Organization
Outputs	Recommended Changes to Supporting Organization Infrastructure

Roles & Responsibilities

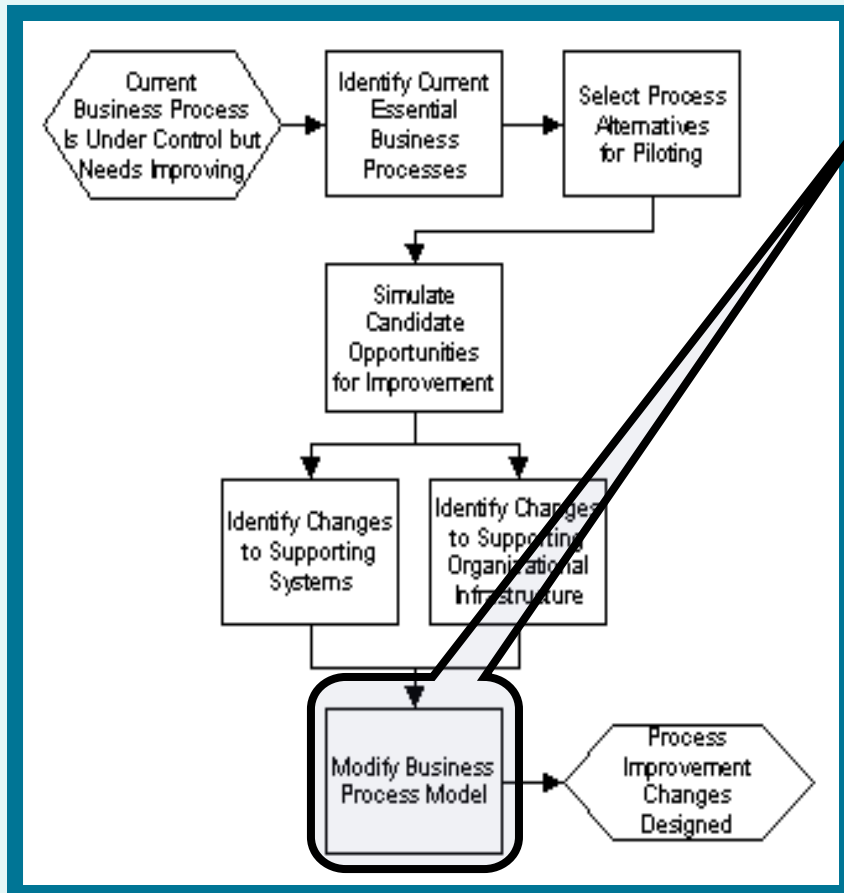| Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
HR Generalist	Supports this activity. Guides with all aspects of personnel management in recommending organizational changes.

Recommend Conceptual Solution

Improve Current Business Process
Modify Business Process Model

- Create the future business process model based on recommended changes.

- Add detailed processes to the High-level Business Process Model.

- Highlight processes that will be performed by the system.

- Use this document to manage and oversee your process inventory throughout the project.

Recommend Conceptual Solution

Improve Current Business Process
Modify Business Process Model

Inputs & Outputs	
Inputs	Current Business Process Concept Current Detailed Business Process Model Future Business Process Concept Future Detailed Business Process Model Recommended Changes to Supporting Organization Infrastructure Recommended Changes to Supporting Systems and Technology Current High-level Business Process Model
Outputs	Future High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.

Recommend Conceptual Solution

Adapt Business Process to Align With System

Although the preferred approach to system development is to first understand the business process it supports, there are times when the business process must adapt to a previously acquired software package. This process focuses on adapting the business process to align with such software.

This process is broken out into 4 sub-processes:

- Analyze System Impact on Current Business Process Model
- Identify Changes to Supporting Systems
- Identify Changes to Supporting Organizational Infrastructure
- Modify Business Process Model

Recommend Conceptual Solution

Adapt Business Process to Align With System

Analyze System Impact on Current Business Process Model
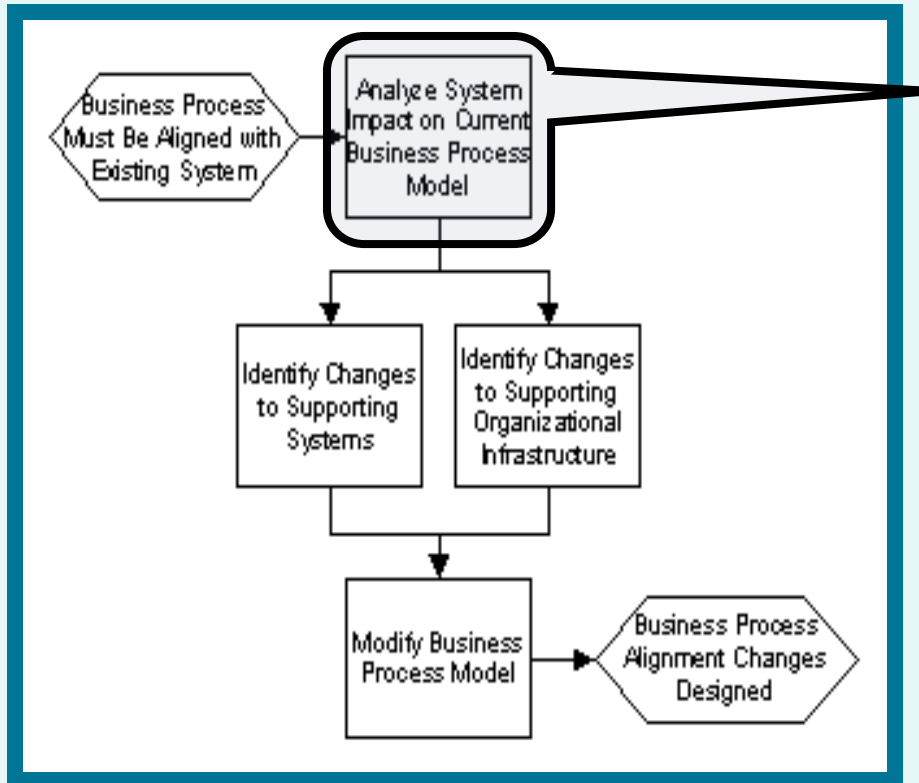
- Review the Future Business Process Concept to understand the context in which process development is being done and the desired end state. If the process is being adapted to a previously acquired or upgraded Software Package, begin detailed analysis with the Business Change Requirements form completed during package evaluation. If the form is unavailable for any reason, gather information to the point where the software process flow diverges from the current process flow.

- If the process is being adapted to a new or modified custom-developed system or application, then the process wasn't addressed BEFORE system requirements were defined, as it should have been. To compensate, determine the lowest level of the model that isn't impacted by the new or changed system. Do an inventory of software functions for comparison. Determine the data and deliverables related to relevant functions. Mock up the current model with changes that must be made.

- Determine overall impact of your process analysis results on the new or modified system. If the system needs to be adjusted, negotiate changes with systems staff before making them permanent.
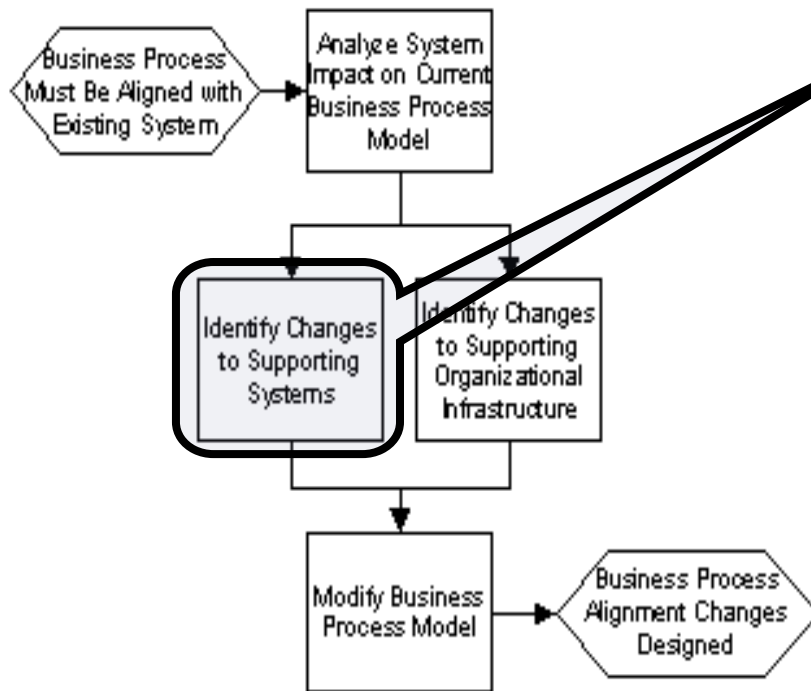
Recommend Conceptual Solution

Adapt Business Process to Align With System
Analyze System Impact on Current Business Process Model

Inputs & Outputs

Inputs	Future System Documentation Current Business Process Concept Current Detailed Business Process Model Business Change Requirements Form
Outputs	Future Business Process Concept Future Detailed Business Process Model

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Documentation Developer	Supports this activity. Updates and publishes the Future Business Process Concept and Future Detailed Business Process Model.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
Subject Matter Experts	Supports this activity. Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Recommend Conceptual Solution

Adapt Business Process to Align With System
Identify Changes to Supporting Systems

- Determine at a high level how existing systems will be impacted by the recommended change(s). Include new, revised, or discontinued:
  - applications
  - data
  - technology.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Adapt Business Process to Align With System
Identify Changes to Supporting Systems

Inputs & Outputs

Inputs

Current Business Process Concept	Current Detailed Business Process Model
Future Detailed Business Process Model	Future Business Process Concept
Change Requirements Form	Current High-level Systems

Outputs

Recommended Changes to Supporting Systems and Technology

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Systems Architect	Supports this activity by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.

Recommend Conceptual Solution

Adapt Business Process to Align With System
Identify Changes to Supporting Organizational Infrastructure

- Determine at a high level how the organization will be impacted by the recommended change(s). Include:
  - new jobs to be filled,
  - roles & responsibilities to change,
  - organizational structures to be redesigned or revised,
  - current jobs to be phased out,
  - culture changes,
  - work areas/facilities to be provided or modified.

- If a corresponding software package evaluation has already been done, use its related impact analysis as your starting point.

Recommend Conceptual Solution

Adapt Business Process to Align With System

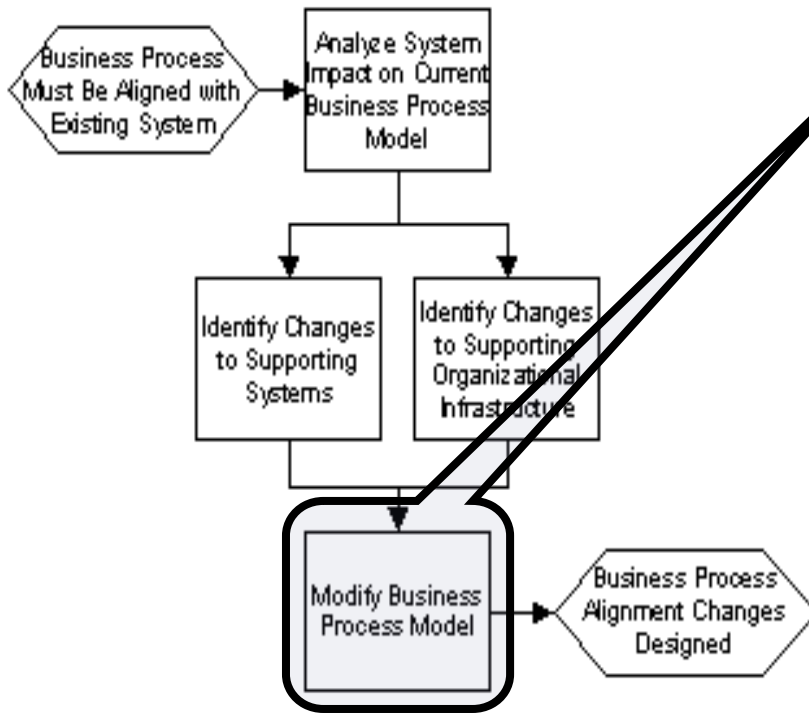### Identify Changes to Supporting Organizational Infrastructure

Inputs & Outputs

Inputs		
	Future Detailed Business Process Model	Current Business Process Concept
	Current Detailed Business Process Model	Future Business Process Concept
	Change Requirements Form	Current High-level Organization

Outputs	
	Recommended Changes to Supporting Organization Infrastructure

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.
Business Users	Supports this activity. Provide input to this activity, based on knowledge of the business.
HR Generalist	Supports this activity. Guides with all aspects of personnel management in recommending organizational changes.

Recommend Conceptual Solution

Adapt Business Process to Align With System
Modify Business Process Model

- Create the future business process model based on recommended changes.

- Add detailed processes to the High-level Business Process Model.

- Highlight processes that will be performed by the system.

- Use this document to manage and oversee your process inventory throughout the project.

Recommend Conceptual Solution

Adapt Business Process to Align With System
Modify Business Process Model

Inputs & Outputs	
Inputs	Current Business Process Concept Current Detailed Business Process Model Future Detailed Business Process Model Future Business Process Concept Recommended Changes to Supporting Organization Infrastructure Recommended Changes to Supporting Systems and Technology
Outputs	Future High-level Business Process Model

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity, producing the output, in collaboration with the team.
Project Manager	Supports this activity. Guides this activity, in collaboration with the team.

Recommend Conceptual Solution

Explore Software Package Solution

Off-the-shelf software or customizable software packages may both play a role in business change. They may provide a complete set of functionality, or they may fill a gap in current systems. Because the impact acquiring a software package might have, project teams must do extensive analysis before making a build or buy decision. This process incorporates related activities.

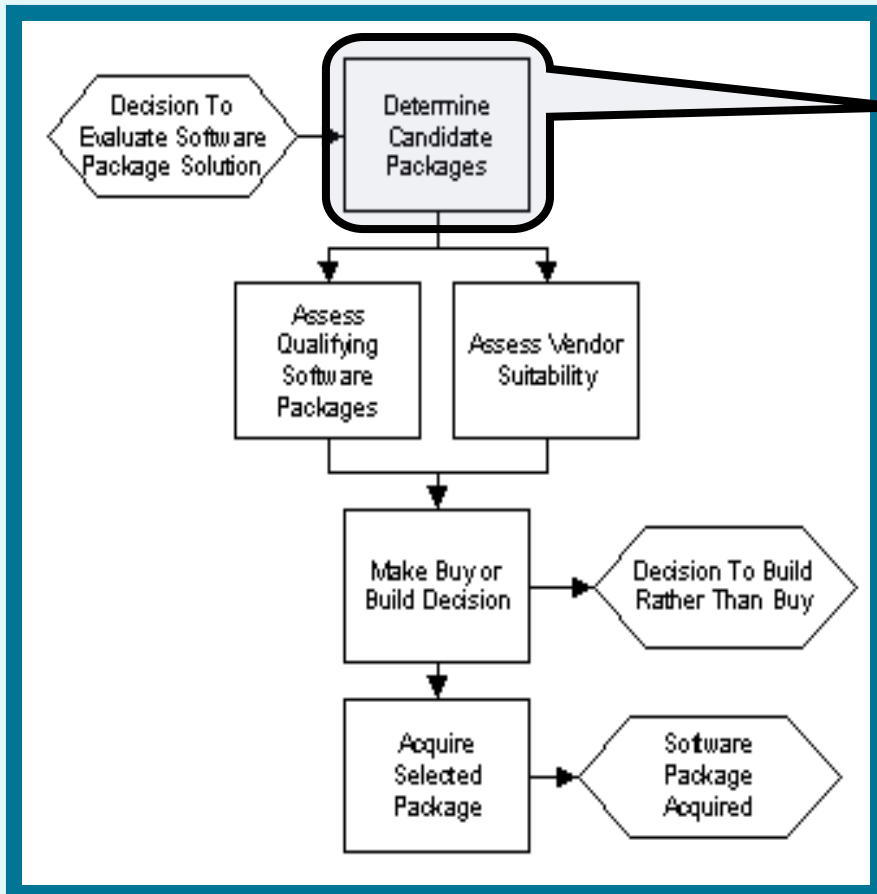This process is broken out into 5 sub-processes:

- Determine Candidate Packages
- Assess Qualifying Software Packages
- Assess Vendor Suitability
- Make Buy or Build Decision
- Acquire Selected Package

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages

This process defines package functional, technical, non-functional, and vendor requirements. It also determines the method to be used for evaluating candidate packages. It also creates and distributes the related RFP, if appropriate, and documents target vendor profiles.

This process is broken out into 8 sub-processes:

- Define Software Package Functional Requirements
- Define Software Package Technical Requirements
- Determine Non-Function Related Requirements
- Define Vendor Requirements
- Determine Evaluation Method
- Prepare and Distribute RFP
- Identify Known Candidate Packages
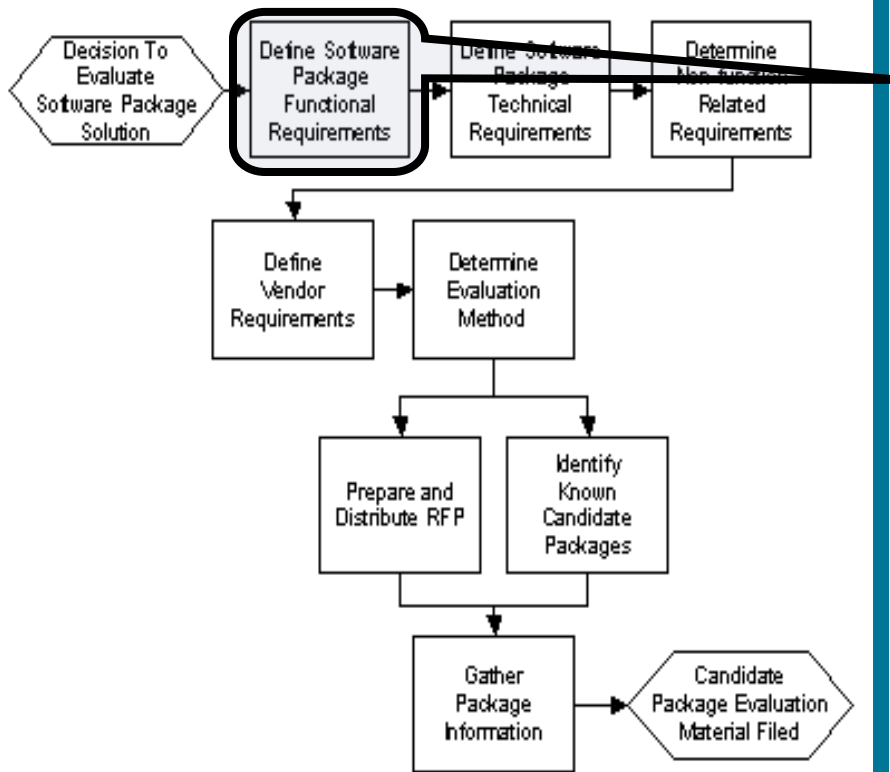- Gather Package Information

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Define Software Package Functional Requirements

Define High-Level Business Requirements and Conceptual Solution

- Review the business rules, objects, processes, performance levels, and organizational considerations in order to screen out packages that will not meet the organization's needs over the expected life of the package.

- The resulting business requirements (documentation and optional models) should reflect a level of rigor and detail that is appropriate, given the scope and risk being addressed. If scope and risk are minimal, a set of requirement statements should be sufficient rigor for this subtask. If the project is significant, a formal modeling approach should be used. The level of detail (e.g., levels of decomposition) of functional requirements need not be uniform throughout the specified business scope. Carefully review the Package Scope Statement and the Knockout Criteria to identify the strategic requirements and make the plan flexible for business changes necessary.

- Determine how to define the requirements based on the type of business requirement being addressed.

Recommend Conceptual Solution

Explore Software Package Solution

Determine Candidate Packages

Define Software Package Functional Requirements
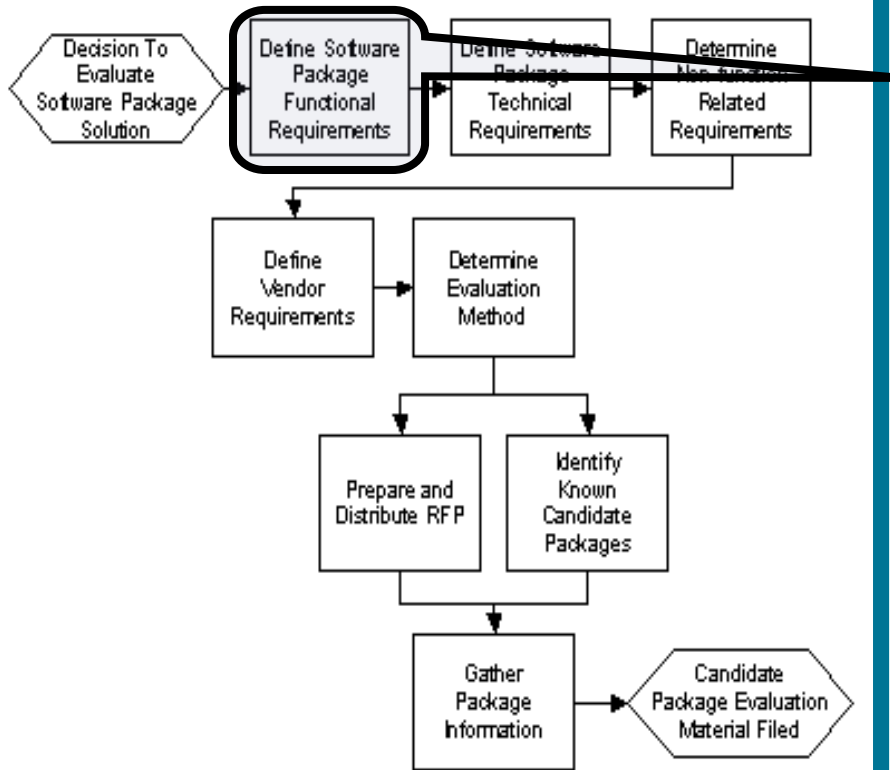
For example:

- If the business requirement supports a set of interrelated work activities, use event dependency or workflow diagrams to model the workflow and map the business rules to each activity

- If the business requirement supports simulation or reporting activities, use object relationship models and business rules to define the data

- If the required package user interface is a critical concern, employ use-case models to define the on-line workflow for key business activities

Define High-Level Business Requirements and Conceptual Solution
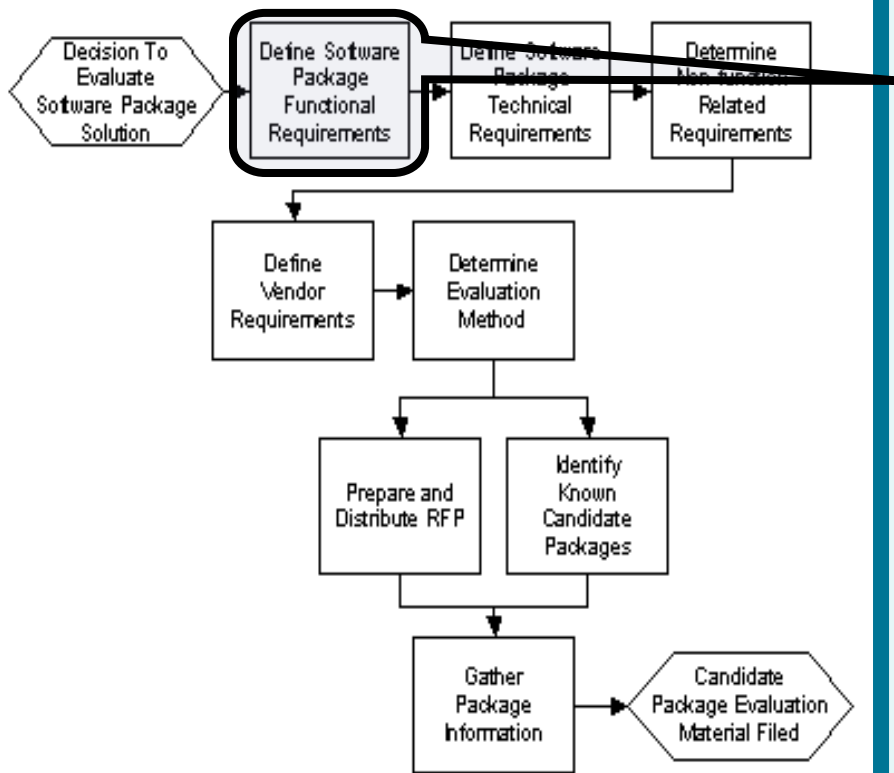
- In all cases, use an approach that is appropriate for the types of requirements being supported by the package. Reuse requirement documents that may exist from prior projects or the original project. For new projects, conduct facilitated workshops with expected users of the package to develop the business requirements.

- These sessions should document:
  - Business rules
  - User Interface Concepts
  - Process and Data Requirements
  - Data supported by the package
  - Organizations and Locations using the processes

- If the number of requirements is large, organize the requirements into categories. After the sessions, transform the requirements into clear and concise statements and models and conduct a review with the team and key stakeholders. If there are concerns about impacts on other business processes, then decisions should be made on how to proceed with package acquisition.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Define Software Package Functional Requirements

Inputs & Outputs

Inputs	Business Case	Current Detailed Business Process Model
	Business Process Requirements	Problem Statement
	Current Business Policies	Project Charter

Outputs	Application Requirements

Roles & Responsibilities

| Role	Responsibility
Business Analyst	Executes this function, being responsible for deciding if the scope and risks are minimal, or if the project is significant. May require preparation of workflow diagrams to model and map the business rules.
Business Users	Provide input to this activity, based on knowledge of the business and ensures completeness of the Software Requirements Specification.
Business Systems Architect	Guides in the production of the Software Requirements Specification by collaborating with divisional IS leaders and business partners to ensure that the requirements fully exploit available technology.
Subject Matter Experts	Internal or external resources with extensive knowledge on a particular topic provide input to this activity, based on knowledge of the business requirements of the software package functionality.
Design Architect	Provides input regarding the software requirements of the architectural design.
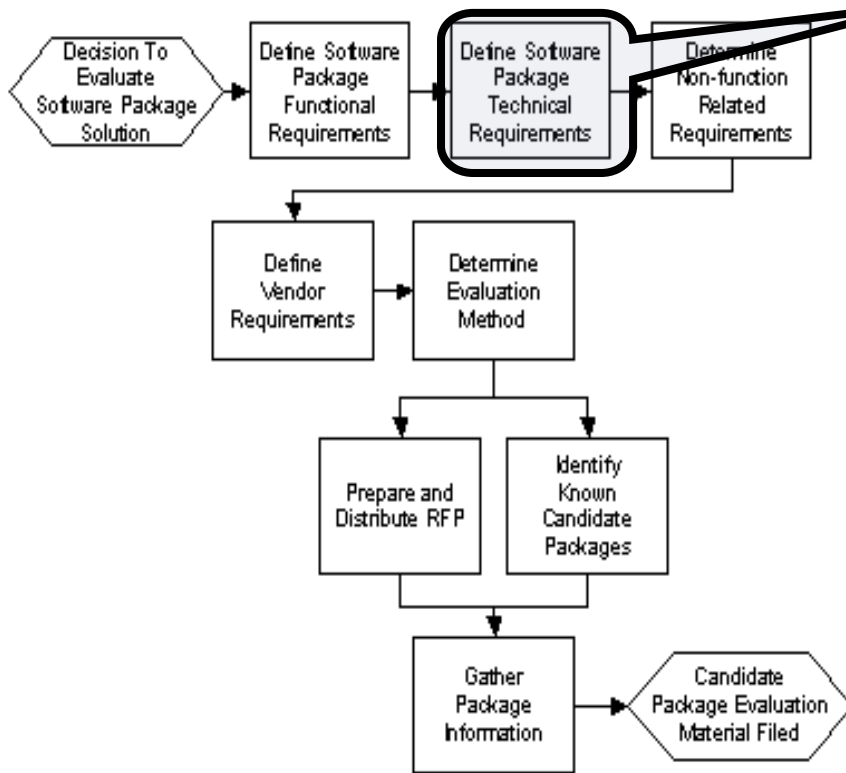
- Review the technical environment, standards and constraints in order to screen out packages that will not meet the organization's needs over the expected life of the package.
- The resulting technical requirements (documentation and optional models) should reflect a level of rigor and detail that is appropriate, given the scope and risk being addressed. If scope and risk are significant for this project, a modeling approach (data flow diagramming) should be used to show how this package would integrate with existing systems and files. Technical standards can be mapped to subsystems, interfaces, and files that are defined in the diagrams. Include detail where it is necessary and make the plan flexible so the business can adapt. If the required package has complex interfacing in one particular area, more detail may be required to address the technical risks. Reuse diagrams and architecture that may exist from prior projects or the original project. For new projects, conduct facilitated workshops with technical experts to determine the technical requirements.
- These sessions should document:
    - Technical platforms
    - Interfaces with existing or planned systems
    - Extensibility and customization
    - Backup and recovery
    - Security
    - Performance and tuning
    - Operating procedures
    - Other technical features that must be supported
- If the number of requirements is large, organize the requirements into categories. After the sessions, transform the requirements into clear and concise statements and models and conduct a review with the team and key stakeholders. If there are concerns about the impact on the environment, then decisions should be made on how to proceed with package acquisition.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Define Software Package Technical Requirements

Inputs & Outputs

Inputs		
	Business Process Requirements Model	Current Detailed Business Process
	Business Case	Problem Statement
	Current Business Policies	Project Charter
	Application Requirements	

Outputs	
	Technical Design Package

Roles & Responsibilities

Role	Responsibility
Business Systems Architect	Executes this activity. Works with divisional IS leaders and business partners to produce Technical Requirements Specification. Ensures correct decisions on package acquisition.
Business Analyst	Provides input on technical risks and ensures the business can adapt.
Design Architect	Provides input on the technical requirements of the architectural design.

Recommend Conceptual Solution

Explore Software Package Solution

Determine Candidate Packages

Determine Non-Function Related Requirements

- In addition to business and technical requirements, it is necessary to also capture system requirements that are not readily available during use case modeling.

- These include:
  - Legal and regulatory Requirements
  - Auditing Requirements
  - Hardware Interfaces
  - Software Interfaces
  - Communications Interfaces
  - Usability Requirements
  - Reliability Requirements
  - Performance Requirements
  - Supportability Requirements.

- Document in the Application Requirements section of the Requirements Specification.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Determine Non-Function Related Requirements

Inputs & Outputs

Inputs		
	Business Process Requirements Process Model	Current Detailed Business
	Business Case	Problem Statement
	Current Business Policies	Project Charter
	Application Requirements	Technical Design Package

Outputs	
	Application Requirements

Roles & Responsibilities

| Role	Responsibility
Business Systems Architect	Executes this activity making certain that there are no risks in the system requirements and that business can readily adapt. Ensures that this update of the Software Requirements includes required interfaces and various usability requirements
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Design Architect	Provides input regarding the system requirements of the architectural design.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Define Vendor Requirements
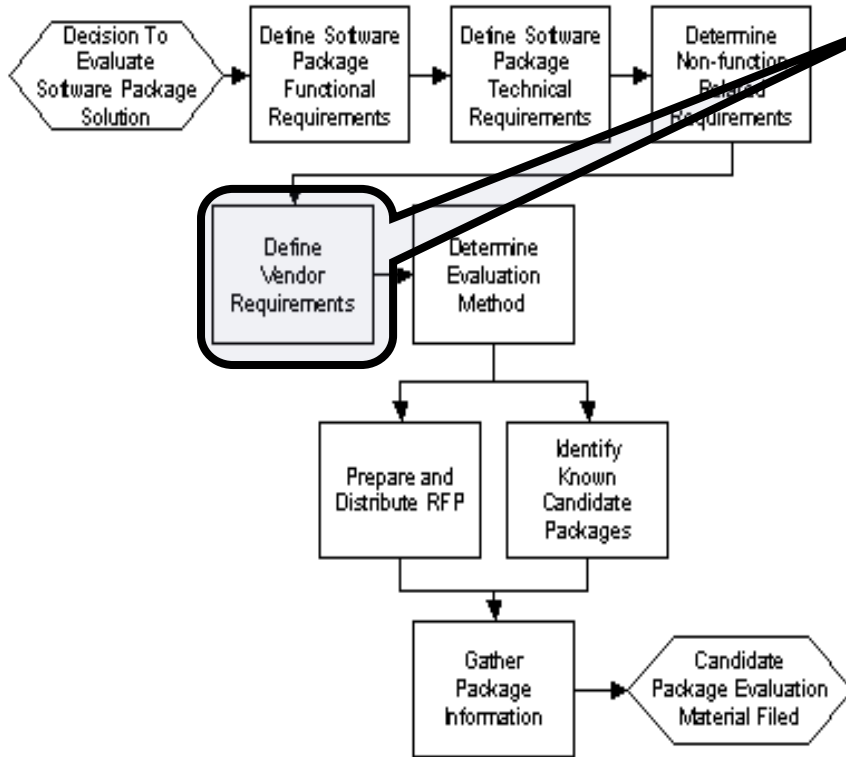
- Specify the expected service and performance levels to be delivered by the vendor over the expected life of the package and screen out those that do not meet the organization's needs.
- It is important to determine the level of detail and rigor to be applied in defining vendor requirements. If the required package is viewed as a potential 'throw-away', very little attention should be given to vendor requirements. On the other hand, if a long-term strategic partnership with the vendor is envisioned, a more detailed statement of requirements is required.
- Work with the team to determine requirements for each service or performance need. If there are a large number of requirements, group them into categories.
- Evaluation documents should include:
  - Reputation (Vision and Innovation, Support, Responsiveness, Quality, Delivery on Commitments)
  - Stability (Market Base, Customer Base, Financials, Business/Product Maturity)
  - Services (Locations, Installation, Help Desk, Consulting, Training, Newsletters, User Groups, Third Party Support)
- After the sessions are complete, transform the results into clear, concise, comprehensive and traceable requirement statements. Review them with the team, while referencing the Statement of Principles and Knockout, to categorize and then prioritize (i.e., H/M/L) them. The priorities depend on why the requirement is needed and how fully the requirement is already supported (or will be) by existing (or planned) applications. Several small group discussion sessions with users and management may be necessary to make a proper priority evaluation of the requirements.

Recommend Conceptual Solution

Explore Software Package Solution

Determine Candidate Packages

Define Vendor Requirements

Inputs & Outputs	
Inputs	Problem Statement Current Business Policies Enterprise Technical and Infrastructure Strategy Application Requirements Technical Design Package
Outputs	Vendor Requirements

| Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes activity ensuring that expected service and performance levels to be delivered by the **Vendor over the life of the package meet the organization's needs.**
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Design Architect	Provides input regarding the service and performance requirements of the architectural design.
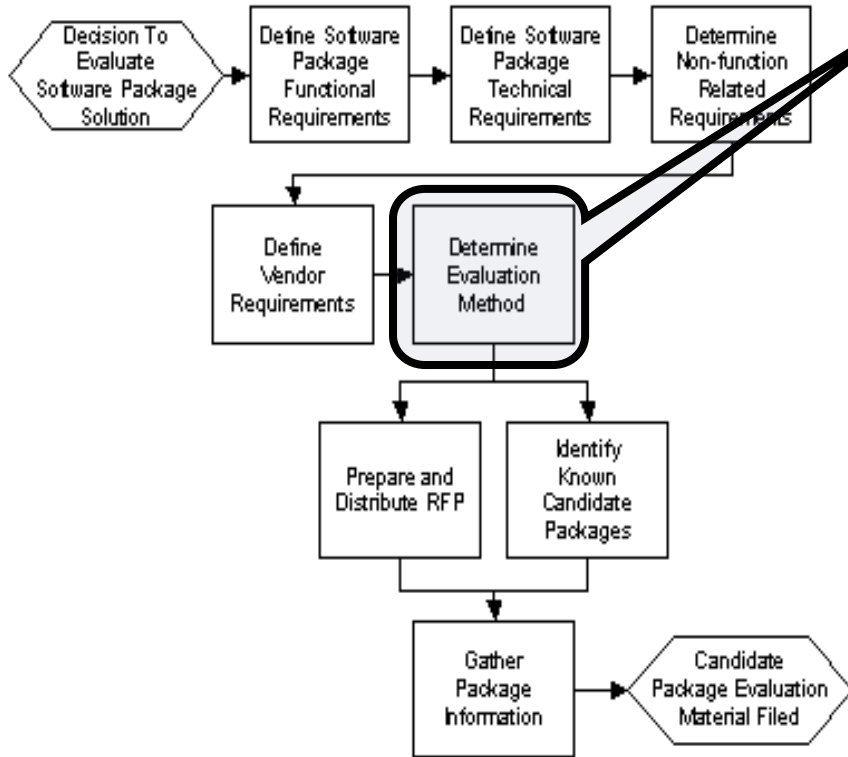
- The consolidated and prioritized set of requirements is used to develop evaluation criteria against which qualified vendors and their product offerings are assessed.
- Conduct a team working session to determine the evaluation criteria, scoring method, meaning of scores, and weighting/ranking methods. Use the business, technical, and vendor requirements as a starting point.
- Convert the requirements into evaluation criteria as follows:
  - Eliminate requirements that are not important or do not provide distinction between finalists (focus on the highest impact)
  - Review requirements to determine whether they are measurable and observable
  - Break large requirements into measurable and observable evaluation criteria
  - Finalize the list of evaluation criteria
- Employ an application ranking technique to guide the team through the key decisions and produce a spreadsheet that can be used by package evaluators. Be sure to include criteria that serve as tiebreakers in the event that several vendors have similar final scores.
- Determine whether you have enough information to move on to package evaluation, or if you need to issue a Request for Proposal (RFP).

Define High-Level Business Requirements and Conceptual Solution

Inputs & Outputs

Inputs	None
Outputs	Evaluation Spreadsheet Technical Design Package Vendor Requirements Application Requirements

Roles & Responsibilities

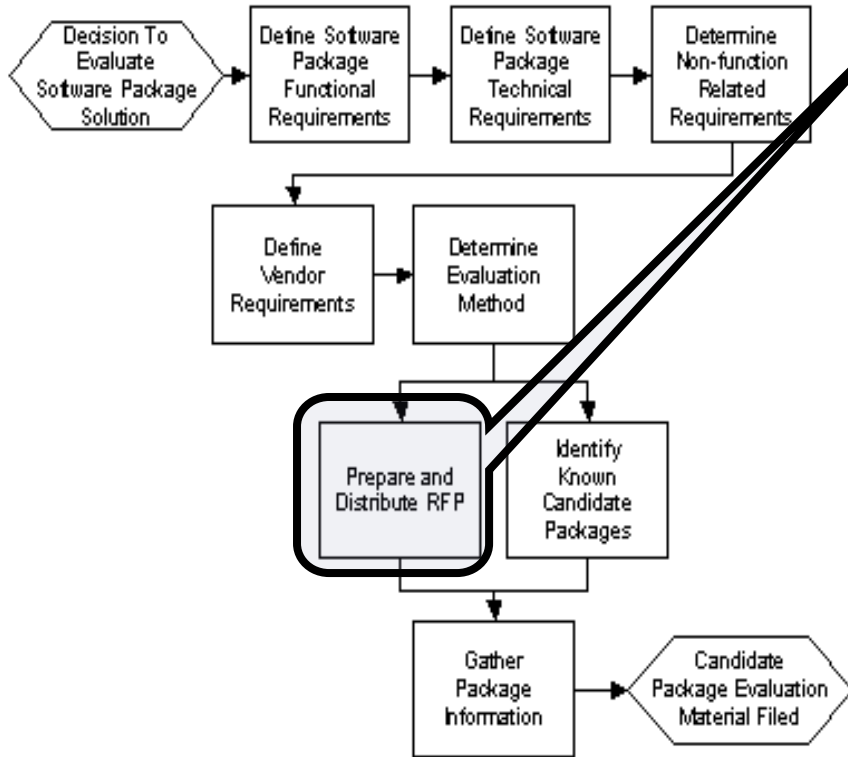| Role	Responsibility
Business Systems Architect	Executes this activity ensuring that the evaluation methods employ techniques that will achieve strategic business advantage.
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Design Architect	Provides input regarding the requirements of the architectural design.

- Soliciting vendor proposals can save the project team effort in gathering and organizing information about qualified packages and vendors. However, an RFP can introduce a gap of up to four weeks in the project to give vendors time to research and prepare their proposals. Therefore, perform this task only if the requirement justifies the need. Situations where an RFP is appropriate include:
  - Large numbers of qualified packages (6 or more)
  - Widely varying types of packages and technologies are offered
  - Widely varying technical or functional options
  - Limited knowledge in the organization about product offerings and options
  - Highly complex requirements and envisioned capability
- Solicit specific information from qualified vendors about their product offerings, policies, and services. The pricing component of the proposal may require a unit price for every hardware component, software component, and support item bid by the vendor. If cost-of-money adjustments (future value) are used to calibrate future payments, then provide the calculation to the vendors. If a residual value is considered in comparing the expenditures associated with a leased or rented system to a purchased system, then provide the formula for determining the residual value. If the vendor is to give monthly, quarterly, or annual pricing, then instruct the vendor accordingly. If there is a special format desired for presenting the proposed cost, then provide examples of cost tables as well.
- Send the completed RFP to qualified vendors. The RFP should be addressed to a specific vendor point of contact (e.g., sales representative, regional sales manager), as opposed to the vendor organization in general.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Prepare and Distribute RFP

Inputs & Outputs	
Inputs	Technical Design Package Vendor Requirements Application Requirements
Outputs	Request for Proposal Candidate Vendor Directory

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes this activity validating that the RFP is justified, ensures that the RFP is geared to achieve strategic business advantage and distributes the RFP to **Vendors qualified as candidates in this process.**
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Design Architect	Provides input to ensure the RFP and candidate **Vendors support the architectural design requirements.**

- Conduct an initial screening of product and vendor candidates to narrow the field to vendors that appear to satisfy key requirements and, therefore, merit further evaluation.

- Execute the screening by identifying candidate vendors, developing vendor profiles, determining 'knockout' criteria, and using the criteria to identify the qualified vendors.

- The resulting list of vendors should be large enough to include all packages that meet strategic requirements, and small enough to enable the evaluation team to complete the detailed evaluation in a reasonable time frame.

- A list of no more than 12 packages is recommended. Document candidate information in a Vendor Directory.

Recommend Conceptual Solution

Explore Software Package Solution

Determine Candidate Packages

Identify Known Candidate Packages

Inputs & Outputs	
Inputs	Known Contenders Technical Design Package Vendor Requirements Application Requirements
Outputs	Candidate Vendor Directory

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes this activity ensuring that selected **Vendors satisfy key requirements and are qualified as candidates.**
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Design Architect	Provides input to ensure that **Vendor candidates can meet the requirements of the architectural design.**
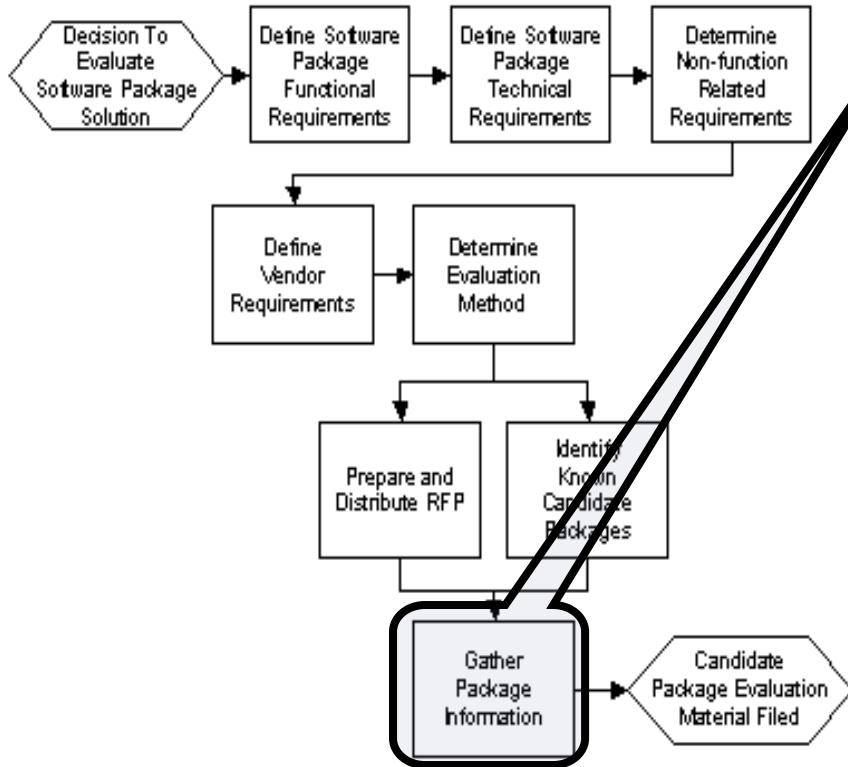
- Once the RFP is distributed, the project team will want to begin building a package evaluation library by organizing information profiles about vendors and their packages.

- The library of vendor and package profiles may contain:
  - Vendor proposals
  - Brochures
  - Product documentation
  - Demonstration diskettes
  - Notes from interviews with current product customers
  - Vendor phone surveys
  - Industry publications
  - Product reviews.

- This centralized information can then serve as the reference for rating application packages and vendors against the evaluation criteria.

Recommend Conceptual Solution

Explore Software Package Solution
Determine Candidate Packages
Gather Package Information

Inputs & Outputs	
Inputs	Vendor Proposal(s)
Outputs	Vendor/Package Profiles

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes this activity ensuring that selected **Vendors and their packages satisfy key requirements.**
Design Architect	Provides input to ensure that package profiles meet the requirements of the architectural design.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Qualifying Software Packages
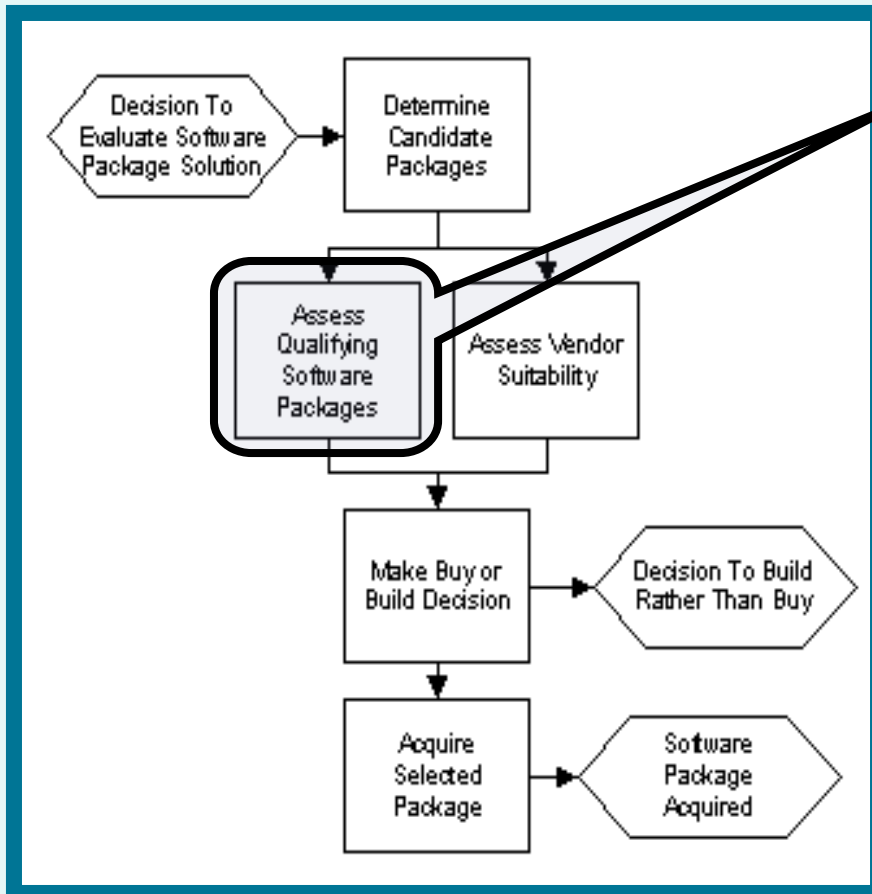
This process documents capabilities for packages under consideration, determines the requirements gap, and assesses the technical and business impact anticipated if the package is chosen.

This process is broken out into 9 sub-processes:

- Capture Package Capabilities
- Perform Package vs. Requirements Gap Analysis
- Assess Organizational Impact
- Assess Technical Impact
- Define Package Instrumentation Needs
- Conduct Package Evaluation Survey
- Prepare for Software Package Testing
- Conduct Software Package Testing
- Assess Software Package Test Results

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Capture Package Capabilities
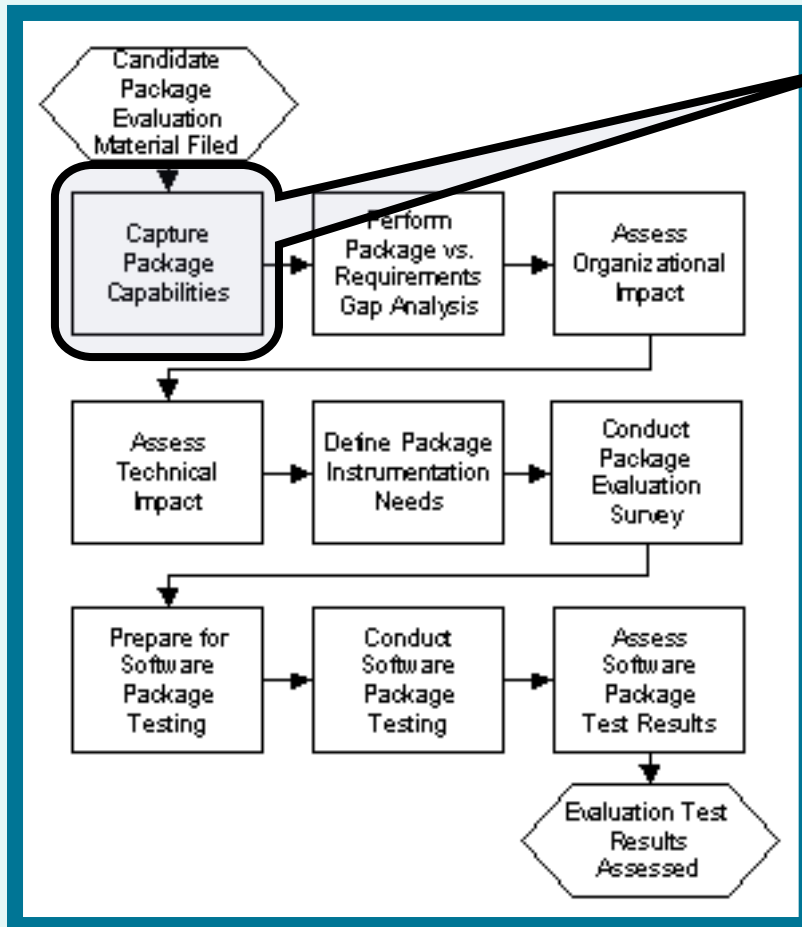

- In order to select the most capable tool, the project team should use the library reference materials to develop or capture package specifications on each finalist. Examine documentation, demos, or other vendor materials to determine how each business or technical requirement is implemented in the vendor's package.
- If technical documentation and assistance are not available from the vendor, the evaluation team must develop the specifications from alternate materials. In this case, the evaluation team should consider:
  - Whether the complexity of the requirements and package warrants this increased level of effort (the team could decide to create partial specifications from available materials for key business requirements only).
  - Observing a mini-demo and documenting the implementation presented
- The level of rigor and detail included, as well as the approach taken in the specifications, should be comparable to that of the requirement definitions. If business rules and event dependency diagrams were used to define the business requirements, specify each package's capability using the same set of techniques. If data flow diagrams were used to define how the required package should integrate with existing systems, use data flow diagrams to specify how each finalist package integrates with existing systems. Following the same techniques facilitates comparing each package's implementation capabilities.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Capture Package Capabilities

Inputs & Outputs	
Inputs	Vendor/Package Profiles Technical Design Package Vendor Requirements Application Requirements
Outputs	Vendor/Package Profiles

| Roles & Responsibilities	
Role	**Responsibility**
Design Architect	Executes this activity, in light of the requirements of the architectural design, ensuring accurate capture of package specifications on each **Vendor finalist.**
Vendors	Provide support via technical documentation, information and assistance.

Explore Software Package Solution
Assess Qualifying Software Packages
Perform Package vs. Requirements Gap Analysis
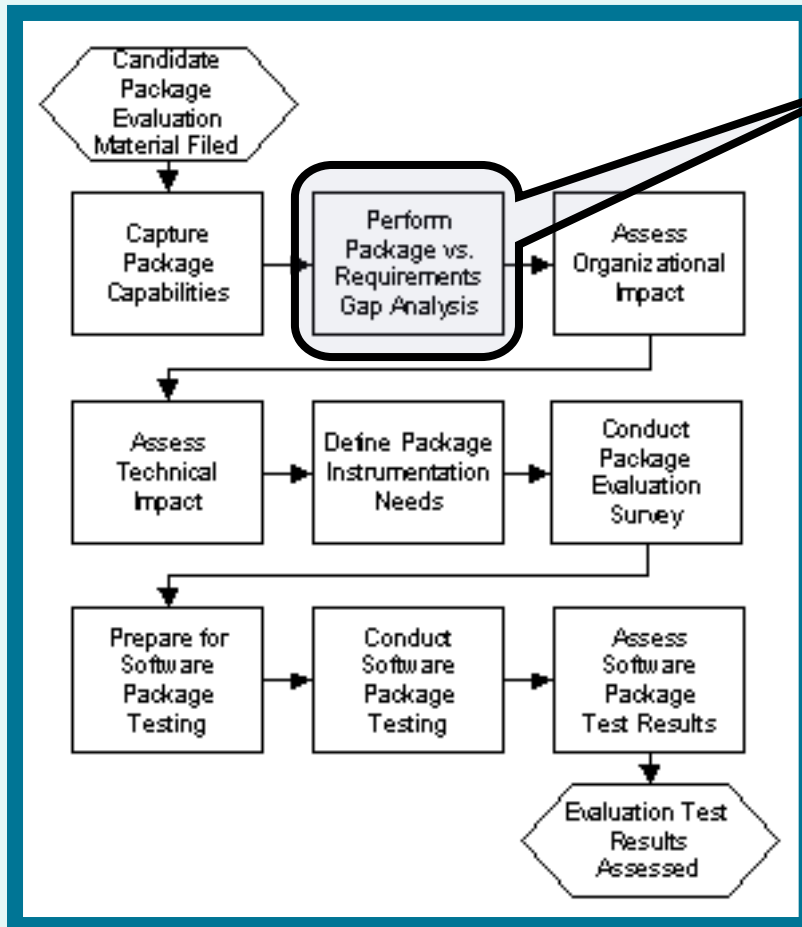
- After understanding individual tool capabilities and environmental stipulations, determine the gap between package capabilities and requirements. To do so, the team must understand each package's impact:
    - Satisfies business and technical requirements, no changes required
    - Business requirements exceed package capabilities, changes required to business processes and/or the package.
    - Existing and/or to-be technical infrastructure insufficient to support the tool
    - Technical requirements exceed package capabilities, changes required to existing systems, interfaces, and/or the package
- Prepare a change requirement statement for each difference (i.e., business, system, technical or package specific) and detail the significance. The amount of effort dedicated to this task is dependent upon the complexity of the business and technical requirements. For complex, mission-critical, strategically advantageous business processes, differences between the requirements and each package should be carefully analyzed. Determine the degree of customizations required for each package and compare that to the limits established in the Statement of Principles. If any packages are significantly more labor intensive, they should be eliminated from further consideration.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Perform Package vs. Requirements Gap Analysis

Inputs & Outputs

| **Inputs** | Vendor/Package Profiles | Application Requirements |
| | Vendor Requirements | Technical Design Package |

| **Outputs** | Evaluation Spreadsheet |

Roles & Responsibilities

Role	Responsibility
Design Architect	Executes this activity ensuring an accurate determination of the gap between package capabilities and specified requirements.
Business Analyst	Details the specifications of the system's functionality by describing the requirements of one or several use cases and other supporting software requirements.
Infrastructure Engineers	Provides input as to whether existing and/or proposed technical infrastructure is sufficient to support the tool.
Business Systems Architect	Responsible to ensure that key requirements are fully understood.
Product Architect	Provides information regarding specific technologies and future impacts of using them.

- Conduct a working session to better understand the scope and impact of stakeholder reactions, organizational changes required and organizational readiness for each alternative.

- Descriptions of the changes should include:
  - New procedures and modifications to existing procedures
  - Increases or reductions in staff levels resulting from implementation
  - Training required in using, operating, or maintaining the package and its technical infrastructure

- Verify the list of business changes against the Organizational Change Assessment and rank the items in each change program according to its affect on a successful implementation. The amount of effort dedicated should depend upon the priority and mission-critical nature of the business processes.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Qualifying Software Packages

Assess Organizational Impact

Inputs & Outputs

Inputs	Evaluation Spreadsheet	Vendor/Package Profiles
	Application Requirements	Vendor Requirements
	Technical Design Package	

| **Outputs** | Change Requirements Form |

Roles & Responsibilities

Role	Responsibility
Business Analyst	Executes this activity ensuring that correct assessments are made regarding the alternatives and the need for organizational change.
Training Specialist	Provides input required in using, operating, or maintaining the alternative packages.
Business Systems Architect	Guides in the verification of alternative business changes against the Organizational Change Assessment ensuring requirements are fully met.
HR Specialist	Provides input to this activity regarding alternative requirements in job design and the design of reporting and decision making structures.

Define High-Level Business Requirements and Conceptual Solution

- Conduct a working session to detail the scope and impact of package customizations, integration with existing systems and adjustments to technical infrastructure necessary for each alternative. This assessment should include input from technical specialists and experts to ensure a thorough understanding. It is not uncommon for a single change requirement, once fully analyzed, to suggest other required changes.

- Descriptions of the changes should include:
  - Customization of the package
  - Development of interfaces between the package and existing systems
  - Modifications to existing systems or files
  - Conversion requirements
  - New systems development
  - Additions or modifications to the technical infrastructure

- Verify the list for completeness and group the results by package. Finally, rank the items in each change program according to its affect on a successful implementation.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Assess Technical Impact

Inputs & Outputs

Inputs	Change Requirements Form Vendor/Package Profiles Vendor Requirements	Evaluation Spreadsheet Application Requirements Technical Design Package
Outputs	None	

Roles & Responsibilities

Role	Responsibility
Design Architect	Executes this activity, verifying the list for completeness and ranking of the results ensuring compliance with the technical requirements of the architectural design.
Business Systems Architect	Works with divisional IS leaders and business partners to ensure that requirements are fully satisfied.
Infrastructure Engineers	Provides input to this activity as to whether existing and/or to-be technical infrastructure is sufficient to support the proposed package.
Product Architect	Provides information regarding specific technologies and future impacts of using them.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Define Package Instrumentation Needs
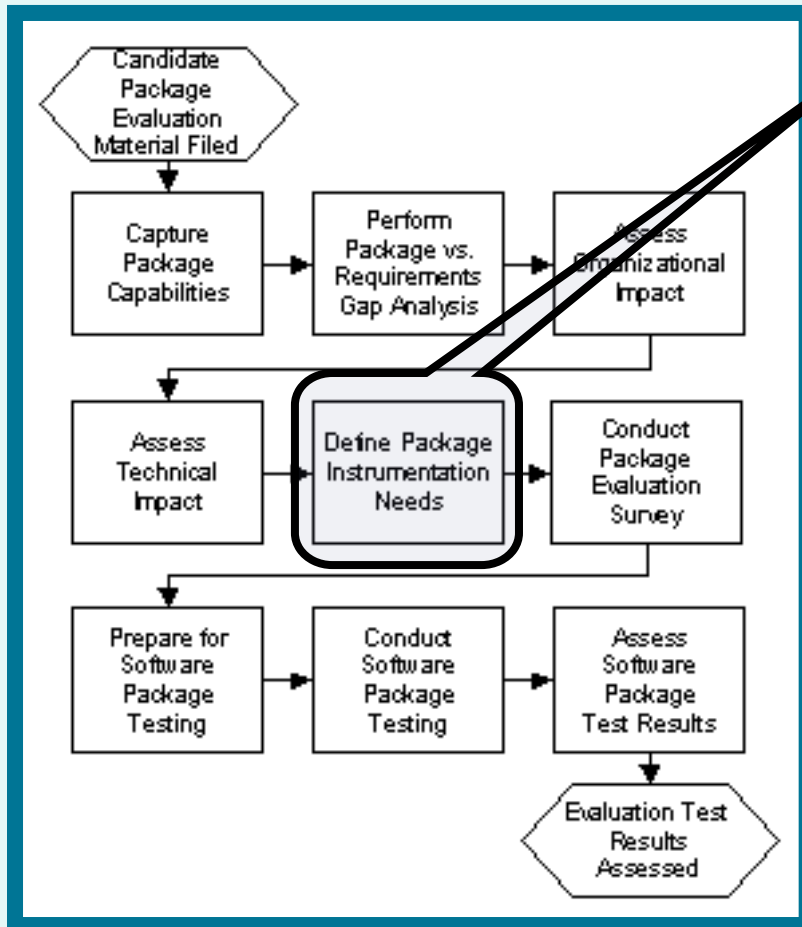
- Identify the critical performance areas for each finalist package. Design the tests/survey questions to evaluate each package on implementing key business/technical requirements.

- In order to determine what key success factors to test on each tool, conduct team-working sessions and review detailed requirements, package specifications, and business and technical impact assessments.

- Understand how each package fits in the existing environment and where critical changes must be made to accommodate each package.

Define High-Level Business Requirements and Conceptual Solution
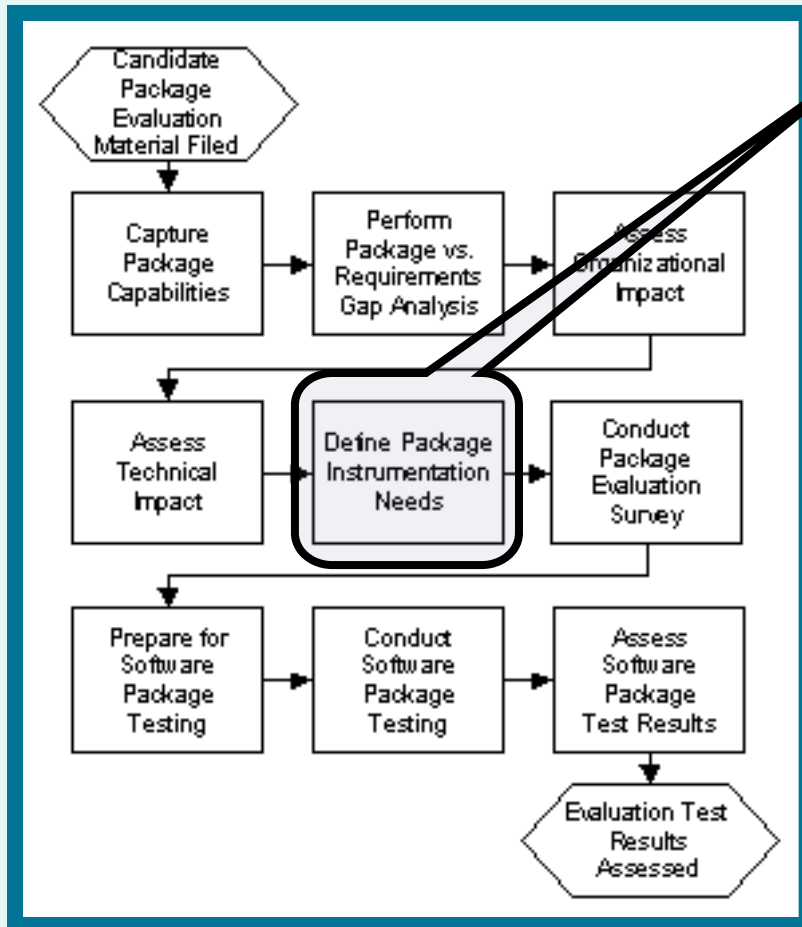
- **For example**, if the critical requirements include:

  - **Efficient transaction processing**

    Establish a performance factor to test the impact of processing transaction sets with varying numbers of transactions on the package's performance.

  - **Error handling**

    Establish a performance factor to test how each package handles a certain set of error conditions.

  - **Workflow efficiency**

    Establish a performance factor to test how well users are able to perform their duties (e.g., number of screens to complete a customer order).

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
#### Define Package Instrumentation Needs
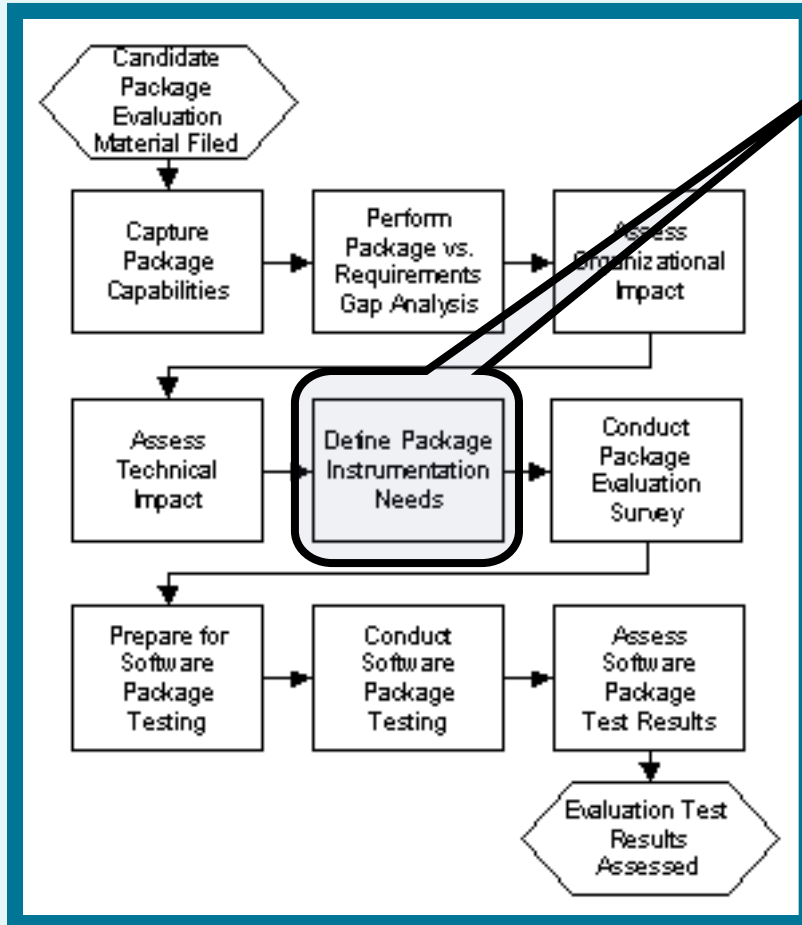
- Although it is likely that many performance factors will be shared among packages, it is also possible for different packages to have different factors that are key to a successful implementation.

For example:

- If one package implements the mission-critical business requirements with only a little customization, the key performance factors may focus on testing how well the package handles anticipated transaction workloads during peak business hours. On the other hand, if a different package requires a fair amount of customization and provides robust customization and performance tuning capability, the key performance factors may instead focus on testing how well this package can be tailored to support the business requirements and processing workload.

- The use of distinct and possibly different factors for each package gives the evaluation team the flexibility to understand implementation trade-offs.

Recommend Conceptual Solution

Explore Software Package Solution
### Assess Qualifying Software Packages
Define Package Instrumentation Needs

Inputs & Outputs

Inputs	Vendor/Package Profiles Application Requirements Technical Design Package	Change Requirements Form Vendor Requirements
Outputs	Package Performance Factors	

Roles & Responsibilities

Role	Responsibility
Design Architect	Executes this activity, providing input regarding the performance of package alternatives and technical requirements of the architectural design.
Business Systems Architect	Collaborates with divisional IS leaders and business partners to ensure the performance of each package considers the implementation of key business and technical requirements.
Infrastructure Engineers	Provides input to this activity as to how packages perform in the existing and/or to-be technical infrastructure.
Product Architect	Provides information regarding to performance of specific packages/technologies and the future impacts of using them.
Test Engineer	Provides support regarding finalist testing and performance in the overall infrastructure.
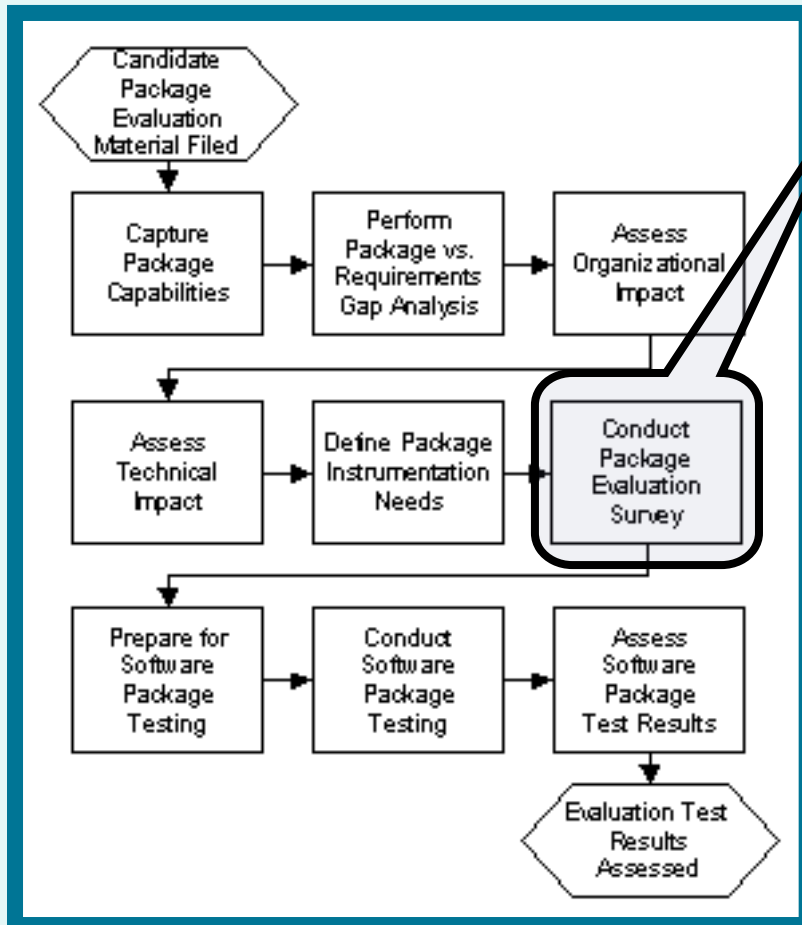
- The evaluation survey (Performance Factor Assessment) should let the team understand how well each package performs in areas that are key to successful implementation.

- The project team should determine what method(s) to use to evaluate areas identified by the Package Performance Factors.

- Methods for obtaining information about the package's performance include:
  - Developing a questionnaire/survey (mail or phone) for package customers to determine how well the package performed at their site.
  - Contacting independent organizations and/or industry magazines that have evaluated the package.
  - Conduct visits to other customer sites to observe the product in a production environment
  - Gather survey responses from customers to obtain performance information.

- After the information has been collected from multiple sources, conduct a full team review to assess how well each package addressed the key performance factors.

Inputs & Outputs

Inputs	Vendor/Package Profiles Package Performance Factors Application Requirements Vendor Requirements Technical Design Package
Outputs	Package Evaluation Survey Results

Roles & Responsibilities

Role	Responsibility
Design Architect	Executes this activity enabling the team to understand how well each package performed in areas that are key to a successful implementation.
Business Systems Architect	Guides in the evaluation ensuring that the requirements are fully satisfied.
Business Analyst	Provides input regarding technical risks and business adaptation requirements.
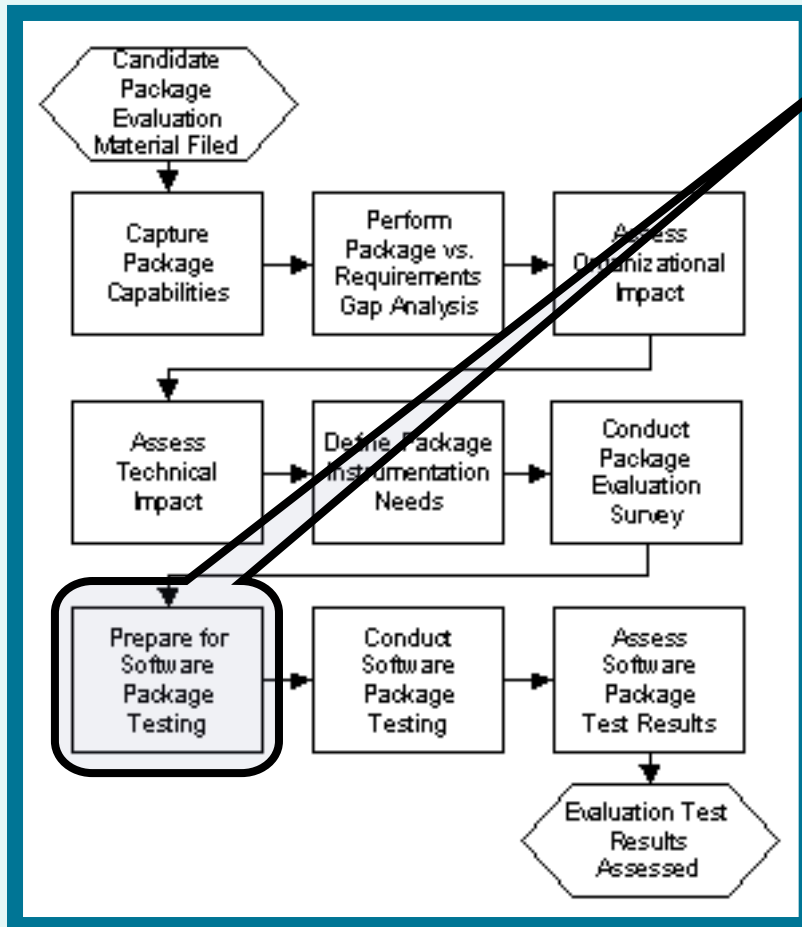
- Prepare a detailed test plan, including the following information:
    - Tests to be performed
    - Participants on the test teams (including operations, auditing and user departments to test and record results)
    - Test sites and schedules (ideally where the production system will be used, if not, good alternatives may be vendor sites, disaster recovery sites, or third party processing service sites)
    - Testing costs (try to choose times that minimize the expense)
    - Site and testing preparation required before testing can begin
    - Test scenarios to evaluate the Package Performance Factors
    - Mechanisms to capture test results (e.g., spreadsheets, word processors, and notepads)
    - Roles and responsibilities of all parties involved in the testing.

Define High-Level Business Requirements and Conceptual Solution

- Prepare the test environment to be as similar to the production environment as possible. If multiple test environments are needed (e.g., different environments for each of the packages) and testing of packages is performed in parallel, break up the team into sub-teams and enlist help from technical experts, the vendor, and resources at the test site.

- Complete the following tasks:
    - Prepare the test database, using the test scenarios specified in the plan, as the basis for the creation of test data
    - Provide training for evaluation testers
    - Install and configure hardware and software required for testing, including workstations for testers and other special devices
    - Install and configure the application package
    - Provide access and data security to ensure the integrity of the results.

- Verify newly installed equipment and all critical components of the environment are in full operation.

- Finally, define the test data and scenarios for evaluating each finalist package by analyzing the Package Performance Factors and selecting the critical functions and features to include. The tests should enable the evaluation team to determine how well each package addresses key performance factors.

- Look for the reusability of test scenarios wherever performance factors are shared among packages.

- The scenarios should include:
  - Performance factor(s)
  - Scripts to guide the sequence of testers' activities
  - Input screens, documents and record files
  - State of the initial database
  - Expected output screens, documents and record files
  - Expected resultant database state.

- Conduct a full team review, with the testers, to verify test scenarios for completeness, accuracy and understandability.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Prepare for Software Package Testing

Inputs & Outputs

Inputs

Vendor/Package Profiles	Change Requirements Form
Package Performance Factors	Application Requirements
Vendor Requirements	Technical Design Package

Outputs

Evaluation Test Plan	Test Environment Specifications
Evaluation Test Environment	Test scripts

Roles & Responsibilities

Role	Responsibility
Test Engineer	Executes this activity with preparations for testing of the various scenarios and reporting performance results.
Business Systems Architect	Ensures that testing guidelines and scenarios are in line with the need to satisfy business requirements.
Business Analyst	Assists in preparing for testing of the various scenarios and accounting for all technical risks.
Infrastructure Engineers	Provides input to this activity as to whether existing and/or to-be technical infrastructure is sufficient to support the required tests.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Qualifying Software Packages

Conduct Software Package Testing
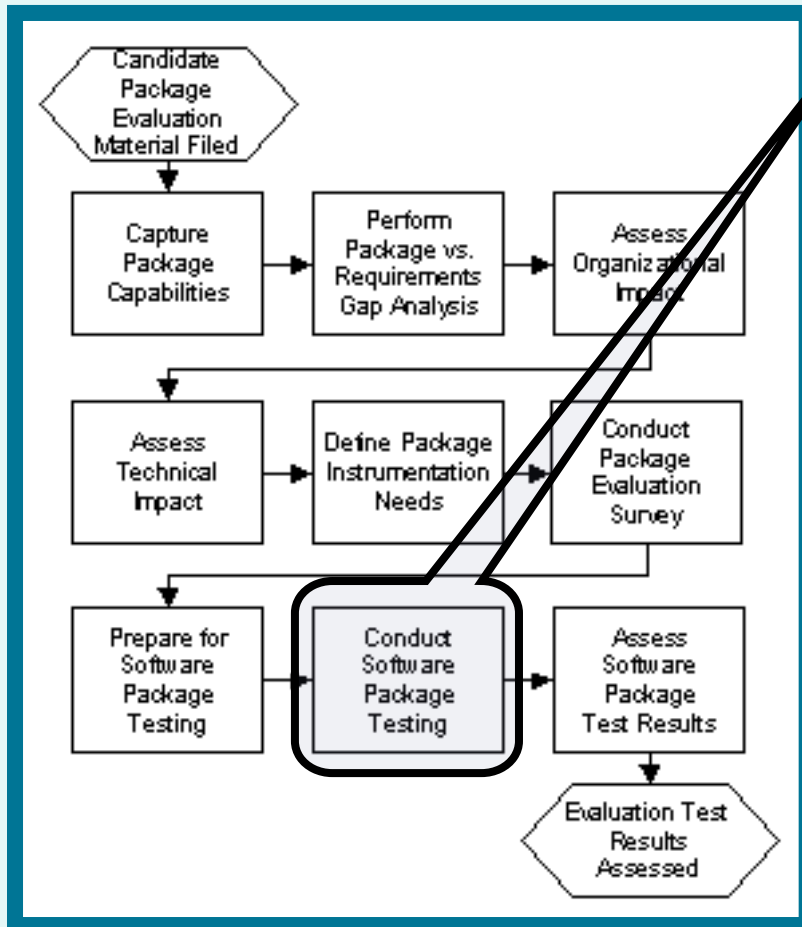
- Conduct an orientation session with each group of testers (prospective package users) to reinforce their understanding of test objectives, schedules, and procedures.

- Provide each tester with a script detailing the tasks to complete and the expected outcomes. Because they will be working in the test environment, ensure that you have sufficient technical backup, in the event of problems.

- If possible, have the vendors available to address potential problems and to explain tool functionality.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Qualifying Software Packages
Conduct Software Package Testing

Inputs & Outputs

Inputs	Evaluation Test Environment Evaluation Test Plan Test scripts
Outputs	Evaluation Test Results

Roles & Responsibilities

Role	Responsibility
Testers	Execute this activity with responsibility for any or all testing-related tasks: analysis, design, execution, defect tracking, reporting.
Infrastructure Engineers	Provides input to this activity as to whether existing and/or to-be technical infrastructure is sufficient to support all aspects of testing.
Business Analyst	Provides input regarding technical risks.
Test Engineer	Guides in the testing processes.

Define High-Level Business Requirements and Conceptual Solution

- When testing is complete, conduct a debriefing session with testers to solicit their views of each package.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Qualifying Software Packages

Assess Software Package Test Results

Inputs & Outputs		
Inputs	Evaluation Test Results Technical Design Package Application Requirements	Evaluation Spreadsheet Vendor Requirements
Outputs	Evaluation Spreadsheet	

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Ensure that the relevant components of the overall process are captured in order to meet the business process performance objectives and scope.
Business Systems Architect	Guides in the package assessment by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.
Infrastructure Engineers	Provides input to the assessment as to whether existing and/or to-be technical infrastructure support the results favorably.
Design Architect	Provides input to the assessment as to how the results impact the technical requirements of the architectural design.
Test Engineer	Support assessment of infrastructure performance in the testing.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Vendor Suitability
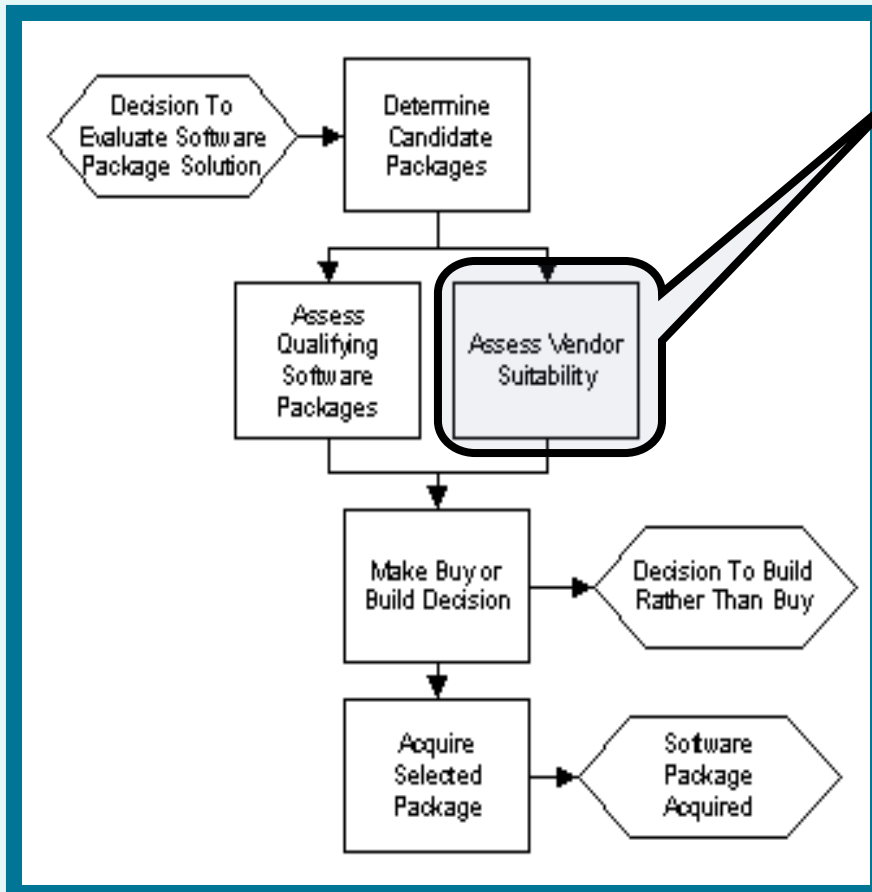
Analyze the direction, policies, commitment, and level of service of each vendor finalist. Several key questions about each package vendor are addressed:

- What are the future plans of the vendor for the package? What key functions and features will be added? What standards, architectures, and platforms will be supported?
- How often are new versions of the package released? What is the vendor's track record for delivering new releases?
- What are the vendor's licensing policies? How are users and sites determined?
- What are the vendor's upgrade and maintenance policies? Is a migration path provided for upgrades?
- What are the vendor's help desk and bug reporting/fixing policies? What has been the experience of existing customers?
- What types of consulting and training services does the vendor provide? What types are provided by third parties?
- How does the vendor's performance compare against others in the industry?

The degree of rigor applied to addressing the above issues is dependent on the type of relationship that is expected with the package vendor. If the package is a 'throw away' and has an expected life measured in months, a quick analysis of vendor performance may be sufficient. On the other hand, if the package is expected to support mission-critical areas of the business over several years, the relationship with the vendor is a key success factor and a detailed analysis of vendors should be conducted.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability
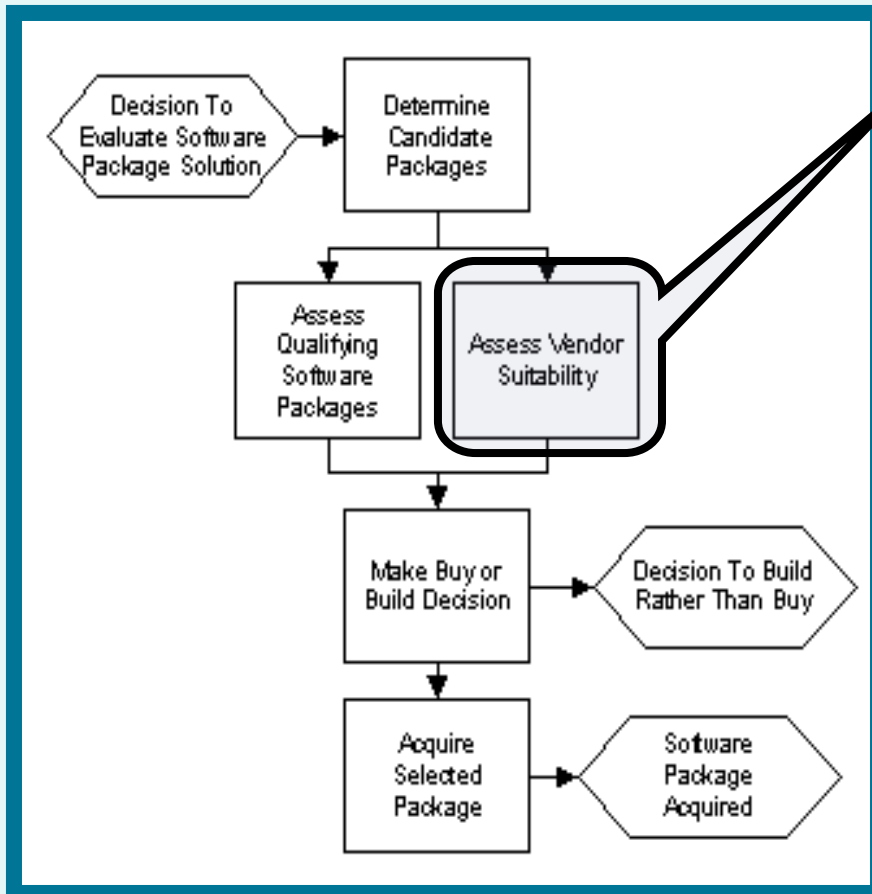
It is important to note that the package vendor may not necessarily be the same organization that manufactures the package. Many packages are sold and distributed by value-added resellers (VARs). In the case where there is a VAR, be sure to include both the manufacturer and VAR in the assessment.

This process is broken out into 4 sub-processes:

- Determine Vendor Benchmarks
- Assess Vendor Services
- Investigate Third Party Services
- Assess Compatibility of Vendor's Direction With the enterprise direction

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability
Determine Vendor Benchmarks
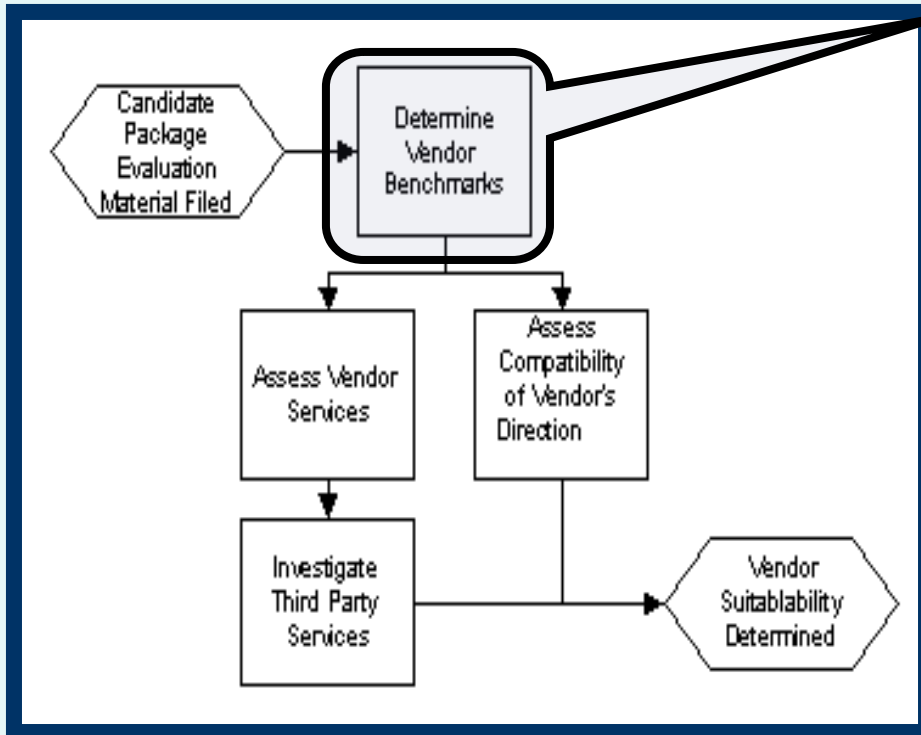
- Review the Evaluation Approach to determine metrics of interest. Utilize research organizations, industry associations and in-house performance standards to establish benchmarks for evaluating vendors' policies and service levels.
- Vendor benchmarks should minimally include:
  - Technological standards and advances expected to support application packages in this domain now and in the future
  - Standards and advances in functionality and features expected to support application packages in this domain now and in the future
  - Pricing, licensing, release frequency, upgrade and maintenance policy standards
  - Standard service level agreements provided to customers including help desk, installation, bug correction, training, and consulting
- Analyze the feedback to define 'the standard' by which top performing market vendors are performing.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability
Determine Vendor Benchmarks

Inputs & Outputs

Inputs	Internal and Industry Bench Marks Evaluation Spreadsheet
Outputs	Vendor Benchmarks

Roles & Responsibilities

Role	Responsibility
Business Systems Architect	Executes this activity, analyzing the feedback to define 'the standard' by which top performing market **Vendors are performing.**
Design Architect	Supports this activity. Provides input regarding standards and advances in functionality and features expected to support application packages in this domain now and in the future.
Business Analyst	Supports this activity. Provides input regarding technical risks and ensures the business can adapt.
Infrastructure Engineers	Supports this activity. Provides input to this activity to ensure benchmarks include technological standards and advances expected to support application packages in this domain now and in the future.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability

Assess Vendor Services
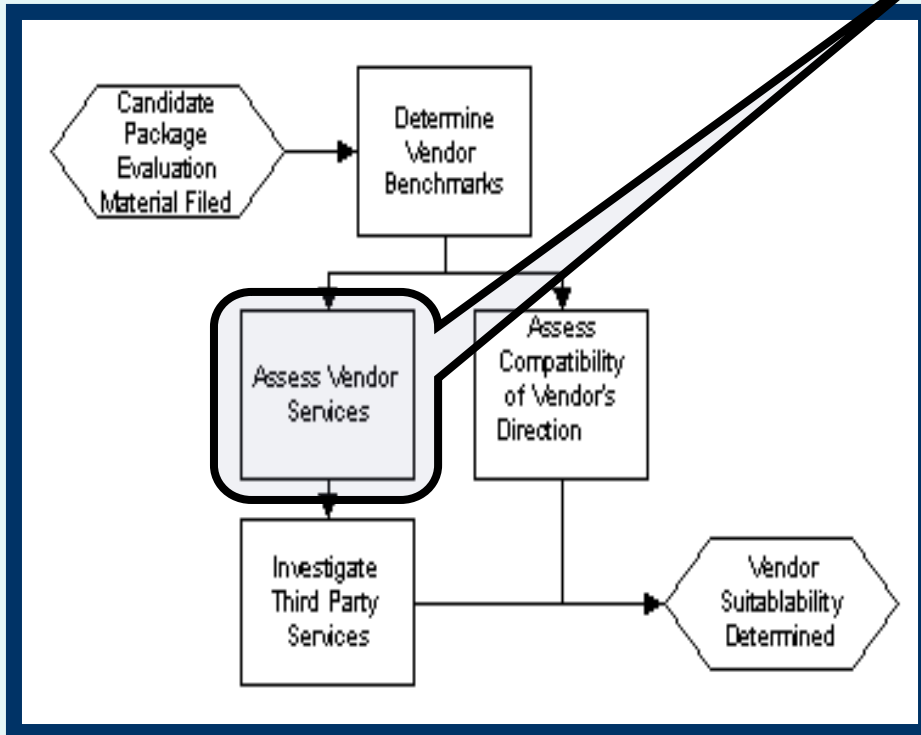
- If our organization expects to maintain a long-term relationship with a selected vendor, it is critical to compare and analyze their policies, procedures, and customer service against available benchmarks.
- Telephone surveys, questionnaires and interactions with the vendor will enable us to understand the vendor's mission and business approach. Verifying feedback by soliciting information from references, other users of the package, and research organizations will confirm accurate assessments.
- The surveys and questionnaires should inquire about:
  - Licensing
  - Prior release support
  - Upgrade support
  - Upgrade quality
  - Customer support
  - Consulting and training
- Analyze the results to compare/contrast the vendor's policies and procedures with our organization's requirements.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability

Assess Vendor Services

Inputs & Outputs	
Inputs	Vendor Proposal(s) Customer Referrals Vendor Requirements
Outputs	Candidate Vendor Directory

| Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes this activity comparing and analyzing vendor policies, procedures, and customer service against available benchmarks.

Define High-Level Business Requirements and Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability

Investigate Third Party Services
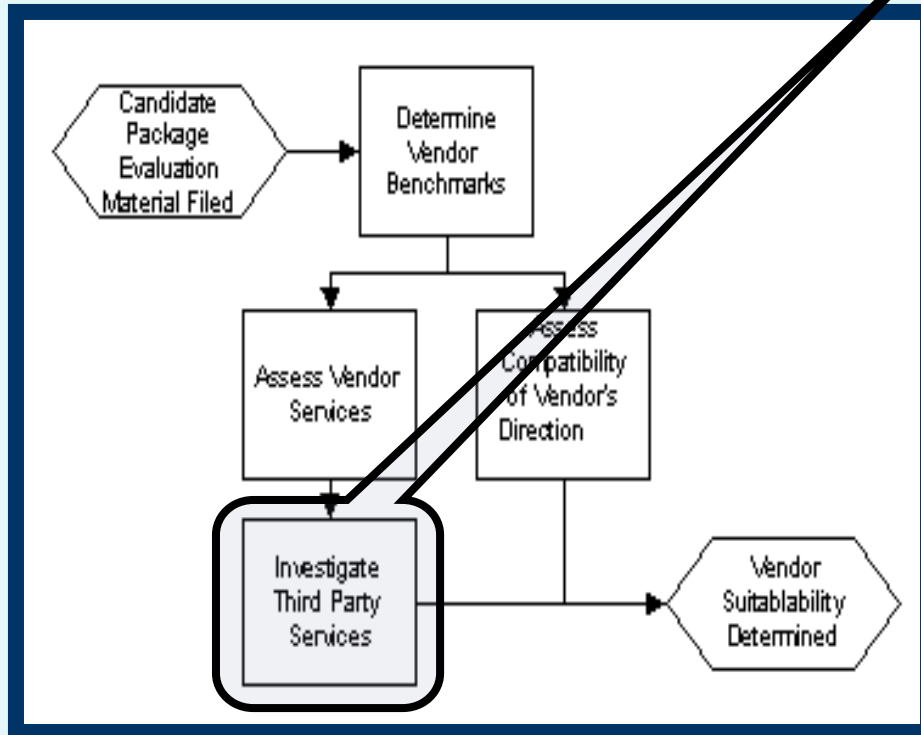
- In order to support packages purchased and used, it is important to identify available third party support resources.
- Package support includes consulting, training and implementation assistance. Identifying alternate support sources enables us to reduce our vendor dependence and most likely, cost as well. If the package manufacturer or VAR does not provide these types of services and package use is significant, third party support is particularly important. If, on the other hand, scope of the required package is small and third party support is not anticipated, this task can be omitted.
- To identify the best third party resources available, solicit information from the vendor, vendor references, bulletin boards, the Internet, and industry literature. If the application package has a large installed base in the industry, information on the availability of third party support should be readily available. For new packages or established packages that are new to a particular industry, more research may be required to uncover third party support.
- Document the range of services and fee structures, and conduct reference checks on these third party vendors. Be sure to clarify about vendor policies on upgrades and support to installed and/or customized software before contracting with a third party.

Inputs & Outputs

Inputs	Research Materials
Outputs	Candidate Vendor Directory

Roles & Responsibilities

Role	Responsibility
Business Systems Architect	Executes this activity to identify available third party support resources by collaborating with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.

Recommend Conceptual Solution

Explore Software Package Solution

Assess Vendor Suitability

Assess Compatibility of Vendor's Direction With Your Direction

Candidate Package Evaluation Material Filed → Determine Vendor Benchmarks → Assess Vendor Services → Investigate Third Party Services → Assess Compatibility of Vendor's Direction → Vendor Suitablability Determined
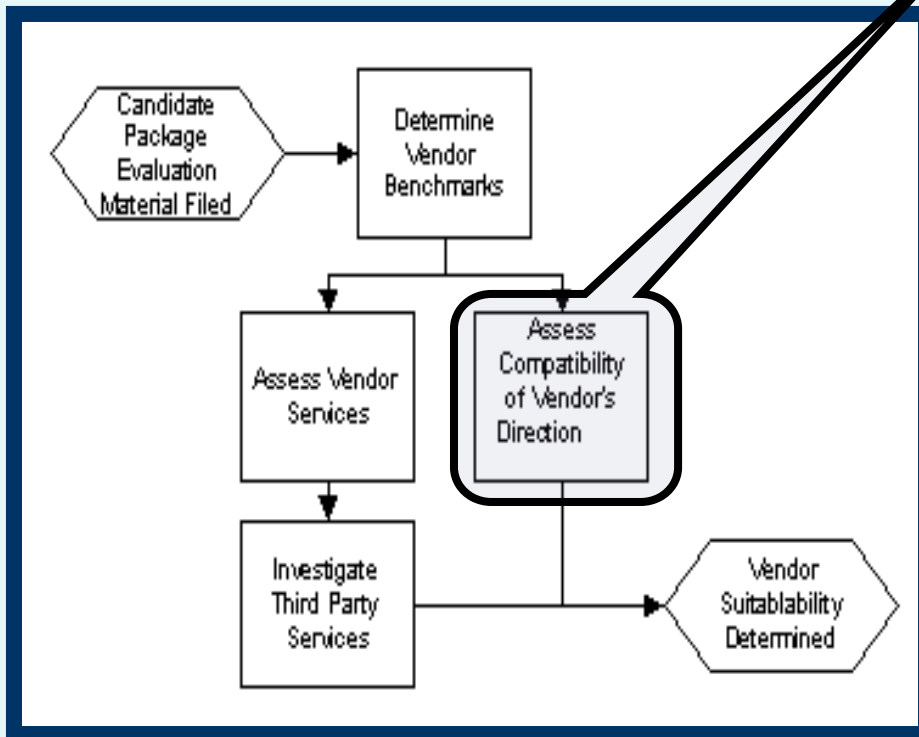
- This task adds a detailed assessment for each vendor to the Candidate Vendor Directory.
- In order to gather useful vendor/package information, analyze each vendor's statement of company direction and future package plans. Obtain information about the vendor's annual research and development expenditures to understand the long-term viability of the package. Compare each vendor's record against the available benchmarks to understand their place in the market.
- In order to determine whether the vendor's direction and plans are consistent or inconsistent with our organization's direction and plans, conduct interviews or attend briefings with the vendor and attain the following information:
  - Primary package objectives and expected number of future releases
  - Principles and standards guiding future development
  - New platforms and technologies to be supported or incorporated
  - New business practices, functions, and features to be supported or incorporated
  - Expected improvements to existing functions and features
- Finally, contact other customers and references to gather information about how well the vendor meets its commitments, and benchmark each vendor's plans and delivery record.

Recommend Conceptual Solution

Explore Software Package Solution
Assess Vendor Suitability
Assess Compatibility of Vendor's Direction With Your Direction

Inputs & Outputs

Inputs	Vendor Proposal(s) Vendor Benchmarks Customer Referrals Vendor Requirements
Outputs	Candidate Vendor Directory

Roles & Responsibilities

Role	Responsibility
Business Systems Architect	Executes this activity by guiding the technical impact assessment in collaboration with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.
Design Architect	Supports this activity. Provides input regarding the technical requirements of the architectural design.
Business Analyst	Supports this activity. Provides input regarding technical risks and ensures the business can adapt.
Infrastructure Engineers	Supports this activity. Provides input to this activity as to whether existing and/or to-be technical infrastructure is sufficient to support the tool.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
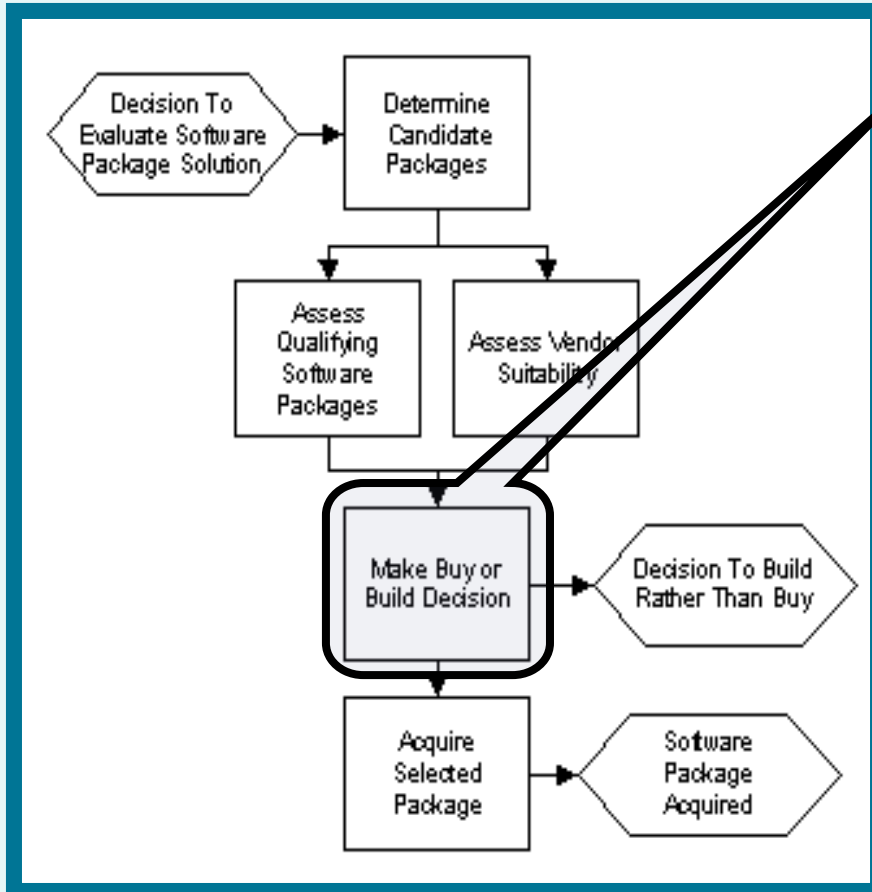
Provide an estimate of the total cost of ownership (TCO-1) for acquiring, implementing and operating each finalist package. The estimates include costs for the following components:

- Implementation Costs
- Upgrade Costs
- Operation Costs

The cost estimates should only be detailed enough to differentiate the costs among finalist packages. The intent of this task is to provide another factor upon which to distinguish the packages -- not to provide the final costs of implementing and operating each package.
This task also includes a set of optional tasks for estimating the costs of building the required application and comparing the build costs to the package costs (i.e., a build versus buy decision). Although it is expected that a build versus buy decision usually occurs before performing a package evaluation project, there are two reasons for making the decision here.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
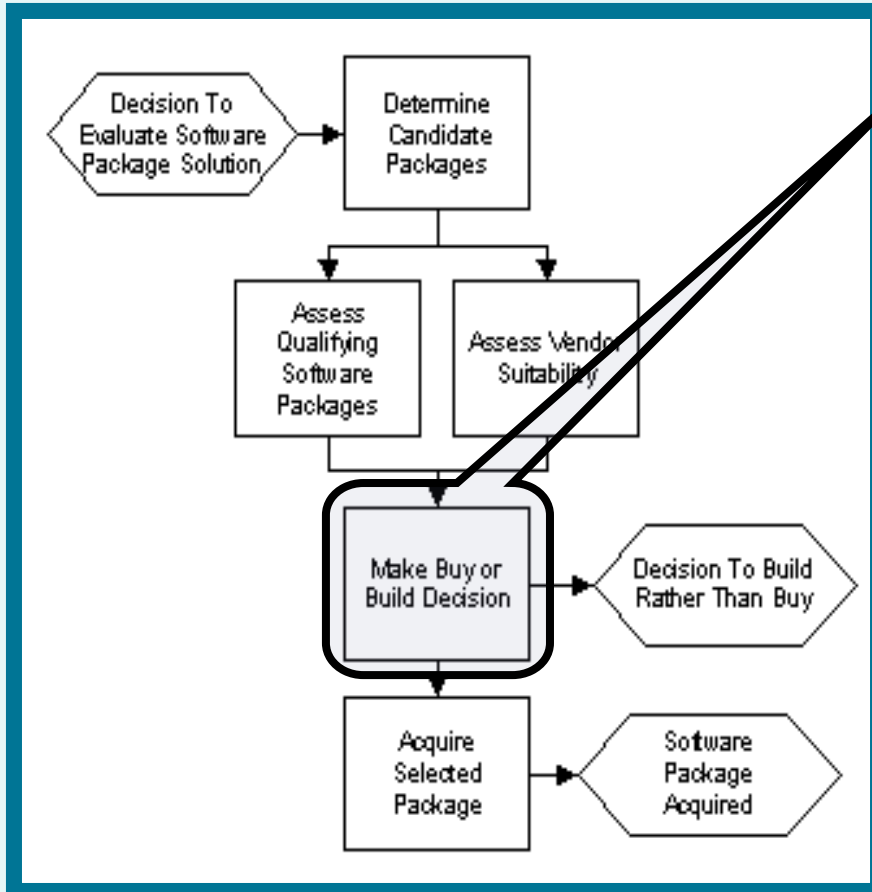
The organization may want to revisit an earlier decision using the detailed information about packages that is gathered during the course of the evaluation. The granularity of new information about how each package implements the organization's requirements can produce a more accurate understanding of the total costs. Secondly, the team may find that the cost of implementing a package is much higher than expected after factoring in customization costs. This also may cause the organization to reevaluate its earlier decision. This situation can occur if none of the package finalists has a good fit with the key business and technical requirements."

This process is broken out into 6 sub-processes:
- Develop Package Implementation Strategy
- Quantify Package Implementation Costs
- Quantify Package Upgrade Costs
- Quantify Package Operation Costs
- Select Package
- Determine If Package Purchase Is Justified

Define High-Level Business Requirements and Conceptual Solution

- Develop an implementation strategy for each of the finalist packages by considering the following:
  - Packages or components of the selected solution that may already exist and can be deducted from the acquisition price (i.e., Current Oracle DBMS licenses available for reuse)
  - Compatibility/Incompatibility with existing systems
  - Organizational readiness for new business processes required to incorporate the new package.
- Next, when determining the best approach for integrating each package into the target environment, conduct working sessions with technical and systems experts in the organization. Review the Business and Technical Impact Assessments and the Package Performance Assessment to determine the degree of customizations required and the organization's readiness for incorporating the tool.

Define High-Level Business Requirements and Conceptual Solution

- Based on the assessments, evaluate the following implementation approaches:
  - Install and operate the package initially 'as is' or 'vanilla', and customize it in later phased projects.
  - Install the entire package with customizations all at once (e.g., the "big bang" approach).
  - Implement the software and selected customizations in phases, depending on business requirements and technical constraints.
  - Pilot software installations at selected sites before deploying the software to the entire organization.
- Complete the implementation strategy by defining the versions and site-specific variants of the chosen package along with approximate time frames for implementing each. Review the implementation strategy, for completeness and feasibility, with the project team.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
Develop Package Implementation Strategy

Inputs & Outputs	
Inputs	Package Evaluation Results Candidate Vendor Directory
Outputs	Alternative Package Implementation Approaches

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes the development of an implementation strategy for each of the finalist packages, ensuring that the requirements are fully satisfied.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
Quantify Package Implementation Costs
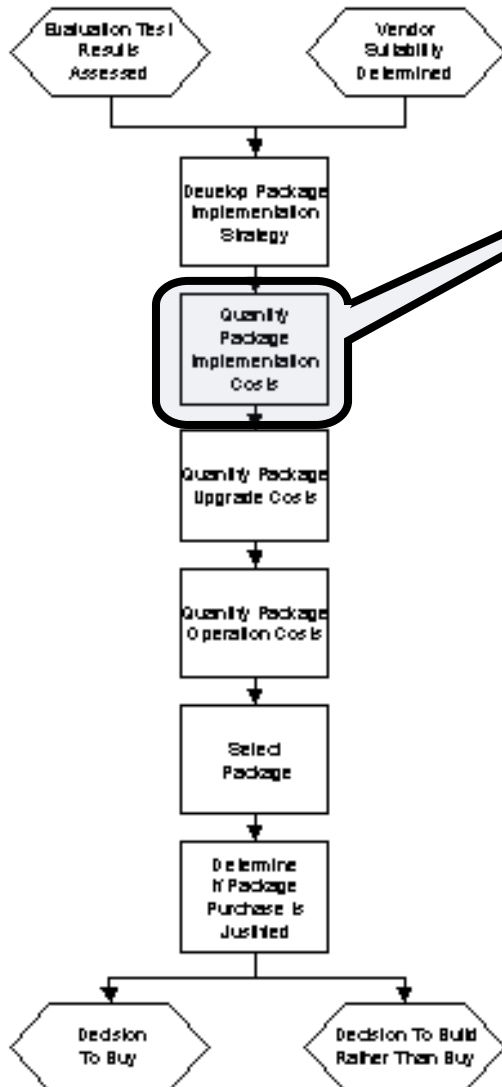
- Estimate the cost of implementing each package, by conducting working sessions with project teams to determine what customizations are required and how compatibility issues will impact integration.
- When determining implementation costs, be sure to consider:
    - Configuration
    - Customization
    - Interfacing
    - Data Conversion
    - Technical Infrastructure Modification
    - Initial Training Requirements
    - Consulting Costs necessary to implement the package (i.e., to implement all versions and variants)
    - Upgrades and maintenance releases
    - Operating costs
- Compile these costs into a Package Cost Spreadsheet that itemizes the detailed implementation expenses for each package. The costs should not be at the same level of detail as that required for building a detailed implementation plan and schedule, but they should enable decision-makers to distinguish between alternatives.

Explore Software Package Solution
Make Buy or Build Decision
Quantify Package Implementation Costs

Inputs & Outputs	
Inputs	Alternative Package Implementation Approaches
Outputs	Package Comparison Cost Spreadsheet

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes the development of a Package Cost Spreadsheet that itemizes the detailed implementation expenses for each package, ensuring that the requirements are fully satisfied.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Explore Software Package Solution

Make Buy or Build Decision

Quantify Package Upgrade Costs
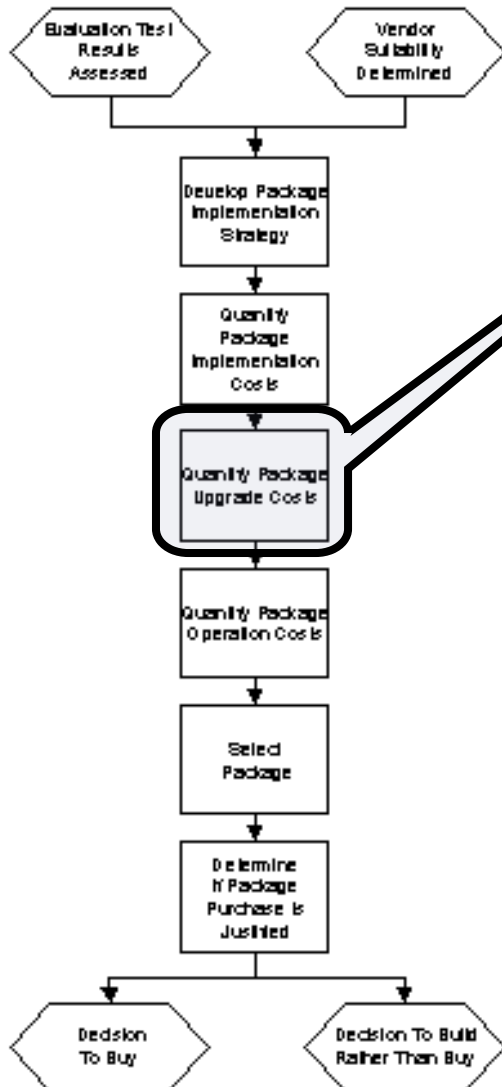
- Estimate the cost of applying upgrades or maintenance releases over a product's life span, by considering the volatility of the package.

- If the package is a new product from the vendor or if the package supports a business process that changes frequently, expect a high number of upgrades (i.e., highly regulated business processes require upgrades each time a regulation changes).

- If the package is mature or the business process it supports is stable, the upgrades may not be as frequent.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
Quantify Package Upgrade Costs

Inputs & Outputs	
Inputs	Alternative Package Implementation Approaches
Outputs	Package Comparison Cost Spreadsheet

| Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes the development of an estimate of the cost of applying upgrades or maintenance releases over a product's life span, ensuring that the requirements are fully satisfied.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Explore Software Package Solution

Make Buy or Build Decision

Quantify Package Operation Costs
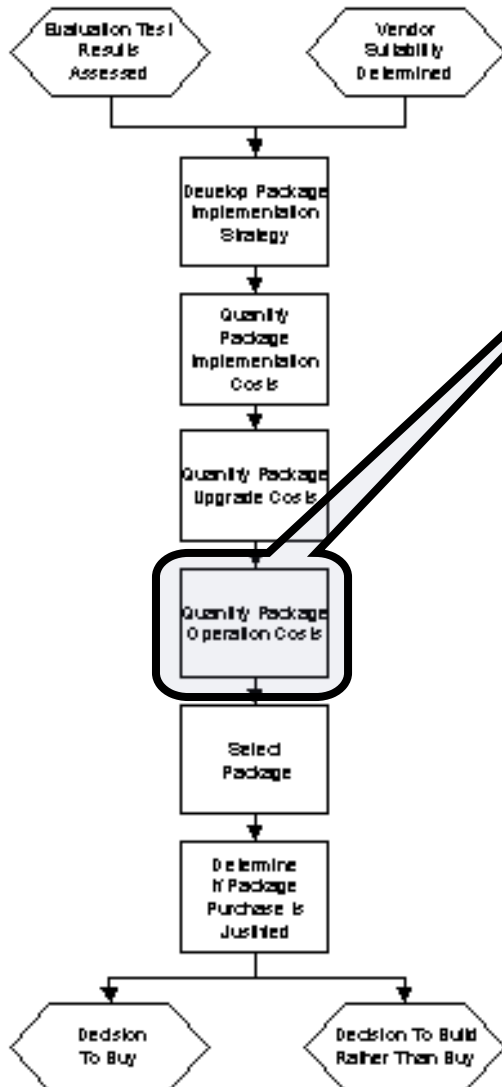
- Estimate the cost of operating each package in the target environment over its expected life span by including expenses for:
  - Labor
  - Facilities
  - Outsourcing
  - Equipment
  - Training costs.

Recommend Conceptual Solution

Explore Software Package Solution

Make Buy or Build Decision

Quantify Package Operation Costs

Inputs & Outputs	
Inputs	Alternative Package Implementation Approaches
Outputs	Package Comparison Cost Spreadsheet

| Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes the development of an estimate of the cost of operating each package in the target environment over its expected life span, ensuring that the requirements are fully satisfied.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.

- Determine the winning vendor and package by considering the results of initial evaluation, package fit, business and technical impact assessments, performance factor assessments, and cost analyses.

- The Project Sponsor and User Coordinator should be included in the selection process because organizational acceptance of the decision depends upon their support. Having documentation available from the package evaluations, the Business Objectives and Statement of Principles will let the team reinforce their understanding and rationale. Qualitative assessments and ranking all considered packages will substantiate the selection process.

- In the unlikely event of a tie, the evaluation team should employ more qualitative factors (i.e. vendor culture, compatibility with organization values, review of the Statement of Principles) to distinguish between vendors and select a winner.

- If contract negotiations with the first choice vendor are not successful, the second choice vendor is selected.

Recommend Conceptual Solution

Explore Software Package Solution

Make Buy or Build Decision

Select Package

Inputs & Outputs

Inputs	Candidate Vendor Directory	Package Evaluation Results
	Package Comparison Cost Spreadsheet	Alternative Package Implementation Approaches
	Business Process Requirements	Application Requirements
	Vendor Requirements	Technical Design Package

Outputs	Selected Package

Roles & Responsibilities

| Role	Responsibility
Project Manager	Executes this activity, based on knowledge of the project scope and business process performance objectives, determines winning **Vendor and package by considering the results of initial evaluation, package fit, business and technical impact assessments, performance factor assessments, and cost analyses.**
Business Systems Architect	Supports this activity. Guides in determining the winning vendor package ensuring that requirements are fully satisfied.
Project Sponsor	Supports this activity. Provides input based on understanding of the primary intent of the change project or program and who has final sign-off on key deliverables.
Project Steering Committee	Supports this activity. Provides input based on understanding of the primary intent of the change project or program and who has final sign-off on key deliverables.
Systems Contracts Specialist	Supports this activity. Assist in contract negotiations.

Recommend Conceptual Solution

Explore Software Package Solution
Make Buy or Build Decision
Determine If Package Purchase Is Justified

- Review the Business Case and package justification to determine if the acquisition of the selected tool is still the best approach.

- Compare the cost of the package implementation to developing a custom application before confirming the Business Case.

- If the decision is to build a custom application, then the package selection project is terminated and a new development project is initiated.

Recommend Conceptual Solution

Explore Software Package Solution

Make Buy or Build Decision

Determine If Package Purchase Is Justified

Inputs & Outputs

Inputs	Business Case Problem Statement Business Process Requirements Selected Package
Outputs	None

Roles & Responsibilities

Role	Responsibility
Project Sponsor	Executes this activity based on understanding of the primary intent of the change project or program and who has final sign-off on key deliverables.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Project Steering Committee	Supports this activity. Provides approval of the Package Purchase based on the budgetary strategy and defining and realizing benefits within the scope of the project.
Business Systems Architect	Supports this activity by guiding the technical impact assessment in collaboration with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.

Recommend Conceptual Solution

Explore Software Package Solution

Acquire Selected Package
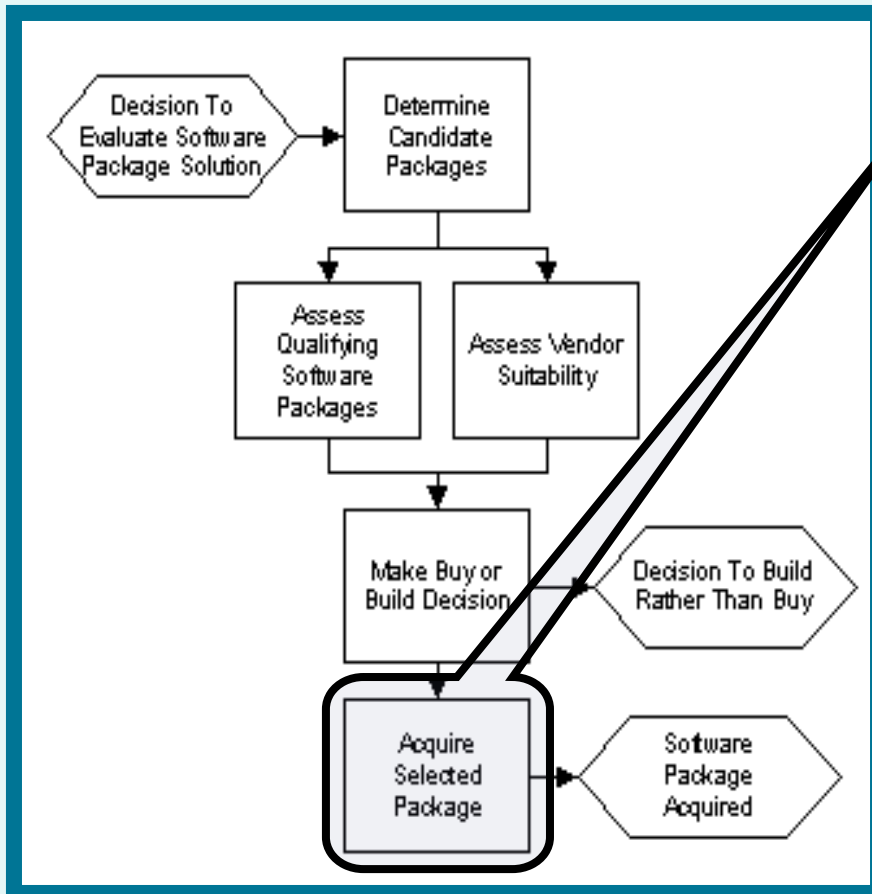
Select the application package to be implemented in the organization and sign a contract with the vendor to obtain the package. This task is the final screening of vendors and packages. Evaluate finalists based on package fit, business and technical impacts, vendor assessments, performance factor assessments, and lifecycle costs. Select the finalist, and begin negotiation of a contract to acquire the package and any additional services that may be needed to implement and support the package. Place orders for hardware, software, equipment, and services from third parties that will be needed to implement the package.

Negotiation of the final contract with the winning vendor can end with both sides in disagreement about key terms and conditions. In situations where the scope of the package application and required vendor services are significant, it is generally advisable to postpone notification of the winning vendor until after a contract has been signed. This gives the evaluation team the flexibility to negotiate a contract with the runner-up in the event that a contract cannot be signed with the winning vendor.

This process is broken out into 3 sub-processes:
- Plan Negotiation Strategy
- Negotiate Master Agreement and Package Contract with Vendor
- Order Products

Recommend Conceptual Solution

Explore Software Package Solution
Acquire Selected Package
Plan Negotiation Strategy
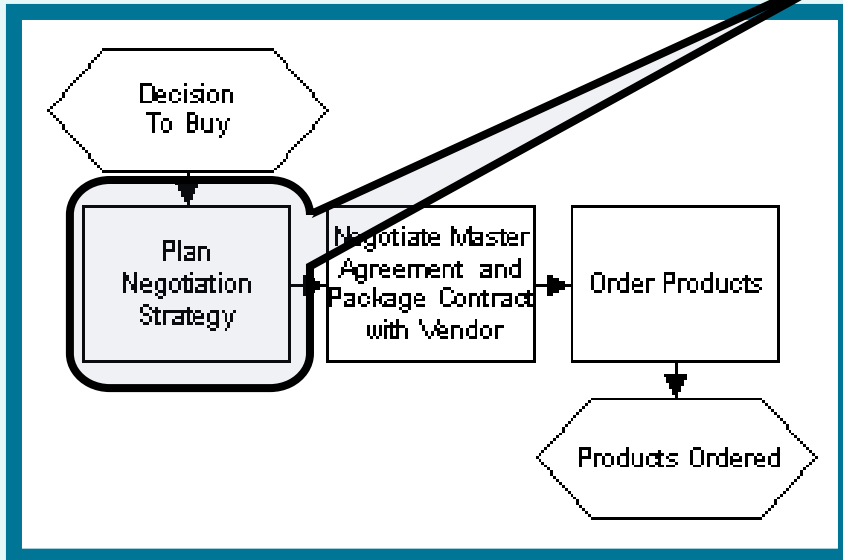
- Develop a strategy for the Systems Contract Specialist to use when negotiating favorable terms and conditions for acquiring the package with related services. Using standard policies and procedures for contract negotiation, plan a strategy that addresses the following:
  - If the evaluation team is not completely comfortable with all aspects of the winning package, add a trial run clause that gives the organization a period of time to install and further test the package. In this case, the contract is not ratified until the trial run results recommend proceeding with the implementation.
  - Identify mandatory or 'must have' items, such as the vendor will have an installation team on-site during the initial installation.
  - Identify areas for compromise, such as the customer will trade training hours for support hours.
  - Identify areas for value-added service from the vendor, such as the vendor assuming responsibility for the customer's help desk.
  - Establish the financial target for negotiations. The target is flexible and allows for negotiation.
  - Identify ways to 'sweeten' the deal for the vendor, such as being a qualified reference or participating in a trade show.
  - Incorporate package requirements (software, hardware, equipment and services), vendor policies, cost analyses, and other team findings into the overall strategy.
- The strategy for negotiating with the winning vendor should also include evaluating the runner-up's package as an acceptable solution. The more acceptable the second choice package is, the stronger negotiations can be with the winning vendor.
- Assess the completed strategy for items where negotiations are likely to have problems, and outline a backup plan for each.

Recommend Conceptual Solution

Explore Software Package Solution
Acquire Selected Package
Plan Negotiation Strategy

Inputs & Outputs

Inputs	Business Process Requirements	Current Business Policies
	Vendor Requirements	Application Requirements
	Technical Design Package	

Outputs	Vendor Negotiation Strategy

Roles & Responsibilities

Role	Responsibility
Project Manager	Executes the development of a strategy for the Systems Contract Specialist to use that meets the business process performance objectives and scope.
Business Systems Architect	Supports this activity by guiding the technical impact assessment in collaboration with divisional IS leaders and business partners to ensure that the requirements are fully satisfied.
Project Sponsor	Supports this activity. Provides input based on understanding of the primary intent of the change project or program and who has final sign-off on key deliverables.
Project Steering Committee	Supports this activity. Provides approval of the contract negotiation strategy based on the budgetary strategy and defining and realizing benefits within the scope of the project.
Systems Contracts Specialist	Supports this activity. Assist in contract negotiations.

Recommend Conceptual Solution

Explore Software Package Solution

Acquire Selected Package

Negotiate Master Agreement and Package Contract with Vendor
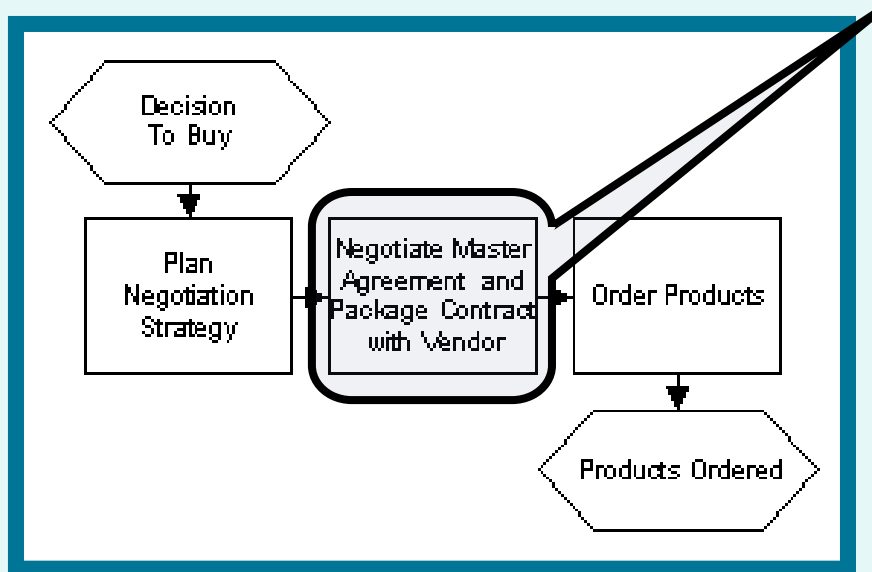
- With the finalized negotiation strategy and a backup plan designed, begin negotiating contract terms with the vendor.

- Once an agreement is made and objectives are met, prepare the formal contract for all parties to sign.

- If negotiations with the first choice vendor were not completely successful, evaluate the backup plan.

- Once a final contract is reached and signed, all vendor finalists should be notified of the organization's decision.

Define High-Level Business Requirements and Conceptual Solution

Recommend Conceptual Solution

Explore Software Package Solution
Acquire Selected Package
Negotiate Master Agreement and Package Contract with Vendor

Inputs & Outputs

Inputs	Vendor Negotiation Strategy
Outputs	Signed Vendor Contract

Roles & Responsibilities

Role	Responsibility
Systems Contracts Specialist	Executes the signed vendor contract.

- Place orders accordingly for items that have long lead-times and are required for package implementation.

- Products necessary may include hardware, software, and facilities (e.g., site preparation).

- Order products identified as not dependent on the selected package, as early as possible.

- Order products that ARE dependent on the selected packages as soon as negotiations are successful.

- A provisional work order may include requesting cables be laid internally or systems software be loaded.

Recommend Conceptual Solution

Explore Software Package Solution

Acquire Selected Package

Order Products

Inputs & Outputs	
Inputs	Signed Vendor Contract Technical Design Package Application Requirements Vendor Requirements
Outputs	Orders for Package and Related Products

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Execute placement orders accordingly for items that have long lead-times and are required for package implementation.
Systems Contracts Specialist	Supports this activity. Assist in contract negotiations.
Infrastructure Engineers	Supports this activity. Provides input to this activity as to whether existing and/or to-be technical infrastructure is sufficient to support the tool.
Purchasing Specialist	Supports this activity. Provides negotiation expertise.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
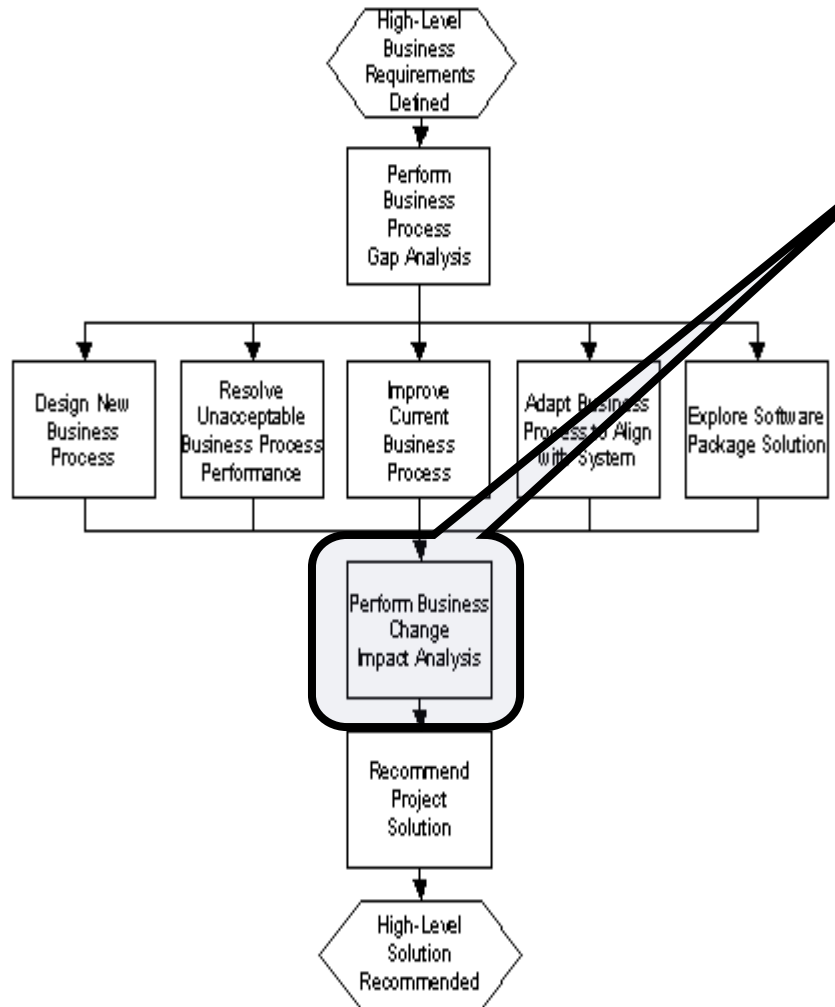
This process consolidates organization and system related impacts identified during requirements analysis, ensures that they align, and identifies any that were missed.

This process is broken out into 9 sub-processes:

- Consolidate Previously ID'ed Impact on Organizational Infrastructure & Systems
- Determine Impact on Current Documentation
- Determine Impact on Peripherally Related Technology Infrastructure
- Determine Impact on Current Job Descriptions
- Determine Impact on Peripherally Related Applications and Data
- Determine Impact on Current Organizational Structure
- Determine Impact on Current Educational Materials
- Determine Impact on Current Facilities
- Produce Business Process Change Impact Summary

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Consolidate Previously ID'ed Impact on Organizational Infrastructure & Systems

- Review changes to Organizational Infrastructure and Changes to Systems.

- If other projects affect the same stakeholders, processes, systems, or facilities, review changes identified to-date.

- Summarize organizational/system changes by stakeholders, location, and process.
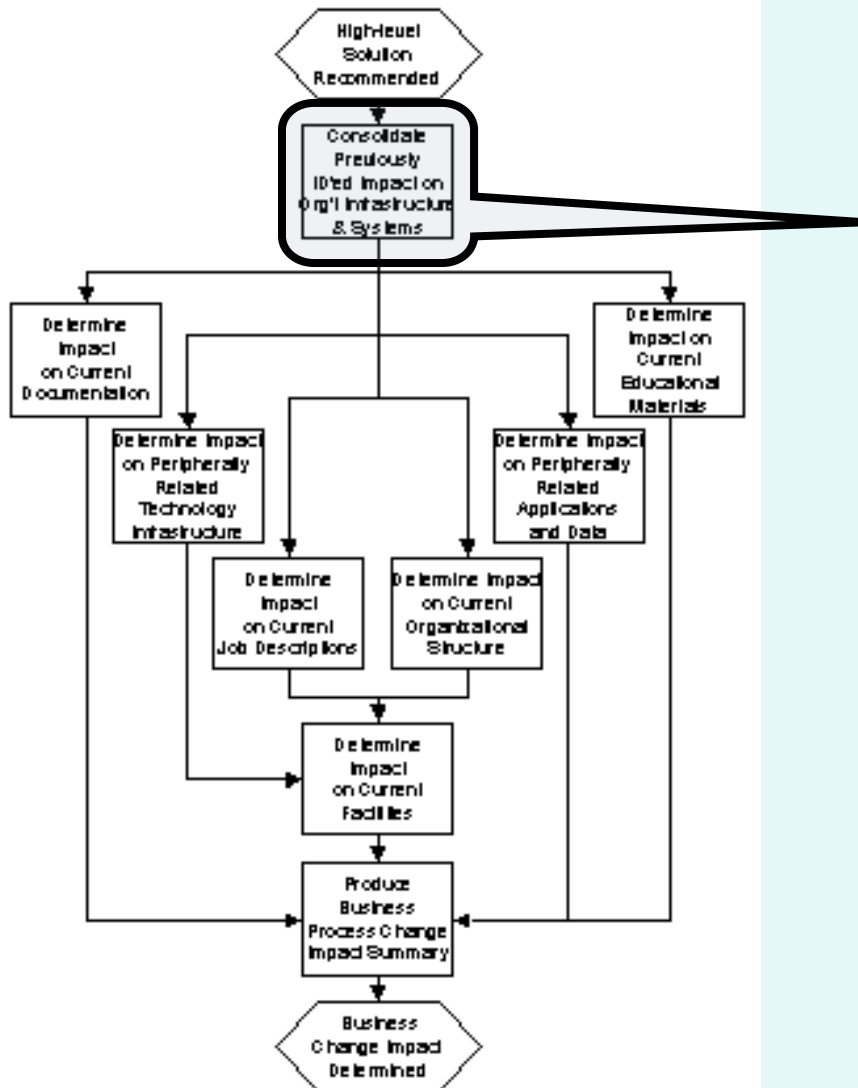
Recommend Conceptual Solution

Perform Business Change Impact Analysis
Consolidate Previously ID'ed Impact on Organizational Infrastructure & Systems

Inputs & Outputs	
Inputs	Future Detailed Business Process Model Future Business Process Concept Current Business Process Concept Current Detailed Business Process Model Recommended Changes to Supporting Organization Infrastructure Recommended Changes to Supporting Systems and Technology
Outputs	High Level Business Process Change Impact Analysis

Roles & Responsibilities	
Role	**Responsibility**
Process Modeler	Executes this activity. Based on knowledge of project scope, business process performance objectives and changes to organizational infrastructure and systems, produces High-Level Impact Summary.
Project Manager	Supports this activity. Based on knowledge of project scope, business process performance objectives and changes to organizational infrastructure and systems, summarizes the high-level impact studies.
Business Users	Supports this activity. Based on knowledge of organization and systems, helps summarize high-level impact studies.
Subject Matter Experts	Supports this activity. Based on knowledge of the organization and systems, helps summarize the high-level impact studies.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Documentation

- Determine how pending changes will impact current Standard Operating Procedures.

- If pending changes include those from related projects, perform this activity with representatives from those projects.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Documentation

Inputs & Outputs

Inputs

Current Detailed Business Process Model	Current Documentation
Future Detailed Business Process Model	Current Business Process Concept
Future Business Process Concept	
High Level Business Process Change Impact Analysis	
Recommended Changes to Supporting Organization Infrastructure	

Outputs

Detailed Impact on Current Documentation

Roles & Responsibilities

Role	Responsibility
Documentation Developer	Executes this activity, producing end-user support material such as user guides, help texts, release notes, etc.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Peripherally Related Technology Infrastructure

- Determine how pending changes will impact secondary system software and hardware structures.

- If pending changes include those from related projects, perform this activity with representatives from those projects.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Peripherally Related Technology Infrastructure

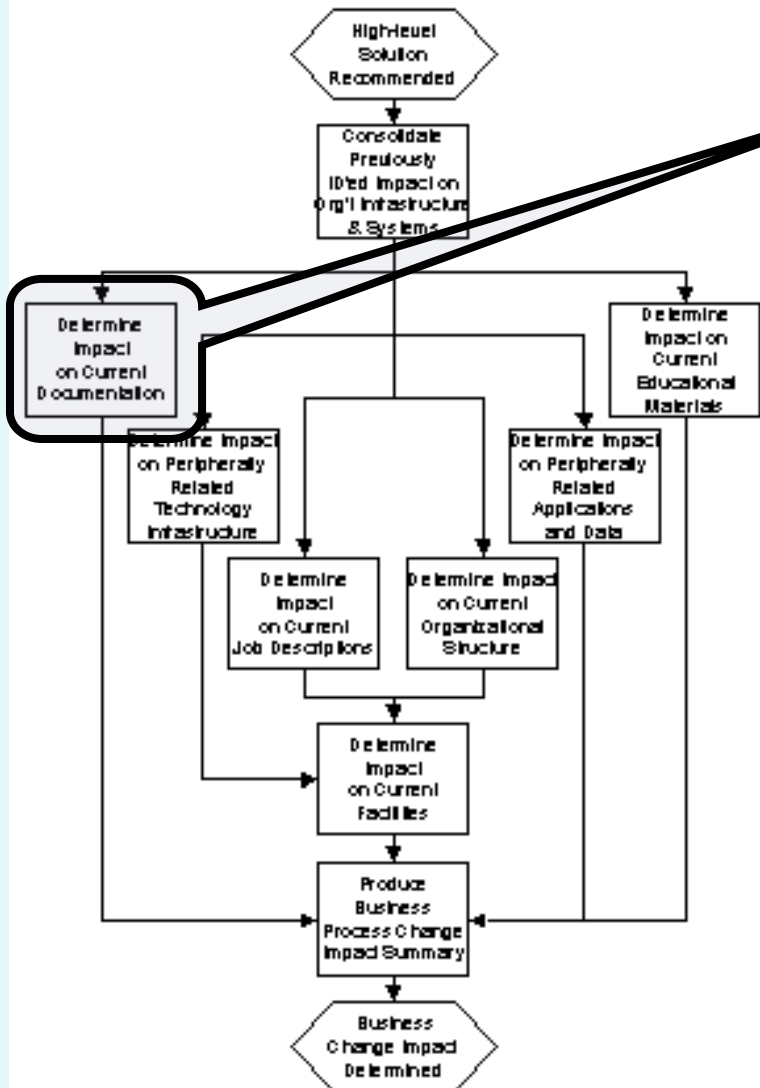| Inputs & Outputs	
Inputs	Current Detailed Business Process Model Current Technology Architecture Future Detailed Business Process Model High Level Business Process Change Impact Analysis Future Business Process Concept Current Business Process Concept Recommended Changes to Supporting Organization Infrastructure Recommended Changes to Supporting Systems and Technology
Outputs	Detailed Impact on Peripherally Related Technology Infrastructure

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Architect	Executes this activity. Determines how pending changes will impact current technology infrastructure.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Job Descriptions

- Determine how pending changes will impact current roles and responsibilities.

- If pending changes include those from related projects, perform this activity with representatives from those projects.

Recommend Conceptual Solution

Perform Business Change Impact Analysis

Determine Impact on Current Job Descriptions

Inputs & Outputs

Inputs	
Current Detailed Business Process Model	Current Job Description(s)
Future Detailed Business Process Model	Current Business Process Concept
Future Business Process Concept	High Level Business Process Change Impact Analysis
Recommended Changes to Supporting Organization Infrastructure	
Recommended Changes to Supporting Systems and Technology	

Outputs	
Detailed Impact on Current Job Descriptions	

Roles & Responsibilities

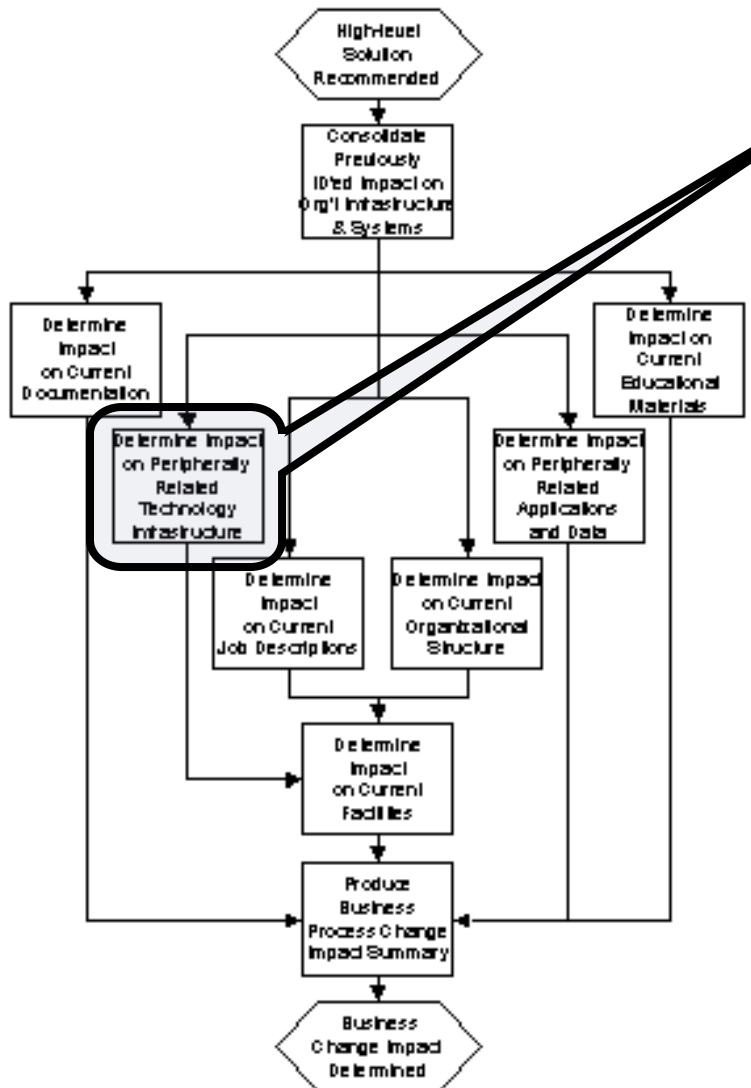| Role	Responsibility
Staffing Specialist	Executes this activity, specializing in aspects of acquiring new, developing, and reducing existing human resources.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Peripherally Related Applications and Data

- Determine how pending changes will impact secondary applications and data.

- If pending changes include those from related projects, perform this activity with representatives from those projects.
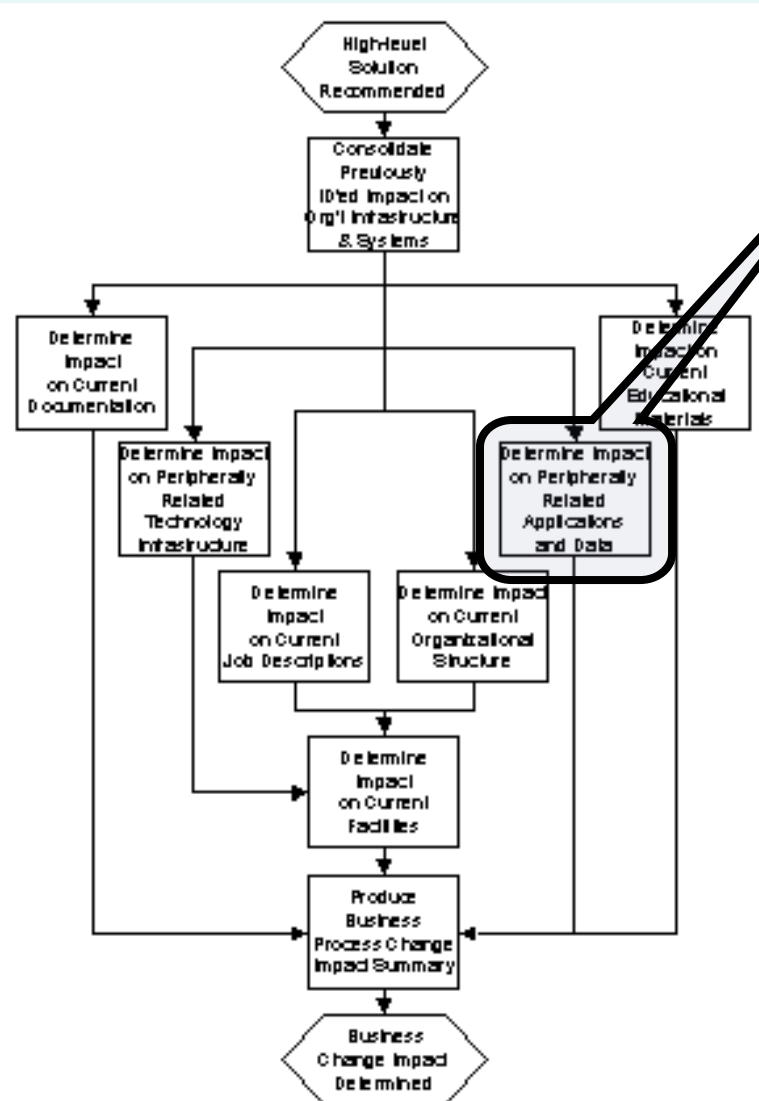
Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Peripherally Related Applications and Data

Inputs & Outputs

Inputs	
	Current Detailed Business Process Model Current Applications and Data Future Detailed Business Process Model Current Business Process Concept Future Business Process Concept High Level Business Process Change Impact Analysis Recommended Changes to Supporting Organization Infrastructure Recommended Changes to Supporting Systems and Technology

Outputs	
	Detailed Impact on Peripherally Related Applications & Data

Roles & Responsibilities

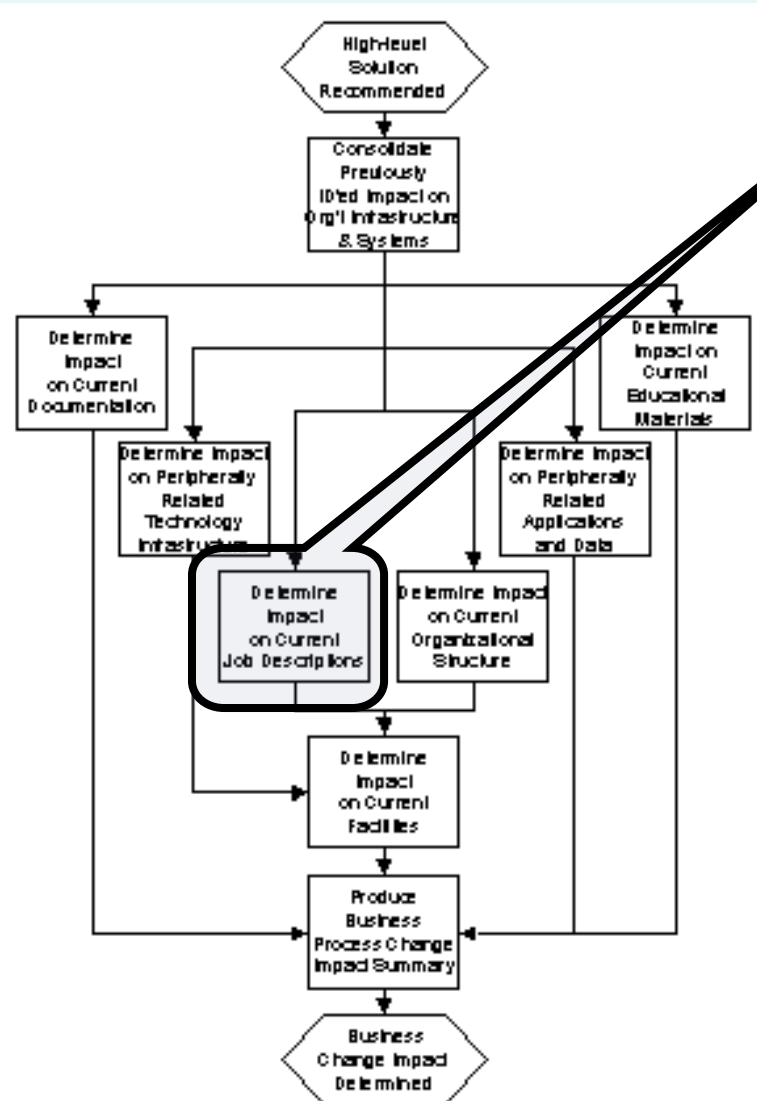| Role	Responsibility
Business Systems Analyst	Executes this activity, providing business requirements and functional diagram; Answers questions during business requirements review; Consult on issues.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Organizational Structure

- Determine how pending changes will impact current reporting structures and decision-making patterns.

- If pending changes include those from related projects, perform this activity with representatives from those projects.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Organizational Structure

Inputs & Outputs

Inputs	
Current Detailed Business Process Model	Current Organization Structure
Future Detailed Business Process Model	Current Business Process Concept
Future Business Process Concept	
High Level Business Process Change Impact Analysis	
Recommended Changes to Supporting Organization Infrastructure	
Recommended Changes to Supporting Systems and Technology	

Outputs	
Detailed Impact on Current Organization Structure	

Roles & Responsibilities

| Role	Responsibility
HR Specialist	Executes this activity, specializing in job design and the design of reporting and decision making structures. This person also has a deep understanding of what it takes to implement significant change.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Educational Materials

- Determine how pending changes will impact current education, including training, help aids and help screens.

- If pending changes include those from related projects, perform this activity with representatives from those projects.
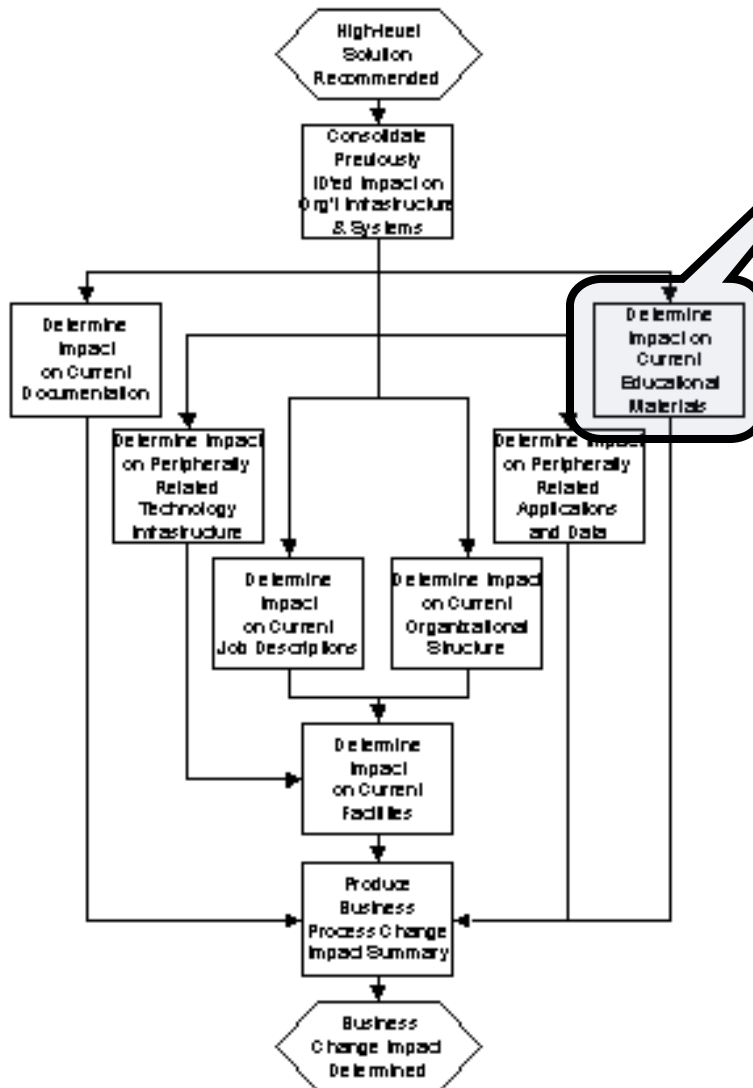
Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Educational Materials

Inputs & Outputs

Inputs	Current Detailed Business Process Model	Current Education Materials
	Future Detailed Business Process Model	Current Business Process Concept
	Future Business Process Concept	
	High Level Business Process Change Impact Analysis	
	Recommended Changes to Supporting Organization Infrastructure	
	Recommended Changes to Supporting Systems and Technology	

Outputs	Detailed Impact on Current Education Materials

Roles & Responsibilities

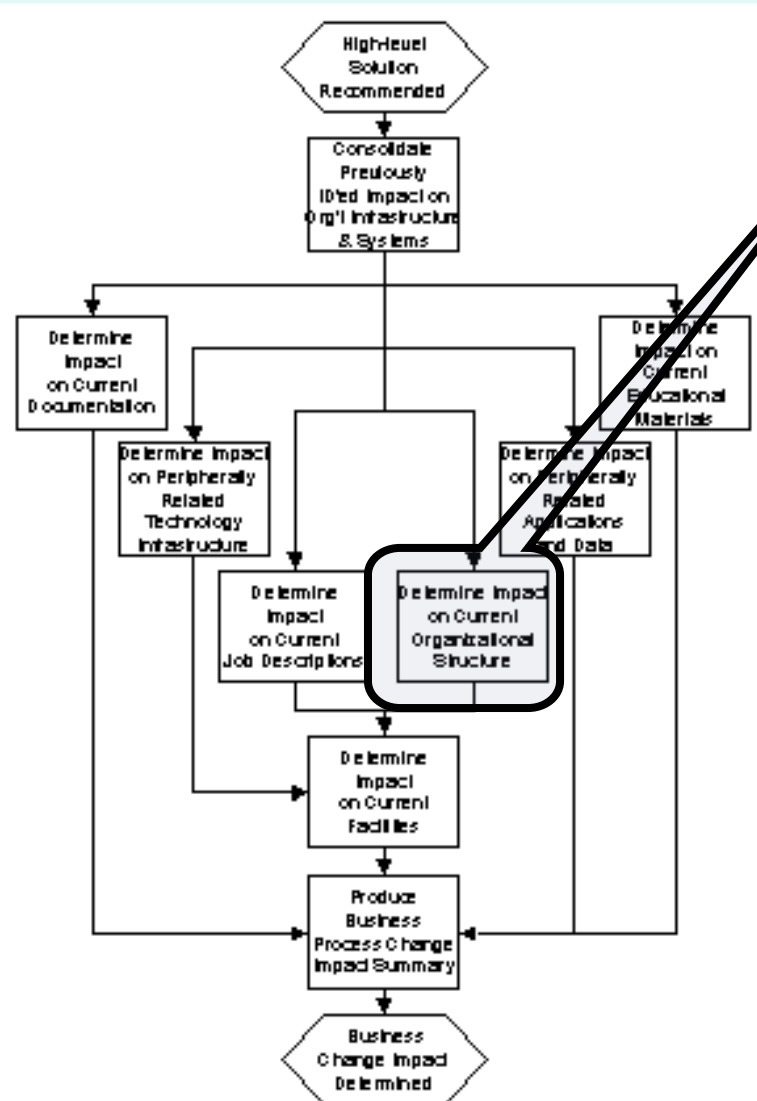| Role	Responsibility
Training Specialist	Executes this activity, specializing in some aspect of competency improvement, including skills assessment, curriculum design, courseware development, and training delivery.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Facilities

- Review detailed impact analysis for technology infrastructure and jobs in order to determine how pending changes will impact current buildings, storage areas, and work areas.

- If pending changes include those from related projects, perform this activity with representatives from those projects.
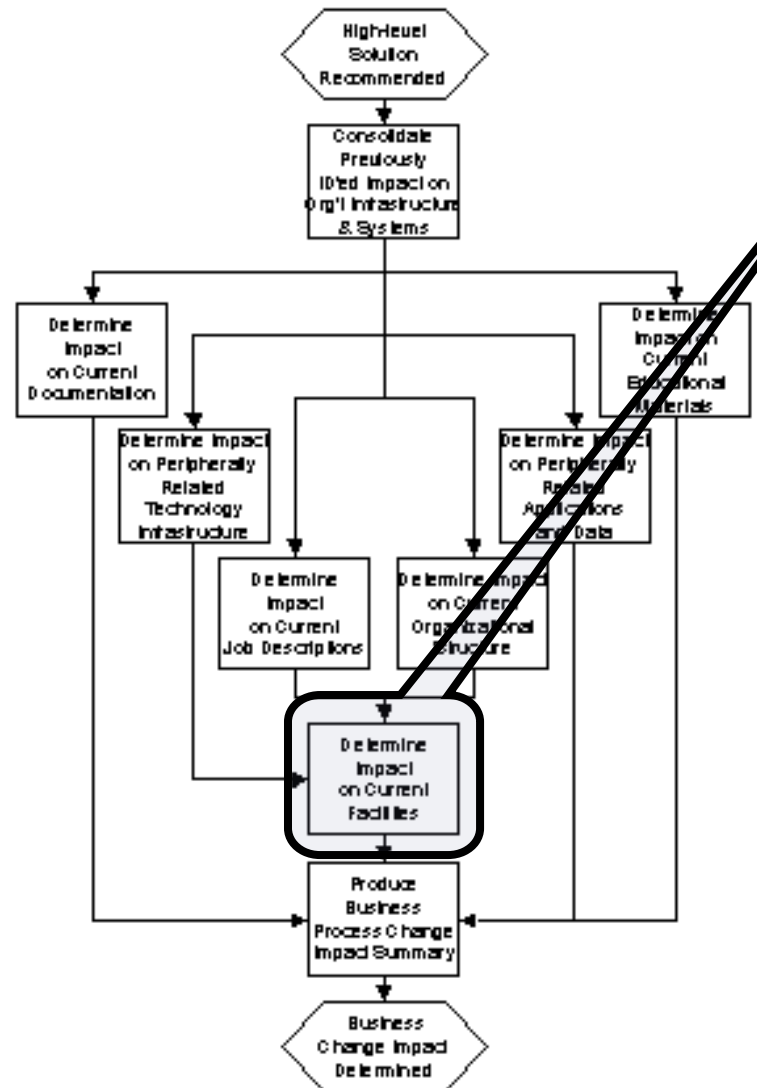
Recommend Conceptual Solution

Perform Business Change Impact Analysis
Determine Impact on Current Facilities

Inputs & Outputs

Inputs	Current Detailed Business Process Model	Future Detailed Business Process Model
	High Level Business Process Change Impact Analysis	Current Business Process Concept
	Future Business Process Concept	
	Recommended Changes to Supporting Organization Infrastructure	
	Recommended Changes to Supporting Systems and Technology	

Outputs	Detailed Impact on Current Facilities

Roles & Responsibilities

| **Role**	**Responsibility**
Facilities Specialist	Executes activity, specializing in an aspect of the workflow location, including work area and station design, location acquisition and maintenance, and work relocation.
Project Manager	Supports this activity. Guide this activity, based on knowledge of the project scope and business process performance objectives.
Process Modeler	Supports this activity. Provide input to this activity, based on knowledge of the project scope and business process performance objectives.

Recommend Conceptual Solution

Perform Business Change Impact Analysis
Produce Business Process Change Impact Summary

- Summarize the detailed impact studies.
- If pending changes include those from related projects, perform this activity with representatives from those projects.

- Incorporate additional requirements into the Requirements Specification, and update the Project Approach in the Summary Section of the Project Charter to reflect any change in scope.
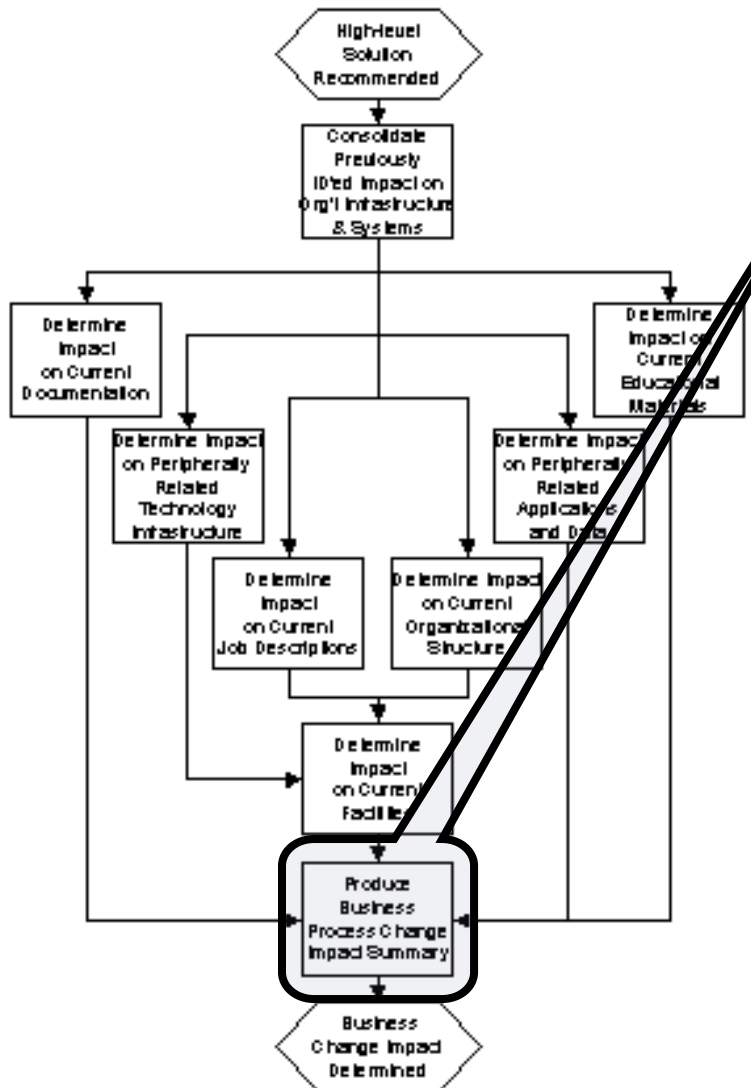
Recommend Conceptual Solution

Perform Business Change Impact Analysis
Produce Business Process Change Impact Summary

Inputs & Outputs

Inputs

Detailed Impact on Current Documentation
Detailed Impact on Current Organization Structure
Detailed Impact on Peripherally Related Applications & Data
Detailed Impact on Current Education Materials
Detailed Impact on Peripherally Related Technology Infrastructure

Detailed Impact on Current Facilities
Detailed Impact on Current Job Descriptions

Outputs

Business Process Change Impact Summary
Project Charter
Requirements Specification

Roles & Responsibilities

Role	Responsibility
Process Modeler	Executes this activity. Based on knowledge of the project scope and business process performance objectives, produces Impact Summary and updates the Project Charter and Requirements Specification as needed.
Project Manager	Supports this activity. Based on knowledge of the project scope and business process performance objectives, summarizes the detailed impact studies.

Recommend Conceptual Solution

Recommend Project Solution
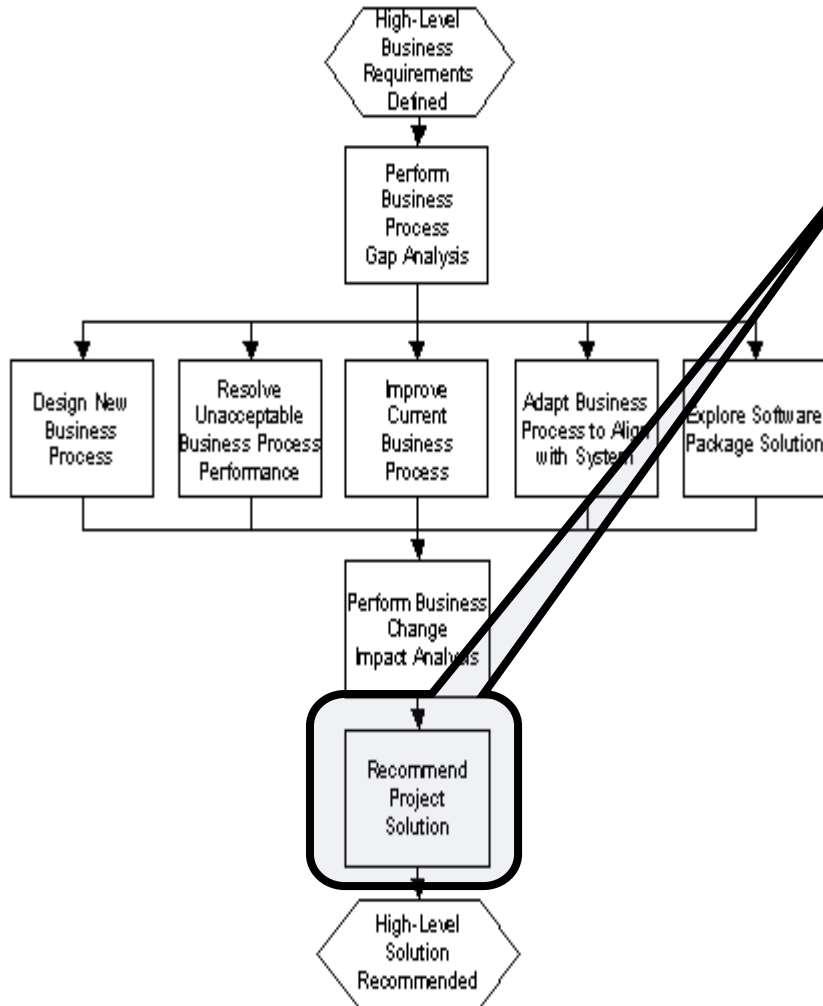
- Review and evaluate the viability of one or a combination of the alternative solutions.

- Recommend the approach that best satisfies high-level business requirements, and document it in the Project Approach in the Summary Section of the Project Charter.

- Update the Requirements Specification with any newly discovered organization, application, data, or technology requirements.

- Note: If the recommended solution impacts outside projects, submit the recommendation to the project Steering Committee for approval.

Recommend Conceptual Solution

Recommend Project Solution

Inputs & Outputs	
Inputs	Recommended Changes to Supporting Systems and Technology Recommended Changes to Supporting Organization Infrastructure Business Case Requirements Specification
Outputs	Project Charter Requirements Specification

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes this activity, based on knowledge of the project scope, business process performance objectives, and the overall impact of the various alternatives, determines best approach and project direction.
Steering Committee	Supports this activity. Provides input based on understanding of the primary intent of the change project or program and who has final sign-off on key deliverables.

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate → Plan → Design → Construct → Implement → Operate

Sub-Phases: Define & Initiate | Start Project | Requirements | Architecture & Design | Construct & Unit Test | Integrate & Test | Implement | Warranty | Close Project

Requirements Sub-Phase

3 Requirements

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

This process confirms an existing structure or designs a new organizational structure and defines job related specifications for the people needed to enable the desired end-state of the implemented project.

This process is broken out into 5 sub-processes:

- Determine Organization Structural Requirements

- Design/Confirm the Future organizational Structure

- Determine/Confirm Target Roles & Responsibilities

- Determine Organizational Competency Requirements

- Align and Confirm Future Organization Architecture.

Determine Organization Structural Requirements
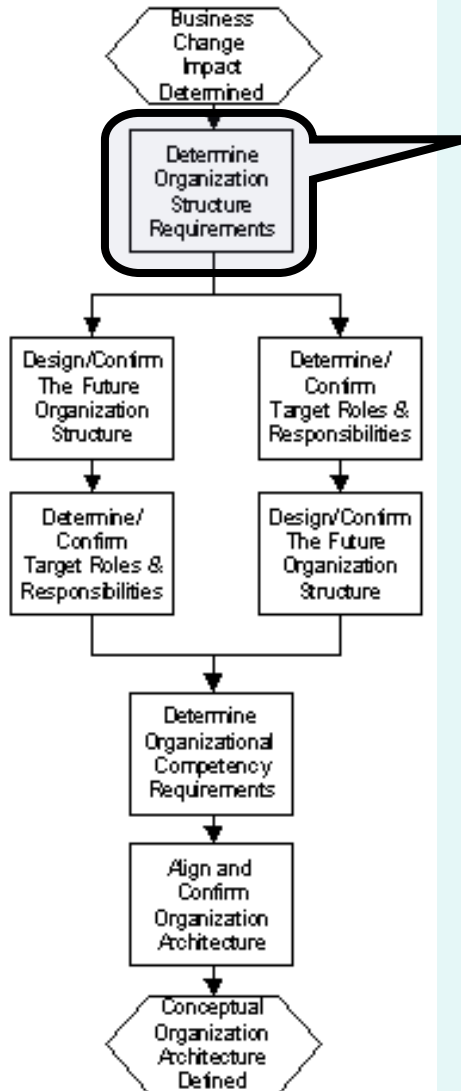
- Internally, the organization structure is the market view of how an enterprise deploys its assets. It tells customers and suppliers whom they must contact for specific business negotiations, and it communicates the relative importance of and interrelationships between business units. Most importantly, it conveys public image.

- Internally, the organization structure is the framework within which business work groups operate. It tells employees who has authority, responsibility, and accountability for business results, and it illuminates sources of power and influence; most importantly, it instills cultural values, beliefs, and attitudes.

- Review the Business Case and Business Process Requirements to determine whether the design of the future organization needs to be driven by a market view or internal operating quality and efficiency. If market view drives the change, organization structure must be determined first. If internal operating quality and efficiency drive the change, roles and responsibilities must be determined first.

Determine Organization Structural Requirements
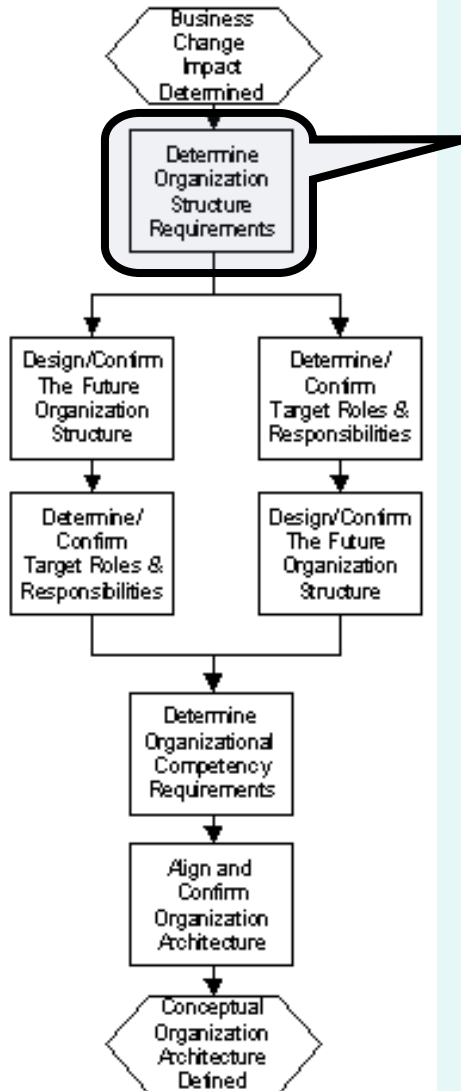
- Review the Conceptual Business Process Architecture and the Business Process Change Impact Summary to understand what must be true of impacted organizational units if Business Process Requirements are to be realized. Focus on the current state of the following areas, question their suitability, and assess the potential impact of failing to address related obstacles:
  - **Structure.** Determine the control structure and levels of decision-making comprising the skeleton of the organization or business area undergoing change. Specifically note business image, market perception, and market penetration, whether decision making is centralized, decentralized, or autonomous, and how operational control is maintained, such as by business unit, line of business, and/or functional unit.
  - **Plans.** Find out how familiar work group members are with their organization's workplans. Determine the extent to which employees are involved in the planning process.
  - **Composition.** Explore the nature of existing responsibilities, focusing on whether they are cross-functional or stove-piped.
  - **Relationships.** Determine how well members of an organizational unit work together for common objectives. Seek patterns relating teamwork to processes being performed.
  - **Leadership and management style.** Observe the reporting pattern for existing organizational units, identifying the interrelationships between managers, leaders, and other group members. Note members who independently assume leadership roles.
- Document your results in Organization Requirements.

Determine Organization Structural Requirements

Inputs & Outputs

Inputs	Conceptual Business Process Architecture Business Process Change Impact Summary Business Case Business Process Requirements
Outputs	Organization Requirements

Roles & Responsibilities

Role	Responsibility
Project Manager	Guides this activity, based on knowledge of project and the business process change impact summary.
Organizational Design Specialist	Executes this activity. Gathers project artifacts to understand primary organizational change driver and plan steps to determine organizational requirements.

Design/Confirm the Future Organizational Structure
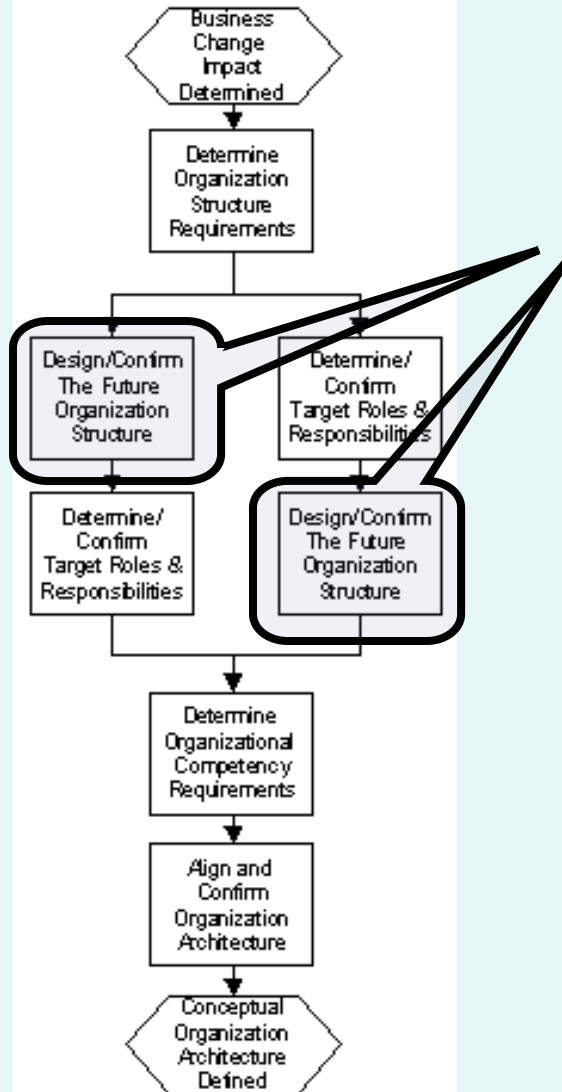
- Realize that the organization structural design is a means for clarifying and communicating formal business relationships between organizational units. It consists of the control structure that determines reporting relationships and a decision-making pattern that together give shape and posture to an otherwise amorphous organization.

- Determine which competitive strategies are relevant to the current situation: Operational Excellence, Customer Intimacy, or Product Leadership. Also ascertain other determinants of organization infrastructure over which you have no control but which affect your design none-the-less, for instance, the organization's size, available technology, and environmental conditions.

- Work with an Organization Design Specialist to assess potential organization structure and select the most appropriate alternative.

Design/Confirm the Future Organizational Structure

Inputs & Outputs

Inputs	Target Roles and Responsibilities Conceptual Business Process Architecture Business Case Business Process Change Impact Summary Organization Requirements
Outputs	Future Organization Structure

Roles & Responsibilities

Role	Responsibility
Project Manager	If the primary drive of change is externally driven, the **Project Manager leads this activity. Coordinate with affected business units to determine competitive strategies, plan customer roll out/communication and work through all interrelationships between business units.** If the primary drive of change is internally driven, collaborate with the **Organizational Design Specialist.**
Organizational Design Specialist	If the primary drive of change is internally driven, provides input regarding alternative requirements in job design and the design of reporting and decision making structures.

Determine/Confirm Target Roles & Responsibilities
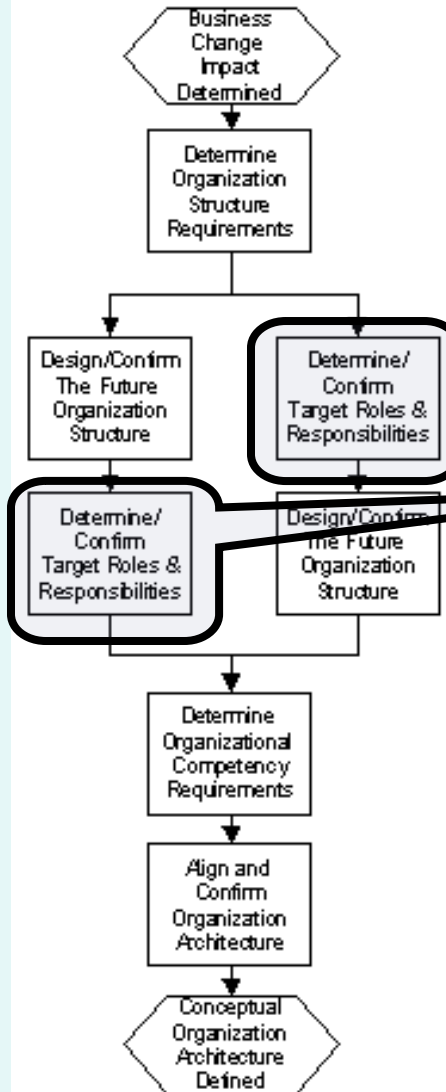
- Determine how you can design jobs/teams to best support the new or changed business process.

- Work with an Organization Design Specialist to determine the roles & responsibilities needed to effectively implement new or modified business processes and to achieve predefined Business Process Requirements.

Determine/Confirm Target Roles & Responsibilities

Inputs & Outputs	
Inputs	Conceptual Business Process Architecture Business Process Change Impact Summary Organization Requirements Business Case
Outputs	Target Roles and Responsibilities

Roles & Responsibilities	
Role	**Responsibility**
Organization Design Specialist	Executes this activity to determine the roles & responsibilities needed to effectively implement new or modified business processes and to achieve predefined Process Performance Objectives.
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.

Determine Organizational Competency Requirements
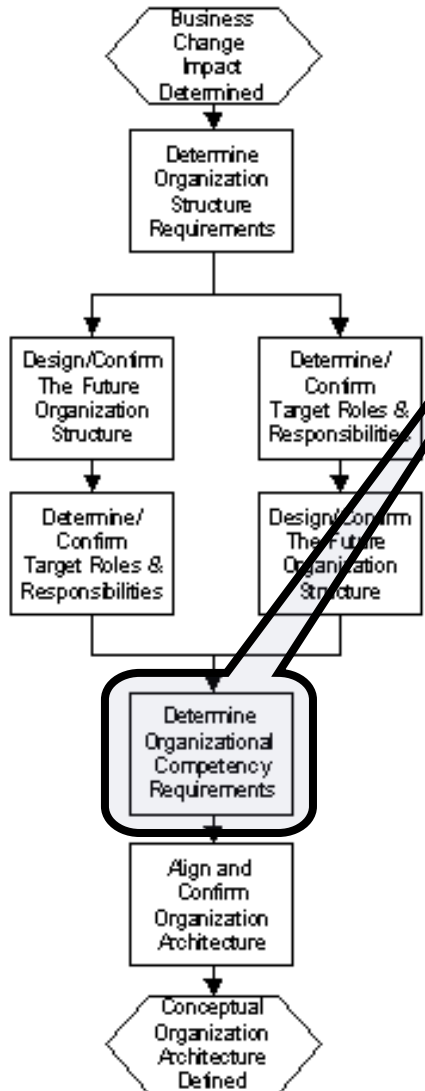
- Work with a Training Specialist to determine the levels of expertise needed to effectively implement new business processes and to achieve predefined Business Process Requirements.

- Document future competency requirements in Organization Requirements.

Determine Organizational Competency Requirements

Inputs & Outputs	
Inputs	Target Roles and Responsibilities Organization Requirements
Outputs	Organization Requirements

Roles & Responsibilities	
Role	**Responsibility**
Training Specialist	Executes this activity to effectively implement new or modified business processes and to achieve predefined Process Performance Objectives.
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.

Align and Confirm Future Organization Architecture
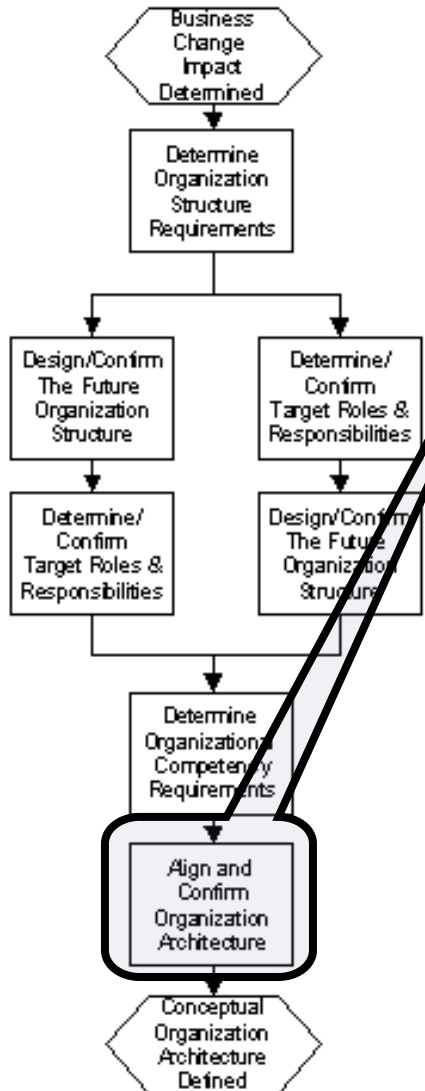
- Review Organization Requirements to determine how the proposed organization structure and underlying roles and responsibilities align with Business Process Performance Metrics.

- Ensure that proposed organization changes are actually necessary.

- Resolve any discrepancies or conflicts.

- Document final organization structure and underlying roles and responsibilities in the Conceptual Organization Architecture.

Align and Confirm Future Organization Architecture

Inputs & Outputs	
Inputs	Organization Requirements Target Roles and Responsibilities Future Organization Structure
Outputs	Conceptual Organization Architecture

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Guide this activity, based on knowledge of the project scope and business process performance objectives.
Organization Design Specialist	Executes this activity to the levels of expertise needed to effectively implement new or modified business processes and to achieve predefined Process Performance Objectives.

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate, Plan, Design, Construct, Implement, Operate

Sub-Phases: Define & Initiate, Start Project, Requirements, Architecture & Design, Construct & Unit Test, Integrate & Test, Implement, Warranty, Close Project

Requirements Sub-Phase

3 Requirements

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

This process determines the business functions that the system will perform and conceptualizes how applications will fit into the existing environment.

This process is broken out into 6 sub-processes:

- Confirm High-level System Functionality
- Determine Detailed System Functionality
- Determine User Interface Requirements
- Determine Non-function Related Requirements
- Define Applications
- Select Application Architecture Approach.

Confirm High-level System Functionality
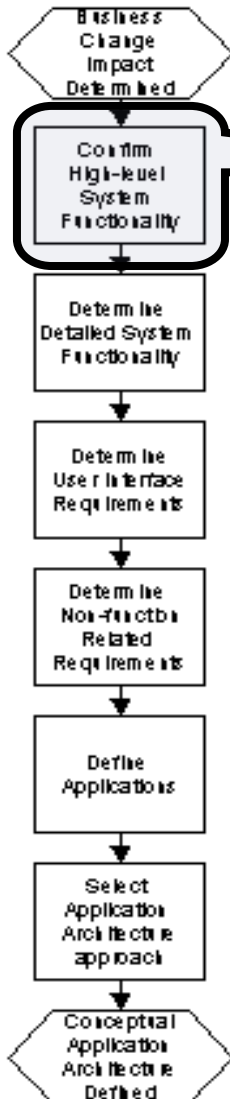
- Collect requests for improvement.

- Use the Business Case, end-state process design documents, and the System Impact Assessment to prioritize requests.

- Define/confirm what will be handled by the system and what will be handled outside the system.

- Outline system functionality, then divide the model into packages with actors and use cases.

Confirm High-level System Functionality

Inputs & Outputs	
Inputs	Stakeholder Requests Conceptual Business Process Architecture Business Case Business Process Change Impact Summary
Outputs	Scenarios or Use-Case Model

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Analyst	Executes creation of use-case models based on requests and requirements for system functionality.
Facilitator	Facilitates discussion with team to elicit information on the current business processes.
Subject Matter Experts	Internal or external resources with extensive knowledge of use-case modeling provide input to this activity.

Determine Detailed System Functionality
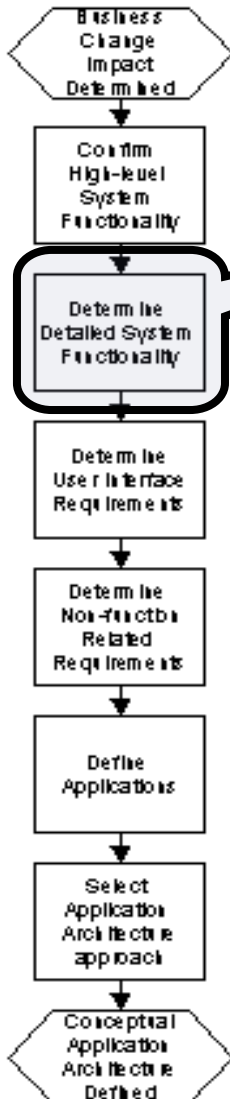
- Structure and provide detail for the flow of events in each scenario/use case.

- Illustrate relationships with actors and with other scenarios/use cases.

- Describe the special requirements, communication protocols, pre- and post-conditions, and extension points.

- Capture any non-functional requirements for a later activity.

- Document functional requirements in the Application Requirements section of the Requirements Specification.

Determine Detailed System Functionality

Inputs & Outputs	
Inputs	Scenarios or Use-Case Model
Outputs	Scenarios or Use-Case Model Application Functional Requirements

Roles & Responsibilities	
Role	**Responsibility**
Business Analyst	Executes, providing guidance on the special requirements, communication protocols as they relate to business requirements.
Facilitator	Facilitates discussion with team to elicit information on the current business processes.
Subject Matter Experts	Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Determine User Interface Requirements
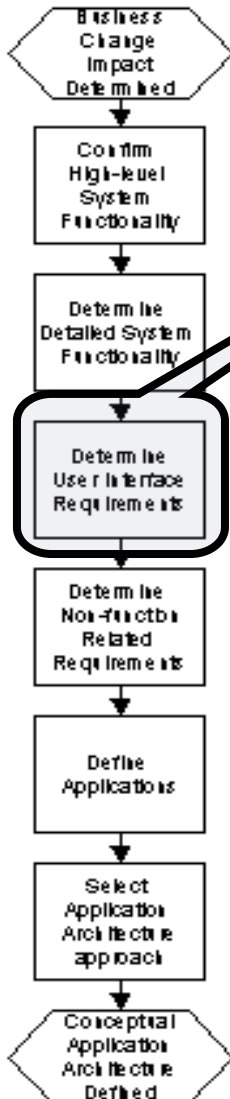
- For each scenario/use case identified, describe the characteristics of related actors and flow of events using a storyboard approach.

- Review the storyboard to capture usability requirements and to determine boundary classes.

Determine User Interface Requirements

Inputs & Outputs	
Inputs	Conceptual Business Process Architecture Scenarios or Use-Case Model
Outputs	User Interface Requirements

Roles & Responsibilities	
Role	**Responsibility**
Facilitator	Facilitates discussion with team to elicit information on the current business processes.
Subject Matter Experts	Internal or external resources with extensive knowledge on a particular topic provide input to this activity.
User Interface Designer	Coordinates the design of the user interface, capturing usability requirements and to determining boundary classes.

Determine Non-functional Related Requirements

- In addition to business and technical requirements, it is necessary to also capture system requirements that are not readily available during use case modeling.

- These include:
  - Legal and regulatory Requirements
  - Auditing Requirements
  - Hardware Interfaces
  - Software Interfaces
  - Communications Interfaces
  - Usability Requirements
  - Reliability Requirements
  - Performance Requirements
  - Supportability Requirements.

- Document in the Application Requirements section of the Requirements Specification.

Determine Non-function Related Requirements

Inputs & Outputs	
Inputs	Scenario or Use-Case Storyboards Boundary Classes User-Interface Prototype Conceptual Business Process Architecture User Interface Requirements Application Functional Requirements
Outputs	Non-function Related Application Requirements

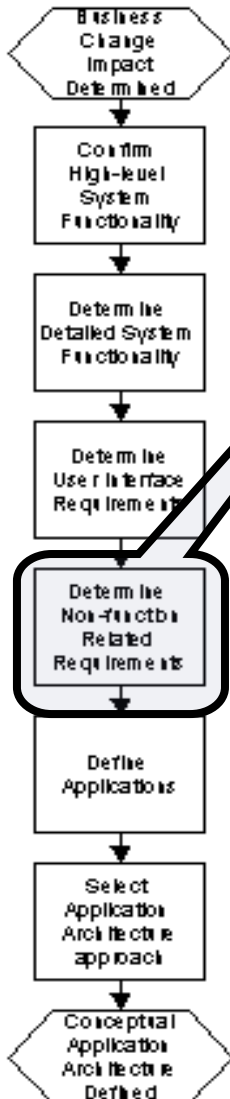| Roles & Responsibilities	
Role	**Responsibility**
Business Analyst	Executes, outlining the system's functionality and delimiting the system, coordinating requirements elicitation and use case modeling.
Facilitator	Facilitates discussion with team to elicit information on the current business processes.
Subject Matter Experts	Internal or external resources with extensive knowledge on a particular topic provide input to this activity.

Define Applications

Business Change Impact Determined → Confirm High-level System Functionality → Determine Detailed System Functionality → Determine User Interface Requirements → Determine Non-functional Related Requirements → **Define Applications** → Select Application Architecture approach → Conceptual Application Architecture Defined
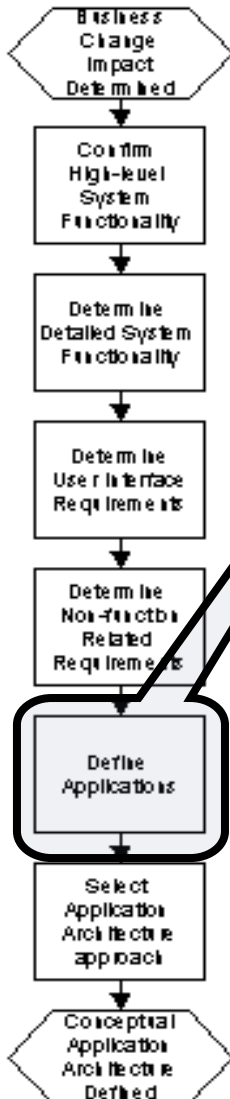
- Review Application Requirements to determine which:
    - Are already met by existing applications
    - Will be met by modifying existing applications
    - Will be met by new applications (either custom-built or prepackaged).

- Identify and define transaction-processing applications, describing the functions each is expected to perform.

- Functional detail should be sufficient to establish application scope but not to detail internal logic.

- Also, determine interfaces:
    - Of applications to be replaced
    - For synchronizing data with peripheral systems
    - To external systems
    - To related applications.

Define Applications

Inputs & Outputs	
Inputs	Application Requirements
Outputs	Application Definitions

Roles & Responsibilities	
Role	**Responsibility**
Business System Architect	Executes this activity. Reviews Application Requirements to determine which functionality is met by new applications, existing applications, or modifications to existing applications.

Select Application Architecture Approach
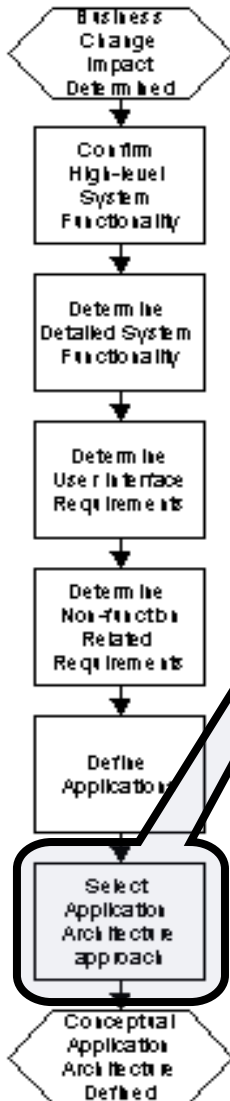
- Research alternatives to dealing with known architecture-related problems. Address issues specifically related to each category of application, including but not limited to the following:
  - Transaction management
  - Work flow management
  - Configuration management
  - Software distribution across the organization
  - Data replication and control
  - Management reporting.

- Select one or more architectures to handle previously defined applications, and document in the Conceptual Application Architecture section of the Conceptual Solution Architecture document.

Select Application Architecture Approach

Inputs & Outputs	
Inputs	Application Definitions
Outputs	Conceptual Application Architecture

Roles & Responsibilities	
Role	**Responsibility**
Business System Architect	Executes this activity. Researches alternatives to known architecture-related problems. Address issues specifically related to each application category.

Select Application Architecture Approach
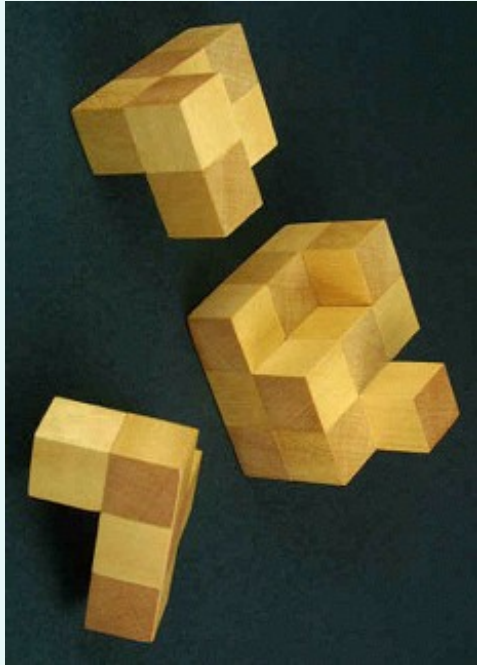
Example – Use Case

Brief Description

This use case describes how to add a new user via Security Administration.

Flow of Events - Basic Flow

1. From the Security Administration Home Page, click Add New User to generate the Add New User Step One page.
2. From the Add New User – Step One page, enter the users Last Name, First Name, Middle Initial; email Address, Phone Number, and Extension. Then choose the groups the new user is being set up to get access to. When completed, click Continue to generate the Choose Access Rights page.
3. From the Choose Access Rights page, choose the user's application RBAC roles and delegation rights. When completed, click Continue to generate the Add New User – Review page.
4. From the Add New User – Review page, click Accept to generate the User Access Instructions page. Print the page. Click Return to generate the Security Administration Home Page.

Select Application Architecture Approach

Example – Use Case- continued

Flow of Events - *Alternative Flows*

< Printer Friendly User Access Instructions Page >

    4A. From the User Access Instructions page, click Go To Printer Friendly Instructions Page to generate the Printer Friendly Instructions Page.

    4B. Click Print This Page to generate a hard copy of the page.

    4C. Click Return to Security Administration Home Page to generate the Security Administration Home Page.

< Cancel Button >

    2.4. Click Cancel, to cancel the transaction and generate the Security Administration Home Page.

< Help Screens>

    2-4. Click the Help icon to generate a separate browser session and populate it with help information. Click Close to close the browser session.

Select Application Architecture Approach

Example – Use Case- continued

Special Requirements

< Temporary ID and PW generation rules>

Temporary IDs and passwords will be generated automatically through SSO systems. Temp IDs and passwords are valid for 30 days or until the user registers. Profanity will not be allowed for First Name, Last Name, and email address fields.

< Portal Look and Feel>

Security Administration needs to comply with Employer Portal look and feel standards

< System Performance>

Transactions need to be completed within X milliseconds with 50 simultaneous users.

Example – Use Case - continued

Pre-conditions

< User Logged In >
 The user must be logged into Single Sign On

< User Rights >
 User rights dictates whether of not the user can enter Security Administration. If Security Administration rights have been revoked, the user will not be able to enter the model.

Post-conditions

< New user set up >
< New user record entered into SSO Vetting database>

Extension Points

<Log On Us – Case>

Open Issues
- How many users are there before Search feature is activated? Should users with expired IDs be displayed on search results?
- Will fields be pre-populated on the Security Administration Homepage after a new user is added or will the fields be cleared?
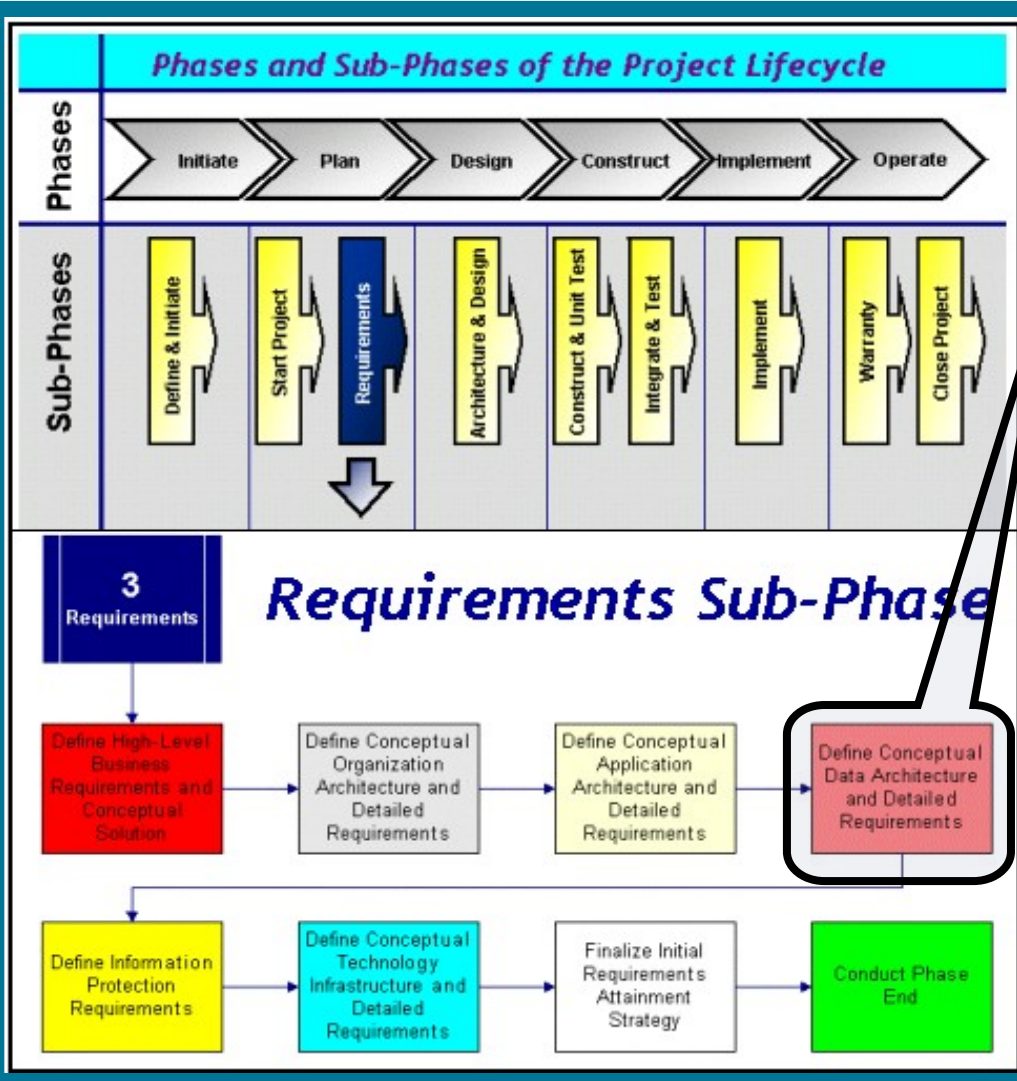
This process determines what data will be required, along with target metrics related to that data.

This process is broken out into 3 sub-processes:

- Determine Detailed Data Requirements
- Determine Data Scope
- Create High-Level Data Conversion Strategy

Determine Detailed Data Requirements
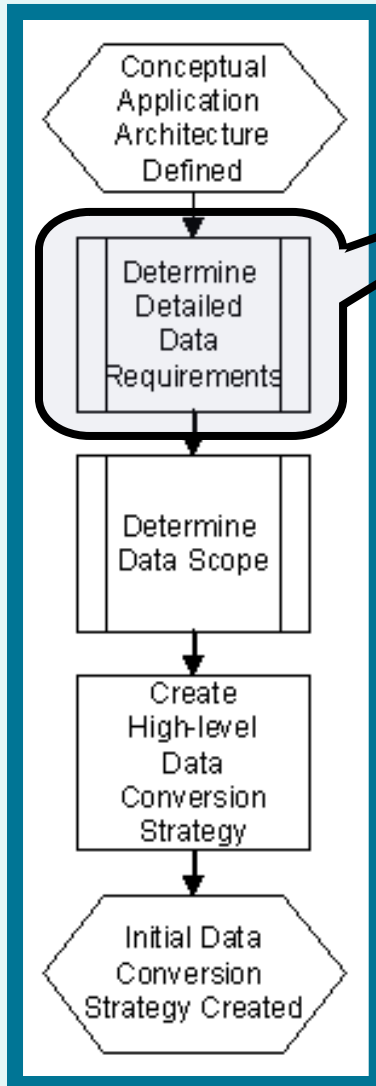
- Data Requirements deliver the detailed specification of data-based performance, availability, and maintainability requirements of the system within the constraints of a project and in context with the Enterprise Data Architecture.

- Document results in the Data Requirements section of the Requirements Specification.

Determine Data Scope
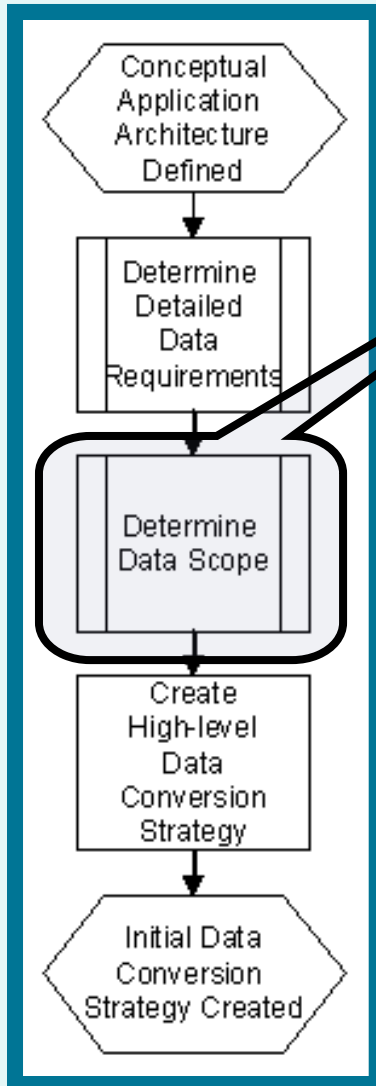
- Assess high-level data focus of the project. Develop project data scope statement and Conceptual Data Model.

- Document results in the Data Architecture Section of the Conceptual Solution Architecture document.

Create High-Level Data Conversion Strategy
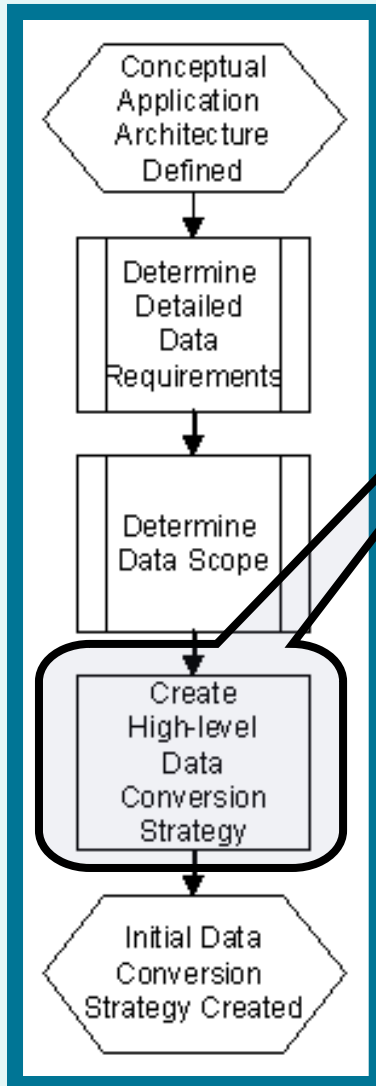
- Define the scope of the data conversion process, covering existing databases and files that need to be converted to the new system:
  - Identify the data that can be converted with automated programs.
  - Estimate the amount of data that must be converted manually.
  - Determine the set of new files/databases that must be created from scratch.
  - Verify the level of quality, accuracy and integrity of the existing data.

- Identify the existing or special software tools/facilities or hardware and networking equipment that will be required to support the data conversion process.

- Define and document the optimal data conversion strategy that is required to perform the overall data conversion effort.

Create High-Level Data Conversion Strategy

Inputs & Outputs	
Inputs	Data Requirements Conceptual Business Process Architecture Application Requirements Conceptual Data Model
Outputs	Data conversion strategy

Roles & Responsibilities	
Role	**Responsibility**
Business System Analyst	Executes, defining, at a high level, the initial data conversion requirements and strategy.
Project Manager	Guides this activity, based on knowledge of project scope and business process performance objectives.
Data Modeler	Provide input to this activity, based on knowledge of the data requirements.

Details - Define Information Protection Requirements
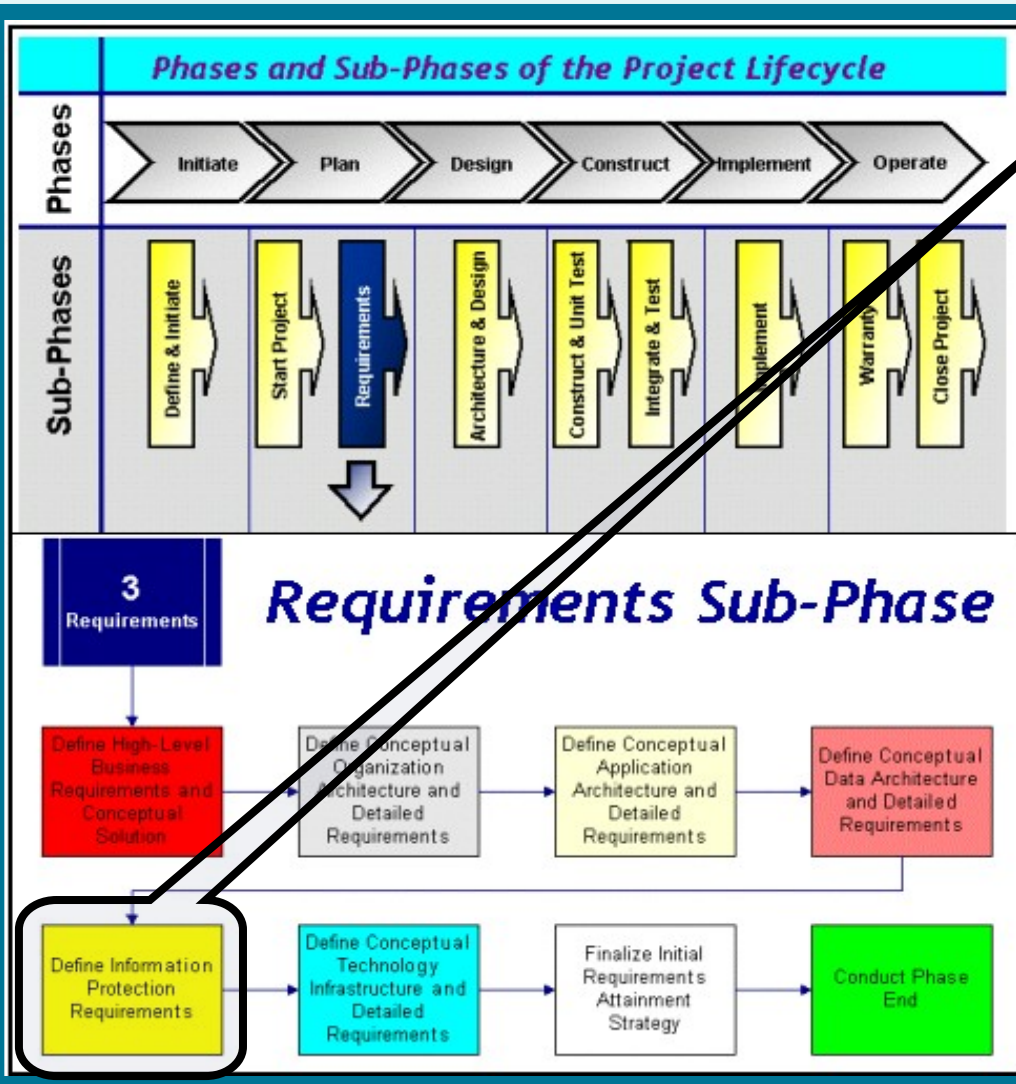
Information Protection deliverables help project teams build secure systems by identifying, assessing, and addressing security and privacy risks for the company.

This process is broken out into 4 sub-processes:

- Complete Data Classification
- Complete Risk Assessment
- Escalate Unmitigated Risks
- Specify Security Requirements

Complete Data Classification
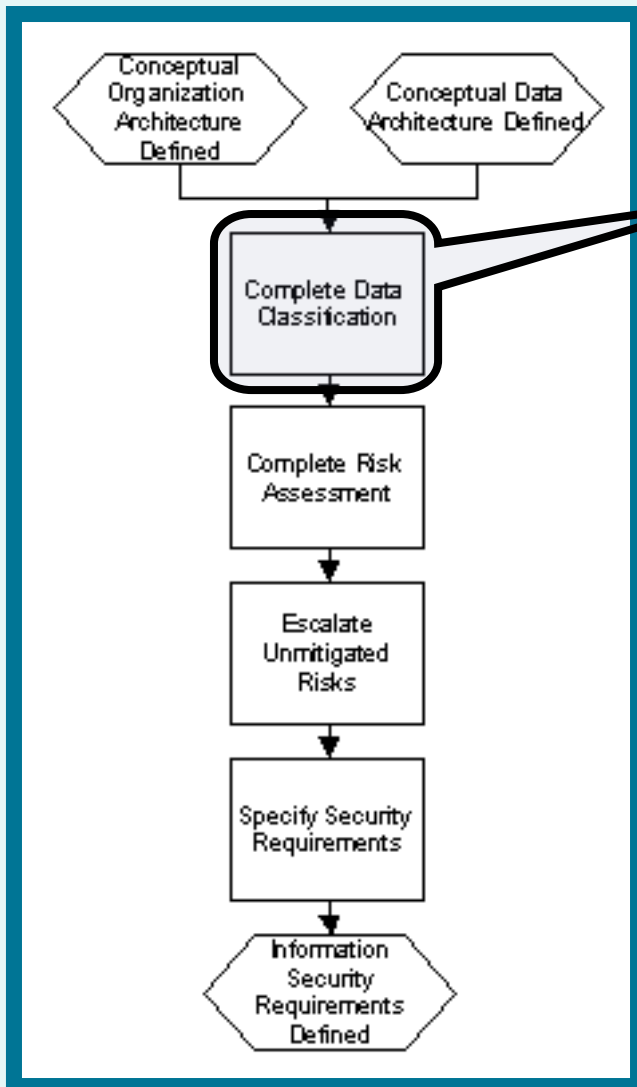
- Many security decisions are based on the level of sensitivity of the data; the data to be used in the process/project must be described and classified.

- All users need to familiarize themselves with the definitions for these categories and the steps that must be taken to protect information falling into each.

- The categories are described in detail in the deliverable instructions form.

Complete Data Classification

Inputs & Outputs	
Inputs	Conceptual Data Architecture Data Requirements
Outputs	Data Classification Form

Roles & Responsibilities	
Role	**Responsibility**
Business Analyst	Classifies data according to the level of sensitivity used in the process/project, considering all technical risks and ensures the business can adapt.

Complete Risk Assessment
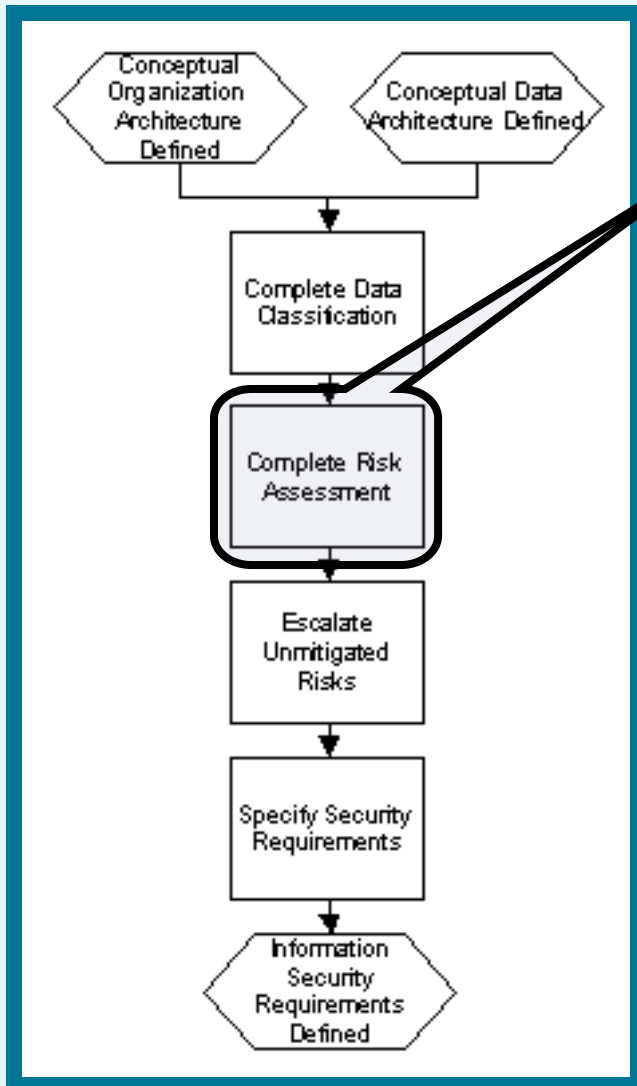
- The Risk Assessment needs to address the following:
  - confidentiality
  - integrity
  - availability of information.

- This step is optional, as the matrix is a tool used to plan for the security design diagram and description developed in the Design Phase.

Complete Risk Assessment

Inputs & Outputs	
Inputs	Data Classification Form
Outputs	Risk Assessment Matrix

Roles & Responsibilities	
Role	**Responsibility**
Design Architect	As decision-maker for architecture, addresses risks with data confidentiality, integrity, and availability.

Escalate Unmitigated Risks
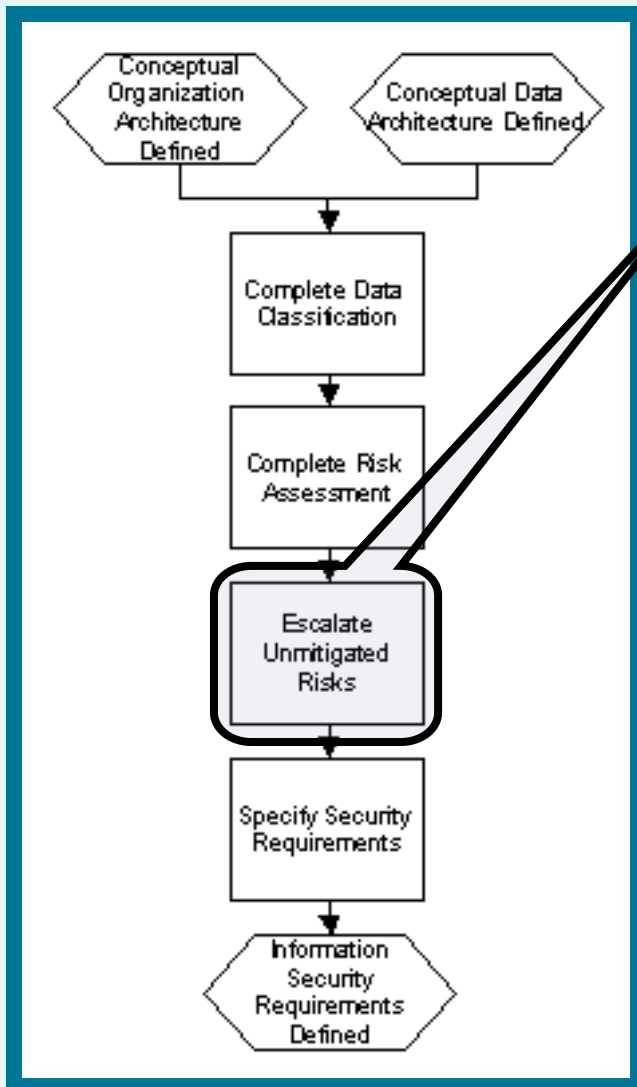
- Any risks not addressed in mitigating measures above must be escalated to the Division Security Officer (DSO) and your Information Protection area.

Escalate Unmitigated Risks

Inputs & Outputs	
Inputs	Risk Assessment Matrix
Outputs	

Roles & Responsibilities	
Role	**Responsibility**
Division Security Officer	Executes, focusing on system-related risk, escalating as appropriate.
CIP Team Representative	Provides input to this activity regarding security risk as it applies to the enterprise.

Specify Security Requirements
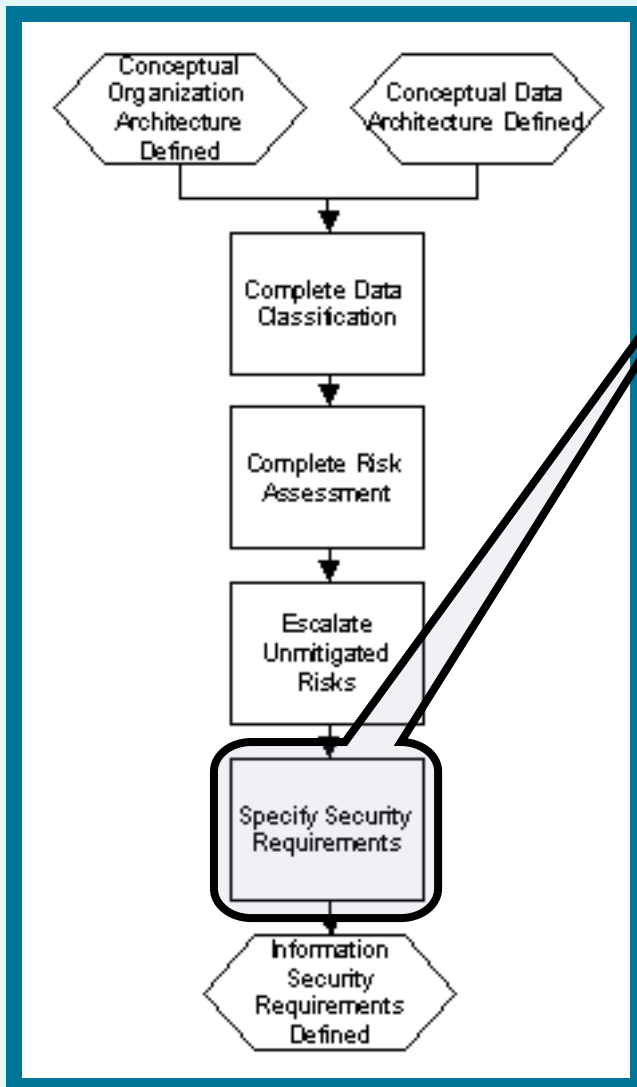
- Complete the Information Security Requirements portion of the Requirements Specification.

Specify Security Requirements

Inputs & Outputs	
Inputs	Data Classification Form Risk Assessment Matrix
Outputs	Detailed Security Requirements

Roles & Responsibilities	
Role	**Responsibility**
Business Analyst	Executes the wrap-up of security requirements, identifying key and critical rules about data access and processing rights, along with related control mechanisms.

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate, Plan, Design, Construct, Implement, Operate

Sub-Phases: Define & Initiate, Start Project, Requirements, Architecture & Design, Construct & Unit Test, Integrate & Test, Implement, Warranty, Close Project

Requirements Sub-Phase

3 Requirements

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

The criteria for choosing a supportive, effective, and efficient technology infrastructure is determined. The technology infrastructure consists of the hardware, system software, and communication facilities that support application systems, data stores, and ultimately the business processes performed by the organization.

This process is broken out into 2 sub-processes:

- Define Technology Infrastructure Requirements
- Determine Conceptual Technology Architecture

Define Technology Infrastructure Requirements

Information Security Requirements Defined

Define Technology Infrastructure Requirements

Define Conceptual Technology Architecture

Conceptual Technology Architecture Defined
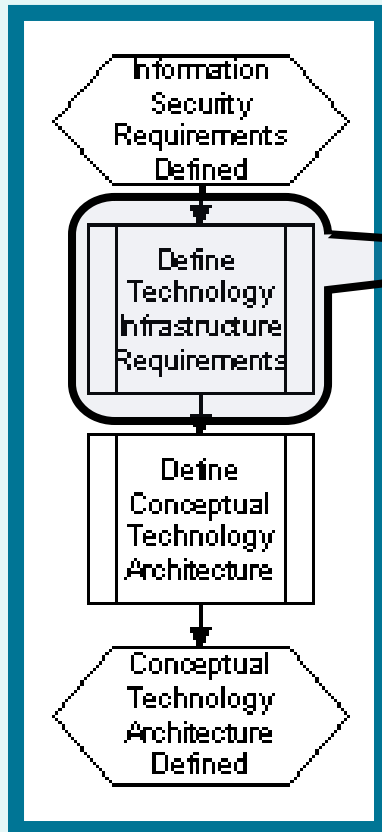
- Determine how the technology infrastructure can be used to enable the proposed Solution Architecture and related Business Requirements.
- Make sure the following is addressed to ensure completeness:
  - Batch processing requirements
  - Existing infrastructure
  - Interfaces to existing systems
  - Interfaces to future systems
  - Interfaces to external systems
  - Internal work routing
  - Enterprise-wide e-mail
  - Enterprise-wide report routing
  - Enterprise-wide data access.

Determine Conceptual Technology Architecture

Information Security Requirements Defined

Define Technology Infrastructure Requirements

Define Conceptual Technology Architecture

Conceptual Technology Architecture Defined
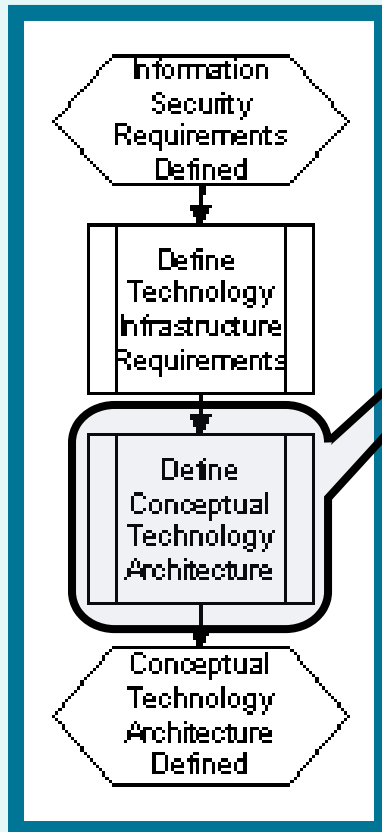
- Determine distribution of functions and entities to conceptual nodes, for instance, user workstations, servers, or other central facility.

Details - Finalize Initial Requirements Attainment Strategy

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate | Plan | Design | Construct | Implement | Operate

Sub-Phases: Define & Initiate | Start Project | Requirements | Architecture & Design | Construct & Unit Test | Integrate & Test | Implement | Warranty | Close Project

3 Requirements

Requirements Sub-Phase

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
- Finalize Initial Requirements Attainment Strategy
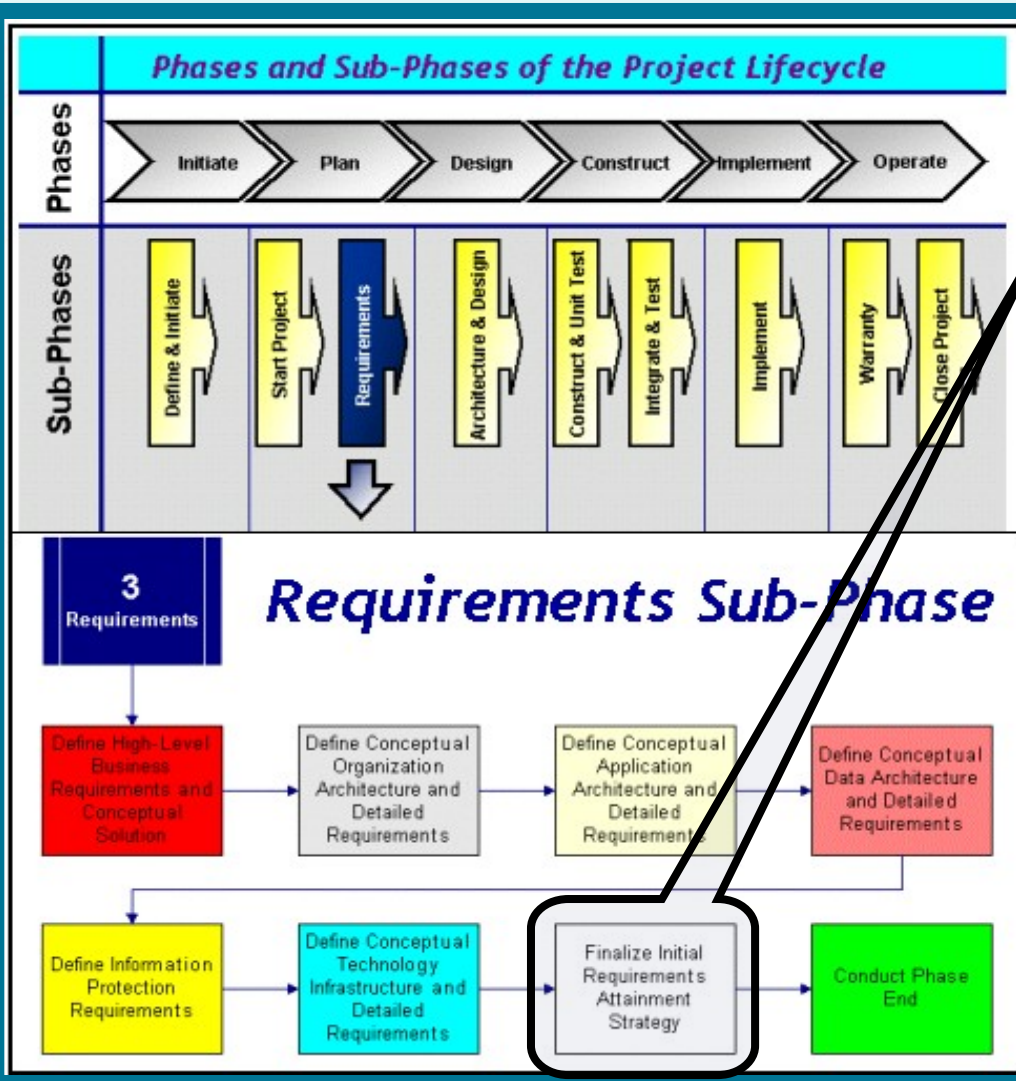- Conduct Phase End

This activity produces a testing strategy based upon the business and functional requirements of the project. The strategy lays out the timeline, impacted areas/systems, required platforms, required phases, types of tests, testing tools and infrastructure requirements. The strategy enables the team to think through the entire testing lifecycle at a high level before getting immersed in the details. The focus is on the high-level objectives and overall scope and approach. The initial testing strategy is developed during the start of the project and is revised at the start of each phase of the testing process. It represents a joint effort among developers, testers, customers and production operations and support. The strategy must be completed before any testing can occur.

This process is broken out into 5 sub-processes:

- Baseline Business Requirements
- Plan Testing Strategy
- Develop System Implementation Approach
- Develop Work Force Enablement Strategy
- (Re)Confirm Alignment of Strategy Components

Baseline Business Requirements
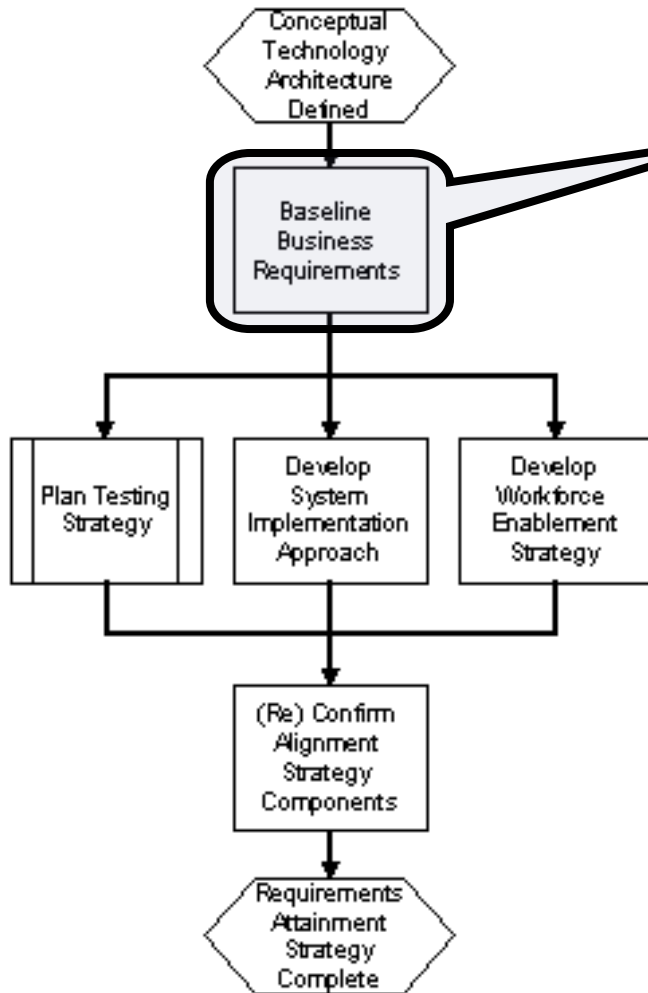
- Requirements Traceability can be defined as the ability to follow the life of a requirement both backward and forward through the project lifecycle (i.e., from its origins, through development, to its subsequent deployment and use). The ability to trace requirements is seen as one of the greatest contributing factors to a quality software implementation The purpose of establishing traceability is to ensure that every requirement, as specified, has been incorporated, tested and validated. It also assists in evaluating changes to requirements and their overall impact.
- Confirm that all requirements have been captured in enough detail to facilitate design of the conceptual solution. Verify that the following is true:
  - Accuracy - Requirements accurately describe the functionality to be delivered.
  - Feasibility - Implementation of the requirement is possible given the known capabilities and limitations of the system and its environment.
  - Necessity - Requirements accurately reflect actual customer needs or related system requirements.
  - Priority - Requirements are weighted to determine release packaging.
  - Clarity - Requirements are unambiguous, eliminating the possibility of misinterpretation.
  - Verifiability - Requirements can be tested to ensure successful implementation into the product.
- Once verified, establish results as the project's requirements baseline.

Baseline Business Requirements

Inputs & Outputs	
Inputs	Requirements Specification Business Process Change Impact Summary Conceptual Solution Architecture Business Case
Outputs	Baseline Traceability Matrix

Roles & Responsibilities	
Role	**Responsibility**
Business Systems Analyst	As part of developing the Requirements Management Plan, traces the project elements related to requirements, establishes the attributes to track are Risk, Benefit, Effort, Stability and Architectural Impact, conducts analysis of tools that provide and/or impose certain attributes and traceability.

Plan Testing Strategy

Conceptual Technology Architecture Defined

Baseline Business Requirements

Plan Testing Strategy

Develop System Implementation Approach

Develop Workforce Enablement Strategy

(Re) Confirm Alignment Strategy Components

Requirements Attainment Strategy Complete
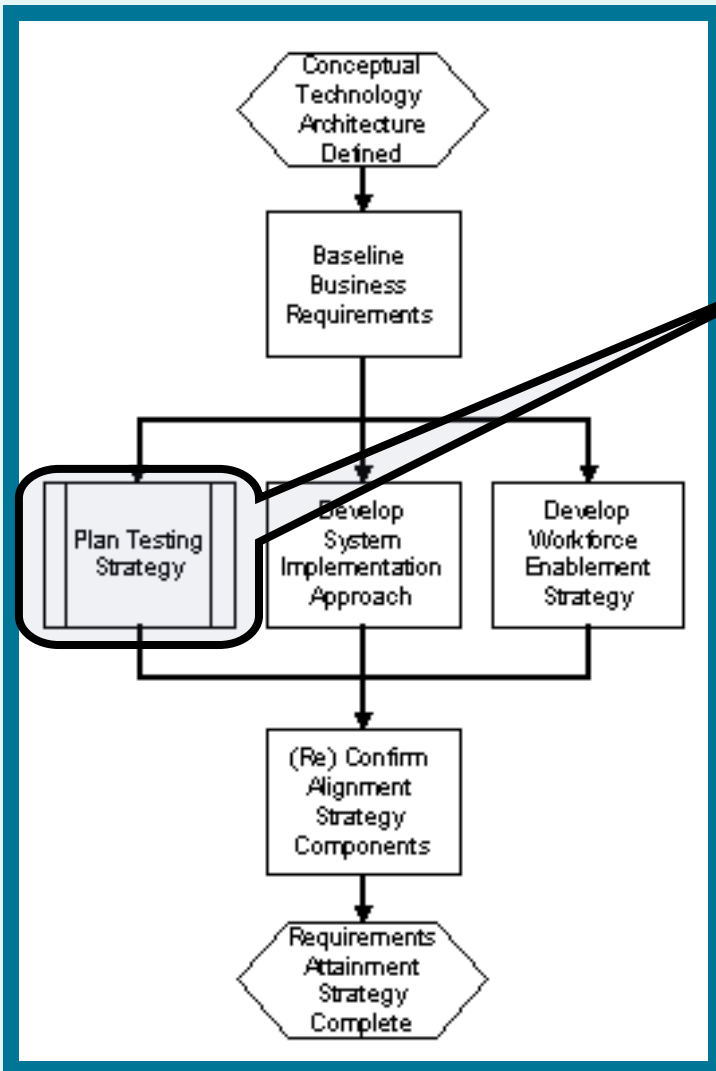
- The Plan Testing Strategy Sub-Process produces a testing strategy based upon the business and functional requirements of the project. The strategy enables the team to think through the entire testing lifecycle at a high level before getting immersed in the details. The focus is on the high-level objectives and overall scope and approach. The document lays out the timeline, impacted areas/systems, required platforms, required phases, types of tests, testing tools and infrastructure requirements.

- The initial testing strategy is developed during the start of the project and is revised at the start of each phase of the testing process. It represents a joint effort among developers, testers, customers and production operations and support. The strategy must be completed before any testing can occur.

- This sub-process should consist of two major activities:
  - Develop Testing Strategy
 - Finalize Strategy and Secure Approval.

Develop System Implementation Approach
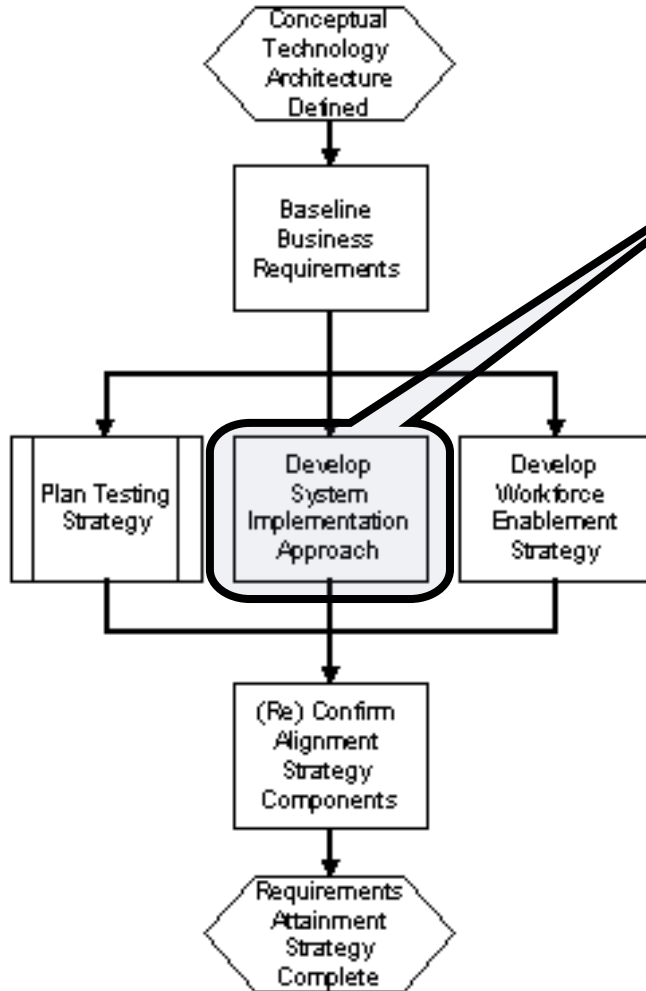
- Define how the new functionality and changes will be packaged, sequenced, and released to the organization. Define any site-specific variants for each of the releases. The resulting System Implementation Strategy provides a logical approach for implementing new functionality based on business and technical considerations.

- Conduct team-working sessions with representatives from user organizations to group the changes into releases. Look for logical groupings of requirements or changes that can be consolidated and implemented as a release. Review the first-cut groupings against the System Implementation Strategy. Sequence the groupings by examining the dependencies between changes in one grouping against changes in another. Move rows between groupings to resolve conflicts between business and technical priorities, and conflicts between change dependencies. Identify each grouping as a release by adding a column to the combined table and providing a version number for each row.

Develop System Implementation Approach
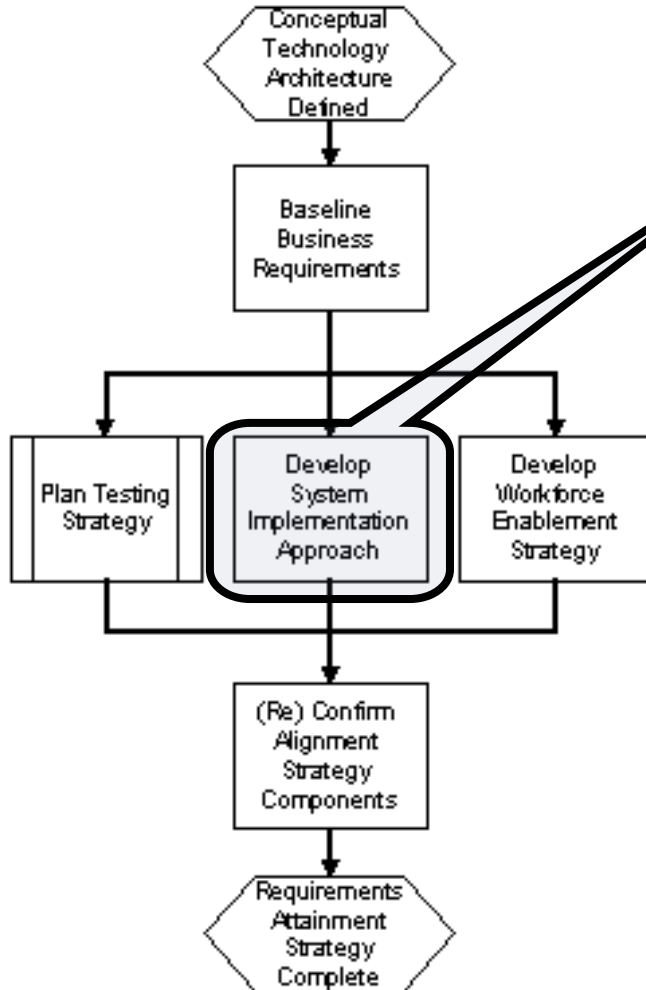
- Once the releases are defined, identify site-specific variants that must be implemented. Each release may have one or more variant.

- It is highly likely that the release strategy will need to be revised when development projects are first defined.

- A natural iteration should take place between the release strategy and the development projects.

- When both views have been balanced and rationalized, review the results with key stakeholders in the organization.

Develop System Implementation Approach

Inputs & Outputs

Inputs	Business Process Change Impact Summary Conceptual Solution Architecture Requirements Specification Baseline Traceability Matrix
Outputs	System Implementation Strategy

Roles & Responsibilities

Role	**Responsibility**
Project Manager	Executes this activity. Defines how the new functionality and changes will be packaged, sequenced, and released to the organization, including any site-specific variants. Documents results in the System Implementation Strategy.
Business Systems Architect	Supports this activity. Provides input from the perspective of the overall system.
Project Stakeholders	Supports this activity. Provide input based on respective area of responsibility.

Develop System Implementation Approach
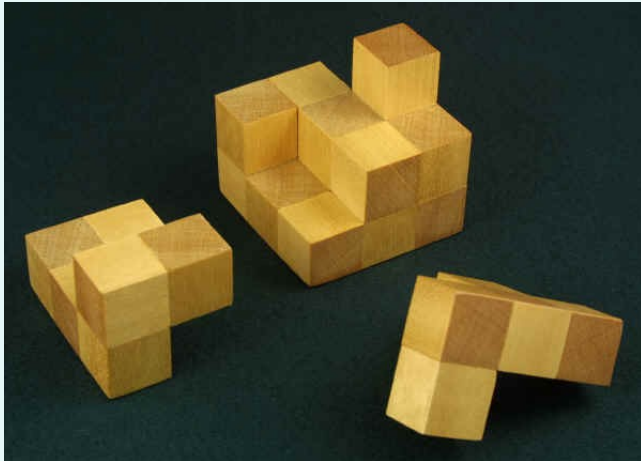
Example

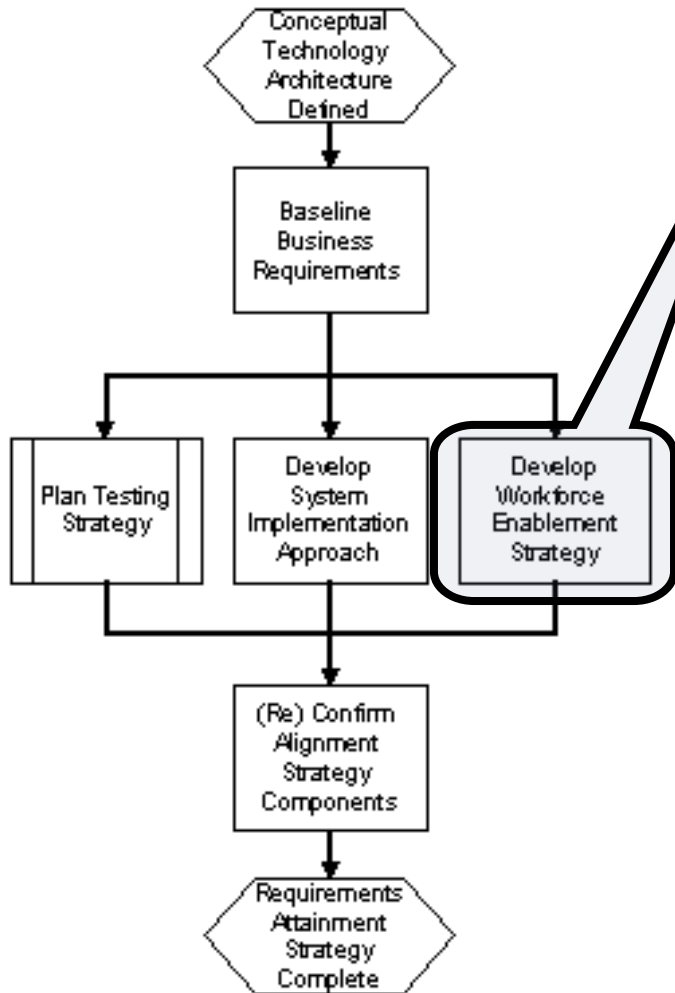A common example of a variant is when multiple languages must be supported by a distributed system. This could occur if the system is deployed internationally or in a country such as Canada, where the same functionality must accommodate French and English.

Develop Workforce Enablement Strategy

Conceptual Technology Architecture Defined

Baseline Business Requirements

Plan Testing Strategy

Develop System Implementation Approach

Develop Workforce Enablement Strategy

(Re) Confirm Alignment Strategy Components

Requirements Attainment Strategy Complete

Build a high-level strategy for implementing organizational and process changes. Identify common themes and characteristics of and between stakeholders and recommend ways in which they may be grouped for strategic purposes. List all work force enablement activities needed to achieve solution objectives, and group related enablement activities together. Finally establish dependencies between people enablement activities and other project deliverables."

This process is broken out into 9 sub-processes:

- Determine Stakeholders Impacted by Change(s)
- Identify Transition Issues and Critical Success Factors
- Determine Change(s) to Role Competencies
- Determine Change(s) to Roles and/or Responsibilities
- Determine Change(s) to Job Description(s)
- Determine Change(s) to Training Material(s)
- Determine Cultural Impact of Change
- Determine Stakeholder Information Requirements
- Develop High-Level Rollout Strategy

Develop Workforce Enablement Strategy
Determine Stakeholders Impacted by Change(s)
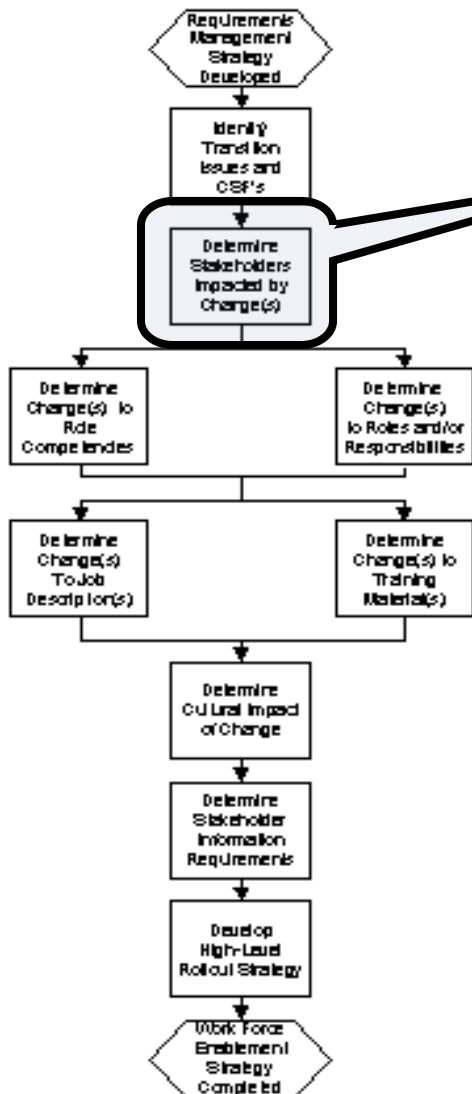
- Identify the individuals or groups having a need to know about the change.

- If you have a process model indicating process roles, use it to validate your list.

Develop Workforce Enablement Strategy
Determine Stakeholders Impacted by Change(s)

Inputs & Outputs

Inputs	Current Business Process Model Future Business Process Model Business Case Business Process Change Impact Summary
Outputs	Target Stakeholder List

Roles & Responsibilities

Role	Responsibility
Project Manager	Executes, ensuring that the relevant components of the overall process are captured in order to meet the business process performance objectives and scope.
Relationship Manager	Serves as the primary point of contact between a business division and Systems Community. Assists in determining stakeholders.
Project Sponsor	Provides input based on understanding of the primary intent of the change project as it applies to determining stakeholders.

Develop Workforce Enablement Strategy
Identify Transition Issues and Critical Success Factors

- Identify the major organizational issues related to transitioning from the present state to the future state. Include those factors that will influence the definition and timing of releases. Identify those issues that must be addressed effectively and in a timely fashion if the project is to be successful. Consider such things as the following:
  - What objectives or constraints will govern phasing in or cutting over to the new process?
  - Will training be required, and, if so, when should it occur in relationship to project deliverables?
  - Are changes to employee work stations required?
  - Will staff need to be reassigned?
  - Will some populations require more attention than others?"

Develop Workforce Enablement Strategy
Identify Transition Issues and Critical Success Factors

Inputs & Outputs	
Inputs	Business Process Change Impact Summary Target Stakeholder List
Outputs	Transition Issues and Critical Success Factors

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes, identifying transition issues and critical success factors.
Relationship Manager	Provides input as to how transition will effect the business division and Systems Community.
Project Sponsor	Provides input based on understanding of the primary intent of the change project or program.

Develop Workforce Enablement Strategy
Determine Change(s) to Role Competencies

- Determine new skills stakeholders need to learn, new knowledge stakeholders must have, and how stakeholders need to adjust their performance as a result of the change.
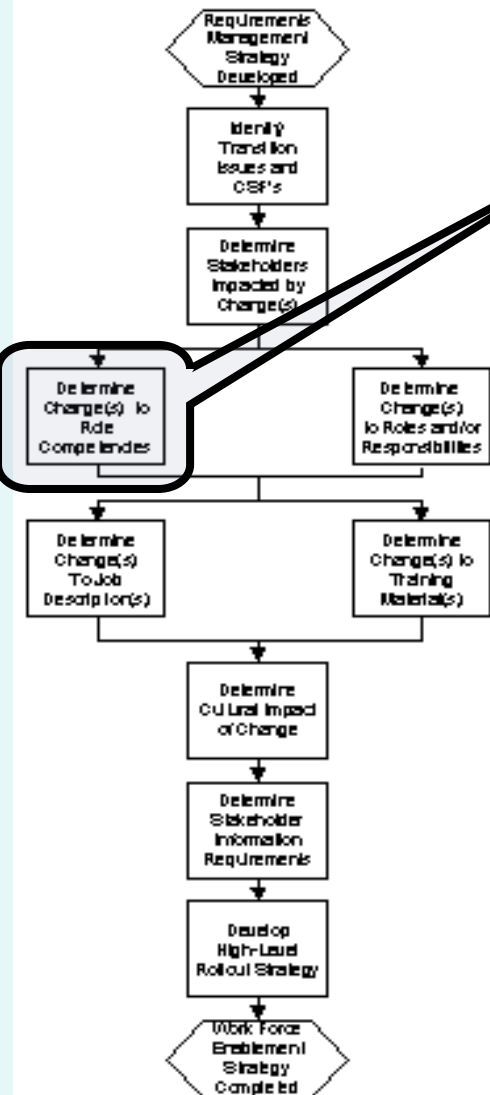
Develop Workforce Enablement Strategy
Determine Change(s) to Role Competencies

Inputs & Outputs	
Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Current Competency Assessment(s)
Outputs	Detailed Impact on Current Competency Requirements

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes, determining stakeholder requirements for successful transition.
Training Specialist	Provides input regarding stakeholder needs for new knowledge, skills and adaptation.

Develop Workforce Enablement Strategy
Determine Change(s) to Roles and/or Responsibilities

Requirements Management Strategy Developed

Identify Transition Issues and CSF's

Determine Stakeholders Impacted by Change(s)

Determine Change(s) to Role Competencies

Determine Change(s) to Roles and/or Responsibilities

Determine Change(s) To Job Description(s)

Determine Change(s) to Training Material(s)

Determine Cultural Impact of Change

Determine Stakeholder Information Requirements

Develop High-Level Rollout Strategy

Work Force Enablement Strategy Completed
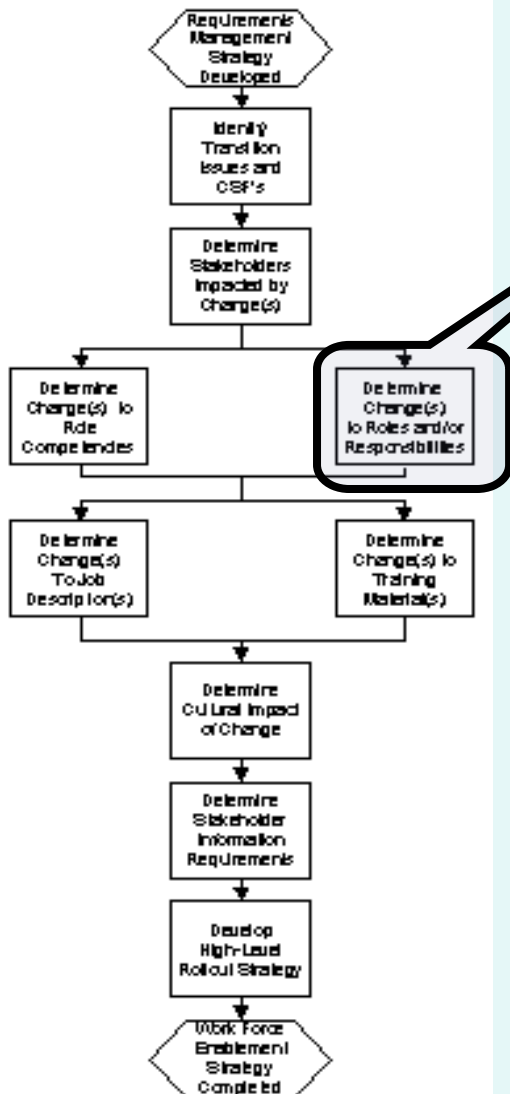
- Determine how the change will impact what jobholders do and how they do it.

Develop Workforce Enablement Strategy
Determine Change(s) to Roles and/or Responsibilities

Inputs & Outputs

Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Current Roles and Responsibilities
Outputs	Detailed Impact on Roles and Responsibilities

Roles & Responsibilities

Role	Responsibility
Project Manager	Executes, determining how change will impact what jobholders do and their responsibilities.
Organizational Design Specialist	Provides input to this activity regarding alternative requirements in job design and the design of reporting and decision making structures.

Develop Workforce Enablement Strategy
Determine Change(s) to Job Description(s)
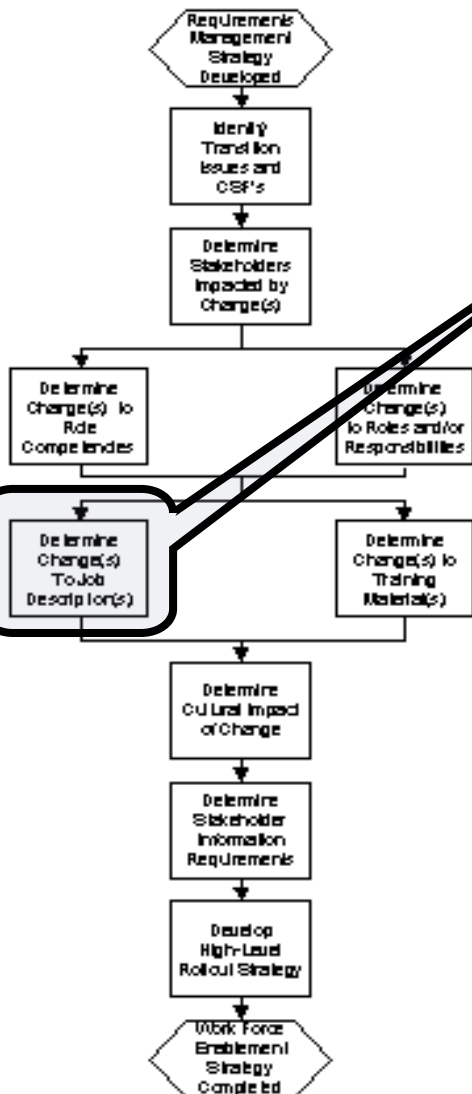
- If job descriptions have to change as a result of role, responsibility or competency changes or if job grade levels need to change, work with your Organization Design and Compensation Specialists to make necessary modifications.

Develop Workforce Enablement Strategy
Determine Change(s) to Job Description(s)

Inputs & Outputs	
Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Current Job Description(s)
Outputs	Detailed Impact on Current Job Description(s) Transition Issues and Critical Success Factors

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes, determining if job descriptions have to change as a result of role, responsibility or competency changes or if job grade levels need to change.
Organizational Design Specialist	Provides input to this activity regarding alternative requirements in job design and the design of reporting and decision making structures.
Training Specialist	Supports by providing recommendations for training regarding training requirements for changes in job descriptions.
Compensation & Recognition Specialist	Provides input regarding requirements for rewarding and recognizing employees for their efforts.

Develop Workforce Enablement Strategy
Determine Change(s) to Training Material(s)
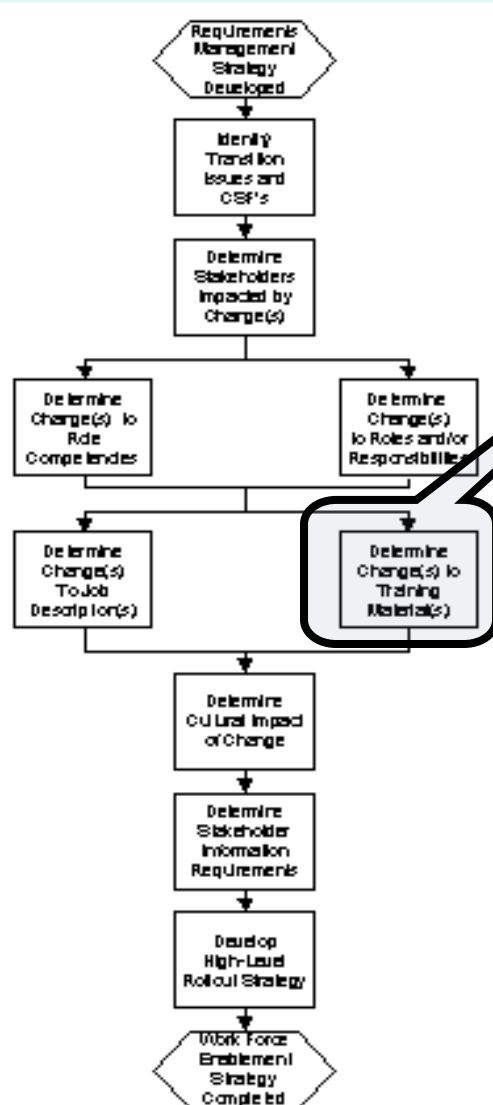
- If you will you need to make new, or modify existing, documentation, help aids, or application help screens as a result of the change, determine what must be changed and how.

- If new training will be required, or existing training modified, as a result of the change, specify what and where.

- Work with your Training Specialist to acquire new training and/or to modify existing training materials.

Develop Workforce Enablement Strategy
Determine Change(s) to Training Material(s)

Inputs & Outputs

Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Current Training Materials Detailed Impact on Current Job Description(s) Detailed Impact on Current Competency Requirements
Outputs	Detailed Impact on Current Training Materials Transition Issues and Critical Success Factors

Roles & Responsibilities

Role	Responsibility
Project Manager	Executes, determining if new training will be required, or existing training modified.
Training Specialist	Provides input as to what and where materials will need to be added/modified as a result of the change.

Develop Workforce Enablement Strategy
Determine Cultural Impact of Change
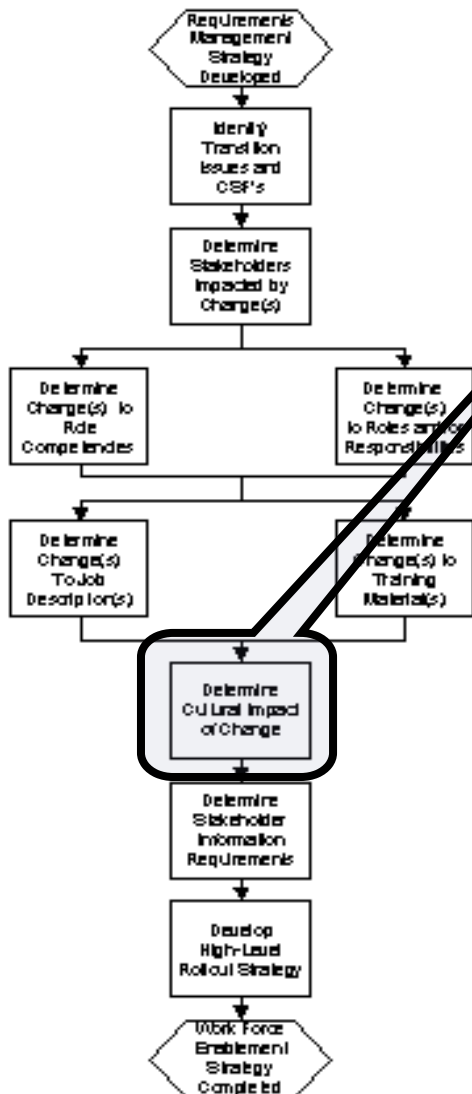
- If there is anything about:
  - stakeholder values, attitudes, or beliefs that might jeopardize successful implementation of the change,
  - the change that is completely unfamiliar to stakeholders,
  - the change that is significantly contrary to what stakeholders are used to,

  cultural change will be necessary.

- Work with your Organization Design Specialist to determine an approach for ensuring that stakeholders do what you want them to do.

Develop Workforce Enablement Strategy
## Determine Cultural Impact of Change

Inputs & Outputs	
Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Detailed Impact on Current Job Description(s) Detailed Impact on Current Competency Requirements Detailed Impact on Current Training Materials Detailed Impact on Current Roles and Responsibilities
Outputs	Cultural Impact Assessment Transition Issues and Critical Success Factors

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Executes, determines an approach for ensuring that stakeholders do what you want them to do when implementing the change.
Organizational Design Specialist	Provides input to this activity regarding alternative requirements in job design and the design of reporting and decision making structures.
Stakeholder Representatives	Provide input as people embodying the general characteristics of the stakeholders impacted by the change at hand.

Develop Workforce Enablement Strategy
Determine Stakeholder Information Requirements
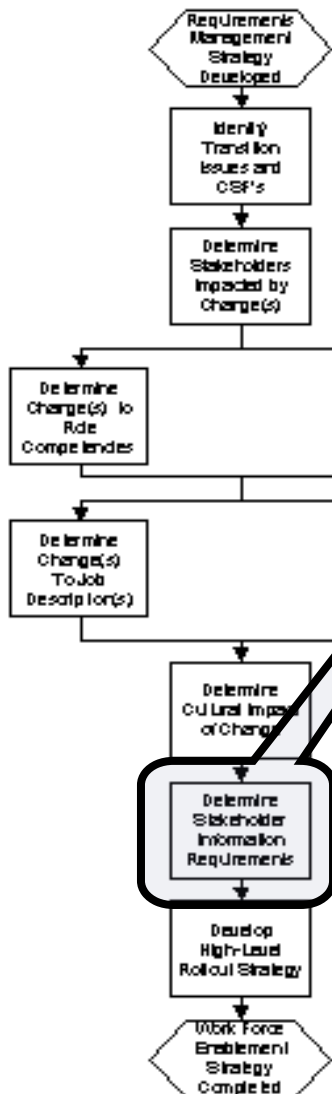
- Determine the information that stakeholders will need to know in order to implement the change successfully.

- If the information currently available to stakeholders is no longer accurate, specify how it should change.

- If there is a change to stakeholder roles, responsibilities, training, and/or job descriptions, determine what stakeholders need to know and when.

- If there is anything stakeholders must do differently as a result of the change, work with your Communications Specialist to determine an approach for distributing necessary information and key messages to stakeholders.

Develop Workforce Enablement Strategy
Determine Stakeholder Information Requirements

Inputs & Outputs

Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Detailed Impact on Current Job Description(s) Detailed Impact on Current Competency Requirements Detailed Impact on Current Training Materials Detailed Impact on Current Roles and Responsibilities Cultural Impact Assessment Current Available Communications
Outputs	Stakeholder Information Needs Transition Issues and Critical Success Factors

Roles & Responsibilities

Role	Responsibility
Project Manager	Executes, determining the information that stakeholders will need to know in order to implement the change successfully.
Communications Specialist	Specializes in some aspect of transferring information to the people who need it, including current assessments, content development, and delivery in all forms.
Stakeholder Representatives	Provide input as people embodying the general characteristics of the stakeholders impacted by the change at hand.

Develop Workforce Enablement Strategy
Develop High-Level Rollout Strategy

- Review Business Process Requirements, Conceptual Business Process Architecture, and Stakeholder Assessment, listing all people enablement activities needed to achieve those objectives, grouping related enablement activities.

- Identify common themes and characteristics of stakeholders, recommending ways they may be grouped for strategic purposes.

- Determine dependencies between people enablement activities and other project deliverables.

- Note which activities must occur before the first project release. For instance, stakeholder alignment should be achieved well before rolling out significant workflow changes.

- Finally, produce a high-level rollout strategy, identifying what people enablement activities must occur and their relative timing to other project deliverables.

Develop Workforce Enablement Strategy
Develop High-Level Rollout Strategy

Inputs & Outputs	
Inputs	Target Stakeholder List Transition Issues and Critical Success Factors Detailed Impact on Current Job Description(s) Detailed Impact on Current Competency Requirements Detailed Impact on Current Training Materials Detailed Impact on Current Roles and Responsibilities Stakeholder Information Needs Cultural Impact Assessment
Outputs	Work Force Enablement Strategy

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Produces a high-level rollout strategy, identifying what people enablement activities must occur and relative timing of each to other project deliverables.

(Re)Confirm Alignment of Strategy Components
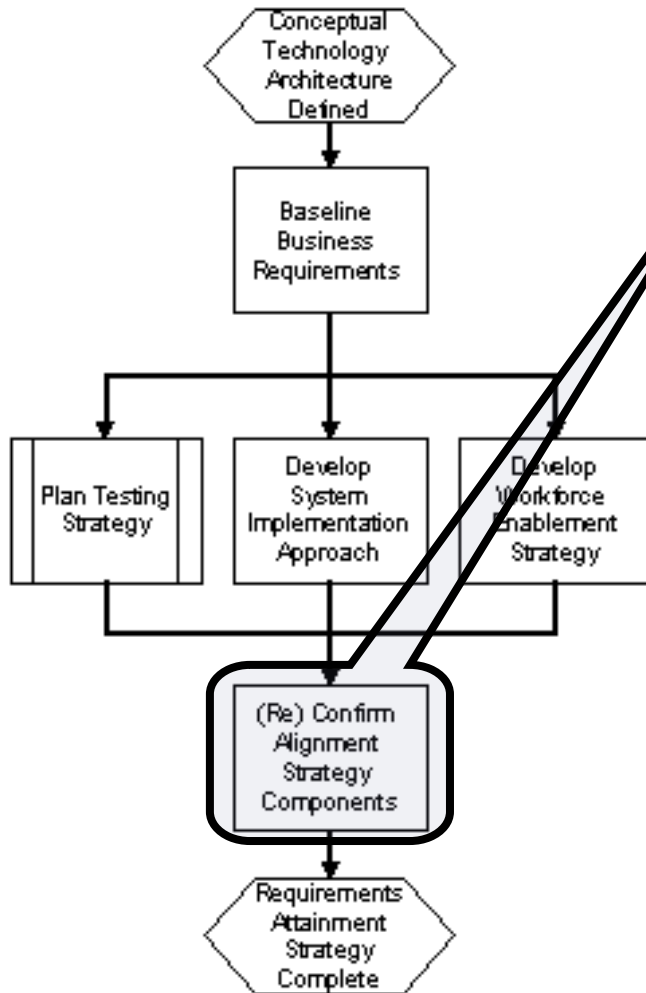
- Review the Work Force Enablement Strategy and System Implementation Strategy and Test Strategy to better understand relationships between enabling organizational activities and system releases.

- Produce/refine the consolidated Milestone Dependency Diagram showing scheduling prerequisites to account for when planning/validating solution releases.

- Document component strategies and dependency diagram in the Requirements Attainment Strategy.

(Re)Confirm Alignment of Strategy Components

Inputs & Outputs	
Inputs	System Implementation Strategy Test strategy Work Force Enablement Strategy Requirements Management Approach
Outputs	Requirements Attainment Strategy

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Produces a requirements attainment strategy, aligning testing and people enablement activities

Phases and Sub-Phases of the Project Lifecycle

Phases: Initiate | Plan | Design | Construct | Implement | Operate

Sub-Phases: Define & Initiate | Start Project | Requirements | Architecture & Design | Construct & Unit Test | Integrate & Test | Implement | Warranty | Close Project

3 Requirements

Requirements Sub-Phase

- Define High-Level Business Requirements and Conceptual Solution
- Define Conceptual Organization Architecture and Detailed Requirements
- Define Conceptual Application Architecture and Detailed Requirements
- Define Conceptual Data Architecture and Detailed Requirements
- Define Information Protection Requirements
- Define Conceptual Technology Infrastructure and Detailed Requirements
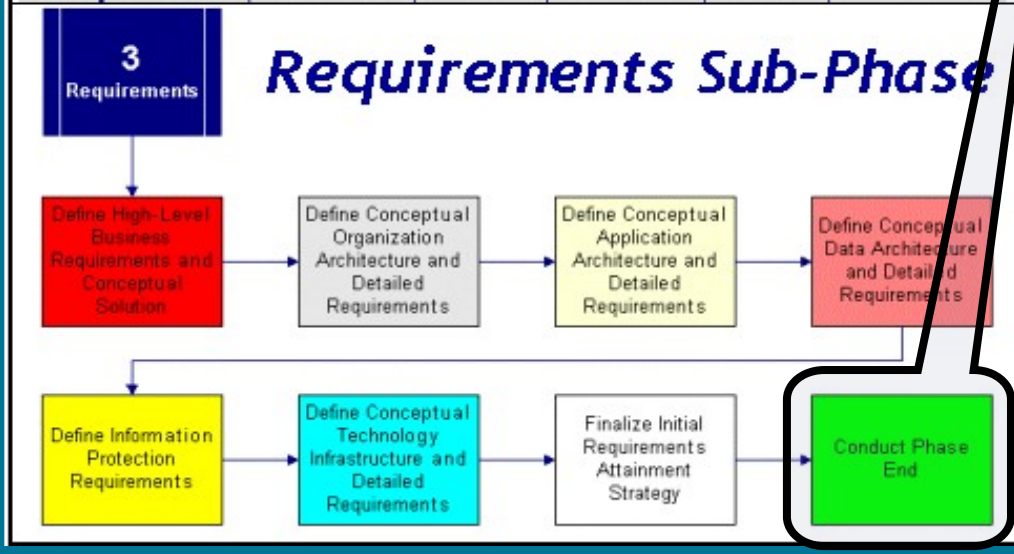- Finalize Initial Requirements Attainment Strategy
- Conduct Phase End

At this point, a review of all phase deliverables is conducted by senior management. The results of this review are listed below:

- Updated Business Case
- Updated Project Workplan
- "Go" or "No Go" project decision.

Details - Conduct Phase End

- The standard project phases, as defined in the project lifecycle, incorporate phase end gates or "decision points" to allow for a senior management review. Just as a Business Case (with Cost Benefit Analysis) is presented to senior management for funding in the Define & Initiate Sub-Phase, additional validations of the project are performed at the subsequent phase end gates (e.g. Plan, Design, Construct).

- To prepare for this review, a Project Manager would ensure the quality of their key deliverables produced during the sub-phase (see Quality Management), confirm the required Information Protection deliverables, update their project workplan for the next phase (see Planning & Estimating) and re-calculate the project costs and benefits based on progress to date, comparing to those originally approved in the Define & Initiate sub-phase.

- These phase end gates or "decision points" enable Project Managers and leaders to the review and evaluate the project to ensure continued alignment with business objectives; review project financial and deliverables progress, and provide guidance and funding for the remaining phases. After reviewing the project status, if it is determined by management that at this point, the project should be cancelled, the Project Manager should reference the Close Project Sub-Phase for help in closing the project.

Details - Conduct Phase End

Inputs & Outputs	
Inputs	All Phase deliverables Business Case Project Charter Project Workplan
Outputs	Updated Business Case Updated Project Workplan "Go" or "No Go" project decision

Roles & Responsibilities	
Role	**Responsibility**
Project Manager	Update Business Case, Project Charter and workplan. Prepare documentation and a presentation of project status, and present at Phase End Review.
Project Sponsor	Provide guidance to the Project Manager in preparation for Phase End Review.
Steering Committee	Participant in Phase End Review, provide direction when necessary, and provide a "go" or "no go" decision for project to enter the next phase.

Requirements Summary

Purpose
- Collect/analyze information used to define the functionality that will achieve targeted business objectives.

Team Roles
- Steering Committee, Project Sponsor, Project Manager, Support Areas, Project Office, Process and Application Team, Testing Team, Technical and Infrastructure Team, Data Design and Integration Team, Organization Design and Enablement Team, Training and Documentation Team, Implementation Team.

Major Inputs
- Business Case
- Project Charter.

Major Outputs
- Requirements Specification
- Conceptual Solution Architecture
- Requirements Attainment Strategy.

Processes
- Define High-Level Business Requirements and Conceptual Solution
- Define Detailed Requirements and Conceptual Architectures
- Finalize Requirements and Conceptual Architectures
- Conduct Phase End.

Thank You