

PROCEDURE OVERVIEW

The **REQUIREMENTS DEFINITION PROCEDURE** refers the second phase in the System Development Life Cycle. The main purpose of this phase is to attain commitment between the **Performing Organization** and the **Contracting Organization** to deliver the project as defined within the agreed upon scope, cost and schedule constraints.

During the procedure, the **Performing Organization** (mainly the Engineering department) to develop system requirements based on the Scope of Work documents (user requirements) defined during the **RELEASE PLANNING PROCEDURE**. The performing organization then obtains approval from the **Contracting Organization** that the user requirements are accurately reflected in the system requirements. The **Performing Organization** also performs high level planning for the remaining project phases. In addition, the contracting organization finalizes the deployment objectives for the project product.

Procedure Owner: Project Manager

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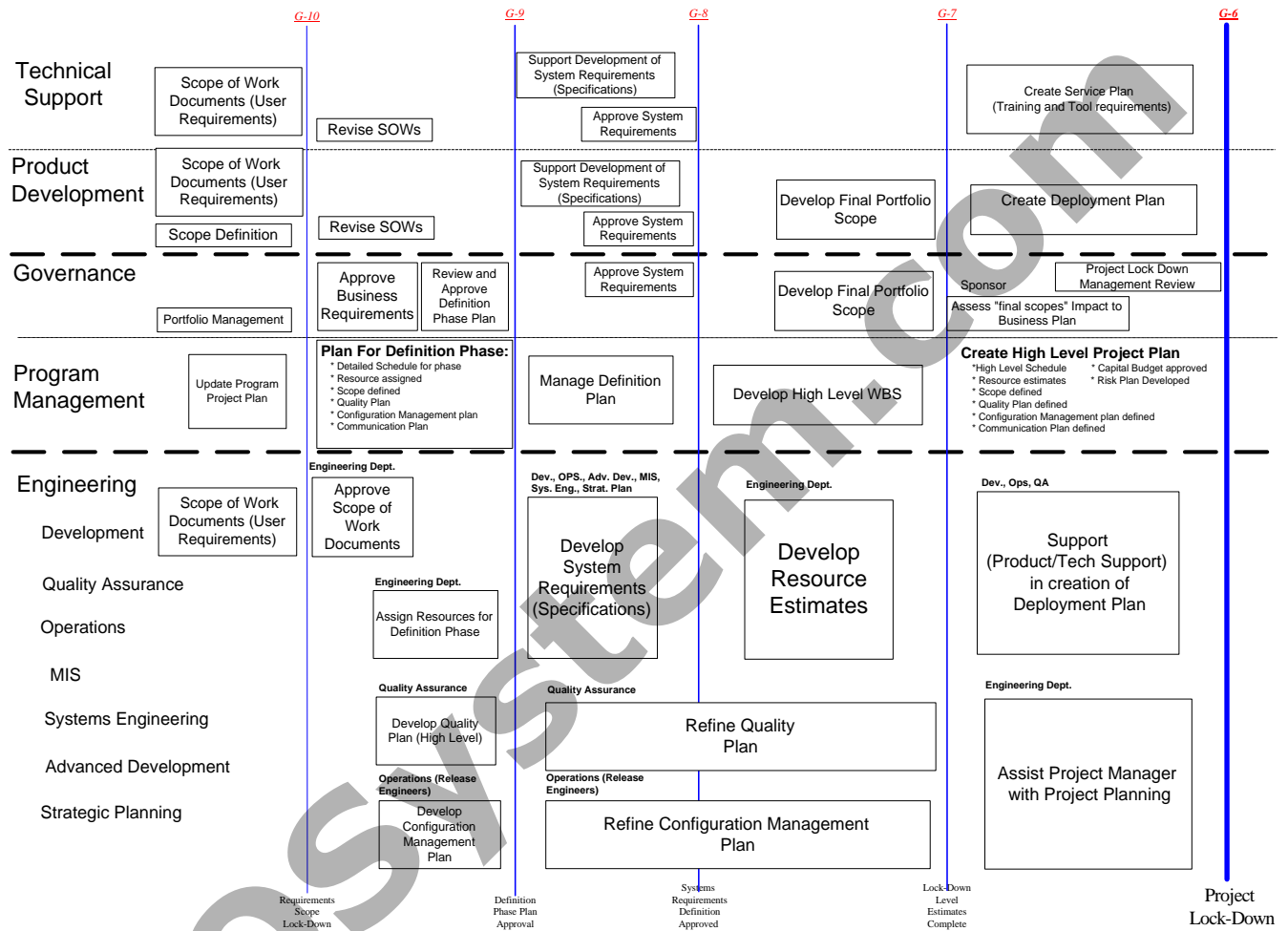
Revision History

Version	Date	Author	Description

Distribution List:

- V.P., Marketing
- Director of Programming-Content, Product
- Director of Advanced Product Development, Product
- CTO, Engineering Department
- Director of Development, Engineering Department
- MIS Manager, Engineering Department
- QA Manager, Engineering Department
- Program Manager, Engineering Department
- Program Manager, Engineering Department
- Technical Support Manager, Technical Support
- Project Manager, Technical Support

PROCEDURE DIAGRAM



ROLES AND RESPONSIBILITIES

Contracting Organization

The organization that contracts with the performing organization to develop the product using a project discipline. Contracting organization represents two departments Product and Technical Support. Product is divided into sales, marketing and product, and strategic development. A brief description of each area follows.

Sales: The area that sells to ISPs, affinity groups, and advertisers, in both the domestic and international markets.

Marketing and Product: This area manages the portfolio of features and functionality for outbound marketing.

Strategic Development: Research and Development group viewing opportunities in emerging markets and up-selling existing accounts.

Technical Support: The department which provides customer support to ISP (2nd level) and end users (1st level). Technical support provides training to ISP Field and Service Engineers. Technical Support is referred to as the Training Organization and Service Organization within this document to distinguish the two roles they perform.

Customer

The individual or organization who will use the project product.

Note that there is a distinction, for SDLC, between the true customer and the contracting organization that acts as the customer's representative within SDLC.

Office of Chief Executive

Office of Chief Executive is the executive management team at SDLC.com. They establish business strategy and commission projects.

Owner

The Project Sponsor, based on the nature of the project, determines gate owners. Owners span the spectrum of areas participating in a project. Thus, gate owners may be from Product, Content, Technical Support, Development area depending on the System Development activities being assessed.

Each gate requires an owner who is accountable for tracking the gate requirements, maintaining the status of the gate and taking corrective action to ensure that the gate is met in a timely manner. The gate owner is also responsible for convening a meeting of the appropriate review board to approve passage of the gate. In the case of gates which have associated management phase reviews, the gate owner convenes the meeting and facilitates the decision making that is required at that gate. In the event that an exception arises at a gate which does not have any associated management phase review, the owner is responsible for escalating the issue to the appropriate management phase review board for resolution.

Program Manager

This individual oversees multiple projects that are related by the type of deliver or by feature and functionality. Program Manager is accountable for the program and is empowered by the Office of Chief Executive to make decisions affecting the successful outcome of the program.

Program Manager takes an enterprise view. They are responsible for determining the schedule of deployment of company objectives for a specific program. The role includes the following additional responsibilities: managing project managers, milestone progress reports; initiating issue and risk mediation; scheduling and conducting status meetings; preparing status reports; and ensuring the on-time within budget program deliverables.

Program Management Office (PMO)

Program Management Office (PMO) will monitor, support and report on the SDLC's program and projects. Program Managers provide defined periodic updates to the PMO. The PMO consolidates the efforts of all programs and delivers these reports to the OCE.

The PMO is responsible for issuing standards and guidelines for planning, tracking, and reporting, and for providing general project administrative support to individual project teams. Accountability for project delivery will remain with the individual Project Managers and Program Managers.

Project Manager

The individual responsible for managing a project. This should not be confused with the project management function that exists within many organizations. The project manager is accountable for the project and must be empowered to make decisions affecting the successful outcome of the project.

Project Managers are responsible for determining the schedule of deployment of company objectives for a specific project. The role includes the following additional responsibilities: reviewing progress reports; taking corrective action in problem solving; scheduling and conducting status meetings; preparing status reports; and ensuring that change control procedures are being followed.

In short, the project manager is the individual responsible for managing a project.

Review Board

Representatives from both the performing and contracting organizations, as well as the Project Sponsor, Project Manager and Program Manager comprise the review board. Review Boards assess the deliverables at each milestone in the system development lifecycle to insure that requirements have been met. Also the Review Board's specific knowledge of the project's goals and status allow it to make informed decision to which they are held accountable.

These reviews provide the mechanism for the management of the performing organization and the contracting organization to make decisions concerning the scope, cost and schedule of the project. At each review, the members of the management review board are required to make decisions that are in the best interests of SDLC. These decisions will involve making tradeoffs to arrive at an optimum decision. It may be necessary to omit or remove scope in order to satisfy cost and schedule constraints. Additional cost may be approved to maintain scope and schedule commitments. A schedule delay may be agreed to enable required scope to be delivered within existing budgets. Each case is unique and must be considered on its specific merits.

Project Management Office

Project Management Office (PMO) will monitor, support and report on the SDLC's projects. The PMO will be responsible for issuing standards and guidelines for planning, tracking, and reporting, and for providing general project administrative support to individual project teams. Accountability for project delivery will remain with the individual project managers.

Project Manager Might want to use the definition in PPM, Myfanwy apporved

Any role that is currently responsible for determining what will be doing in the next time period, reviewing progress reports, taking corrective action as necessary to solve problems reported, scheduling and conducting status meetings, preparing status reports, and ensuring that change control procedures are being followed.

The individual responsible for managing a project. This should not be confused with the project management function that exists within many organizations. The Project Manager is accountable for the project and must be empowered to make decisions affecting the successful outcome of the program.

Project Sponsor My want to use definition in the PPM doc

The individual (or group) within the performing organization who provides the resources for the project.

The Program Sponsor will usually be a higher level manager within the performing organization who is empowered to arbitrate amongst projects for resources, commit the organization to specific deliverables and timeframes, and facilitate resolution of obstacles to the successful completion of a project.

Steering Committee Steering Committee – is it the Review Board or have we made up a new group that needs to be represented in all Procedures?

The **Steering Committee** is responsible for evaluating, prioritizing, and determining which service requests will be included in the next release. They ultimately direct the fate of the release and are the key decision-makers in matters of relative prioritization of requests and resource commitment. The **Steering Committee** is appointed by the **OCE** and should contain the **Project Sponsor** and representatives (Director/V.P. level) from **Product Management, Channel Marketing, Engineering, Technical Support, and Program Management**. With the exception of the **Project Sponsor** and **Project Manager** assigned to the release, the **Steering Committee** members remain constant release after release.

Contracting Organization

The organization that contracts with the performing organization to develop the product of the Project/Release. The Product Group is the main contracting organization for most of the initiatives included in a Release. Other contracting organizations include the Technical Support Group, the Channel Marketing group, and the Engineering Group. The contracting organization(s) supply as input to this phase, the Scope of work documents (user requirements). The role of the contracting organization during this phase is to finalize deployment objectives and to approve the system requirements and project plan.

Some of the expected Deliverables from the Contracting Organization during this phase are:

- Deployment Plan
- Approve Final Portfolio Scope

Performing Organization

The performing organization is the enterprise whose employees are most directly involved in implementing the user requirements and enhancing the SDLC Platform/System as defined by the Contracting organization. In the Release Planning Phase, all the Engineering departments will be considered the performing organization. The role of the performing organization during this phase is to finalize the scope of the release, develop the system requirements, and create project plans for the development phase.

Some of the expected deliverables of the performing organization during this phase are:

- Develop System Requirement specifications
- Final Portfolio Scope
- Project Plan
- Service Plan

Review Board May want to use definition for PPM

Management phase reviews take place at significant points in the project lifecycle. These reviews provide the mechanism for the management of the performing organization and the contracting organization to make decisions concerning the scope, cost and schedule of the project. At each review, the members of the management review board are required to make decisions that are in the best interests of SDLC. These decisions will involve making tradeoffs to arrive at an optimum decision. It may be necessary to omit or remove scope in order to satisfy cost and schedule constraints. Additional cost may be approved to maintain scope and schedule commitments. A schedule delay may be agreed to enable required scope to be delivered within existing budgets. Each case is unique and must be considered on its specific merits. This document does not attempt to define the decision making process which takes place in these reviews. It simply defines the minimum requirements, which must be met to enable those decisions to be made efficiently and effectively.

Owner May want to use definition from PPM

Each gate requires an owner who is accountable for tracking the gate requirements, maintaining the status of the gate and taking corrective action to ensure that the gate is met in a timely manner. The gate owner is also responsible for convening a meeting of the appropriate review board to approve passage of the gate. In the case of gates which have associated management phase reviews, the gate owner convenes the meeting and facilitates the decision making that is required at that gate. In the event that an exception arises at a gate which does not have any associated management phase review, the owner is responsible for escalating the issue to the appropriate management phase review board for resolution.

METRICS

None identified at this time.

PROCEDURE ACTIVITIES

The foundation of **REQUIREMENTS DEFINITION PROCEDURE** is the SDLC Business Gates (Appendix 2). The **REQUIREMENTS DEFINITION PROCEDURE** focuses on Gates 10 through 6. Gate 10 involves approving the scope of work for which the organization will commit to develop the system requirements and Gate 6 involves "Project Lock-Down" for delivery of the defined scope within the defined timeframe.

Requirements Scope Lock-Down (Gate 10)

Business Objective: Approve the scope of work for which the organization will commit to develop requirements.

Owner: *Project Manager*

Review Board: Project Sponsor, Project Manager, Contracting Organization(s), Performing Organization(s)

Review Scope of Work (SOW) Documents for Completeness

In order to pass Gate 11 into Gate 10, (Define gate using name?) the **Review board**, which consists of the **Steering Committee** and the **OCE, has** accepted the initial portfolio scope and the user requirements.

Upon approval by the **Review Board**, the Scope of Work documents created in gate 10 is communicated to **engineering** (the performing organization) by the **Project Manager**.

The **Development, Quality Assurance, and Operations** groups review each of the **SOW's** for completeness. If the **SOW's** are not adequately filled out by the **Contracting organization**, they are sent back to the **Contracting Organization** to be completed. The **Contracting Organization** is given 5 business days to complete this task. If the SOW is not complete with the stated time period the **SOW** is in jeopardy of being dropped from the release. In such a case, the **Project Manager** would escalate the issue to the **Steering Committee** to obtain approval to drop the **SOW**.

Acceptance criteria needs to be defined at the second work session.

Collect and Bundle the SOW's

Once all the SOW's are reviewed for completeness, they are forwarded to the **Project Manager** who bundles them together and presents the entire SOW release package for review by the **Steering Committee**.

Approve SOW's

The **Steering Committee** approves the SOW's by reviewing and signing off on the release package. If any SOW's were dropped, the **Steering Committee** will also approve the revised release scope. Revised scope is the responsibility of the Review Board?

Confirm / Revise Release Scope

Upon approval by the **Steering Committee**, the **Project Manager** distributes the **SOW** release package to the **Performing organization** (Engineering) to develop high level estimates for each **SOW**. Each **Performing organization** (Dev., Ops, QA, MIS, etc) (limit abbreviations) reviews each SOW that impacts their group and provides an estimate back to the Project Manager. The **Project Manager** totals all estimates and creates an Engineering total for each SOW. The **PM** then totals all the SOWs estimates together to develop a total estimate for the release. The **PM** meets with the **Engineering Department**, to determine how many of the SOWs can be completed in the defined release timeframe based on these estimates. The prioritized list created in the **RELEASE PLANNING PROCEDURE** is used to develop the recommended release scope. The **Engineering Department**, if necessary, drops any low priority SOW's that can not be completed in the timeframe of the next release.

Approve Revised Scope

The **Project Manager** presents the SOW totals, release estimates, and the recommended release scope to the Steering Committee. The **Steering Committee** at this point either approves the recommended release scope or negotiates alternatives with the performing organizations. If the **Steering Committee** would like to add dropped **SOWs** back to the release, either the timeframe, resources/cost, or quality needs to be adjusted and agreed upon by the **Steering Committee** and **Performing organizations**.

Facilitate Definition Phase Kick-off Meeting

Upon acceptance of the revised scope by the **Steering Committee** and **Performing Organizations** the **Project Manager** facilitates a kick-off meeting for the Definition phase of the project. The **Project Manager** walks through at a high level all approved SOWs with the **Engineering, Product Development, and Technical Support** groups. The purpose of the meeting is for everyone to understand the entire set of features/enhancements that will be developed and deployed.

Develop Plan for the Definition Phase

In order to complete the Plan for the Definition Phase, the will **Project Manager** will request and receive materials listed below from various areas of both the **Contracting and Performing Organizations**. The **Project Manager**

Acceptance criteria for each item listed below will need to be defined at the Second Meeting.

- Detailed Schedule - Contributors: **Contracting and Performing Organizations**
- Resources/Cost Assigned - Contributors: **Contracting and Performing Organizations**
- Capital Budget - Contributors: **Contracting and Performing Organizations**
- Risk Plan Developed - Contributors: **Contracting and Performing Organizations**
- Quality Plan - Contributor: **Validation Function (QA) of the Performing Organization**
- Configuration Plan - Contributor: **Operations Function of the Performing Organization**

These materials contribute to the development of the Program's Communication Plan by the **Project Manager**.

All materials contribute to the refinement of the Project Plan by the **Project Manager**. At this point the **Project Manager** ensure that all known assumptions, dependencies, constraints, and risks are reflected in the Project Plan. Each distribution of the project plan reminds recipients that each has responsibility to review and revise assumptions, dependencies, constraints, and risks, as better information is available.

Create Quality Plan (First cut)

The high level Quality plan will be developed by the **Quality Assurance Manager** and incorporated into the **Project Manager's** Definition Phase Plan.

This needs to be further defined in the next work session.

Create Configuration Management Plan (First cut)

The **Operations Manager and Release Engineer** will develop the high level Configuration Management Plan. This plan will also be incorporated into the **Project Manager's** Definition Phase Plan.

This needs to be further defined in the next work session.

Assign Resources and Cost

TBD

Create Capital Budget

TBD

Create Risk Plan

TBD

Approve Plan for the Definition Phase

The **Review Board (Program Sponsor, Program Manager, Project Manager, Contracting Organization(s), and Performing Organization(s))** reviews the Plan for the Definition Phase and the revised project scope. At this point a commitment is made to develop the requirements.

Project Strategy Lock-Down (Gate 11)

Business Objective: Approved set of features and project strategy

Owner: *Program Manager*

Review Board: *Steering Committee, OCE*

Gate 11 will be defined at the 2nd work-session.

FORMS

- None Known

EXCEPTIONS

- None identified at this time

AFFECTED/RELATED PROCEDURES

- Program Project Management
- Requirements Definition

TOOLS/SOFTWARE/TECHNOLOGY USED

- MS Word
- MS Excel
- MS Project

APPENDIX

Appendix 1 – Release Planning Detailed Process Flow

Appendix 2 – SDLC Business Gates