IS Process Documentation

IS Project Pipeline Framework

Version: 0.1 Last Updated: 5/31/2021 8:21 PM

Contents

Introduction

This document describes the IS Pipeline Framework for project requests submitted to IS.

Framework Owner (document author)

Pipeline Framework	IS Capabilities (Mark Dattoli)
A. Project Prioritization	ISS&P (Armando Reyes)
A1-4. Project Submission	SQA (Ron Raynor)
B. Resource & Release Planning	ISS&P (Armando Reyes)
B5. Release Finalization	SQA (Darren Honda)

Audience

All IS and all COMPANY associates needed project support from IS.

Purpose

To specify how project requests submitted to IS are handled prior to project development.

Scope

This document defines the IS Pipeline Framework (or portfolio/prioritization process) which ends when the SDLC framework kicks off.

Applicability

This document applies to all *project* requests submitted to IS. It does not apply to service requests or other business-as-usual requests made via Request Central.

Related Processes, Policies and Frameworks

- The Portfolio Lifecycle Process (PLP) and Small Projects Pipeline Process (SP3) as defined on the COMPANY EPMO web site.
- IS Project Management processes, as defined on the Delivery Planning web site.
- The IS System Development Lifecycle, as defined on the SDLC web site.
- The Project Quality Framework (PQF), as documented in this folder.

Quality Control

On the front end, IS's official "1 List" is updated only through this framework. On the back end, analysis is done by IS Planning through various reports, including time reported by associates. Exceptions to this framework are granted only by IS management, and any violations are followed up by IS management.

Enforcement

IS resources are not assigned to projects by the ISLT or ELT unless they follow this framework.

Change Control

Suggestions for improvement to this framework may by be submitted to the section owners identified above, who will the request that the changes will be made by the IS Capability team, and implemented by the IS Implementation Services team.

Abbreviations and Acronyms

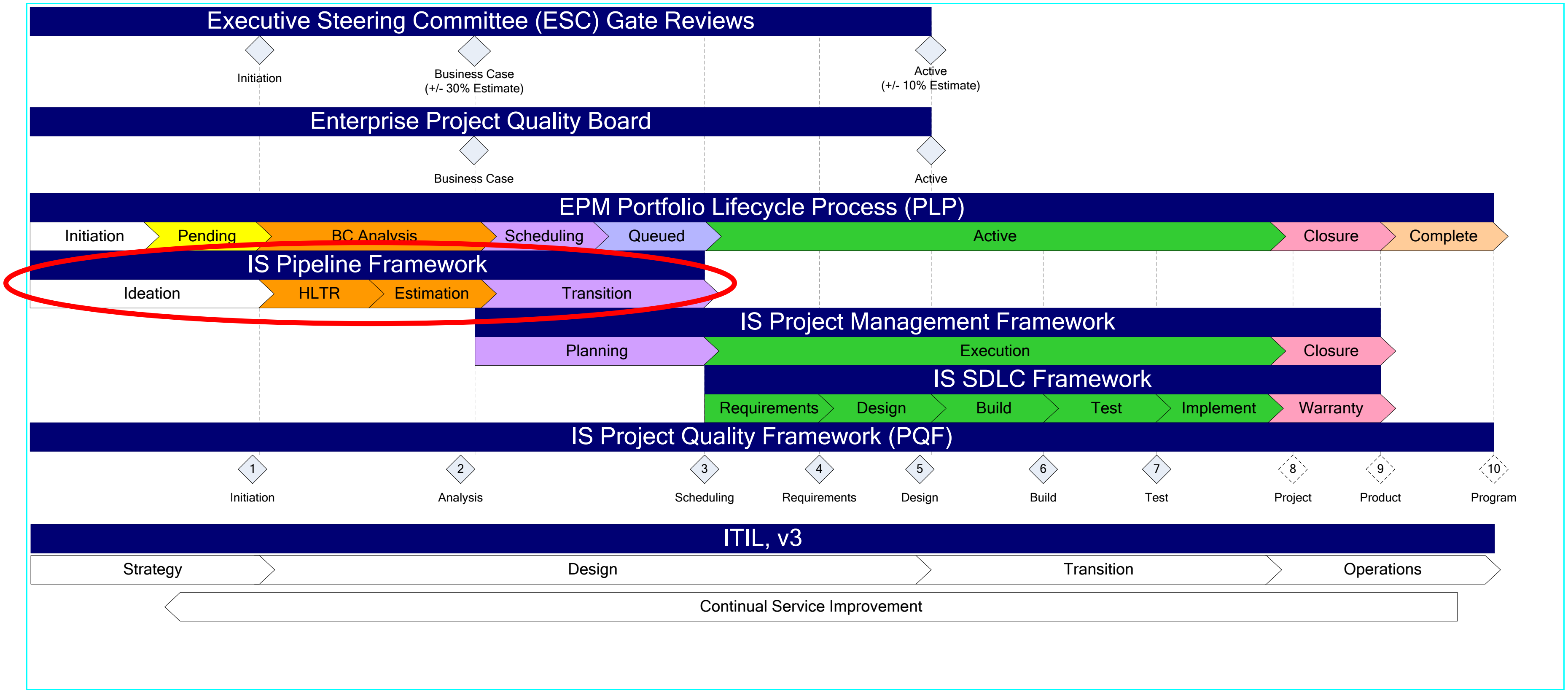
This document uses these abbreviations throughout.

Documents / Tools / Process Steps	Departments / Teams	RACI Codes
• BAU: Business As Usual	• BA: Business Analyst	• R: Responsible
• BCA: Business Case Analysis	• BSA: Business Solutions Analyst	• A: Accountable
• HLTR: High-Level Technical Requirements	• EA: Enterprise Architect	• C: Consulted
• PDD: Project Definition Document	• ELT: Extended Leadership Team (IS)	• I: Informed
• PIP: Project Initiation Packet	• EPM: Enterprise Project Manager	• S: Sign-Off or Formally Approve
• PLP: Portfolio Lifecycle Process	• EPMO: Enterprise Project Mgmt Office	
• PSA: Project Solution Architecture	• ESC: Executive Steering Committee	
• PQF: Project Quality Framework	• ISLT: IS Leadership Team	
• QAR: Quality Assurance Review	• ISS&P: IS Strategy & Planning	
• QQ: Quick Quote	• PM: Project Manager (IS)	
• RFI: Request for Information	• SA: Solution Architect	
• RFP: Request for Proposal	• SI: Solution Integrator	
• ROM: Rough Order of Magnitude	• SME: Subject Matter Expert	
• SDLC: Systems Development Life Cycle	• SPOC: Single Point of Contact	
• SPA: Staffing Plan Assistant	• SQA: Systems Quality Assurance	
• WPR: Work Product Review	• TGB: Technology Governance Board	

Process Summary

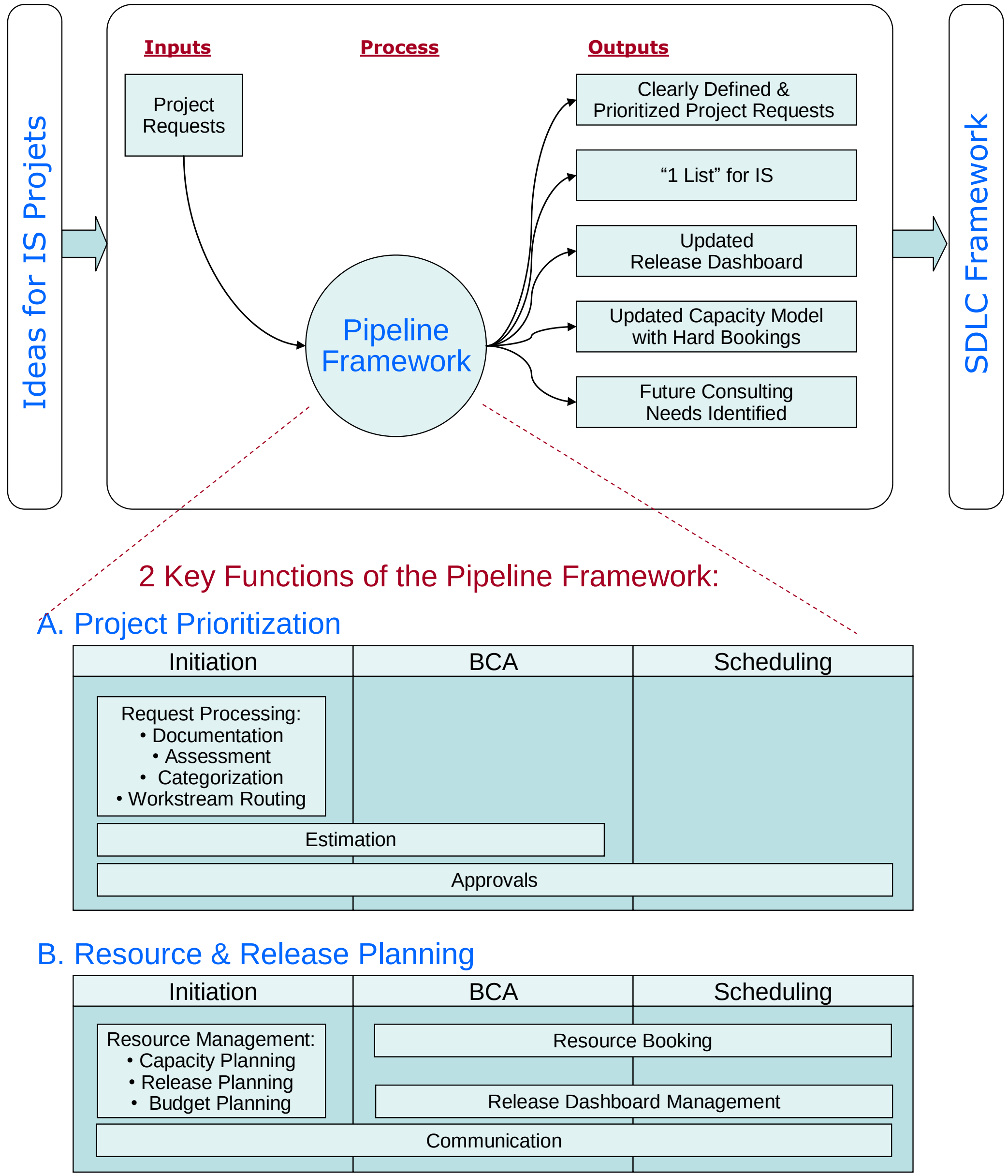
Big Picture

The following diagram shows how the IS Pipeline Framework fits into the broader picture. It works in concert with the ESC Gate Reviews, EPQB, EPM's PLP, IS's PM Framework, IS's SDLC and IS's PQF. What is documented in those frameworks is not repeated in this document. Questions about those frameworks may be directed to their respective owners.



Context Diagram

This context diagram shows the key inputs and outputs of the Pipeline Framework, and its 2 Key Functions.



Entry Condition/Trigger

Before this framework kicks off, ideas for IS projects are not submitted or reviewed, and multiple lists of proposed initiatives may exist with little or no cross-prioritization done. It is not clear which initiatives are feasible or when they might be able to be done.

Inputs

- Ideas for IS projects.

Outputs

- Requests have been reviewed and estimated at 3 levels: Quick Quote, E_{50}, and E_{30}.
- The requests that have been approved at each review step have had their project plans and requirements documented and are locked into a specific release. They will also have external resource needs clarified, such as for hardware/software and consulting.
- IS's "1 List" (a centralized, merged priority list) is updated and communicated.
- IS's Release Dashboard (a centralized delivery calendar) is updated and communicated.

Exit Condition/Success Criteria

This framework has been successfully completed for a given initiative when a project is ready to be developed. This means its priority, cost estimate, timeframe and inter-project dependencies are all known and approved, and all necessary resources are booked to be available when required.

Forms Reference

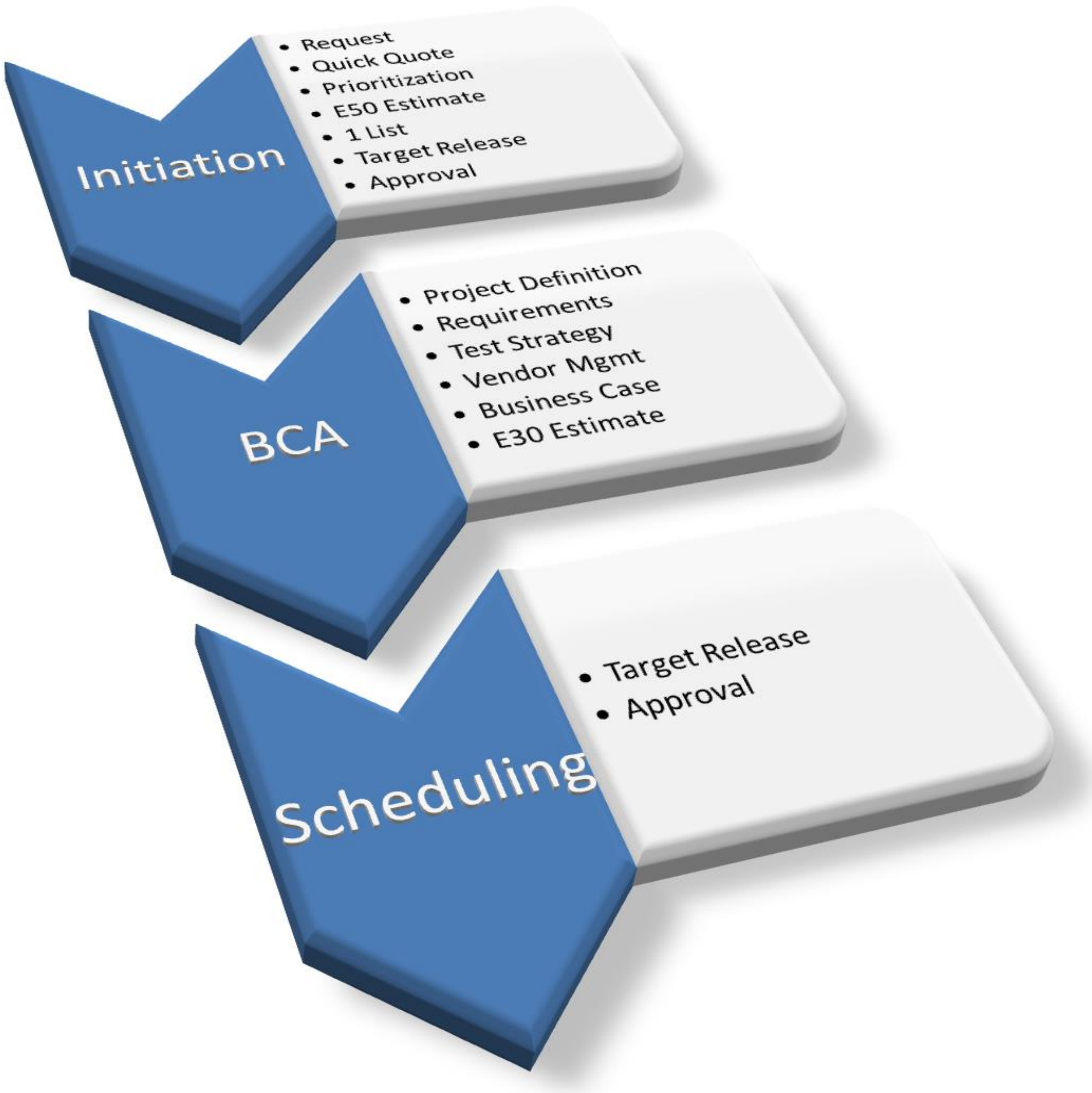
The following is an overview of the content of key forms referenced in this document.

<table>
<tr><th>PIP (link)</th><th>IS QQ/PIP Summary</th></tr>
<tr><td>Sections:
A. Summary, Key Stakeholders, Approvals
B. Business Need
C. Desired Outcome
D. Initial Scope
E. Strategic Benefits
F. Impact Assessment
G. Overall Project Financial Summary (+-50% Estimate)
• Resource Needs (FTE’s)
H. BCA Estimate (+-10%)
• Named Resources</td><td>Sections:
1. Problem Statement/Project Description
2. High-Level Solution Approach
3. Level of Effort and Impacted Systems
QQ: Impact, Hours, Infrastructure Impacts (HW/SW)
PIP: Impact, Hours, Costs, Infrastructure Impacts (HW/SW)
4. Assumptions & Constraints
• Workstream Categorization
• IAD Needed for Project?
• Internal/External Resource Assumptions
5. BCA Resources</td></tr>
<tr><th>PDD (BCA Phase) (Active Phase)</th><th>BC (link)</th></tr>
<tr><td>A-E. Summary, Sign-Offs, …, Request Background
F. Project Scope:
• Approach, High-Level Timeline, Key Deliverables
G. Organization & Staffing
H. Glossary
I. Project Operating Model
• Principles, QA, Communications, Risks/Issues, Decision Making, Escalation, Change Control
J. Solution Scope:
• In & Out of Scope: People, Process, Technology
K. Assumptions, Constraints & Dependencies</td><td>A. Summary, Stakeholders, Contracts, Spending Category, Financial Summary (FCF, NPV, IRR, etc.), Funding Source, Approvals
B. Business Need (linkage to TDS & COMPANY strategies)
C. Recommendation
D. Scope Summary (Timeframe, Milestones, Project Org Chart)
E. Business Case Assumptions and Constraints
F. Dependencies
G. Expected Benefits
H. Risk Assessment (Business/Operational, Technical)
I. Business Continuity Impact
J. Sarbanes-Oxley Compliance
App A. Income Statement & Valuation; Impact to Key Drivers (Metrics)</td></tr>
<tr><th>Biz Requirements</th><th>Process Template</th></tr>
<tr><td>Solution Overview
Requirements
Approvals</td><td></td></tr>
</table>

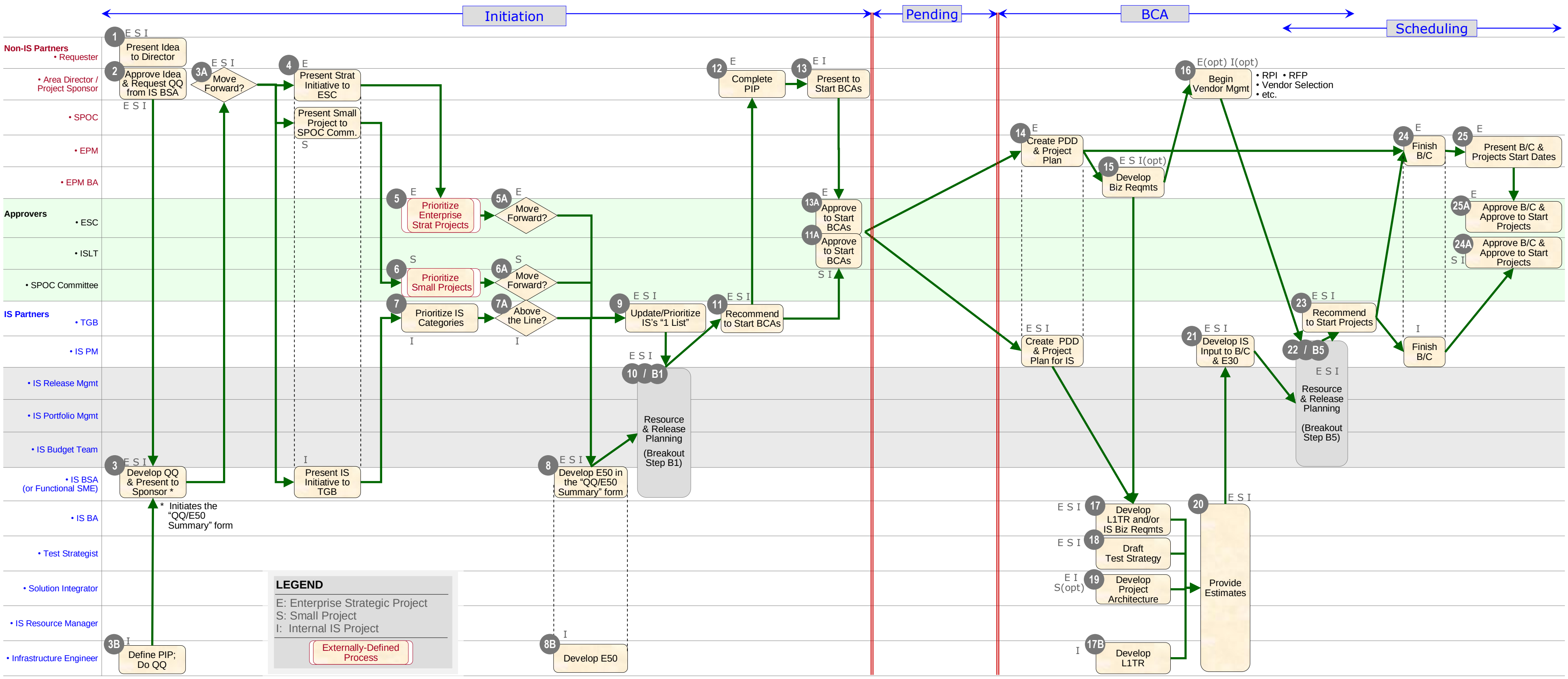
A. Project Prioritization Process

The Overview & Swim Lane diagrams below depict the IS Project Prioritization Process. Details are shown below in the Narrative, RACI Chart, etc.

Overview: Project Prioritization



Swim Lane Diagram: Project Prioritization



Initiation
Pending
BCA
Scheduling
Non-IS Partners
• Requester
• Area Director / Project Sponsor
• SPOC
• EPM
• EPM BA
Approvers
• ESC
• ISLT
• SPOC Committee
IS Partners
• TGB
• IS PM
• IS Release Mgmt
• IS Portfolio Mgmt
• IS Budget Team
• IS BSA (or Functional SME)
• IS BA
• Test Strategist
• Solution Integrator
• IS Resource Manager
• Infrastructure Engineer
1 E S I Present Idea to Director
2 Approve Idea & Request QQ from IS BSA
E S I
3A E S I Move Forward?
4 E Present Strat Initiative to ESC
Present Small Project to SPOC Comm.
S
5 E Prioritize Enterprise Strat Projects
5A E Move Forward?
6 S Prioritize Small Projects
6A S Move Forward?
7 Prioritize IS Categories
I
7A Above the Line?
I
9 E S I Update/Prioritize IS's "1 List"
10 / B1 E S I Resource & Release Planning (Breakout Step B1)
11 E S I Recommend to Start BCAs
11A Approve to Start BCAs
S I
12 E Complete PIP
13 E I Present to Start BCAs
13A E Approve to Start BCAs
3 E S I Develop QQ & Present to Sponsor *
* Initiates the "QQ/E50 Summary" form
I Present IS Initiative to TGB
8 E S I Develop E50 in the "QQ/E50 Summary" form
8B I Develop E50
3B I Define PIP; Do QQ
LEGEND
E: Enterprise Strategic Project
S: Small Project
I: Internal IS Project
Externally-Defined Process
14 E Create PDD & Project Plan
E S I Create PDD & Project Plan for IS
15 E S I(opt) Develop Biz Reqmts
16 E(opt) I(opt) Begin Vendor Mgmt
• RPI • RFP
• Vendor Selection
• etc.
17 E S I Develop L1TR and/or IS Biz Reqmts
18 E S I Draft Test Strategy
19 E I S(opt) Develop Project Architecture
17B I Develop L1TR
20 E S I Provide Estimates
21 E S I Develop IS Input to B/C & E30
22 / B5 E S I Resource & Release Planning (Breakout Step B5)
23 E S I Recommend to Start Projects
24 E Finish B/C
I Finish B/C
25 E Present B/C & Projects Start Dates
25A E Approve B/C & Approve to Start Projects
24A S I Approve B/C & Approve to Start Projects

Narrative

1. Present idea to Director

Any COMPANY associate may generate ideas by presenting the idea to their director.

2. Approve idea; Request QQ

If the director agrees with the intent of the request, they will move it forward by requesting that the IS BSA develop a Quick Quote (QQ).

3. Develop the QQ part of the "IS QQ/PIP Summary" form; Present to sponsor (if the initiative involves IS work)

The BSA will develop the QQ, by taking these steps:

3.1. Meet with the original requestor and the director as necessary to clarify the request.

3.2. Draft the QQ and present it at an internal BSA QQ Review Meeting to formulate a solution option(s). As a result, the QQ will include a very high-level description of the solution option(s), identification of systems and processes impacted, assumptions, open issues, and an effort-size bracket (hours only, not cost).

• The QQ Review Meeting is attended by: BSA Coordinator, Presenting BSA, SI, Test Strategist, SA, and an appropriate EA (also, for IS projects, the IS requestor).

3.3. The BSA will present the QQ back to the requesting director.

3B. For infrastructure projects, the infrastructure team will draft the PIP, socialize the idea with the infrastructure management team, and draft a Quick Quote (QQ). The PIP and QQ will be forwarded to the BSA team.

[3A] If the area director chooses to move the request forward, they will then become the project sponsor. With the BSA, they will determine the appropriate path to follow:

• E: Enterprise Strategic Initiative • S: Small Project Pipeline Process • I: Internal IS or Infrastructure project

4. Present for Prioritization

Depending on the work stream, either:

• E: The Sponsor will bring enterprise strategic initiatives to the ESC (ESC meetings and agendas are facilitated by the EPM, which is not shown in the Swim Lane diagram), or

• S: The SPOC will bring small, cross-functional projects to the SPOC Committee, or

• I: The BSA will present IS internal initiatives to the IS TGB.

5. (External Process: Prioritize Enterprise Strategic Projects)

The ESC is responsible for its own process of prioritizing enterprise strategic projects.

[5A] As a result, the highest priority strategic projects will be taken to the next step.

6. (External Process: Prioritize Small Projects)

The SPOC Committee has its own process for the prioritization of small, cross-functional projects.

[6A] As a result, the highest priority small projects will be taken to the next step.

7. Prioritize IS Projects within Categories

IS initiatives are classified into categories so that all categories receive some allocation. These categories include: Burning Platform, Compliance, IS Strategic, IS Small, and Lifecycle. Each category has a target allocation for the year, an allocation that will be managed as new requests are received. In this step, priorities are established within each category.

[7A] The highest priority projects consume resources up to the target allocation for each category. These projects are considered as "above the line."

Note: The timing of steps 8-10 may vary or overlap some. The TGB currently meets every Thursday.

8. Develop the E50 part of the "IS QQ/PIP Summary" form; Forward to Release Management

For those initiatives that pass through steps 5/5A, 6/6A or 7/7A and that make it onto the 1 List, the IS BSA (or infrastructure engineer in step 8B) refines the QQ into an E50 estimate (hours and cost). To do this, the BSA will take these steps:

8.1. Add to the QQ/PIP Summary a very-high-level approach with related assumptions and constraints, impacted systems and infrastructure, and internal/external resource assumptions.

8.2. Create and review the draft E50 with the original preparers of the QQ.

8.3. Prepare a +-10% estimate for the effort (hours and cost) that would be required to perform the BCA.

8.4. Review and finalize the estimates with the project sponsor.

8.5. Assuming the project sponsor wishes to proceed, the BSA will forward the E50 to the Release Management team.

9. Update/Prioritize IS's "1 List"

This is the important step where the multiple IS categories are merged and the "above the line" projects are prioritized against each other. Time, cost, and availability constraints are evaluated before initiatives are moved forward.

10. Begin Resource and Release Planning (this is actually step B1 of the Resource & Release Planning Process)

Business drivers for implementation dates will be evaluated against cost and capacity constraints to determine if the initiatives are to move forward. Preliminary target release dates are identified. Capacity constraints are evaluated and availability of named resources are determined (see detailed flow B1 for more information).

11. Recommend to Start BCAs

The TGB determines what BCAs we have the capacity to kick off and makes recommendations to the ISLT to start the BCAs.

[11A] The ISLT gives approvals to start BCAs.

12-13. Complete the PIP and Present to the ESC (Enterprise Strategic Initiatives)

The sponsor will complete the rest of the PIP document, involving any other business units necessary, and present the recommended start date for the BCA to the ESC.

[13A] The ESC gives approvals to start BCAs for Enterprise small and IS projects.

14. Create the PDD and Project Work Plan

E: Once the BCA is approved, the enterprise PM will begin planning for its execution. They will begin drafting the "PDD (BCA Phase)" form and the detailed project work plan (typically an MS Project plan).

E, S, I: The IS PM may support the EPM on the PDD, or when no EPM is involved, create the PDD themselves. A project plan for IS work is prepared.

15. Develop Business Requirements

When needed, the EPM BA will develop the Business Requirements. (For IS internal projects needing business requirements, the role of the EPM BA would be filled by the IS BA, or an appropriate IS SME.)

16. Begin Vendor Management

When external vendors may be needed, the Project Sponsor will begin planning and managing for it. This may include an RFI, a gap analysis, an RFP, and a process of vendor evaluation and selection.

17. Develop L1TR

The IS BA will develop the L1TR. When needed, they will also (or alternatively) prepare IS business requirements.

18. Draft the Test Strategy

The Test Strategist will draft the Test Strategy.

19. Develop the Project Architecture

The IS SI will develop the Project Architecture.

20. Provide estimates
    The BA, Test Strategist and SI will provide estimates for their work on the BCA.
    Also, IS development resource managers will provide estimates for their team. **[verify this]**
21. Develop the IS input to the B/C (including the E30)
    The IS PM will pull together all IS estimates and develop the IS part of the Business Case, which will include the E30 estimate for IS.
22. Continue Resource & Release Planning (this is actually step B5 of the Resource & Release Planning Process)
    Based on the data made available from the B/C and E30, target release dates for project implementation will be reviewed and may be adjusted. This may potentially impact start dates. Capacity constraints are evaluated and availability of named resources are determined (see detailed flow B5 for more information).
23. Recommend to Start Projects
    With the target releases, the TGB (or the project sponsor) will recommend what projects should be kicked off.
24. Finish the B/C
    The sponsor will complete the B/C, including data from all impacted business groups. For IS internal projects, the IS PM will complete the B/C.
    [24A] The ISLT will approve IS internal projects to start.
25. Present B/C and Project Start Dates
    The project sponsor will present the B/C for a strategic initiative to the ESC.
    [25A] The ESC will approve the projects to start.

RACI Matrix

This matrix shows each of the processes and each team involved with it. In each cell is shown the specific responsibility that the team has regarding the step. For each step, **only one** person or team has ultimate accountability (shown as "A") to ensure that step is completed.

Status of Table: Proposed by: ☑Dattoli **/** Reviewed by: ☐Raynor; ☑Reyes; ☐Honda; ☐RaCOMPANYh **/** Approved by: ☐Kick; ☐Wallin; ☐Kassel; ☐Stein

Note: Focus is only on A's, R's and S's for now

	Business (or IS SME for Internal Projects)					Approvers			Information Services											
Step	Requester	Proj Sponsor	SPOC	EPM	EPM BA	ESC	ISLT	SPOC Committee	TGB	IS PM	Portfolio Mgmt	Release Mgmt	Budget Team	BSA	BA	Test Strategist	SI	Resource Mgr	Infra Eng	SA
1. Present Idea to Director	A R																			
2. Approve Idea; Request QQ	A	S R																		
3. Develop QQ; Present to Sponsor		A S			C I									R						C
3B. Define PIP; Do QQ (for IS Internal Project)					C I														A R	
4. Present for Prioritization		A R	R											R						
5. (External): Prioritize Enterprise Strat Projects		A				R														
6. (External): Prioritize Small Projects		A	R					S												
7. Prioritize IS Projects within Categories							S		A R											
8. Develop E50		A												R						
8B. Develop E50 (for IS Internal/Infra Project)		A																	R	
9. Update/Priortitize IS's "1 List"							S		A R											
10. Begin Resource & Release Planning									S		R	R	R	A						
11. Recommend to Start BCAs							S		R					A						
12-13. Complete the PIP; Present to the ESC		A R				S														
14. Create the PDD and Project Work Plan		A		R						R										
15. Develop Business Requirements		A			R															
16. Begin Vendor Management		A R																		
17/17B. Develop HLTR		S								A					R				R	
18. Draft the Test Strategy		S								A						R				
19. Develop the Project Architecture		S								A							R?			R?
20. Provide Estimates										A					R	R	R	R	R	R?
21. Develop IS input to B/C (including E30)		S								A										
22. Continue Resource & Release Planning									S	A	R	R	R							
23. Recommend to Start Projects									A R											
24. Finish the B/C		A		R			S			R										
25. Present B/C and Project Start Dates		A		R		S														

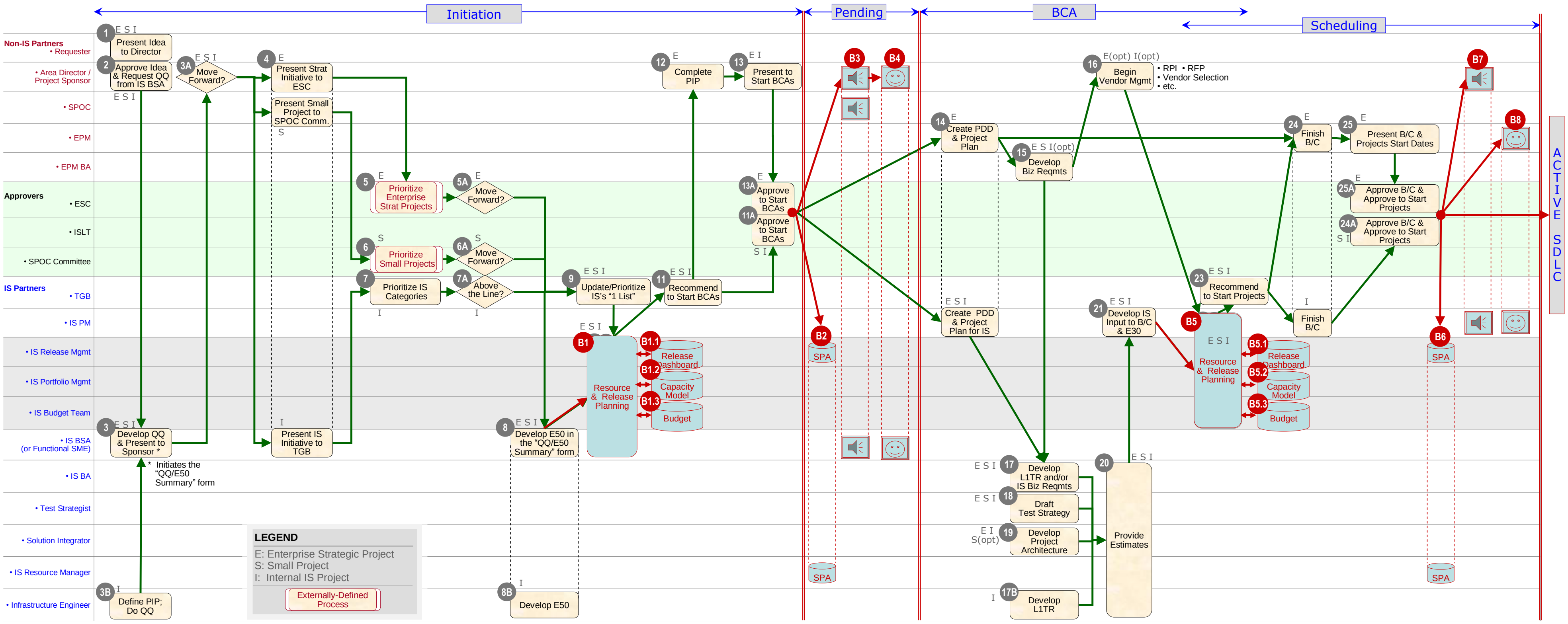
A: Accountable **R:** Responsible **C:** Consulted **I:** Informed **S:** Sign-Off or Formally Approve (See other abbreviations here)

B. Resource & Release Planning

The Overview & Swim Lane diagrams below depict the Resource & Release Planning process. Details are shown below in the Narrative, RACI, etc.

Overview: Resource & Release Planning

Swim Lane Diagram: Resource & Release Planning



Narrative

B1. Begin Resource & Release Planning

Based on the PIP and E50, projects that are on the "1 List" have are fitted into the Release Dashboard by aligning them with planned releases. Resource constraints that are evaluated include:

- Available "room" in planned releases, taking into account front-line associate impact, etc.
- Personnel availability as shown in the Capacity Model,
- Consulting availability, based on skills needed, vendor readiness, and monies available, and
- Funding available for the BCA.

B1.1. Update the Release Dashboard

As the target releases are identified, the release dashboard is updated.

B1.2. Update the Capacity Model

The E50 data is loaded into the capacity model.

B1.3. Update the Budget Allocations

The budget allocations are updated as necessary.

Note: The final activity of this step is done by the BSA, who will do this:

- Identify specific, named IS resources from impacted teams who would be needed for the BCA. These would likely include the PM, BA, EA, SA, SI, Test Strategist, and possibly an architect from the Infrastructure team.

B2. Create Project Codes for BCA; Update the SPA (for BCA only)

- The BSA requests IS Finance (currently Jenn Temple) to open a project by submitting the "IS Project (WBS) & Time Code Request Form."
  NOTE: For SOX compliance, a WBS can only be set up for projects that are formally approved.
  - IS Internal projects must be accompanied by an email giving evidence of ISLT's approval of the BCA.
  - ESC approval for Strategic projects is routed to IS Finance automatically.
  - **[under review]** Small projects must be accompanied by an email giving evidence of the SPOC Committee's approval of the BCA (or project if no BCA will be done).
- IS Finance (currently Jenn Temple) creates the WBS code and project time codes. Only the task codes appropriate for the BCA phase are made available.
- IS Portfolio Mgmt sets up the project in the SPA and loads the BCA phase of the E50 into it ("soft-booking").
- Specific names for the BCA phase are hard-booked by the resource manager using the SPA.

B3. Communicate Decisions

The approvals given for BCAs to start are communicated to interested parties.

- The IS BSAs communicate to Business Operations, to the EPM's and to the SPOCs.
- The project sponsor communicates to impacted business departments.
- The SPOC communicates to impacted business departments.
- The BSAs handoff the project to the IS PM, BA and SI.

B4. Obtain any Necessary External Resources

Any 3rd-party resources that are needed for the BCA would be obtained at this time.

B5. Continue Resource & Release Planning

Based on the data made available from the B/C and E30, target release dates will be reviewed and may be adjusted.
Resource constraints that are evaluated include:

- Available “room” in planned releases, taking into account front-line associate impact, etc.
- Personnel availability as shown in the Capacity Model,
- Consulting availability, based on skills needed, vendor readiness, and monies available, and
- Funding available for the BCA.

B5.1. Update the Release Dashboard

If any target releases are changed, the release dashboard is updated.

B5.2. Update the Capacity Model

The E30 data is loaded into the capacity model.

B5.3. Update the Budget Allocations

The budget allocations are updated as necessary.

Note: The last step of this process is done by the IS PM, who will take these steps:

- Confirm the specific, named IS resources who would be needed for the remaining phases.
- Provide evidence to the TGB that PQF Gate 3 has been passed.

B6. Open Remaining Codes for Project; Update the SPA

- The IS PM requests IS Finance (currently Jenn Temple) to open remaining project codes:
  - For IS Internal projects, an email giving evidence of ISLT’s approval of the project triggers this request.
  - For Strategic projects, ESC approval is automatically routed to IS Finance.
  - **[under review]** For Small projects, an email giving evidence of the SPOC Committee’s approval of the project triggers this request.
- IS Finance (currently Jenn Temple) opens task codes for the rest of the project.

- IS Portfolio Mgmt loads the E30 into the SPA which will soft-book the resources for the remaining phases of the project.
- Specific names for the remaining phases are hard-booked by the resource manager using the SPA.

B7. Communicate Updates

Communication of the approvals given for projects to start, and release dashboard changes, is given to all interested parties.

- Release Mgmt communicates to Business Operations.
- The project sponsor communicates to impacted business departments.
- The IS PM communicates to the EPM’s, to the SPOCs, and to impacted IS associates.

B8. Obtain any Necessary External Resources

Any 3rd-party resources that are needed for the remaining project phases would be obtained at this time.

RACI Matrix

This matrix shows each of the processes and each team involved with it. In each cell is shown the specific responsibility that the team has regarding the step. For each step, **only one** person or team has ultimate accountability (shown as "A") to ensure that step is completed.

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Note: Focus is only on A's, R's and S's for now

	Business (or IS SME for Internal Projects)					Approvers			Information Services									
Step	Requester	Proj Sponsor	SPOC	EPM	EPM BA	ESC	ISLT	SPOC Committee	TGB	IS PM	Portfolio Mgmt	Release Mgmt	Budget Team	BSA	ISS&P (JT)	Resource Mgr	SA
B1. Begin Resource & Release Planning											R	R	R	A			
B1.1. Update Release Dashboard												R		A			
B1.2. Update Capacity Model (E50)											R			A			
B1.3. Update Budget Allocations													R	A			
B2. Create Codes & Update SPA (BCA only)														A			
• Create WBS & task codes														A	R		
• Load E50 to SPA											R			A			
• Hard-book resources in SPA														A		R	
B3. Communicate Decisions		A R	R											R			
B4. Obtain Needed External Resources		A R														R	
B5. Continue Resource & Release Planning										A	R	R	R				
B5.1. Update Release Dashboard										A		R					
B5.2. Update Capacity Model (E30)										A	R						
B5.3. Update Budget Allocations										A			R				
B6. Open Project Codes & Update SPA (for rest of project)										A							
• Open remaining task codes										A					R		
• Load E30 to SPA										A	R						
• Hard-book resources in SPA										A						R	
B7. Communicate Updates		A R								R		R					
B8. Obtain Needed External Resources		A R								R						R	

A: Accountable **R:** Responsible **C:** Consulted **I:** Informed **S:** Sign-Off or Formally Approve (See other abbreviations here)

Appendices

Metrics Tracking & Reporting

Metric 1. Tracking of calendar durations: Key process steps for all projects

The TGB will create and maintain a database of actual dates similar to the data shown below. This will enable the TGB to monitor service levels, detect problem areas early, and ensure that projects are flowing through the Pipeline as smoothly as possible. While the TGB is responsible for maintaining this database, the BSA and IS PM are responsible to provide some of the dates as shown below.

Project-Specific Milestones: Tracking of Calendar Durations

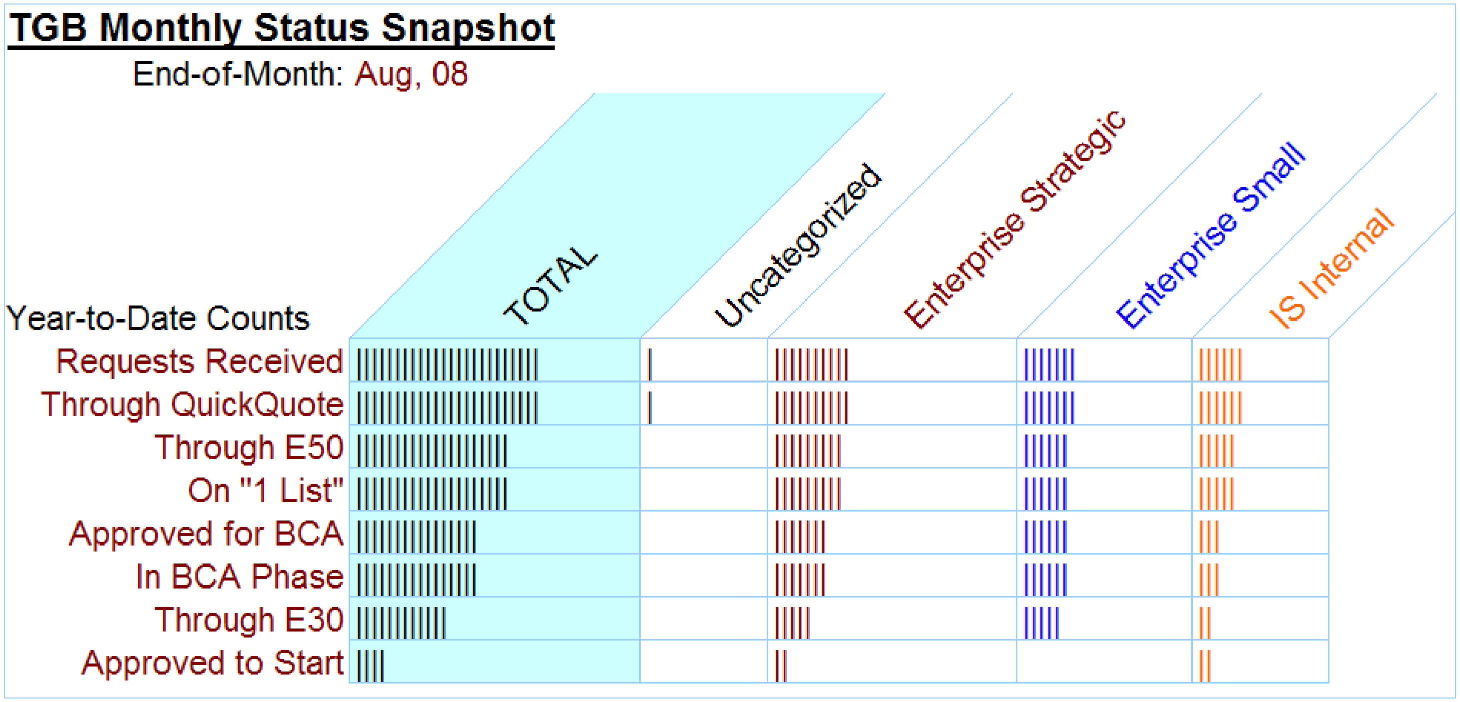
		Request Received	QQ Completed	Project Prioritized	E50 Completed	Placed on "1 List"	BCA Recommended	BCA Approved	Plan Completed	E30 Completed	Recommendation Made	Project Approved
Step Diagram #		2	3	5-7	8	9	11	B5	14	21	23	B6
Project Name	Type	Actual Dates										
Project 1	E	1/1/07	1/15/07	2/15/07	2/17/07	3/1/07	3/7/07	3/8/07	4/12/07	5/12/07	5/20/07	7/7/07
Project 2	E	1/11/07	1/15/07	2/28/07	3/2/07	3/8/07	3/14/07	3/30/07	4/10/07	4/20/07	4/27/07	
Project 3	E	1/18/07	2/2/07	2/14/07	2/17/07	2/22/07	3/1/07	3/3/07	3/8/07	3/22/07		
Project 4	E	1/18/07	2/8/07	2/22/07	3/22/07	3/24/07	3/28/07	4/4/07				
Project 5	E	2/12/07	3/5/07	3/19/07	4/4/07	4/5/07						
Project 6		2/13/07	2/16/07	3/1/07								

Note. Action Planning for Collected Metrics

Once sufficient data has been collected to form useful analysis, the TGB will determine the process for using the data in appropriate ways.

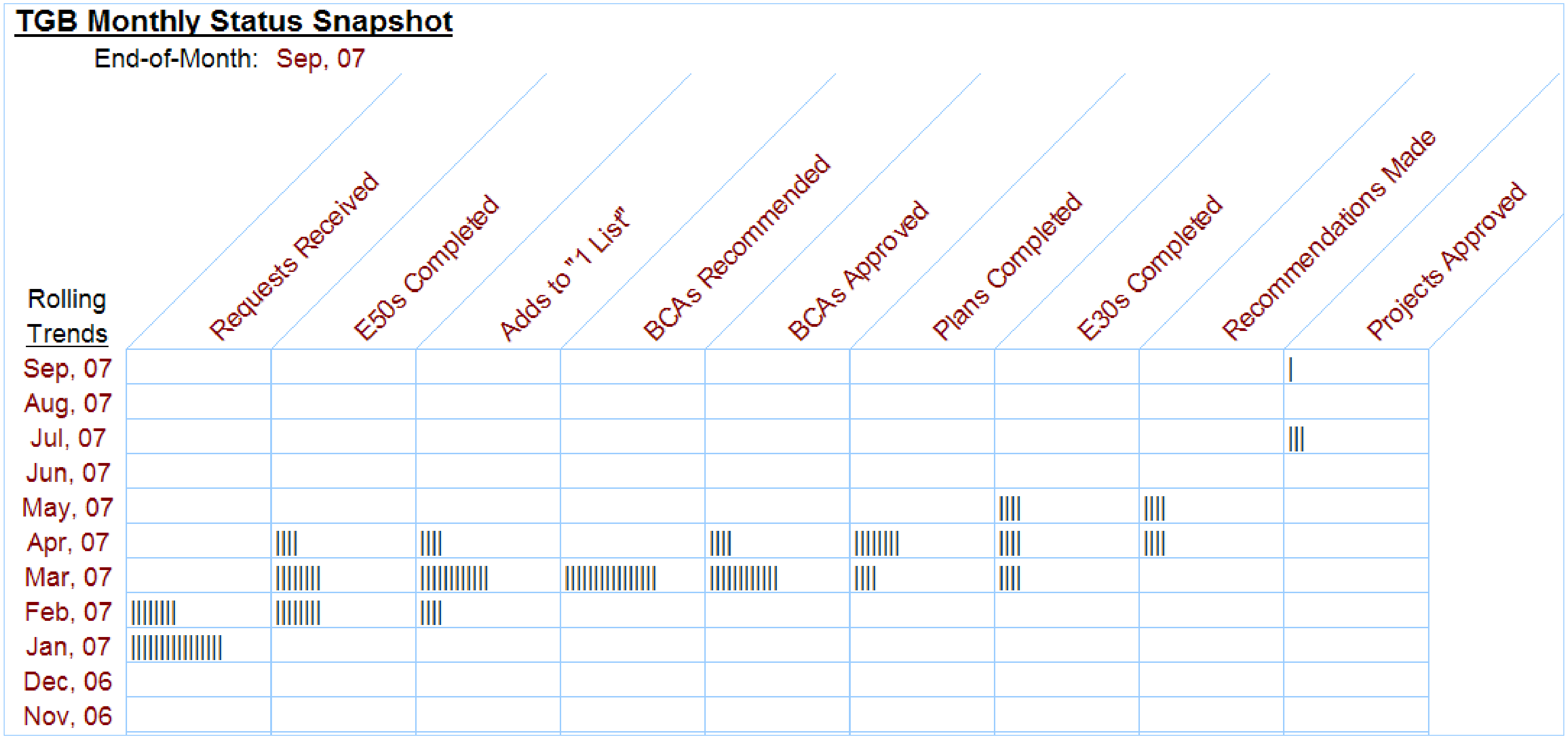
Metric 2. TGB Monthly Status Snapshot (Part A: Year-to-Date Counts)

At the end of each month, the TGB will prepare a report similar to the following. This depicts how many projects have flowed through the Pipeline so far this year, and how far along they have progressed. Reviewing this data as it is prepared each month will enable the TGB to assess if any part of the process is becoming a chokepoint, and may need management attention.



Metric 3. TGB Monthly Status Snapshot (Part B: Rolling Month-to-Month Trends)

At the end of each month, the TGB will prepare a report similar to the following. This depicts how many projects have flowed through each step of the Pipeline month by month. Reviewing this data as it is prepared each month can help the TGB identify trends, some of which may be useful to know for future planning.



Excel Template for Data Collection

Embedded here is a template for collection of the metrics data described above. As data is entered for Metric 1, the workbook's formulas automatically prepare Metrics 2 and 3.

S:\Common\is\
Pipeline-Process\

Deliverables Matrix

This matrix shows the outputs of the process, indicates who prepares them and how they are reviewed.

Step	Deliverable	Doc Link	Doc Help	Review Process
3	Quick Quote			Peer Reviewed by BSA team; Approved by Project Sponsor
8	E50			Reviewed by QQ Team & TGB; Approved by Project Sponsor
9	IS's "1 List"			Approved by ISLT
10	Release Candidate List			Reviewed by TGB; Approved by ISLT
11	IS PIP Addendum			Peer Reviewed by BSA team; Approved by Project Sponsor
13	PDD for BCA			Approved by Project Sponsor
15	HLTR			Approved by Project Sponsor
16	Test Strategy			Approved by Project Sponsor
19	Business Case	• Doc • Model (xls)		Approved by Project Sponsor
19	E30			Approved by Project Sponsor
20	IS Release Dashboard (Targets)			Reviewed by TGB; Approved by ISLT

Meetings Summary

- **TGB**

The TGB meets on a weekly basis and follows these topics, although some meetings may not address all 3 items.

Focus	Inputs	Process	Outputs
(1) Proposed Initiatives / Capacity Planning	• New Initiatives ranked locally within their Category • Capacity Model • Components Matrix • Consultant Needs • Budget Status	• Group discussion on priorities and budget tradeoffs • Rationale behind decisions documented	• Identification of BCAs ready to be started • Identification of initiatives ready to be kicked off
(2) Active Projects / Release Planning	• Status and issues by active release • Release Dashboard	• Group discussion, brainstorming and negotiation	• Release Dashboard • Assigned action items
(3) Technology Visioning and Governance	• Technology Roadmaps • Proposed initiative overviews • Active project status reports	• Review proposed changes to Roadmaps • Monitor status of technology projects	• Single Technology Vision Statement • Recommendations on new or revised initiatives • Recommendations on consultant spending

For more information, see the TGB Charter and Operating Principles, available from Armando Reyes or Darren Honda.