

PMO Lite Project (Waterfall) Methodology

5/16/2024

DIT-T Unit: PMO			Methodology Owner/Contact: Cheryl Ritter				Date Methodology Initially Added: 03/16/2020		
Methodology Name: PMO Lite			Quality Management Plan Used: Enterprise				Date Last Updated: 05/17/2024		
Methodology Type: Waterfall			Deliverable Repository: Project's Team Site in '_Key Project Documentation' folder				Comments:		
						PMO		Mapping	
								Red Text = Differences from E-SDLC	
Phase	ID	Key Deliverable	Minimum Requirement	Req'd for Audit	Audit Control	Lite (Medium Risk)	Req'd	Phase	Key Deliverable
Business Concept	1	Work Request		Y	ITGC03	Y	Y	Business Concept	Business Project Request
Business Concept	2	Alternatives Analysis	If required		ITGC03				
Business Concept	3	Preliminary Business Case	Min: Scope of Work, Resource Plan, Cost Plan, Start/End Dates		ITGC03	Y	Y	Business Concept	Preliminary Business Case
Business Concept	4	Business Concept Exit Quality Review				Y	Y	Business Concept	Business Concept Stage (Lite) Checklist
Initiation	5	Scope of Work	Min: Work Definition, Resources, Estimated Cost, Start/End Dates	Y	ITGC03	Y	Y	Initiation	Project Charter
Initiation	6	Scope of Work Approval	DOT Business & DIT-T approval required	Y	ITGC03	Y	Y	Initiation	Approval contained in Project Charter
Initiation	7	Business Case			ITGC03	Y	Y	Initiation	Business Case
Initiation	8	Benefits			ITGC03	Y	Y	Initiation	Benefits SharePoint List on project site
Initiation	9	Business Case Quality Review				Y	Y	Initiation	Business Case DP Checklist
Initiation	10	EPMO Business Case DP Approval	DIT EPMO & OSBM approved required			Y	Y	Initiation	EPMO Business Case Approval
Initiation	11	Cost Plan			ITGC03	Y	Y	Initiation	Cost Estimate Workbook
Initiation	12	Schedule			ITGC03	Y	Y	Initiation	Schedule in MS Project
Initiation	13	Change Management Plan			ITGC03	Y	Y	Initiation	Changement Management Plan on DOT PMO site
Initiation	14	Procurement Plan	If procuring resources, products, services		ITGC03				
Initiation	15	Communication Plan			ITGC03	Y	Y	Initiation	Communication Plan
Initiation	16	Organization Chart			ITGC03	Y	Y	Initiation	Project Organization
Initiation	17	Quality Management Plan		Y	ITGC03	Y	Y	Initiation	Project Quality Management Plan and includes Enterprise Quality Management Plan
Initiation	18	Risk Assessment/Mitigation Plan			ITGC03	Y	Y	Initiation	Assessment Type PDP
Initiation	19	Issues Log			ITGC03	Y	Y	Initiation	Risks List on project's SharePoint site
			Required if application not previously documented and/or if changing any privacy information. DIT-T Security & DIT						
Initiation	20	Privacy Threshold Analysis (PTA)	Approval required.	Y	ITGC01	Y	Y	Initiation	Privacy Threshold Analysis (PTA)
Initiation	21	Initiation Exit Quality Review			ITGC04	Y	Y	Initiation	Initiation Stage (Lite) Checklist
Planning & Design	22	Project Change Request Log				Y	Y	Planning & Design	Change Request Log Name: Change Request Log
Planning & Design	23	Project Change Request	DIT-T and Business Approval		ITGC03	Y	Y	Planning & Design	Change Request Name: CRnn DOT Signed (see Change Management Plan for other documents associated with the change)
Planning & Design	24	Project Change Request Quality Review				Y	Y	Planning & Design	Change Request Checklist

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Planning & Design	25	EPMO Change Request DP Approval	EPMO and/or OSBM approval (if required)			Y	Y	Planning & Design	EPMO Change Request Approval Name: CRnn State Signed
Planning & Design	26	SAP Cost Exception Report				Y	Y	Planning & Design	SAP Cost Exception Report
Planning & Design	27	Requirements Management Plan			ITGC03	Y	Y	Planning & Design	Requirements Management Plan
Planning & Design	28	Requirements	Must be approved by Business and other stakeholders, including Architecture, Security, Infrastructure, etc.	Y	ITGC01 ITGC02 ITGC03	Y	Y	Planning & Design	Technology Solution Requirements Document (TSRD)
Planning & Design	29	Requirements Approval	Required on all sizes of work except on small operational work, this may be included in Work Definition.	Y	ITGC01 ITGC02 ITGC03	Y	Y	Planning & Design	Approval contained in TSRD
Planning & Design	30	Requirements Traceability Matrix				Y	Y	Planning & Design	Requirements Traceability Matrix
Planning & Design	32	Architecture Design			ITGC01 ITGC02	Y	Y	Planning & Design	Architecture Design in iServer
Planning & Design	33	Architecture DP Quality Review	If required by EPMO			Y	Y	Planning & Design	Architecture DP Checklist
Planning & Design	34	EPMO Architecture DP Approval	If required by EPMO DIT Architecture Approval required		ITGC01 ITGC02	Y	Y	Planning & Design	EPMO Architecture DP Approval
Planning & Design	35	Security DP Quality Review	If required by EPMO			Y	Y	Planning & Design	Security DP Checklist
Planning & Design	36	EPMO Security DP Approval	If required by EPMO DIT Approval Required		ITGC01 ITGC02	Y	Y	Planning & Design	EPMO Security DP Approval
Planning & Design	37	Architecture Exception Request	If required, complete DIT Approval Required			Y	Y	Planning & Design	Architecture Exception Request
Planning & Design	38	NCID Exception Request	If required, complete DIT Approval Required		ITGC01	Y	Y	Planning & Design	NCID Exception Request
Planning & Design	39	Security Exception Request	If required, complete DIT Approval Required		ITGC01	Y	Y	Planning & Design	Security Exception Request
Planning & Design	40	Design Document		Y	ITGC03	Y	Y	Planning & Design	Design Document
Planning & Design	41	Design Approval	Business and other stakeholders approvals	Y	ITGC03	Y	Y	Planning & Design	Approval contained in Design Document
Planning & Design	42	Business Continuity Plan	If required		ITGC03	Y	Y	Planning & Design	Business Continuity Plan
Planning & Design	43	Disaster Recovery Plan	If required		ITGC03	Y	Y	Planning & Design	Disaster Recovery Plan
Planning & Design	44	Training Plan	If required		ITGC03	Y	Y	Planning & Design	Training Plan
Planning & Design	45	Test Plan				Y	Y	Planning & Design	Test Plan
Planning & Design	46	Acceptance Process and Criteria			ITGC03	Y	Y	Planning & Design	Acceptance Process and Criteria
Planning & Design	47	Acceptance Process and Criteria Approval	Must be approved by Business and other stakeholders		ITGC03	Y	Y	Planning & Design	Approval contained in Acceptance Process and Criteria document
Planning & Design	48	Operational Level Agreement (OLA)	Required if there are changes to the current OLA.		ITGC04	Y	Y	Planning & Design	Operational Level Agreement (OLA)
Planning & Design	49	Operational Level Agreement (OLA) Approval	If required Must be approved by IT Stakeholders		ITGC04	Y	Y	Planning & Design	Approval contained in OLA
Planning & Design	50	Business Approval to Exit P&D			ITGC03	Y	Y	Planning & Design	Business Approval to Exit P&D
Planning & Design	51	P&D Exit Quality Review			ITGC04	Y	Y	Planning & Design	Planning & Design Stage (Lite) Checklist
Planning & Design		If RFP required, deliverables below:						Planning & Design	If RFP required, deliverables below:
Planning & Design	52	RFP Request for Commodity/Service Form			ITGC04	Y	Y	Planning & Design	RFP Request for Commodity/Service Form

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Planning & Design	53	RFP Disaster Recovery Assessment			ITGC04	Y	Y	Planning & Design	RFP Disaster Recovery Assessment
Planning & Design	54	RFP Sourcing Exception Request	If required for the RFP		ITGC04	Y	Y	Planning & Design	RFP Sourcing Exception Request
Planning & Design	55	RFP Hosting Exception Request	If required for the RFP		ITGC04	Y	Y	Planning & Design	RFP Hosting Exception Request
Planning & Design	56	RFP and Attachments			ITGC03 ITGC04	Y	Y	Planning & Design	RFP and Attachments
Planning & Design	57	RFP Proposal Evaluation Plan			ITGC03 ITGC04	Y	Y	Planning & Design	RFP Proposal Evaluation Plan
Planning & Design	58	RFP Content Submission				Y	Y	Planning & Design	RFP Content Submission
Planning & Design	59	RFP Individual Evaluation Workbooks			ITGC03 ITGC04	Y	Y	Planning & Design	RFP Individual Evaluation Workbooks
Planning & Design	60	RFP Oral Presentation/Demonstration Guide			ITGC03 ITGC04	Y	Y	Planning & Design	RFP Oral Presentation/Demonstration Guide
Planning & Design	61	RFP Consensus Evaluation Workbook			ITGC03	Y	Y	Planning & Design	RFP Consensus Evaluation Workbook
Planning & Design	62	RFP Evaluation Report with Award Recommendation			ITGC03 ITGC04	Y	Y	Planning & Design	RFP Evaluation Report with Award Recommendation
Planning & Design	63	RFP Evaluation Report Approvals	Business and other stakeholders approvals required.		ITGC03 ITGC04	Y	Y	Planning & Design	RFP Evaluation Report Approvals
Planning & Design	64	RFP CIO Presentation				Y	Y	Planning & Design	RFP CIO Presentation
Planning & Design	65	RFP Evaluation Review Checklist				Y	Y	Planning & Design	RFP Evaluation Review Checklist
Planning & Design	66	EPMO RFP Review DP Approval	DPMO Approval Required			Y	Y	Planning & Design	EPMO RFP Review DP Approval
Planning & Design	67	EPMO Contract Award Review DP Approval	DPMO Approval Required			Y	Y	Planning & Design	EPMO Contract Award Review DP Approval
Planning & Design		If Invitation for Bid (IFB) required, deliverables below:						Planning & Design	If Invitation for Bid (IFB) required, deliverables below:
Planning & Design	68	IFB Request for Commodity/Service Form			ITGC03 ITGC04	Y	Y	Planning & Design	IFB Request for Commodity/Service Form
Planning & Design	69	IFB Disaster Recovery Assessment	If required for IFB		ITGC03 ITGC04	Y	Y	Planning & Design	IFB Disaster Recovery Assessment
Planning & Design	70	IFB Sourcing Exception Request	If required for IFB		ITGC04	Y	Y	Planning & Design	IFB Sourcing Exception Request
Planning & Design	71	IFB Hosting Exception Request	If required for IFB		ITGC04	Y	Y	Planning & Design	IFB Hosting Exception Request
Planning & Design	72	IFB and Attachments			ITGC03 ITGC04	Y	Y	Planning & Design	IFB and Attachments
Planning & Design	73	IFB Statement of Work	May be required for Extensive Services		ITGC03 ITGC04	Y	Y	Planning & Design	IFB Statement of Work
Planning & Design	74	IFB Bid Review Checklist				Y	Y	Planning & Design	IFB Bid Review Checklist
Planning & Design	75	IFB Award Approval	Business and other stakeholders approvals required.		ITGC04	Y	Y	Planning & Design	IFB Award Approval
Planning & Design		If Request for Quote (RFQ) required, deliverables below:						Planning & Design	If Request for Quote (RFQ) required, deliverables below:
Planning & Design	76	RFQ Request for Commodity/Service Form			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Request for Commodity/Service Form
Planning & Design	77	RFQ Disaster Recovery Assessment	If required for RFQ		ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Disaster Recovery Assessment
Planning & Design	78	RFQ Sourcing Exception Request	If required for RFQ		ITGC04	Y	Y	Planning & Design	RFQ Sourcing Exception Request

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Planning & Design	79	RFQ Hosting Exception Request	If required for RFQ		ITGC04	Y	Y	Planning & Design	RFQ Hosting Exception Request
Planning & Design	80	RFQ and Attachments			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ and Attachments
Planning & Design	81	RFQ Market Research			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Market Research
Planning & Design	82	RFQ Estimate or Unofficial Quote			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Estimate or Unofficial Quote
Planning & Design	83	RFQ Statement of Work			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Statement of Work
Planning & Design	84	RFQ Quote Review Document			ITGC03 ITGC04	Y	Y	Planning & Design	RFQ Quote Review Document
Planning & Design	85	RFQ Award Approval	Business and other stakeholders approvals required.		ITGC04	Y	Y	Planning & Design	RFQ Award Approval
Planning & Design		If Contract Modifications through Amendment required, deliverables below:						Planning & Design	If Contract Modifications through Amendment required, deliverables below:
Planning & Design	86	Amendment Request for Commodity/Service Form			ITGC03 ITGC04	Y	Y	Planning & Design	Amendment Request for Commodity/Service Form
Planning & Design	87	Amendment Disaster Recovery Assessment	May be required if change in scope of work		ITGC03 ITGC04	Y	Y	Planning & Design	Amendment Disaster Recovery Assessment
Planning & Design	88	Amendment Sourcing Exception Request	If required for Amendment		ITGC04	Y	Y	Planning & Design	Amendment Sourcing Exception Request
Planning & Design	89	Amendment Hosting Exception Request	If required for Amendment		ITGC04	Y	Y	Planning & Design	Amendment Hosting Exception Request
Planning & Design	90	Amendment and Attachments			ITGC03 ITGC04	Y	Y	Planning & Design	Amendment and Attachments
Planning & Design	91	Amendment Market Research			ITGC03 ITGC04	Y	Y	Planning & Design	Amendment Market Research
Planning & Design	92	Amendment Estimate or Unofficial Quote			ITGC03 ITGC04	Y	Y	Planning & Design	Amendment Estimate or Unofficial Quote
Planning & Design	93	Amendment Statement of Work	May be required for additional work within scope of work in existing contract		ITGC03 ITGC04	Y	Y	Planning & Design	Amendment Statement of Work
Planning & Design	94	Amendment Approval	Business and other stakeholders approvals required.		ITGC04	Y	Y	Planning & Design	Amendment Approval
Planning & Design		IF Request for Information (RFI), deliverables below:						Planning & Design	IF Request for Information (RFI), deliverables below:
Planning & Design	95	RFI			ITGC03 ITGC04	Y	Y	Planning & Design	RFI
Execute & Build	31	Application Architecture Design (AAD)	DIT-T Architecture Approval Required	Y	ITGC01 ITGC02	Y	Y	Execute & Build	Application Architecture Design (AAD)
Execute & Build	96	Code Structural Quality Analysis (CAST) Report	If required			Y	Y	Execute & Build	Code Structural Quality Analysis (CAST) Report
Execute & Build	97	Component Integration Test (CIT) Approved		Y	ITGC02	Y	Y	Execute & Build	Component Integration Test (CIT) Approved
Execute & Build	98	System Integration Test (SIT) Approved		Y	ITGC02	Y	Y	Execute & Build	System Integration Test (SIT) Approved
Execute & Build	99	Performance Testing Approved	If required			Y	Y	Execute & Build	Performance Testing Approved
Execute & Build	100	IT Testing Complete Approval		Y	ITGC02	Y	Y	Execute & Build	IT Testing Complete Approval

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Phase	ID	Key Deliverable	Minimum Requirement	Req'd for Audit	Audit Control	Lite (Medium Risk)	Req'd	Phase	Key Deliverable
Execute & Build	101	User Acceptance Plan and Script	IT management involves users in the design of applications, selection of packaged software and testing thereof.	Y	ITGC03	Y	Y	Execute & Build	User Acceptance Plan and Script
Execute & Build	102	Sponsor Approved UAT		Y	ITGC03	Y	Y	Execute & Build	Sponsor Approved UAT
Execute & Build	103	Implementation Plan				Y	Y	Execute & Build	Implementation Plan
Execute & Build	104	Go Live Readiness Assessment		Y	ITGC03	Y	Y	Execute & Build	Project Go Live Readiness Assessment
Execute & Build	105	Go Live Approval	Business and other Stakeholders approval	Y	ITGC03	Y	Y	Execute & Build	Project Go Live Approval
Execute & Build	106	Project Go Live Readiness DP Quality Review	If required						
Execute & Build	107	EPMO Go Live Readiness DP Approval	If required. EPMO approval						
Execute & Build	108	E&B Exit Quality Review							
Implementation	109	Business Approval to Close the Project			ITGC03	Y	Y	Implementation	Business Approval to Close the Project
Implementation	110	Implementation Exit Quality Review							
Closeout	111	SAP Commitments Reconciled				Y	Y	Closeout	SAP Commitments Reconciled
Closeout	112	Lessons Learned Survey				Y	Y	Closeout	Lessons Learned Survey
Closeout	113	EPMO Lessons Learned				Y	Y	Closeout	In EPMO Lessons Learned Database
Closeout	114	EPMO Closeout Report				Y	Y	Closeout	EPMO Closeout Report
Closeout	115	Closeout Quality Review				Y	Y	Closeout	Closeout Stage (Lite) Checklist