



Waterfall Project Process Standard Operating Procedure

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1. General statement of purpose.
 - 1.1. This document describes the waterfall project process.
2. Scope.
 - 2.1. This document applies to the entire waterfall project process, from submission of the Project Initiation Request form until the project is closed.
 - 2.2. A waterfall project involves new software or hardware, or modification of existing software or hardware. A small waterfall project has a budget of at least \$150,000, and a large waterfall project has a budget of at least \$250,000.
 - 2.3. The project's program manager has the authority to modify (add or delete) any project requirements, based on the uniqueness of the project, by adding a note in the **Notes** section of the project indicating the changes from this SOP.
3. Discipline.
 - 3.1. Program Management SOPs.
4. Terms and definitions.
 - 4.1. P-code – The unique PeopleSoft code used to record time worked on each project.
 - 4.2. ServiceNow – Project Management Tool.
5. Instructions.
 - 5.1. Demand phase.
 - 5.1.1. A project originates when a PIR form is submitted on the [OMES Enterprise Program Management Office website](#).
 - 5.1.2. ServiceNow automatically creates a demand request.
 - 5.1.3. The program manager takes ownership of the demand, initiates a review and performs assessments with the requesting agency.
 - 5.1.4. The program manager requests planning (P50) estimates via internal resource estimate, and creates the planning (P50) statement of work.
 - 5.1.5. The program manager receives the signed SOW back from the agency and requests planning resource assignments via IRE.
 - 5.1.6. The program manager allocates resources to the resource plan.
 - 5.1.7. The program manager converts the demand to a project and selects the enterprise project type as either the large or small waterfall project.
 - 5.1.8. ServiceNow automatically assigns the appropriate template for the selected project type.

- 5.2. Initiating phase.
 - 5.2.1. The project manager creates the project site:
 - 5.2.1.1. Navigate to the project site.
 - 5.2.1.2. Select the **Share** button in the upper right corner.
 - 5.2.1.3. Enter **IS Project Members** in the **Invite People** field.
 - 5.2.1.4. Select **Show Options** and deselect **Send an email invitation**.
 - 5.2.1.4.1. This step is critical to ensure an email is not sent to all IS Projects members.
 - 5.2.1.5. Select the permission level dropdown and select the option that includes **Full Control**.
 - 5.2.1.6. Select **Share** to save the changes and to share the project site with all IS Projects members.
 - 5.2.2. The program manager pastes the link to the project site in the project site field within ServiceNow.
 - 5.2.3. The program manager obtains a P-code for the project.
 - 5.2.4. A business analyst generates a business case for the project.
 - 5.2.5. The program manager assigns the project manager and resources to the project.
 - 5.2.6. The project manager reviews the initiation and moves project to planning phase.
- 5.3. Planning phase.
 - 5.3.1. The project team has a kickoff meeting for the project.
 - 5.3.2. The project team provides weekly status reports from project kickoff to project closeout.
 - 5.3.3. The project team creates the project tasks.
 - 5.3.4. The project team creates the P90 estimate.
 - 5.3.5. The project manager updates/creates and executes the risk issues, and communication plans in ServiceNow.
 - 5.3.6. The project manager generates an execution (P90) SOW.
 - 5.3.7. The requestor/agency signs and returns the execution (P90) SOW.
 - 5.3.8. The project manager obtains execution resources via IRE.
 - 5.3.9. The project manager updates the resource plan with allocated execution resources in ServiceNow.
- 5.4. Executing phase.
 - 5.4.1. The project team executes the project, providing weekly status updates/reports from project kickoff to project closeout.
 - 5.4.2. The project team creates a test plan.
 - 5.4.3. The project team performs development testing.
 - 5.4.4. The project team performs regression testing.
 - 5.4.5. The project team performs OMES testing.
 - 5.4.6. The requestor/agency performs user acceptance testing and signs the user acceptance testing sign-off document.
 - 5.4.7. After the UAT acceptance sign-off is signed and returned by the customer, the project team opens a change ticket and obtains approval to deploy the project to production.
- 5.5. Delivering phase.
 - 5.5.1. Project team and stakeholders perform a go/no go decision.
 - 5.5.2. Project team migrates the product to production.

- 5.5.3. Once in production, the project team will perform production certification and address issues for 30 days during the warranty period.
- 5.5.4. The project manager updates the actual close date in ServiceNow.
- 5.5.5. The project manager updates the KPI measurements.
- 5.5.6. The project manager sends the Certificate of Completion and Acceptance to the requestor/agency with final key performance indicator measurements.
- 5.5.7. The requestor/agency signs the Certificate of Completion and Acceptance and returns it to the project manager.
- 5.6. Auditing phase.
 - 5.6.1. The project manager receives the final invoices from finance.
 - 5.6.2. The project manager updates the final internal labor actuals and burndown in ServiceNow and the SharePoint project site.
 - 5.6.3. The project manager emails the final status report for the project to the stakeholders.
 - 5.6.4. The project manager changes the project phase to auditing and notifies the program manager via email that the project is ready for audit.
 - 5.6.5. The program manager reviews the project and opens an action item for the audit in ServiceNow
 - 5.6.6. Once the audit passes the program manager closes the audit action items and moves the project phase to closing.
- 6. Roles and responsibilities.
 - 6.1. Requestor/agency.
 - 6.1.1. Completes the PIR form on the OMES website.
 - 6.1.2. Completes demand assessments
 - 6.1.3. Signs the planning (P50) SOW.
 - 6.1.4. Signs the execution (P90) SOW.
 - 6.1.5. Performs UAT and signs the UAT acceptance sign off document.
 - 6.1.6. Signs the Certificate of Completion and Acceptance and returns it to the Project Manager.
 - 6.2. Program manager.
 - 6.2.1. Reviews and approves the demand, moves project to initiating and selects Enterprise Project Type, either the large or small waterfall .
 - 6.2.2. Obtains a P-code for the project.
 - 6.2.3. Determines resources required, the estimated cost and availability from the IRE meeting.
 - 6.2.4. Develops a planning (P50) estimate/SOW and a high level project plan.
 - 6.2.5. Generates a scope document, if applicable.
 - 6.2.6. Obtains the signed planning (P50) SOW during the SOW approval process.
 - 6.2.7. Determines the start date based on resource availability via IRE.
 - 6.2.8. Assigns the project manager and resources to the project.
 - 6.2.9. Performs the audit and moves the project to closing phase.
 - 6.3. Business analyst.
 - 6.3.1. Generates a business case for the project.
 - 6.4. Project team.
 - 6.4.1. Has a kickoff meeting for the project.
 - 6.4.2. Creates the project tasks.
 - 6.4.3. Creates the execution (P90) estimate.

- 6.4.4. Executes the project, updating status and actual costs.
- 6.4.5. Creates a test plan, if applicable.
- 6.4.6. Performs development testing.
- 6.4.7. Performs regression testing.
- 6.4.8. Performs OMES testing.
- 6.4.9. Migrates the project product to production once the UAT acceptance sign off is signed.
- 6.4.10. Addresses bugs and issues for 30 days during the warranty period once the product is in production.
- 6.5. Project manager.
 - 6.5.1. Creates and executes the risk, issue and communication plans, if applicable.
 - 6.5.2. Updates project plan (tasks) with percentages complete, actual costs, and burndown reports initiation through closing phases.
 - 6.5.3. Generates an execution (P90) SOW.
 - 6.5.4. Obtains the signed execution (P90) SOW.
 - 6.5.5. Provides weekly status report to project stakeholders.
 - 6.5.6. Sends the Certificate of Completion and Acceptance to the requestor/agency.
 - 6.5.7. Receives the final invoices.
 - 6.5.8. Updates the final internal labor.
 - 6.5.9. Emails the final status report for the project.
 - 6.5.10. Notifies the Program Manager via email that the project is ready for audit.
 - 6.5.11. Places projects on hold when applicable.
 - 6.5.12. Cancels projects when applicable.
- 6.6. IRE group.
 - 6.6.1. Provides planning estimates and approves or denies resources requested by IRE form.
- 7. Limitation or implementation notes.
 - 7.1. None.
- 8. References.
 - 8.1. [08.1.1.3a Waterfall Project Process – Process Map.](#)
 - 8.2. [08.1.10 Project Internal Resource Estimate \(IRE\) and Resource Assignment Process.](#)
 - 8.3. [08.1.12 Managing PeopleSoft Project IDs.](#)
 - 8.4. [08.1.20 Statement of Work Process.](#)
 - 8.5. [Branded Scope Document.](#)
 - 8.6. [Business Case Presentation.](#)
 - 8.7. [Certificate of Completion and Acceptance.](#)
 - 8.8. [Communications Plan.](#)
 - 8.9. [Kick Off Presentation.](#)
 - 8.10. [Project Initiation Request \(PIR\) Form online.](#)
 - 8.11. [Risk Plan.](#)
 - 8.12. [SOW User Guide.](#)
 - 8.13. [Test Log Template.](#)
 - 8.14. [OMES Waterfall Test Plan.](#)
 - 8.15. [Test Scenario Template.](#)