



Corporate Services for the Natural Resource Sector
Information Management Branch

System Development Life Cycle New Development Process For the Natural Resource Sector

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Version: 1.0.0

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Version History

Version	Date	Responsible	Notes
1.0.0	2014-10-16	Standards Review Committee	Draft

Purpose

The intent of this document is to identify the tasks required for the new development process within the CSNR Information Management Branch. This document was created in collaboration with members of the Standards Review Committee and a core group of Senior Business Portfolio Managers. It will be used to create the new SDLC web pages, their content, and the new single SDLC checklists based on a project complexity assessment tool.

The New Development Process is being modernized from the typical Waterfall methodology to an iterative one in conjunction with the Capital Transformation Projects that are underway.

Task line colour indicates if the task is part of the Development stream (white background) or Project Management stream (light blue).

Responsibility

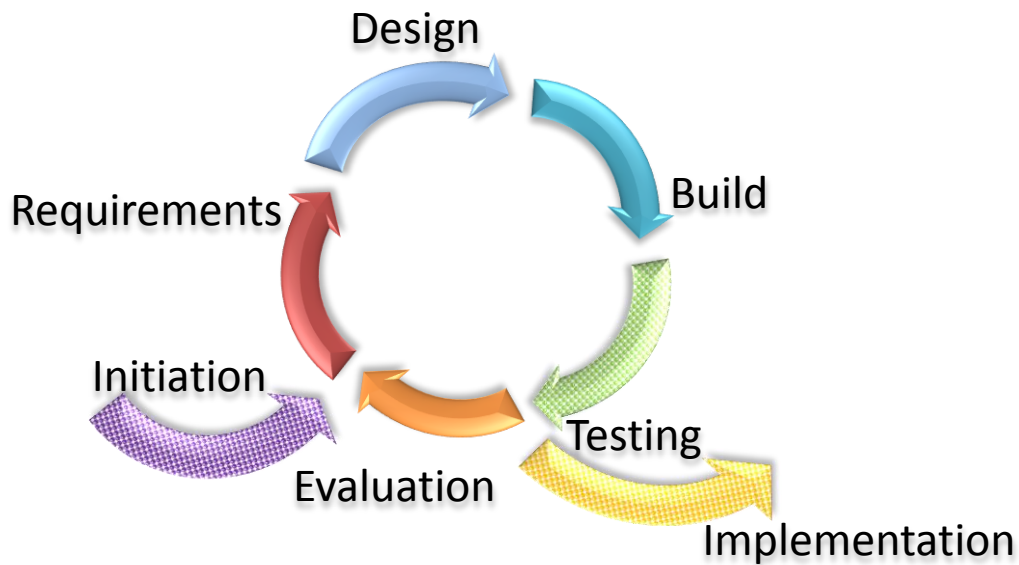
Identifies the project roles involved in the process task. The first role identified is responsible to ensure that this task is completed. This will be cross-referenced with the NRS SDLC Roles and Responsibilities document.

Requirement

- M = Mandatory
- R = Recommended
- O = Optional

1 SDLC – New Development Iterative Methodology

An iteration of the Requirements, Design, Build and Test phases may cover an entire project, a sub-project, or a collection of functions that can be released into production as one module. There are no defined tasks associated with Evaluation; this is a reset point at which the project makes the decision of how to proceed with the next iteration.



The arrow pattern indicates which phases of the project are conducted by IMB staff or in the IMB Delivery, Test and Production environments. Solid coloured arrows indicate majority of effort is performed by the Vendor using their development environment and tools.

2 Systems Development Life Cycle – New Development

Allows for the creation of a new application system to support a business need or major enhancement for an existing application. New application systems are assets and must use capital funding to be built. Major enhancements that are adding in new functionality are also considered to be assets and must use capital funding to be built. New Development does not cover COTS solutions. A separate process document will be defined to support this.

<u>Phase</u>	<u>Task</u>	<u>Responsibility</u>	<u>Deliverable</u>	<u>Requirement</u>			<u>Comments</u>
				<u>S</u>	<u>M</u>	<u>C¹</u>	
2.1 Phase 1- Initiation							
Initiation is the start of the project in which we determine what the business problem is and if we need to initiate a new development or major enhancement project to address the problem.							
	<ul style="list-style-type: none"> Meet with the Business Area to identify the potential project 	BA / Business Area	Project Assessment Document	M	M	M	
	<ul style="list-style-type: none"> Conduct Feasibility Whiteboard session with Technical Advisory Group. If there is a possibility of spatial or warehouse components, contact the Geomatics Sr. BPM to determine additional resources to attend. 	BA / PM / Business Area / Technical Advisory Group	Feasibility Whiteboard Checklist Minutes	M	M	M	CSNR R SLK Whiteboard Sessions CSD:EX Use CSNR IMB Whiteboard distribution list Whiteboard Calendar
	<ul style="list-style-type: none"> Initiate IM/IT Capital Funding Request process 	PMO / CIO / Business Area / PM	OCIO Capital Project Submission	M	M	M	Can only be submitted with the annual capital report out to OCIO and DMCTT – typically due late August / early Sept.

¹ Mandatory indicators based on project size – Simple, Moderate, or Complex.

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Initiate Impact Analysis 	BA or Vendor / PM / Business Lead / Technical Advisory Group / Application Administrator / Data Standards Manager / Data Resource Manager	Impact Analysis	O	O	O	Mandatory when multiple business areas may be impacted by the new application.
	<ul style="list-style-type: none"> Initiate Project Repository using identified folder structures 	PM / BA	Project Repository	M	M	M	May be started on a project SharePoint site but final documentation must be retained on the network share.
	<ul style="list-style-type: none"> Initiate Project Charter 	PM / Business Area	Project Charter	M	M	M	If determined in Feasibility Whiteboard that a project is required to solve the business problem
	<ul style="list-style-type: none"> Review Project Charter 	PM / Business Area / Technical Advisory Group	Review Results	M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Final Project Charter – Signoff - the original signed copy of the Project Charter should be placed in the appropriate records management location by the Business Portfolio Manager. Hard copy to file (ARCS and ORCS). A copy may also be retained by the Business Area. A scanned copy of the signed document should also be created and filed in the project folder for future reference. 	PM	Signed Project Charter	M	M	M	
	<ul style="list-style-type: none"> Complete Complexity Assessment Tool and appropriate checklist 	BA / PM / Business Area / Technical Advisory Group	Right-sizing calculator	M	M	M	
	<ul style="list-style-type: none"> Request and enter new application (acronym, name, description, known participants) in the Application Inventory application (IRS) if required. 	BA / Application Deliveries		O	O	O	Mandatory if this is a new application being created.
	<ul style="list-style-type: none"> Determine the change control process that will be used. 	PM / Technical Advisory Group	Request for Change	M	M	M	This will identify which change control queue will be used.
	<ul style="list-style-type: none"> Initiate Security Threat Risk Assessment (STRA) with Security Analyst (iSmart) to document the AS IS state. 	BA / SISO / Business Area / PM	STRA	M	M	M	
	<ul style="list-style-type: none"> Conduct Procurement Process 	BA or Independent Consultant / PM / Business Area / CBS Director	Procurement Documents / Contract	M	M	M	Refer to Procurement Process Document.

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Initiate Privacy Impact Assessment (PIA) with Security Analyst 	BA / Business Lead / SISO / KIS / PM	PIA	M	M	M	
	<ul style="list-style-type: none"> Initiate Records Impact Assessment 	Records Management / Business Lead / Vendor Technical Lead / PM / BA	Records Impact Assessment Questionnaire Information Systems Overview	M	M	M	
	<ul style="list-style-type: none"> Schedule Project Kick-off Meeting 	PM		M	M	M	
	<ul style="list-style-type: none"> Initiate Master Project Plan / Work Breakdown Structure 	Vendor / PM / BA / Business Lead / Technical Advisory Group	MPP and WBS	O	M	M	
	<ul style="list-style-type: none"> Initiate Communication Plan 	PM / Business Area / BA	Communications Plan Communications Log	O	M	M	** May be part of Master Project Plan.
	<ul style="list-style-type: none"> Initiate Risk Mgmt Plan 	PM / Business Area / BA	Risk Mgmt Plan Risk Register	O	M	M	** May be part of Master Project Plan.
	<ul style="list-style-type: none"> Initiate Budget and Cost Mgmt Plan 	PM / Business Area / BA	Budget Mgmt Plan Expense tracking	O	M	M	** May be part of Master Project Plan.
	<ul style="list-style-type: none"> Initiate Quality Mgmt Plan 	PM / Business Area / BA	Quality Mgmt Plan	O	O	M	** May be part of Master Project Plan.
	<ul style="list-style-type: none"> Initiate Issue Mgmt Plan 	PM / Business Area / BA	Issue Mgmt Plan Issue Log/register	O	M	M	** May be part of Master Project Plan.
	<ul style="list-style-type: none"> Initiate Change Control 	PM / Business Area / BA	Change Log Change Request	M	M	M	** May be part of Master Project Plan.

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Initiate Application Delivery Checklist 	PM / Application Delivery	Application Delivery Checklist	M	M	M	
	<ul style="list-style-type: none"> Supply Vendor with applicable Standards 	PM	List of Standards from Application Delivery Checklist / Feasibility Whiteboard	M	M	M	(EA, NRS Data Standards, etc.)
	<ul style="list-style-type: none"> Review / Extend Retirement / Archive Plan 	BA / Business Lead / Vendor Technical Lead / PM / Application Administrator / Data Custodian / Technical Advisory Group	Retirement / Archive Plan	M	M	M	
	<ul style="list-style-type: none"> Conduct Project Kick Off Meeting 	PM / BA / Business Area / Vendor PM / Vendor Team / Technology Advisory Group / SISO	Publish Agenda, Presentation materials and Minutes	M	M	M	
	<p><i>Final Master Project Plan Document - Sign off – the original signed copy of the Master Project Plan should be placed in the appropriate records management location by the Business Portfolio Manager. Hard copy to file (ARCS and ORCS). A copy may also be retained by the Business Area. A scanned copy of the signed document should also be created and filed in the project folder for future reference.</i></p>	PM					

<u>Phase</u>	<u>Task</u>	<u>Responsibility</u>	<u>Deliverable</u>	<u>Requirement</u> S M C ¹			<u>Comments</u>
<p>2.2 Phase 2 – Requirements Requirements is the effort to clearly document “What” the business needs are in order to determine an appropriate solution in the Design phase.</p>							
	<ul style="list-style-type: none"> Gather User Requirements (incorporate into project file using Sparx Enterprise Architect (EA) tool) 	Vendor / Business Area / PM / BA	EA project file which includes these packages: - Documentation - System Overview - Business Process Models - Use Cases - Functional Requirements - Business Rules - Non-Functional Requirements - Data Conversion - Domain Model	M	M	M	
	<ul style="list-style-type: none"> Conduct Financial Risk and Controls Review (verifies that Chapter 13 of core policy is being followed) 	Financial Business Analyst / PM / BA / Business Lead / Business SME / Vendor Team	Financial Risk and Controls Review	O	O	O	<p>Mandatory if application will contain financial transactions. Requires involvement of Ministry of Finance resources and costs \$\$.</p>

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Submit EA Project File to SI for interim review 	Vendor / SI BA / PM	EA project file	M	M	M	For first round review of documentation standard being used in EA for the Process Model, Domain Model, Business Rules, Use Cases, etc.
	<ul style="list-style-type: none"> Review Domain Model 	SI BA / DA / PM / Vendor	Review Results	M	M	M	
	<ul style="list-style-type: none"> Generate draft Business Process Requirements Document (BPRD) 	Vendor / Technical Advisory Group / PM / Business Area	Business Process Requirements Document (draft)	M	M	M	
	<ul style="list-style-type: none"> Review Draft BPRD <i>Ensure Ministry Standards are being met.</i> 	SI BA	Review Results	M	M	M	
	<ul style="list-style-type: none"> Review Draft BPRD <i>Ensure business requirements are clearly identified.</i> 	Business Area / BA / Technical Advisory Group	Review Results	M	M	M	
	<ul style="list-style-type: none"> Incorporate changes to BPRD in EA 	Vendor	Business Process Requirements Document	M	M	M	
	<ul style="list-style-type: none"> Confirm BPRD changes are per QA responses 	SI BA / BA / Business Area		M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Ensure BPRD is signed off by Project Champion and copy filed per records management policy. 	PM	NRS Deliverable Sign-off	M	M	M	May be either email approvals or formal signed page that is scanned and stored in project repository
	<p><i>Final Business Process Requirements Document – Sign off – the original signed copy of the BPRD should be placed in the appropriate records management location by the Business Portfolio Manager. Hard copy to file (ARCS and ORCS). A copy may also be retained by the Business Area. A scanned copy of the signed document should also be created and filed in the project folder for future reference.</i></p>	PM		M	M	M	
	<ul style="list-style-type: none"> Develop Business Solutions Options 	Vendor Technical Lead PM / BA / Business Lead / Technical Architect	Business Solutions Options	O	O	O	Mandatory if there are similar existing software applications available in the sector, in government, or as COTS solutions. Need to justify the technical implementation of the solution now that requirements have been defined.
	<ul style="list-style-type: none"> Review Business Solutions Options 	PM / BA / Technical Advisory Group	Review Results	O	O	O	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Conduct "Technical Whiteboard Session" with vendor 	BA / PM / Business Area / Vendor / Technical Advisory Group	Technical Whiteboard Checklist Minutes	O	M	M	CSNR R SLK Whiteboard Sessions CSD:EX Use CSNR IMB Whiteboard distribution list Whiteboard Calendar
	<ul style="list-style-type: none"> Draft Implementation Plan 	Business Lead / PM / Vendor Technical Lead / Development Team Lead / BA	Implementation Plan	O	M	M	
	<ul style="list-style-type: none"> Refine PIA 	SISO / Business Lead / PM / Data Custodian / Knowledge and Information Services / Ministry Privacy Officer	PIA	M	M	M	
	<ul style="list-style-type: none"> Substantially Complete STRA (AS IS) for sign off. A copy will be created to use for each subsequent iteration of the TO BE application. 	SISO / Business Lead / PM	STRA	M	M	M	STRA is Substantially completed and submitted (Focus: Security requirements and security classification).
	<ul style="list-style-type: none"> Create Capacity Plan 	Development Team Lead / PM / Vendor Technical Lead / Infrastructure Director	Capacity Plan	O	M	M	

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<u>Phase</u>	<u>Task</u>	<u>Responsibility</u>	<u>Deliverable</u>	<u>Requirement</u>			<u>Comments</u>
				<u>S</u>	<u>M</u>	<u>C¹</u>	
	<ul style="list-style-type: none"> Revise Impact Analysis 	BA or Vendor/ PM / Business Lead / Development Team / Vendor Technical Lead / Data Custodian / Application Administrator / Development Team Lead / Technical Advisory Group	Impact Analysis	O	O	O	Mandatory when multiple business areas may be impacted by the new application.
	<ul style="list-style-type: none"> Training Team Kick-off Meeting 	PM / Business Lead / Business Area / Business Area Project Team	Training Plan	O	O	M	

Phase	Task	Responsibility	Deliverable	Requirement S M C ¹			Comments
<p>2.3 Phase 3 – Design Design phase is the effort required to clearly document “How” the solution is going to look and act to satisfy the business requirements.</p>							
	<ul style="list-style-type: none"> Draft Software Design Description (SDD) using Sparx Enterprise Architect (EA) tool 	Vendor / Development Team Lead / PM / BA / Technical Advisory Group / Business Area Project Team / Business Lead	Software Design Description <ul style="list-style-type: none"> - Use Cases - Logical Data Model - Physical Data Model - Deployment Diagram - Conversion Design - UI Prototype - User Security Matrix - Warehouse Design 	M	M	M	<i>Vendor must include list of standards they are using for the application.</i>
	<ul style="list-style-type: none"> Develop Business Prototype and capture within Sparx Enterprise Architect tool 	Development Team Lead / BA / Development Team / Business Lead / Vendor Technical Lead / Business Area Project Team	Business Prototype	O	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Submit Infrastructure Request Form 	Development Team / PM / Development Team Lead / Web Analyst / Application Delivery / Technical Architect	Infrastructure Request Form	O	O	O	Mandatory if new equipment will be necessary to implement the solution.
	<ul style="list-style-type: none"> Submit Workstation Hardware Request 	Development Team / PM / Technical Services / Application Delivery	Workstation Hardware Request Form	O	O	O	Mandatory if new workstation hardware will be necessary to implement the solution.
	<ul style="list-style-type: none"> Create Data Management Plan 	BA / Data Custodian / Business Lead / PM / Business Area Project Team / Data Standards Manager / Data Resource Manager / Database Administrator, Data Architect	Data Management Plan	O	M	M	
	<ul style="list-style-type: none"> Draft Training Plan 	Business Area/ PM / Vendor	Training Plan	O	O	M	
	<ul style="list-style-type: none"> Prepare Vendor Test Plan (in EA) using SI Test Templates? 	Vendor		M	M	M	
	<ul style="list-style-type: none"> Confirm Vendor Test Plan 	PM / Business Lead / SI TL		M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Draft User Acceptance Test Plan – test scenarios are contained in EA. 	Vendor / Business Area Project Team / Business Lead / BA / User Test Team / SI TL	User Acceptance Test Plan	O	M	M	
	<ul style="list-style-type: none"> Create Test Scenarios in EA Tool 	Who? Vendor?	Test Scenarios				
	<ul style="list-style-type: none"> Create Logical Data Model in EA 	Development Team	Logical Data Model	M	M	M	
	<ul style="list-style-type: none"> Review Logical Data Model 	SI BA/ IMB DA / Vendor / PM	Review Results	M	M	M	
	<ul style="list-style-type: none"> Draft Data Conversion Design 	Vendor / PM / BA / Business Area Project Team / Technical Advisory Group / Business Lead / Data Resource Manager	Data Conversion Design	O	O	O	Mandatory if data will be retained from previous application.
	<ul style="list-style-type: none"> Design Warehouse replication procedures <i>(if warehousing is required, a “Warehousing Whiteboard” is required)</i> 	Vendor / SSBC Data Warehouse Specialist / DA / DBA / Business Area / BA	Warehouse Replication	O	O	O	Mandatory if data will be replicated to the BCGW.
	<ul style="list-style-type: none"> Refine STRA for TO BE iteration 	SISO / Business Lead / PM SISO	STRA	O	O	O	
	<ul style="list-style-type: none"> Refine PIA 	SISO / Business Lead / PM / Data Custodian / Knowledge and Information Services / Ministry Privacy Officer	PIA	M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Create Physical Data Model in EA 	Development Team	Physical Data Model	M	M	M	
	<ul style="list-style-type: none"> Review Physical Data Model 	SI BA / DBA / DA / Vendor / PM	Review Results	M	M	M	
	<ul style="list-style-type: none"> Develop and complete data security profile (operational) 	Business Area / PM / SISO / BA	Data Security Profile	M	M	M	
	<ul style="list-style-type: none"> Complete Metadata Definition 	Business Area / SSBC Data Warehouse Specialist / PM / Subject Matter Expert	Metadata Definition	O	O	O	Mandatory if warehousing the data.
	<ul style="list-style-type: none"> Develop and complete warehouse data security profile 	SSBC Data Warehouse Specialist / Business Area / PM / SISO / BA	Warehouse Data Security Profile	O	O	O	Mandatory if warehousing data.
	<ul style="list-style-type: none"> Generate Software Design Description from EA Tool 	Vendor	Software Design Description				
	<ul style="list-style-type: none"> Review draft Software Design Description <i>Ensure match to standards</i> 	SI BA	Review Results	O	O	O	
	<ul style="list-style-type: none"> Review draft Software Design Description <i>Ensure it covers agreed to functionality</i> 	PM / BA / Business Lead / Technical Advisory Group / Business Area Project Team	Review Results	O	O	O	
	<ul style="list-style-type: none"> Incorporate changes to SDD 	Vendor	Software Design Description	M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> If changes required to requirements as a result of Design, return to appropriate phase and task to adjust: Phase 2 – Requirements – Gather Requirements 						
	<ul style="list-style-type: none"> Confirm SDD changes are per QA responses 	SI BA / BA		M	M	M	
	<ul style="list-style-type: none"> Ensure SDD is signed off by Project Champion and copy filed per records management policy. 	PM	NRS Deliverable Sign-off	M	M	M	May be either email approvals or formal signed page that is scanned and stored in project repository
	<p><i>Final Software Design Description– Sign off – the original signed copy of the SDD should be placed in the appropriate records management location by the Business Portfolio Manager. Hard copy to file (ARCS and ORCS). A copy may also be retained by the Business Area. A scanned copy of the signed document should also be created and filed in the project folder for future reference.</i></p>	PM		M	M	M	

Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
<p>2.4 Phase 4 – Build</p> <p>Build is the module development by the vendor at their site and the implementation of the developed components in the Ministry Delivery environment.</p>							
	<ul style="list-style-type: none"> Develop Application modules 	Development Team Lead / Development Team / Vendor Technical Lead / BA / Business Lead / Development Team Quality Reviewer	Application code	M	M	M	If new vendor to the sector IMB, conduct first module code review.
	<ul style="list-style-type: none"> Prepare / revise Infrastructure Request Form 	Development Lead / PM / Web Analyst / Application Delivery / Infrastructure Director	Infrastructure Request Form	O	O	O	Mandatory if new equipment will be necessary and not previously requested to implement the solution.
	<ul style="list-style-type: none"> Submit Workstation Software Packaging Request 	Development Team / PM / Technical Services	Workstation Software Packaging Request	O	O	O	Mandatory if new workstation software will be necessary and not previously requested to implement the solution.

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Develop Online Help 	Business Area Project Team or Vendor / Business Lead or Development Team Lead / Vendor Technical Lead / PM / Business Lead / Development Team Quality Reviewer / User Test Team	Online Help Files	O	M	M	Determined at technical whiteboard if online help or paper file. Must have one or other.
	<ul style="list-style-type: none"> Develop User Materials 	Business Area Project Team or Vendor / Business Lead or Development Team Lead/ Vendor Technical Lead / PM / Business Lead / Development Team Quality Reviewer / User Test Team	User Materials	O	M	M	
	<ul style="list-style-type: none"> Update Security Matrix 	Business Lead / PM / Subject Matter Expert / Business Area Project Team / SISO	Security Matrix	M	M	M	Mandatory if roles have changed since the original security requirements were determined.

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Develop Data Conversion modules 	Development Team / Development Team Lead / Vendor Technical Lead / PM / BA / Business Lead / Development Team Quality Reviewer / DBA	Data Conversion Module	O	O	O	Mandatory if business area wants historical data loaded into the new database.
	<ul style="list-style-type: none"> Prepare User Acceptance Test Plan (UAT) – including data conversion - In EA Tool 	User Test Team / Business Lead / Business Area / PM / Business Area Project Team / Vendor Test Lead / SI TL	User Acceptance Test Plan	M	M	M	
	<ul style="list-style-type: none"> Conduct Vendor Testing 	Vendor	Test Results	M	M	M	Results must be available to BA / Business Lead to confirm
	<ul style="list-style-type: none"> Review Vendor Test Results 	BA / Business Lead	Feedback on testing	M	M	M	
	<ul style="list-style-type: none"> Conduct on-site review of developed modules at Vendor location 	Business Area / Vendor / BA		R	R	R	Recommended for confirmation of functionality prior to delivery into Ministry environment
	<ul style="list-style-type: none"> Review / Extend Delivery QA Test Scripts 	Application Delivery		O	M	M	
	<ul style="list-style-type: none"> Initiate application migration process (schedule QA, Delivery) 	BA	Change Control Queue	M	M	M	

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				S	M	C ¹	
	<ul style="list-style-type: none"> Build Migration package 	Vendor		M	M	M	
	<ul style="list-style-type: none"> Conduct Application review where appropriate (execute Delivery QA Test Plan) 	Application Delivery Specialist / Technical Advisory Group	Review Feedback	M	M	M	
	<ul style="list-style-type: none"> Revise code, migration package based on QA Feedback 	Vendor		M	M	M	
	<ul style="list-style-type: none"> Refine STRA for TO BE iteration 	SISO / Business Lead / PM SISO	STRA	O	O	O	
	<ul style="list-style-type: none"> Refine PIA 	SISO / Business Lead / PM / Data Custodian / Knowledge and Information Services / Ministry Privacy Officer	PIA	M	M	M	
	<ul style="list-style-type: none"> Refine Implementation Plan 	Development Team Lead / PM / Business Lead / Application Delivery	Implementation Plan	O	M	M	
	<ul style="list-style-type: none"> Finalize Records Impact Assessment 	Records Management / Business Lead / Vendor Technical Lead / PM / BA	Records Impact Assessment	M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Prepare User Procedures Manual 	Business Area Project Team or Vendor/ Business Lead or Development Team Lead/PM / Development Team Lead / Development Team Quality Reviewer	User Procedures Manual	M	M	M	
	<ul style="list-style-type: none"> Draft Operations Manual 	Development Team Lead / PM / BA / Business Lead / Vendor Technical Lead	Operations Manual	M	M	M	
	<ul style="list-style-type: none"> Refine Training Plan 	Business Lead / PM / Vendor Technical Lead / Development Team Lead / Business Area Project Team / User Test Team	Training Plan	O	M	M	
	<ul style="list-style-type: none"> Prepare User Training Materials 	Business Area Project Team / Business Lead / PM / Development Team Lead / Vendor Technical Lead / User Test Team	Training Materials	O	M	M	

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				S	M	C ¹	
	<ul style="list-style-type: none"> Draft Maintenance Plan 	BA / Business Lead / Vendor Technical Lead / Development Team Lead / Application Administrator / Data Custodian	Maintenance Plan	M	M	M	
	<ul style="list-style-type: none"> Implement modules in Delivery environment 	Vendor / Application Delivery Specialist / DBA	Application in Delivery	O	O	O	Mandatory if a delivery instance exists for this business area.
	<ul style="list-style-type: none"> Conduct Data Conversion into Delivery environment 	Application Delivery Specialist / DBA / Vendor		O	O	O	Mandatory if business area wants historical data loaded.
	<ul style="list-style-type: none"> Conduct application testing in Delivery Environment 	Business Lead / BA / Vendor		O	O	O	Mandatory if delivery environment available to this application.
	<ul style="list-style-type: none"> Log Testing Issues 	PM / Business Lead	Application Issue Log	M	M	M	May be component of SharePoint site for project or excel workbook.
	<ul style="list-style-type: none"> Resolve testing issues 	Vendor		M	M	M	
	<ul style="list-style-type: none"> Repackage and Redeliver 	Vendor	Application Code	M	M	M	
	<ul style="list-style-type: none"> Retest in Delivery 	Business Lead / BA / Vendor		M	M	M	

<u>Phase</u>	<u>Task</u>	<u>Responsibility</u>	<u>Deliverable</u>	<u>Requirement</u> S M C ¹			<u>Comments</u>
<p>2.5 Phase 5 – Testing Testing starts with the migration of the delivered components into the Ministry Test environment and the execution of the full User Acceptance Test plan.</p>							
	<ul style="list-style-type: none"> Obtain Approval to migrate to Test environment 	Business Lead / PM		M	M	M	Business approval required prior to taking to Pre-Release meeting.
	<ul style="list-style-type: none"> Conduct Pre-Release Meeting 	PM / Technical Advisory Group		O	R	M	Full TAG attendance when recommended or mandatory to ensure awareness of the migration.
	<ul style="list-style-type: none"> Migrate into test environment (Execute Migration Package) 	Application Delivery Specialist / DBA	Application in Test	M	M	M	
	<ul style="list-style-type: none"> Conduct Data Conversion into Test environment (Execute Data Management Plan) 	Application Delivery Specialist / DBA		O	O	O	Mandatory if business area wants historical data loaded.
	<ul style="list-style-type: none"> Conduct UAT in Test Environment (including Data Conversion Testing) (Execute User Acceptance Test Plan) 	User Test Team / Business Lead / BA / Vendor	UAT Test Results	M	M	M	
	<ul style="list-style-type: none"> Conduct Vulnerability Scan against iteration build 	SISO / BA		O	O	O	Mandatory when the sensitivity of the application is medium to high

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Conduct Penetration Tests against iteration build 	Telus / PM		O	O	O	Mandatory when sensitivity of the application is high
	<ul style="list-style-type: none"> Log Testing Issues 	PM / Business Lead	Application Issue Log	M	M	M	May be component of SharePoint site for project or excel workbook.
	<ul style="list-style-type: none"> Prioritize Issues and get vendor to resolve 	PM / Business Lead		M	M	M	
	<ul style="list-style-type: none"> Resolve priority issues 	Vendor		M	M	M	
	<ul style="list-style-type: none"> If changes required to requirements or design as a result of testing, return to appropriate phase and task: Phase 2 Requirements – Gather Requirements Phase 3 Design – Draft Design 						
	<ul style="list-style-type: none"> Repackage release and redeliver 	Vendor	Application Code	M	M	M	
	<ul style="list-style-type: none"> Retest application 	User Test Team / Business Lead / BA		M	M	M	
	<ul style="list-style-type: none"> Refine Operations Manual 	Development Team Lead / PM / Business Lead / Vendor Technical Lead / BA	Operations Manual	O	M	M	Mandatory if changes made in deployment since document started.
	<ul style="list-style-type: none"> Complete and Sign Off STRA (iSmart) for TO BE Iteration Review results with Information Owner / Data Custodian 	PM / Business Area / SISO	STRA	M	M	M	

Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Complete PIA 	BA/ Business Lead / Data Custodian / SISO	Signed PIA	M	M	M	Must be filed with OCIO KIS.
	<ul style="list-style-type: none"> Present application to the NRS Service desk if they will be supporting it 	BA / NRS Service desk Lead(s)		O	O	O	Mandatory if the NRS Service desk will be providing first line support.

2.6 Phase 6 – Implementation

Implementation is the migration of the built and tested components into the Ministry Production environment. Training may also be completed in this phase.

	<ul style="list-style-type: none"> Obtain Approval to migrate to PROD environment 	Business Lead / PM		M	M	M	Need Business area approval prior to taking to Pre-Release Meeting
	<ul style="list-style-type: none"> Conduct Pre-Release Meeting 	PM / Technical Advisory Group		O	R	M	Only TAG members who are impacted by the migration.
	<ul style="list-style-type: none"> Approve migration to Production environment 	Business Lead / PM		M	M	M	Dependent on change control processes.
	<ul style="list-style-type: none"> Migrate to Production environment (Execute Implementation Plan) (Execute Capacity Plan) 	Application Delivery Specialist / DBA		M	M	M	
	<ul style="list-style-type: none"> Conduct Data Conversion in Production environment 	Application Delivery Specialist / DBA / Business Lead / PM		O	O	O	Mandatory if business area wants historical data loaded into the database.
	<ul style="list-style-type: none"> Conduct Production Confirmation 	Business Lead		M	M	M	

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Phase	Task	Responsibility	Deliverable	Requirement			Comments
				S	M	C ¹	
	<ul style="list-style-type: none"> Conduct Data Conversion Confirmation 	Business Lead		O	O	O	Mandatory if conversion included.
	<ul style="list-style-type: none"> Migrate to Training environment 	Application Delivery Specialist / DBA		O	O	O	Mandatory if a training environment has been requested by the business area.
	<ul style="list-style-type: none"> Conduct Data Conversion in Training environment 	Application Delivery Specialist / DBA		O	O	O	Mandatory if business area wants historical data loaded into the database.
	<ul style="list-style-type: none"> Update/Confirm User Training Materials 	Business Area Project Team / Business Lead / PM / User Test Team	Up-to-date User Training materials	O	O	O	
	<ul style="list-style-type: none"> Conduct User Training Sessions (Execute Training Plan) 	Business Lead / Business Area Project Team / BA		O	M	M	
	<ul style="list-style-type: none"> Review/ Confirm User Manuals 	Business Lead / Business Area Project Team / BA		O	O	O	
	<ul style="list-style-type: none"> Review/ Confirm Maintenance Plan 	BA / Business Lead / Development Team Lead / Application Administrator / Data Custodian	Updated Maintenance Plan	O	O	O	

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<u>Phase</u>	<u>Task</u>	<u>Responsibility</u>	<u>Deliverable</u>	<u>Requirement</u>			<u>Comments</u>
				<u>S</u>	<u>M</u>	<u>C¹</u>	
	<ul style="list-style-type: none"> Complete Project Evaluation/ Post Project Review 	PM / Business Area / PMO / Technical Advisory Group	Project Evaluation Or PIR	M	M	M	
	<ul style="list-style-type: none"> Review and ensure project documentation appropriately filed 	PM	Project Repository Updated	M	M	M	ARCS x-reference available from PMO.
	<ul style="list-style-type: none"> Next Steps documented 	PM / Business Area	Next Steps	M	M	M	
	<ul style="list-style-type: none"> Post Training Survey 	Business Lead / PM	Survey results	O	O	O	

3 Project Management Monitor and Control Deliverables

Deliverables that are initiated at the beginning of work – potentially as early on as the Initiation Phase - and are reviewed and updated throughout the life of the project.

<u>Phase</u>	<u>Deliverable</u>	<u>Responsibility</u>	<u>Comments</u>
	<ul style="list-style-type: none"> Status Reporting 	PM	NRPP TPO Status Report template includes separate tabs for Action Items, Decision Requests, Risk Register, Change Requests, and issue register
	<ul style="list-style-type: none"> Issue Logs 	PM	
	<ul style="list-style-type: none"> Risk Assessment/ Risk Mgmt Plan 	PM/ Business lead	
	<ul style="list-style-type: none"> Project Decision Request 	PM	
	<ul style="list-style-type: none"> Change Request 	PM	
	<ul style="list-style-type: none"> Change Log 	PM	
	<ul style="list-style-type: none"> Meeting Minutes 	PM	
	<ul style="list-style-type: none"> Budget/Cost Mgmt 	PM	
	<ul style="list-style-type: none"> Contract Mgmt – contract admin 	PM	
	<ul style="list-style-type: none"> Project Repository 	PM	
	<ul style="list-style-type: none"> Lessons Learned Inventory 	PM	
	<ul style="list-style-type: none"> Communications Plan 	PM	
	<ul style="list-style-type: none"> Project Plan/ Project schedule 	PM	