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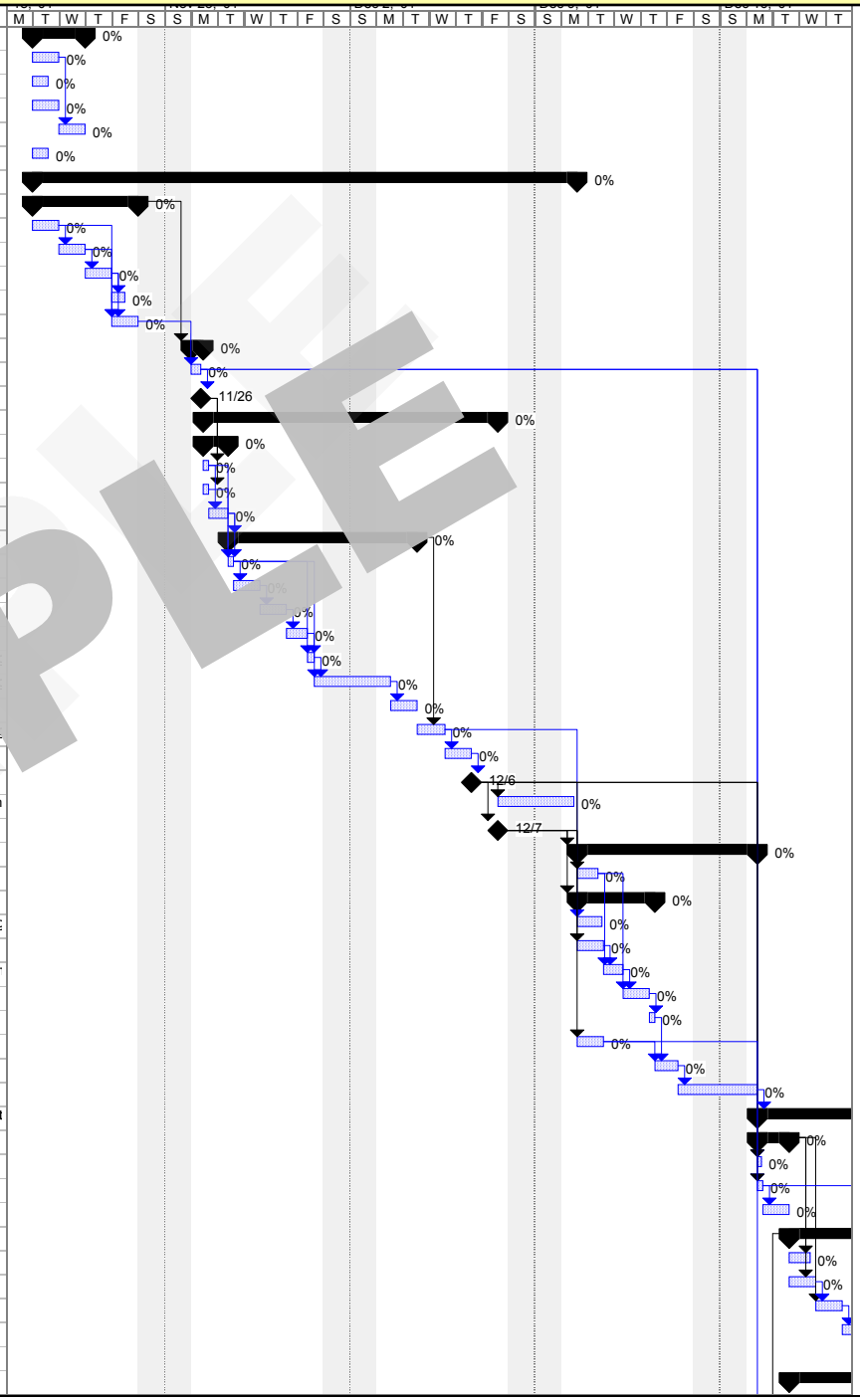
ID	Task Name	Predecessors	Resource Names
1	**Project Management**		**Project Manager,AT Technology Directors**
2	Project Plan Management		Project Manager
3	Project Accounting		Project Accounting Lead,Project Manager,Procurement Lead
4	Project Communications		Project Manager
5	Project Time Accounting	2	Project Manager
6	Project Management Administration		Project Manager,AT Technology Directors,PMO
7	**Pre-Project Phase**		**SME,AT Project Lead,AT Project Team ,Project Business Owner**
8	**Define Business Solution**		**SME**
9	Define "as is" Business Processes		SME
10	Identify Business Process Modifications	9	SME
11	Identify Affected Business Areas	10	SME
12	Define ROI for Business Solution	11	SME,Project Business Owner
13	Define Business Solution Requirements	9,10,11	SME
14	**Write Business Justification Document**	**8**	**SME**
15	Verify Business Solution Requirements	13	SME,Project Business Owner
16	Approval of Business Justification Document	15	Project Business Owner
17	**Develop Scope and High Level Sizing Document**		**AT Project Lead,AT Project Team**
18	**Analysis of Business Solution**		**AT Project Lead,AT Project Team**
19	Analyze and Verify Scope of Business Solution	16	AT Project Team ,SME
20	Analyze Business Solution Requirements	16	AT Project Team ,SME
21	Develop Impact Analysis	19	AT Project Lead,Other Business Areas,SME
22	**Analysis of the required project parameters**	**21**	**Project Manager,Software Engineering Team Lead,AT Technology**
23	Develop Design Concepts	19,20,21	AT Project Team ,Project Architect
24	Perform Total Cost of Ownership Analysis	23	System Engineering Team Lead
25	Develop High Level Sizing	24	AT Project Team
26	Verify High level sizing	25	AT Project Lead,AT Technology Directors
27	Develop High Level Project Schedule	23,26	Project Manager,Software Engineering Team Lead,System Engineering
28	Risk Analysis	23,27	Project Manager,Software Engineering Team Lead,System Engineering
29	Write Assumptions	28	AT Project Team
30	Write Scope and High Level Sizing Document	22	Project Manager,Software Engineering Team Lead,System Engineering
31	Verification of Scope and High Level Sizing Document	30	AT Project Lead,AT Technology Directors,AT Project Team ,SME
32	Approval of Scope and High Level Sizing Document	31	AT Technology Directors,Project Business Owner
33	Conduct Quality Gate Review: CAR Review	32	PMO ,Project Manager,Software Engineering Team Lead,Project Busin
34	Go/nogo Decision	32	Project Business Owner
35	**Planning Phase**	**34**	**Project Manager,Software Engineering Team Lead**
36	Establish Project Team	34	AT Technology Directors,Project Business Owner
37	**Generate Project Management Plan**	**34**	**Project Manager,AT Project Team**
38	Define applicable standards for project activities, deliverables	30	Software Engineering Team Lead,Project Architect,System Engineering
39	Tailor AT SDM for project	34	Project Manager,Software Engineering Team Lead
40	Obtain Input for Project Management Plan	39,36	Project Manager,Software Engineering Team Lead,Data Resource Mgr
41	Define Staffing Plan	36,40	Project Manager,AT Project Lead
42	Verify Project Management Plan	41	AT Project Team ,PMO
43	Define Development Environment	34	Software Engineering Team Lead,Project Manager
44	Conduct Quality Gate Review: Planning	42,43	PMO ,Project Manager,AT Project Team ,Project Business Owner
45	Complete Quality Gate Action Items	44	AT Project Team ,Project Business Owner
46	**Requirements Phase**	**45**	**SME,Project Manager,Software Engineering Team Lead,AT Project**
47	**Business Process Analysis**		
48	Define "as is" Business Process	15,32	SME,Other Business Areas,AT Project Team
49	Define the "to be" Business Process	15,32	SME,AT Project Team
50	Define State Transition Diagrams	49	SME,AT Project Team
51	**Requirements Elicitation and Definition**		
52	Hold Joint Application Working Group Sessions.	47	SME,AT Project Team
53	Define, write Use Cases	47	SME,AT Project Team
54	Define UI/Report Requirements	47,53	SME,AT Project Team
55	Verify Use Cases	54	SME,Other Business Areas,AT Project Team
56	Develop Logical Data Model	49,55	Data Resource Mgmt Team Lead
57	**Document Requirements**		



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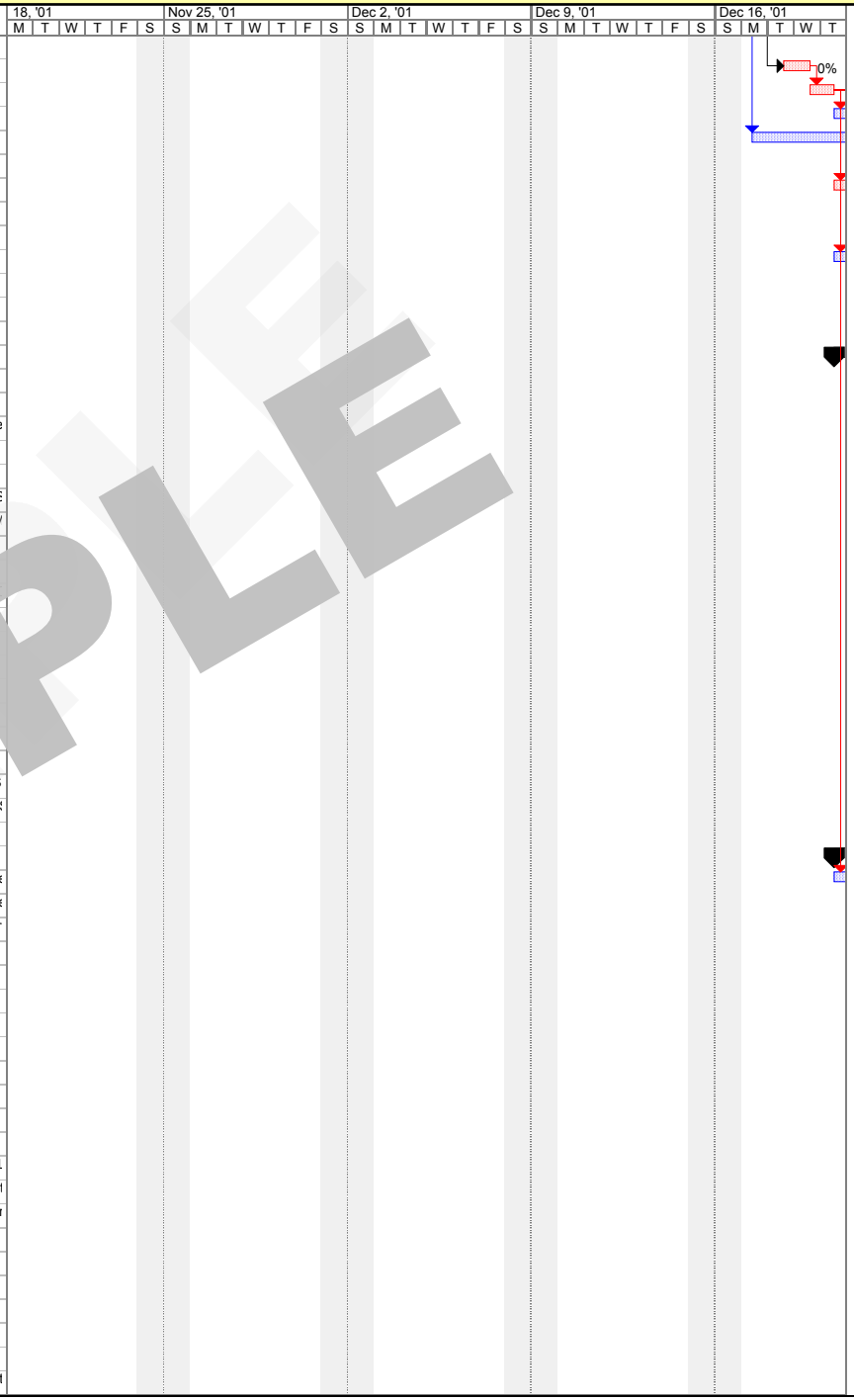
ID	Task Name	Predecessors	Resource Names
58	Write Requirements Document	51	SME
59	Support Requirements Documentation	51SS	AT Project Team
60	Verify Requirements Document	59	SME,Other Business Areas,AT Project Team ,Project Business Owner
61	Write Req'ts for Vendor (Outsourced) Development	60	SME,AT Project Team ,AT Technology Directors
62	Procurement of h/w, s/w for Development Environment	43	Project Manager,Procurement Lead
63	Prepare Development Environment	62	AT Project Team
64	Refine Impact Analysis	60	SME,AT Project Team
65	Refine Risk Analysis	60,61	SME,AT Project Team
66	Generate Requirements Traceability Matrix	60,61	SME
67	Sign off on Requirements Document	60	Project Business Owner
68	Refine Project Management Plan	60,61,64,65,66	Project Manager,AT Project Team
69	Conduct Quality Gate Review: Requirements Phase	57,68	PMO ,Project Business Owner,SME,AT Project Team
70	Complete Quality Gate Action Items	69	Project Manager,SME,Project Business Owner,AT Project Team
71	**Design Phase**		
72	**External Design**	**60**	**Software Engineering Team Lead,Software Engineering Team**
73	External Design Workshops and Analysis	60,64	Software Engineering Team ,SME
74	Integrate AT Technical Standards	73	System Engineering Team Lead,Project Architect,System Operation Te
75	External Design Development	74	Software Engineering Team
76	Documentation of External Design	75	Software Engineering Team
77	Verification of External Design	76	Software Engineering Team ,AT Project Team ,Project Architect,SME,S
78	External Design Review	77	AT Project Lead,Software Engineering Team Lead,Project Architect,SM
79	**Detailed Design**		
80	Detailed Design Workshops	77,60	Software Engineering Team
81	Joint Application Design workshops	77,60	Software Engineering Team ,SME,System Engineering Tea
82	Physical Data Model	77,60	Data Resource Mgmt Team Lead
83	Commercial off-the-shelf hardware or software evaluation	77,60	Software Engineering Team ,Project Architect
84	Storyboard workshops	77,60	Software Engineering Team ,SME
85	Design Prototyping	77,60	Software Engineering Team ,SME
86	Integrate AT Technical Standards	77,60	System Engineering Tea
87	Develop Detailed Design	77,60	Software Engineeri
88	Documentation of Detailed Design	87	Software Engineering
89	Verification of Detailed Design	88	Software Engineering T
90	Define Procurement Requirements	89	Project Manager,Procure
91	Define Facility Readiness Requirements	90	Project Manager,Training - Doct - Deployme
92	**Test Planning**		
93	Test Analysis of Requirements	60	Development Test Lead,User Te
94	Test Analysis of Design	89	Development
95	Analysis of Developer Test needs	93,94	Development Test Lead,Software Engineering Team ,System Engineer
96	Analysis of Acceptance Test needs	93,94	User Test Lead,Software Engineering Team
97	Documentation of Development Tes	95	Development Test Lead
98	Documentation of Acceptance Test	96	User Test Lead
99	Verification of Development Test Plan	97	Project Team ,Development Test Lead
100	Verification of Acceptance Test Plan	98	SME,AT Project Team ,Development Test Lead
101	Refine Impact Analysis	89,99	SME,Other Business Areas,AT Project Team
102	Determine Procurement Needs: Technical Solution	89,101	Software Engineering Team Lead,Project Manager,Procurement Lead
103	Determine Procurement Needs: Development Test	89,99	Development Test Lead
104	Determine Procurement Needs: User Acceptance Test	89,100	User Test Lead
105	Refine Project Management Plan	89,101,99	Project Manager,AT Project Team ,Development Test Lead,User Test L
106	Generate Requirements Traceability Matrix	89,99	Software Engineering Team Lead,AT Project Team , Development Test
107	Conduct Quality Gate Review: Design Phase	105,115,114,1	PMO ,Project Manager,AT Project Team ,SME,Project Business Owner
108	Complete Quality Gate Action Items	107	Project Manager,AT Project Team ,SME,Project Business Owner
109	**Development Phase**		
110	**Development**		
111	Develop the Executable System components	89	Software Engineering Team
112	Develop the Physical Database	82	Data Resource Mgmt Team Lead
113	Unit Test	112	Software Engineering Team
114	Develop Conversion, Implementation, Installation Plan(s)	89,104,102,10	Software Engineering Team ,System Engineering Team,Training - Doct



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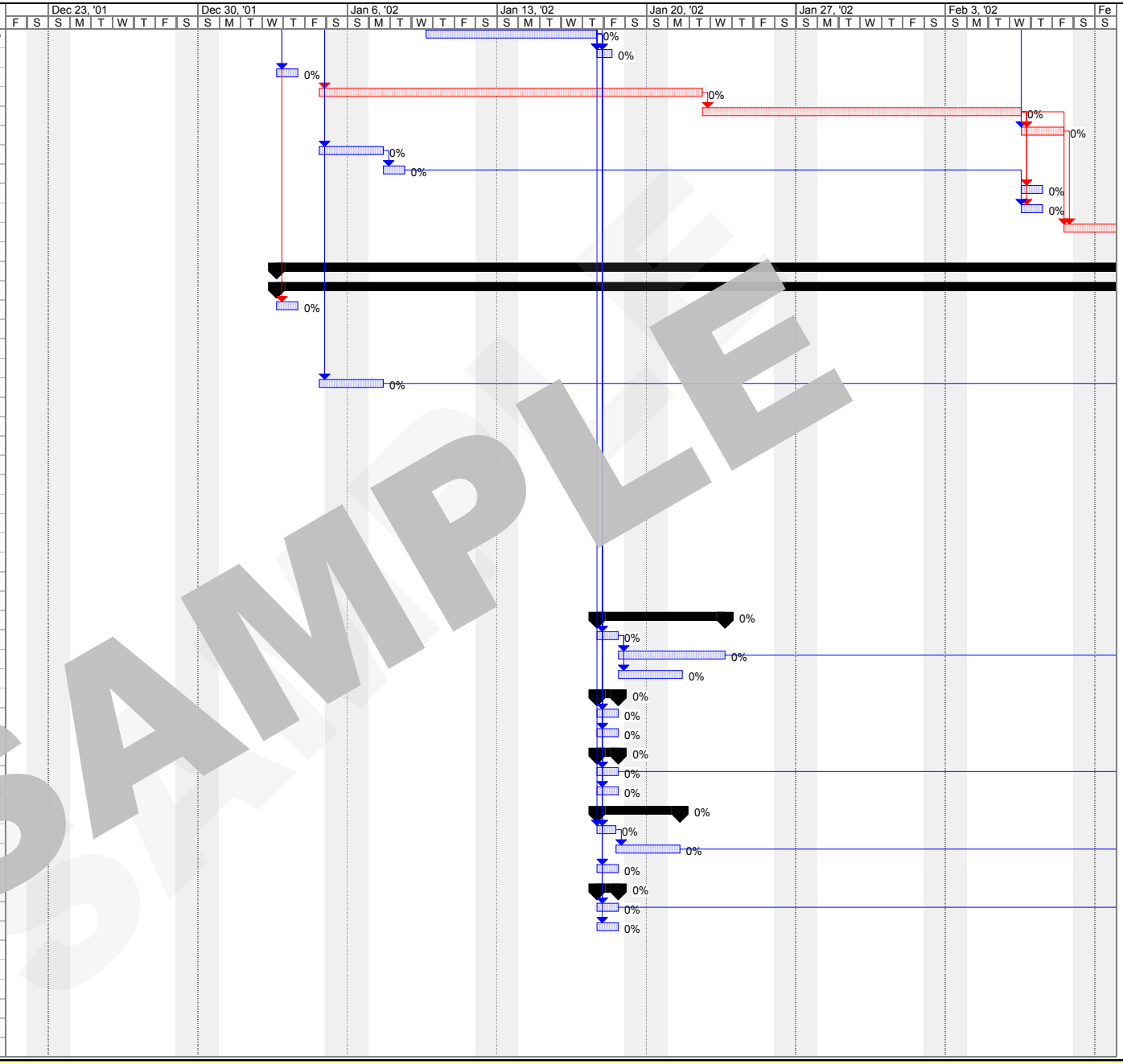
ID	Task Name
115	Develop Conversion, Training, Implementation, Communicatio
116	Hold Mid-Phase Review(s)
117	Integration Test (Platform Level)
118	Write System (end-to-end) Test Procedures
119	Verify System Test Procedures
120	Establish the System Test Environnment
121	Write User Acceptance Test Procedures
122	Verify User Acceptance Test Procedures
123	Refine Project Management Plan
124	Generate Requirements Traceability Matrix
125	Conduct Quality Gate Review: System Test Readiness
126	Complete Quality Gate Action Items
127	**Testing**
128	**System Testing**
129	Establish the System Test Environment
130	Conduct System (end-to-end) Testing
131	System Test Support
132	System Test Reporting
133	Establish the Acceptance Test Environnment
134	Conduct User Acceptance Test Readiness Review
135	Complete UAT Readiness Review Action Items
136	**User Acceptance Testing**
137	Conduct User Acceptance Testing
138	Support User Acceptance Testing
139	User Acceptance Testing Reporting
140	**AT Operations Support Readiness**
141	Coordinate with the AT Operations Group for Turnover
142	Write Service Level Agreements (SLAs)
143	Write Help Desk instructions
144	Write SOPs (Standard Operational Procedures)
145	**Training**
146	Develop Training Materials
147	Conduct Training
148	Support Training
149	**Business Process User Documentation**
150	Generate User Documentation
151	Support the development of User Documentation
152	**System-related Documentation**
153	Generate System-related Documentation
154	Support the development of system-related documentatio
155	**Facility Readiness**
156	Delivery and Installation
157	Facility Readiness Testing
158	Support Facility Readiness
159	**Communications**
160	Conduct communications activities as planned
161	Support communications activiites
162	Conduct Quality Gate Review: Operational Readiness
163	Complete Action Items from Quality Gate Review
164	**Deployment**
165	Support
166	Conduct Quality Gate Review: Project Closeout
167	Complete Action Items from Quality Gate Review



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