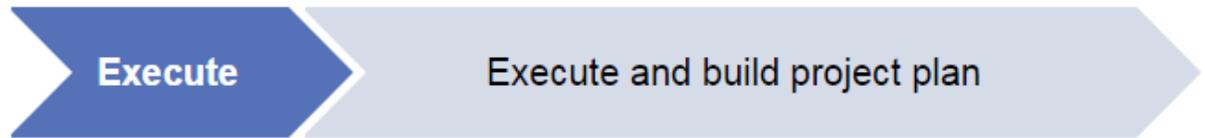




## Phase 3: EXECUTE and BUILD



The EXECUTE phase helps you design, build, test and stage a solution for implementation.

This phase:

- Typically consumes the most energy and resources.
- Involves executing tasks and generating deliverables.
- Reduces project risk and meets quality standards through discipline and rigor.
- Produces quality deliverables while balancing time, cost, and scope.
- Relies on consistent monitoring of scope, schedule, costs, quality, risks and issues, and overall project performance.

Throughout EXECUTE the sponsor, business/process owner and project manager ensure continued progress and remove barriers to implementation, particularly those related to code, rule, law, etc.

Once the EXECUTE phase is complete and you've deployed strategies for implementation, you can "go live" or launch your project and move on to the MONITOR & CONTROL phase.

**Key Participants:** Sponsor, Project Manager, Organizational Change Manager, Steering Team. Stakeholder(s), Technical Unit, Business Unit, and Process Owners, as well as Transition Support, Subject Matter Experts, Project Support Staff, Consultants and Solution Contractors (as needed).

### Execute and Build Resources

[1 Sponsor Checklist EXECUTE and BUILD \(NEW\)](#)

[2 Phase 3 EXECUTE and BUILD General Guidance](#)

[3 Managing a Contract for Value](#)

[Contractor Nonemployee Onboarding Guide Job Aid](#)

[Lessons Learned Tool \(AEC\)](#)

[OCM Go-Live Checklist \(AEC\)](#)

[Sample Deliverable Review Process 2017](#)

### EXECUTE and BUILD Steps:

1. Review the [Sponsor Checklist EXECUTE and BUILD](#).



2. Review the **Phase 3 EXECUTE and BUILD General Guidance** to ensure familiarity with the process.
3. **Onboard Contractor Resources.**
4. **Closely monitor the schedule and key milestones.**

The project schedule is a living document that presents linked activities with planned dates, durations and milestones. The schedule should include dependencies, resources and a managed critical path.

Milestones typically include critical accomplishments planned at time intervals throughout the project. They are used to monitor overall project performance.

If there is a deviation from schedule or milestone performance, the project manager should discuss the reason, potential impact and corrective actions with the sponsor and, depending on the severity of the deviation, the steering committee.

Agency governance should also monitor the schedule and milestones (as well as budget and scope) to ensure significant deviations are discussed before issues become insurmountable.

5. **Monitor the project budget.**

The budget can be changed only through formal change control procedures. If there is a deviation from budget performance, the project manager should discuss the reason, potential impact and corrective actions with the sponsor and, depending on the severity of the deviation, the steering committee.

6. **Monitor project deliverables and project quality using the Quality Management Plan.**
7. **Continue to collect Lessons Learned.**
8. **Apply Managing a Contract for Value guidance. See also Managing Change Requests.**
9. **Review and update the Implementation Plan.**

This defines how the system under development will be implemented in the target environment. In the event of statewide implementations, the plan addresses how the system will be implemented into each site and location.

Development of the implementation plan (started in PLAN) should be performed in conjunction with business unit representatives. Some components of this plan are developed in tandem with the project team (e.g. training materials, testing), while others (e.g. business process changes) are developed by the business unit and process owners. Executive-level support of process change at the agency is critical to ensuring follow through at the business unit level. The implementation



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plan should be coordinated with the technical unit's deployment checklist and testing plans and should include the expected timing for the full value of the change to be reached.

As a component of the implementation plan, the business unit updates its policies and procedures and other documentation for internal and external use.

### **10. Develop the Test Plan.**

The test plan defines responsibilities, identifies test methodologies and phases, and identifies the test environment throughout the project lifecycle. Testing is often best performed by members of the business and/or stakeholders as they are most familiar with the work that needs to be accomplished within the new system. This may be completed in partnership with a contractor, if one has been retained for the project.

### **11. Update the Training Plan.**

The training plan describes how users will be trained including the targeted audience segments and the level and details of training for each, course materials and training media, measurement of training effectiveness, and plans for ongoing or remedial training. This is performed by the organizational change management team.

### **12. Create the Solution Go-live Checklist.**

This identifies the key activities and milestones that must be complete in advance of go-live. Develop the go-live checklist using the go-live checklist tool or a similar agency template and attach the plan to the task in the project management software and submit it with the phase review information.

### **13. Complete the OCM Go-live Checklist.**

This ensures that the people side of the project is ready for the go-live period. It is performed by the organizational change manager.

### **14. Conduct a transition to operations review.**

The project team prepares to transition to operations. The review provides and documents a comprehensive analysis of all aspects of readiness, including organizational go-live readiness and contingency planning, prior to the implementation. The project team documents its preparedness to release its product or new process/system in the project repository.

If the team finds that the project is not ready to transition to operations, the project manager should discuss options to remediate problem areas with the sponsor and steering committee.



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**15. Complete the Go/No Go decision point and document the decision.**

Progress through the phase is contingent on sponsor and business owner approval. A “Go/No Go” meeting is convened and documented to ensure agency readiness and final business acceptance.

**16. Complete the EXECUTE and BUILD phase review.**