

PROJECT INITIATION DOCUMENT (PID)		Document Ref & Version No: ASL/CS/PID/001
Programme: n/a	Project: ASL Internet Site	
Author: Janis Kitson		Date: 6 th October 1996

Purpose:

This document has been produced to capture and record the basic information needed to correctly direct and manage the project. The PID addresses the following fundamental aspects of the project:

- *What is the project aiming to achieve*
- *Why it is important to achieve the stated aims*
- *Who will be involved in managing the project and what are their roles and responsibilities*
- *How and When will the arrangements discussed in this PID be put into effect.*

When approved by the Project Board this PID will provide the “Baseline” for the project and will become “frozen”. It will be referred to whenever a major decision is taken about the project and used at the conclusion of the project to measure whether the project was managed successfully and delivered an acceptable outcome for the sponsor/user/customer.

Background:

The Internet is becoming an ever more important feature of the computer/software industry. The number of people with access to the Internet is increasing exponentially as is the number of Internet “sites” which are being set up by companies as “shop windows” for their goods and services.

Many of our competitors have already set up Internet sites and whilst the amount of business which can be directly attributed to that source is still quite small, this is not expected to remain the case for very long.

Hence it is believed that ASL can no longer ignore the Internet as a possible source of future business and consideration should be given to establishing our own “web” site.

On the basis of Project Brief Ref ASL/CS/PB/001 the company board has recommended the production of this Project Initiation Document as a prelude to making full and final commitment to the project.

Objectives:

The aim is to develop and launch a site on the Internet which will act, initially, as an electronic brochure for our company. This will allow prospective customers, worldwide, to review our range of products, access pricing information and e-mail us with their requirements.

The target date for having the first implementation of our site up and running is 1st January 1997.

Scope, Exclusions & Interfaces:

Initially, our Internet site will consist solely of company/product presentations with provision for canvassing and collating e-mail enquiries about our products.

There is scope for making a more pro-active web-site whereby customers can actually place orders on-line and pay by giving their credit card details. We don't believe that the UK market is quite ready for this facility yet and whilst it may be introduced at some stage in the future, it will not be part of the current project.

Outline Deliverables (Products):

MANAGEMENT PRODUCTS:

- M.1 Project Brief*
- M.2 Project Approach*
- M.3 Risk Log*
- M.4 Highlight Reports*
- M.5 Project Initiation Document*
- M.6 Project Board Records*
- M.7 Project Board Sign-offs*
- M.8 Project File*

QUALITY PRODUCTS:

- Q.1 Product Descriptions*
- Q.2 Quality Review Documentation*
- Q.3 Project Issues/Change Control*

SPECIALIST PRODUCTS

- S.1 Functional Specification*
- S.2 Detailed Scripts/Design*
- S.3 Graphics*
- S.4 Code*
- S.5 Appointed Internet Provider*
- S.6 Registered Domain Names*
- S.7 Marketing Plan*
- S.8 Amended stationery*

Nb: Product Descriptions for the above Specialist Products are at Appendix A

Constraints:

An initial budget limit of £10,000 has been allocated to this project - this to include all external and internal expenditure.

Assumptions:

- 1) There will be no connections between the Internet and our own internal IT systems.
- 2) The main expenditure will on internal resource from the development department.

Initial Business Benefits/Business Case:

The simple business case for this project is very compelling. Recent surveys have shown that companies like ours can expect to generate up to 20% of their totals revenues from a relevant and well written Internet site.

Given our current turnover of approximately £2m pa, and assuming that we only manage to achieve 10% of the expected turnover increase, we could still expect to improve our revenues by £40,000 pa. Based on an average margin of 25% this means that the initial £10,000 investment would be recovered within the first year.

The following is a cash flow statement for the first five years of operation, based on the “worst-case” improvements in profitability, as explained above. We have assumed a straight-line 25% increase in annual benefits based on industry predictions of the future growth in Internet usage. A figure of £2000 per annum has also been included for maintaining and updating the site.

Year	Expense	Benefit	CashFlow
1997	10000	0	-10000
1998	2000	10000	8000
1999	2000	12500	10500
2000	2000	15000	13000
2001	2000	17500	15500

Initial Risk Log:

See Appendix B

Project Organisation Structure:

The personnel involved in managing the project will be Martyn Mayhew, Tom Goodlad and Karen Rodgers who will make up the Project Board.

Because of her prior experience with exactly this kind of work, Janis Kitson is to be invited to be the Project Manager.

Sid Hall will provide Project Assurance and Emily Barker Project Support.

It is not expected that Team Managers will be needed, so any Specialist staff will report directly to Janis Kitson. The Project Board will require regular (weekly) Highlight Reports during the Production stage of the project.

In addition to the above, there will be a need for 2 specialist staff, one for graphics production and one programmer. These will be selected from the current development team.

Main Responsibilities:

Corporate Management/Sponsor/Customer: **Helen Bell**

1. Authorise the start and continuation of the project from the corporate perspective
2. Set Project Tolerances
3. Set and review overall strategy and interfaces with other initiatives.

Project Board – Executive: **Karen Rodgers**

1. Ownership of the Project's Business Case
2. Overall direction and guidance for the project
3. Chair Project Board meetings and reviews
4. Set Management Stage Tolerance
5. Review Exception Reports and Exception Plans
6. Delivery of a suitable end Business Product.

Project Board – Senior User: **Martyn Mayhew**

1. Ownership of the project from a User viewpoint
2. Approval of User Specifications for technical Products
3. Attend Project Board meetings and reviews
4. Prioritise Project Issues
5. Review Exception Reports and Exception Plans
6. Recommend action on changes

Project Board – Senior User: **Tom Goodlad**

1. Ownership of the project from a Supplier viewpoint
2. Approval of Functional Specification
3. Attend Project Board meetings and reviews
4. Prioritise Project Issues
5. Review Exception Reports and Exception Plans
6. Recommend action on changes

Project Assurance: Sid Hall

1. Business Assurance on behalf of the Executive
2. User Assurance
3. Supplier Assurance carried out by spot-check/audit of technical material and Products supplied
4. Review of Products via Quality Review

Project Manager: Janis Kitson

1. Day-to-day management of the Project
2. Planning, monitoring and control
3. Reporting progress through Highlight Reports
4. Management of Team Managers and Contracts
5. Delivery of the project's Products
6. Configuration Management, Filing and Change Management

Project Quality Plan:

See Appendix C

Acceptance Criteria:

1. All Technical Products complete and signed-off
2. Site to be "live" tested by all members of the Project Board.

Initial Project Plan:**Schedule:**

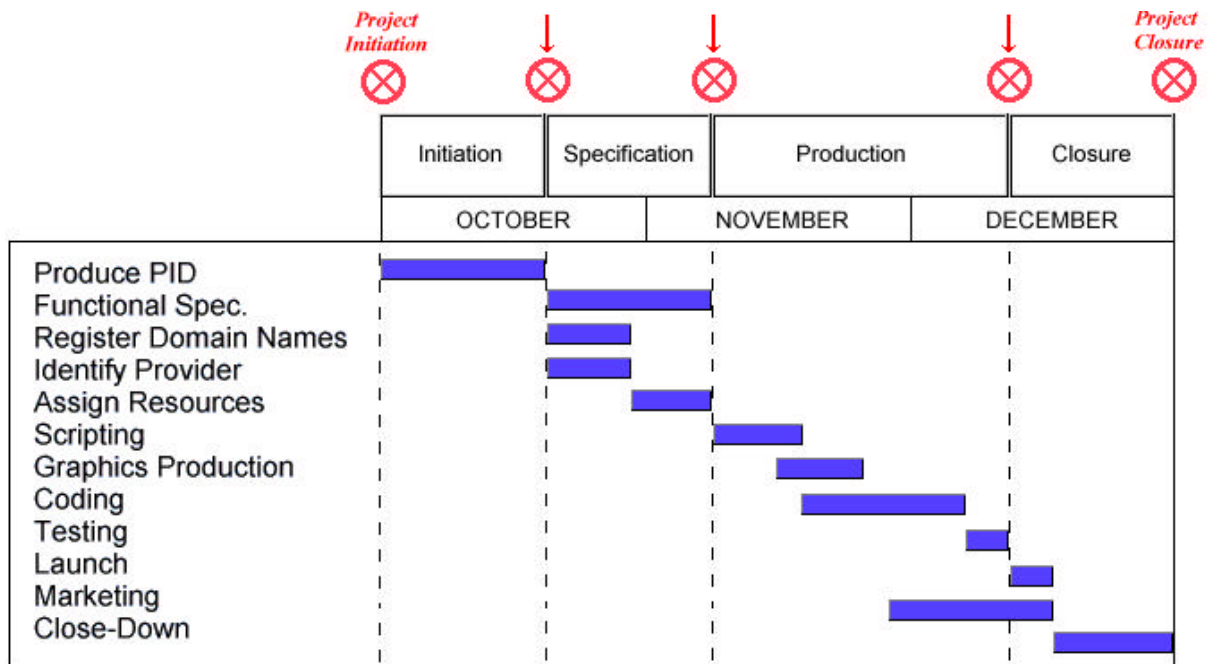
The project will commence on 1 October. Initial activities will include the writing of the Functional Specification, registration of domain names and identification of specialist resources.

The site should be up and running by 1st January 1999.

Resources:

The resources to be used are Janis Kitson (estimated 20 days effort); Sid Hall (estimated 5 days effort); Emily Barker (estimated 5 days effort). Plus, approximately 10 man.days of effort for graphics production and 40 man.days of programming. Registration of domain names costs £150 and the monthly cost of the internet provider will be £35.

There follows a more detailed plan of the main activities and management stages:



Project Controls:

The project will be reviewed at significant points by the Project Board. A major review will take place to approve this PID. A further Project Board review will be conducted when the Functional Specification is completed, prior to embarkation on the Production Stage.

The project will also be reviewed by the Project Board at Project Closure.

Highlight Reports will be provided to Project Board members on a weekly basis.

Responsibility for all day-to-day controls will rest with the Project Manager. Overall responsibility for the successful delivery of the project will rest with the Executive member of the Project Board.

Tolerance & Exception Procedure:

An overall project Tolerance of plus/minus 20% on approved Stage effort and/or plus/minus 2 weeks on schedule will be allowed. Each Management Stage will have a standard Tolerance of plus/minus 10% of approved effort and/or plus/minus 2 weeks schedule.

Risk Tolerance will be exceeded if the analysis of risks results in a risk factor in excess of 1.5.

If these Tolerance levels are forecast to be exceeded the Project Board will be immediately notified and corrective action approved.

Contingency Plans:

This is a low/moderate risk project and no specific contingency plans have been put into place. At the present time it is not expected that there will be many changes to the approved plans and Product Descriptions and therefore a Change Budget is not considered to be necessary.

Additional Comment:

The project is straightforward and should present few problems in bringing to a successful conclusion. As the project will span the Christmas holiday period it is likely that some schedule slippage will occur. This is not critical to the success of the project.

Project Manager's Signature:

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Customer/User's Signature:

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Project Board Executive Approval

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Date:

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Appendix A

Product Descriptions

PRODUCT DESCRIPTION

Product Title: Scripts/ designs	PBS Reference: S2
Project: ASL Internet Site	Version No: 01
Stage: Production	Date of Issue:26/9/96
Project Manager: Janis Kitson	Page No: 1
Product Manager: Martyn Mayhew	Author: Janis Kitson

Purpose:

To define exactly what the Internet pages should say, how they should operate and how they should look

Composition:

Written document / report

Derivation:

To be produced jointly between Janis Kitson and Martyn Mayhew

Format:

A4 spiral bound

Quality Criteria:

Must be useable as working document for the production of graphics and code.

Quality Method:

To be approved by Quality Review

Required Completion:

Quality Review Date:

Approved:

PRODUCT DESCRIPTION

Product Title: Graphics	PBS Reference: S3
Project: ASL Internet Site	Version No: 01
Stage: Production	Date of Issue: 26/9/96
Project Manager: Janis Kitson	Page No: 1
Product Manager: Kath Madden	Author: Janis Kitson

Purpose:

To provide the graphical look and feel for the whole Internet site

Composition:

Scanned from existing company literature and specially produced as appropriate

Derivation:

To be produced by Kath Madden

Format:

16-colour max. bit-maps - no larger than 20kb per graphic

Quality Criteria:

Must be clear and aesthetically pleasing.

Quality Method:

To be approved by Quality Review

Required Completion:	Quality Review Date:	Approved:
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PRODUCT DESCRIPTION

Product Title: Code	PBS Reference: S4
Project: ASL Internet Site	Version No: 01
Stage: Production	Date of Issue:26/9/96
Project Manager: Janis Kitson	Page No: 1
Product Manager: Guy Fitzpatrick	Author: Janis Kitson

Purpose:

To combine the graphics, text and logical elements on screen to provide a working set of Internet pages

Composition:

Library elements and specially written code

Derivation:

To be produced by Guy Fitzpatrick

Format:

HTML code, with Java scripts as and when necessary

Quality Criteria:

Must work reliable and consistently with no fatal errors

Quality Method:

To be approved by Quality Review

Required Completion:	Quality Review Date:	Approved:
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Appendix B

Risk Log

PROJECT RISK LOG		<i>Ref:</i> ASL/CS/RL001
Programme:		Project: ASL Internet Site
Author: Janis Kitson	Date 23/9/96	Log Ref:

Reference	Date	Description of Risk	Initial Score	Latest Score
0010 0011 0012 0013 0014 0015	20/9/96	Project going over budget	0.5	
0020 0021 0022 0023 0024 0025	20/9/96	Project being late	0.2	
0030 0031 0032 0033 0034 0035	22/9/99	Technical failure of hardware/software	0.4	
0040 0041 0042 0043 0044 0045	22/9/99	Security breach of internal IT systems	0.1	
0050 0051 0052 0053 0054 0055	23/9/99	Site not being found/used or generating expected revenues	1.0	
0060 0061 0062 0063 0064 0065				

Appendix C

Quality Plan

PROJECT QUALITY PLAN		Document Ref: ASL/CS/QP01
		Version: 1
Programme:	Project: ASL Internet Site	
Author:	Karen Rodgers	Date: 23/9/96

Purpose:

This document has been produced to define how the Supplier intends to deliver Products that meet the Customer's Quality and the Supplier's Quality Standards. The Project Quality Plan establishes the quality regime that will apply to the project.

Responsibilities:

Quality Review Chair:

This role runs the Quality Review procedure. This is a separate role from that of the Executive who chairs the Project Board. Selection of QR Chairs will be made during the planning for each Management Stage.

Main Responsibilities:

- *Ensure that the Quality Review is properly organised;*
- *Agree the Agenda;*
- *Check the Product is ready for Quality Review;*
- *Control the QR Procedure and chair the QR Review meeting;*
- *Ensure that the Quality Review does not stray from its main aims;*
- *Ensure that actions and required results are agreed;*
- *Together with the Reviewers, determine the Quality Review Outcome;*
- *Keep the Team Manager(s) aware of the status of the Quality Reviews;*
- *Provide final sign-off;*
- *Raise Project Issues via the Team Manager where problems with the Product cannot be satisfactorily resolved.*

Quality Reviewer:

This role provides an independent and objective view of the Product and measures the Product against its agreed Quality Criteria.

Main Responsibilities:

- *Prepare for the Quality Review;*
- *Assess the Product against the Quality Criteria specified in the Product Description;*
- *Ensure that errors are fully understood by the Producer and are subsequently resolved satisfactorily;*
- *Sign off appropriate Follow-up Action List items.*

Team Manager(s):

This role is responsible for the professional delivery of a specific Product that meets its stated Quality Criteria.

Main Responsibilities:

- *Plan Quality Reviews in detail;*
- *Identify Quality Review resources;*

- *Monitor Quality Review progress against the plan;*
- *Report progress to the Project Manager.*

Project Manager:

This role is responsible for the creation and delivery of Products, to the Project Board, meeting the agreed Management Stage Plan.

Main Responsibilities:

- *Plan the Quality Reviews in outline;*
- *Plan to overcome any identified Project Issues raised as a result of Quality Review;*
- *Act as a Quality Reviewer where appropriate.*

Quality Manager & Project Assurance Roles:

These roles ensure that the Project Management and Quality Management Standards set for the project are adhered to.

Main Responsibilities:

- *Check that the Quality Reviews are being properly constituted;*
- *Advise on suitable Quality Reviewers for each QR;*
- *Check that everyone involved in the Quality Review process is aware of their responsibilities and that adequate training has been given;*
- *Ensure that the QR procedure is being properly followed;*
- *Check that Quality Reviewers are being correctly selected, and that they are briefed for the work;*
- *Check that Follow-up actions are being properly monitored;*
- *Log and report on Corporate Standards and advise on improvements and amendments;*
- *Act as Quality Reviewers where appropriate.*

Corporate Management & The Project Board:

These roles have overall responsibility for the success of the project outcome and its effective management. Quality aspects are important in achieving the required results.

Main Responsibilities:

- *Set the Quality Policy for the Organisation and the Project;*
- *Ensure Quality Standards are adhered to (via Project and Quality Assurance);*

Project Support:

This role (where provided) will carry out administrative support for Quality Reviews.

Main Responsibilities:

- *Assist the QR Chair to organise a QR venue, prepare and distribute the QR documentation;*
- *Act as a "Scribe" at the Quality Review;*
- *Progress-chase the Follow-up Actions list;*
- *Act as a Quality Reviewer where appropriate.*

Standards to be met:

All material produced must conform to the specification and quality criteria stated for them. Standards for creation, development and maintenance will be agreed before work commences.

Key Product Quality Criteria

Specific Quality Criteria will be incorporated into the Product Description for each Product. Generic criteria are that all Products must have a consistent presentation. Products will be used by individuals when preparing for courses and exams so they must have at least a three month life-span.

Quality Control & Audit Processes (Project Management & Specialist Work):

All Product versions must be capable of being tracked.

Change Control (Project Issues):

All proposed changes must be recorded, analysed and passed to the Project Manager for a decision. Major changes will be referred to the Project Board for decision.

Configuration Management Plan:

Tracking and proper storage of the Products must be straightforward and easy to manage. A simple pc-based CM method will be used.

Software Tools to be Used:

Support software will be developed using Mediator. Paintshop Pro, MS Word, Powerpoint and Excel will also be used in the creation of the projects products.

Project Manager's Signature:

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Customer/User's Signature:

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Project Board Executive Approval:

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Date:

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