

**Management Document**

**Name:**

**Project Management Plan Model**

**Version: 0.1**

**Date: 26-Sep-2017**

**Ref.:**

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**History:**

Version	Date	Author	Description
0.1	26-Sep-17	Letournel	First draft

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## 1 Summary

This manual defines guidelines and specific items concerning the development of Communication Software version 1: CoSo1. A brief technical outline can be found in the chapter 3 (Overview).

This manual describes

- the organization,
- the member roles and their responsibilities inside the development organization,
- the development process,
- the planning and controlling process
- the meetings and reports
- the document handling
- and some other information

While most of the development process related topics are already described in more or less generic documents, only the specific organizational rules are specified in this manual. Examples are the structure, the usage of communication facilities, handling of documents and so on.

This manual is an overview document, which focuses mainly on organization and management. It references other documents, which focus on topics like software development rules, development tools, etc., in order to minimize the size of the document.

Because the guidelines may vary during the development life due to several reasons (e.g. new organization, new processes in later phases of the development, change of responsibilities) the document has to be considered as a living document.

## 2 Introduction

The CoSo1 development is embedded in the product development process of **CSD**. The project will be tracked by a Portfolio Business Team, which will watch the progress of the development by also following the Enterprise Quality Process EQP. See Chapter 5.3 - Deliveries for EQP Process for more details on required documents for EQP gates (OK-to-Plan until General Availability).

### 2.1 Program vs. Project

CoSo1 is a **Program**, which will be composed of several **Projects**, for which we will define a **Project ID**. The responsible for a Project is called the **Project Manager**. The Project Manager acts as a sub-Program Manager. A named **Owning Technical Manager** is responsible for the technical issues of each Project.

## 2.2 CoSo1 Program portfolio status

The CoSo1 program is part to the Enterprise portfolio. It is defined in the portfolio with the following data and relationship:

Division	<b>Communications Systems Division (CSD)</b>
Portfolio Business Team	<b>PBT</b>
Product Line	<b>PL</b>
Solution	<b>S</b>
Contract	<b>CoSo1</b>
WBS Code	<b>XCSD6130</b>
Release	<b>CoSo1</b>
Launch	<b>3FQ18</b>

## 2.3 Requirements

The general marketing requirement for CoSo1 can be found in the following directory:

\\Server-name\Projects\CoSo1\doc

## 2.4 High Level Milestones

Overall milestones of CoSo1 (status at 17/03/2017):

PLC0	27/03/2017
PLC1	06/2017
PLC2	03/2018
Start of internal Field Trial	07/2018
Start of external Field Trial	08/2018
PLC3	10/2018
PLC4	10/2018

## 3 Overview

The technical realization deals with the features agreed in the product specification.

### 3.1 Reference Documents

- Requirements Definition and agreements  
file://server-name/Projects/CoSo1/planning/Estimation\_list\_CoSo1.xls
- Overall program milestone plan:  
file://server-name/Projects/CoSo1/planning

### 3.2 Kick-off

The kick-off meeting is the official start of the program for the whole program team.

All members of the program are informed about

- what has happened so far,
- the goals and visions of the program,
- all administrative and organizational matters,

in order to start with their work immediately.

The agenda of the kick-off meeting is the following:

- Activities up to now
- Contents
- Process
- Program Team
- Components and Environments
- Software Releases
- Projects
- Migration to next generation
- Overall Time Schedule
- PMRDB
- General Information
- Workspaces
- Discussion and Questions.

## 4 Organisation

### 4.1 Program Team

Product manager	NN	phone
Program manager	NN	phone
Sales	NN	phone
Field Support	NN	phone
Quality manager	NN	phone
Product controlling	NN	phone
Technical Service	NN	phone
Documentation	NN	phone

### 4.2 Roles

In the following the role of the Program Manager, Project Manager and Owning Tech Manager is described in more detail.

#### 4.2.1 Program Manager

The program manager is responsible for the successful realization of the program with its defined content within the planned costs, workload and time. He is the leader of the program team and a member of the team, too.

The responsibility for the program is assigned to the program manager as well as to the Owning Tech Managers, who in turn are responsible for their projects.

The program manager is instructed:

- to define the program structure together with the line management of the participating departments and divisions,
- to define the general structure and the contents of the projects,
- to estimate the workload, manpower and costs for the program,
- to work out the overall program plan,
- to plan and control the realization of the program,
- to evaluate the program risks and to consider them in the planning,
- to define the program reporting,

- to report periodically as well as directly under special circumstances to the line management,
- to define the quality assurance measures together with the quality manager,

The program manager is entitled:

- to define the priorities of the general program matters,
- to delegate administrative and organization related tasks to the Owning Tech Manager
- to check and allow changes in the program planning,
- to call and to chair program meetings,
- to represent the program to the management.

The program manager has the responsibility:

- to co-ordinate general program matters as well as co-ordinate activities to related projects
- to ask for the approval of all plans as well as changes of the plans,
- to take care of proper documentation,

#### **4.2.2 Owning Technical Manager**

The Owning Tech Manager is responsible for the successful realization of the project he is signing for with its defined content within the planned costs, workload and time. He is the leader of the project team and a member of the team, too.

The Owning Tech Manager is named by the line manager.

The Owning Tech Manager is instructed:

- to subdivide the project into detailed activities,
- to define the interfaces to and the dependencies of other projects,
- to plan and to control the realization of the project in terms of content, costs and deadlines,
- to work out the milestone plan of the project as well as the detailed time schedule on resource level and to synchronize them with the overall project plan,
- to head the project team,
- to report periodically as well as directly to the program manager and to his line manager,
- to evaluate and manage the project risks and to inform and discuss that with the program manager.

The Owning Tech Manager is entitled:

- to attend the relevant periodical program meetings,
- to manage the human resources allocated for the project realization,
- to call and to chair project team meetings.

The Owning Tech Manager has the responsibility:

- for all technical aspects of the project,
- to co-ordinate general project matters,
- to provide and to supervise all project plans,
- to ask for the approval of all plans as well as changes of the plans,
- to take care of proper project documentation,
- to assure that the project development, documentation and quality-assurance follow the rules defined in the appropriate documents.

### **4.2.3 Other Assigned roles in PMRDB**

#### **4.2.3.1 Project Manager**

A Project Manager is assigned for each Project. In CoSo1, the Project Manager of all Projects is the Program Manager.

#### **4.2.3.2 System Verification Manager**

A System Verification Manager is assigned for each Project. The System Verification Manager must coordinate the progress of the System Verification. When the System Verification is made in several locations, the coordination must be done by the Program Manager.

#### **4.2.3.3 Product Introduction Manager**

A Product Introduction Manager is assigned for each Project. The Product Introduction Manager must coordinate the progress of Alpha and Beta Trials.

## **4.3 Processes**

### **4.3.1 Development Process**

The development process is described in several documents.

File Name	Version	Description
SDP	1.0	Software development
HDP	1.0	Hardware development
PC-SDP	1.0	PC development

File Name	Version	Description
T-SDP	1.0	Terminal software development

### 4.3.2 Technical Document Handling

The meaning of ‘documents’ in this chapter covers all papers created during the process of development except sources and specifications, which are under version control (CMS).

#### 4.3.2.1 Directories

The files of the CoSo1 program are stored on the server:

file://server-name/Projects/CoSo1

This folder is further subdivided in folders

\development\_contract

\planning

\information

\meeting

\doc

\status

\project

Documents and code generated and provided by the teams are managed by the CMS system.

Each author is responsible for providing his document on this version controlled directory after approval.

#### 4.3.2.2 CoSo1 Sharepoint side

Furthermore, files that needs to be visible to people having no access to the server are available in the CoSo1 Web site:

<http://sharepoint/CoSo1/default.aspx>

#### 4.3.2.3 Document Naming and Numbering

Version controlled documents are named and numbered according the following rule:

<Document Type>\_<Document Number>\_<Document Name>.doc

(Example: FSP\_nnn\_FeatureName.doc)

#### 4.3.2.4 Document versions

The version indicator for a document follows these rules:

- First drafts are labeled with a version number V 0.x (x = 1...amount of drafts)
- The first reviewed version is named V 1.0
- Further drafts are labeled with V 1.x (x = 1...amount of drafts)

- Second reviewed version is named V 2.0 (and so on ...)

The version number is placed on the front page of the document. It should not be part of the filename.

#### 4.3.2.5 Distribution and review of documents

To be defined in detail. General distribution list for each specification shall be used and if necessary adapted according to the program.

#### 4.3.2.6 Document overview

The reviewed documents are stored into CMS:

### **4.3.3 Development Contract**

#### 4.3.3.1 Research & Development contract

The Program Manager provides this document for the PLC0 milestone. Based on that together with the overall calculation of the costs, the Marketing& Solutions-management decides to approve the R&D contract.

#### 4.3.3.2 Development contract

Once the R&D contract is approved the development contracts have to be signed, too.

For each contract, the following items are specified:

- the task(s) to be performed,
- the accounts of the involved departments,
- the required workload per year,
- the required costs (invest, infrastructure, manpower costs, travelling expenses, ...)

These data are permanently monitored and controlled by the program management.

### **4.3.4 Program Meetings**

Owning Tech Managers, Project Managers, Product Manager and Program Manager inform each other periodically about the proceedings of the projects and the program.

The Program Meeting has the purpose:

- to report the status of the current work and to give an outlook to the next main milestone. In case of problems it has to be decided how to deal with them as well as measures have to be fixed and,
- to deal with all administrative and management questions and sometimes even with important general technical matters. Upcoming problems are discussed and decisions are taken

The meeting:

- takes place every week and lasts about 2 hours,
- mandatory participants are the Program Manager, Product Manager, Owning Tech Managers including System Verification and Sales Support or their substitutes, optional participants are from management (on invitation or on special occasions),
- standard topics (no agenda required),
- is the platform where the micro milestones (goals and activities within one week) are agreed within critical phases of the project,
- all schedules of all projects are checked and synchronized with each other as well as with the overall baseline schedule.
- agenda according to the current requirements,
- minutes which documents the results and decisions are provided.

#### **4.3.5 Program Reports**

The Program Status Report is addressed to the program board. The Program Manager uses the information from program meetings as an input to write the status report, which has the following contents:

- milestone plan,
- current status, problems and risks,
- required measures and decisions,
- monthly values and trends of capacity and costs.

A copy of the program status report is available on Project Directory.

#### **4.3.6 Change Management**

Content change must be requested by the mean of an official Change Request to the Change Management Board, which is the only entity, which can accept or refuse the change.

### **4.4 Project**

#### **4.4.1 Project Management Resource Data Base**

The available manpower for the project is documented in the Project Management Resource Data Base (PMRDB). PMRDB is a tool for the line manager used to plan the available manpower on several development contracts. The PMRDB is updated every month and shows exactly how much manpower is planned for a preview range of two years.

These data are committed by the line management and are considered as a “resource contract”. Any change of committed manpower has to be discussed with and justified to the Program Manager in advance.

#### 4.4.1.1 Work Items

Work Items in PMRDB is a general name for task that will get an ID. When the Work Item is associated to the realization task which is defined in term of contents, timeframe, cost, it is a Project. Work Item which are not defined as Project include tasks that are more general, like general support.

#### 4.4.1.2 Project ID

The following Project ID's are used for planning:

ID	Name
3500	Communication Software Version 1 *
3517	CoSo1 Project1
3523	CoSo1 Project2
3559	CoSo1 ProjectN

\* Item 3500 is for general task assigned to the program (Management, secretary, project and program management)

### 4.4.2 **Project Planning**

Planning the project deals with:

- Workload, manpower, deadlines, milestones,
- Costs and investment

on the level of:

- Project
- Program

The responsibility on project level is up to the Owing Tech Manager; on Program level the Program Manager is responsible for the planning. Both have to be done in close co-operation.

#### 4.4.2.1 Planning of deadlines and manpower

For the planning of milestones and deadlines in a time schedule the Microsoft tool „MSProject 2003“ is used. The schedules have to be synchronized with the associated projects.

#### 4.4.2.2 Project Baseline Plan

The origin overall time schedule which was created at PLC1 is considered as a baseline plan. It is reduced to a pure milestone plan with deadlines committed to the management and is examined at least every month or under special circumstances.

This is done by checking the time schedule of each activity in every project and subsequent synchronization across all projects. Any changes in the schedule are documented in a new base project baseline plan. The result is published concisely in the program status report, which is presented to the management every month.

### **4.4.3 Project Meetings**

#### **4.4.3.1 Project Team meeting**

The Owning Tech Manager invites his team periodically to the Project Team meeting. He informs the team members about all relevant project information. The members itself report the status and all relevant information of their work to the Owning Tech Manager.

Any matters that cannot be decided within the Project team should be introduced to the next CoSo1 Program Meeting.

Further on all schedules of the current Project activities should be checked.

#### **4.4.3.2 Technical Meeting**

A technical meeting may be held any time a technical problems arises. It is up to any project team member to invite experts from the project team and discuss topics, which have an impact to the overall program.

Typically this meeting is held 2-3 weeks after starting conceptual work in order to inform other project members about the general ideas. It is also useful to confirm oneself in the concept work done so far.

### **4.4.4 Project Reports**

Project Reports are due every week and must be made by the Owning Tech Manager. The report is made using PMRDB tracking tool.

## **5 Project Specific Quality Assurance Plan**

CoSo1 program consists of software and hardware projects. The development of these projects will run in accordance with the development process documents SDP, HDP, PC-SDP and P-SDP. See Chapter 4.3.1- Development Process.

### **5.1 Documentation Planning**

Following Documents will be produced during the project.

#### **5.1.1 Definition Phase**

- Product Specification
- Test scenario

#### **5.1.2 Development Phase**

- Functional Specification
- Design Specification
- System Test Specification

- Feature List

### 5.1.3 Product introduction Phase

Document	Description
Feature description for technical and sales	Feature description for technical and sales staff including setup help texts in MML in six languages French, English, German, Italian, Spanish, Dutch. <a href="http://www.intranet.entreprise.com/CoSo1/doc/Feature_description.htm">http://www.intranet.entreprise.com/CoSo1/doc/Feature_description.htm</a>
System Manual	System Manual (French and English) <a href="http://www.intranet.entreprise.com/CoSo1/doc/SystemManual.htm">http://www.intranet.entreprise.com/CoSo1/doc/SystemManual.htm</a>

## 5.2 Documentation process

The process to realize the user documentation is the following:

1. The Owning Tech Managers send HSPs and FRUIs to documentation team when the documents are ready
2. Documentation team updates the mentioned documents in consultation with the Owning Tech Manager. First version is in French language.
3. The documentation team collects remarks and corrections from the field trial team.
4. After having corrected them, documentation team invites all involved departments for an editorial conference. Sometimes a request by mail may replace it. **All invited colleagues, who don't answer, automatically agree that the documents are correct!**
5. Then documentation team sends the documents to translation vendors and asks for offers. When the vendor selection is done, documentation team orders the translations at the chosen vendor.
6. Getting back the translated documents, documentation team integrates them to produce the final version.

All documents should be available in time of PLC4.

## 5.3 Deliveries for EQP Process

### 5.3.1.1 OK to Plan

To be done after PLC0 milestone

Following Documents are validated at PLC0 milestone:

- Business case and project financials (Product Manager)
- Marketing Requirements Document (Product Manager) replaced by Market Specification
- Product Requirements Document (Product Manager) replaced by Product Specification
- Phase Review Assurance Criteria (Product Manager)

- Risk Analysis (Program Manager)
- High-level project schedule (Program Manager)

#### 5.3.1.2 OK to Develop

To be done after PLC1 milestone

Following Documents are validated at PLC1 Milestone:

- Update of all documents from PLC0
- Resource Schedule Plan (Program Manager)
- Services internal support plan (Services Manager)
- Sales Documentation plan (Product Manager)
- Training plan (Product Manager)
- Marketing plan (Product Manager)
- Launch plan (Product Manager)
- Sales plan (Product Manager)

#### 5.3.1.3 OK to Qualify

To be done after PLC2 milestone.

Following Documents are validated at PLC2 Milestone:

- Update of all documents from OK-to-Develop
- Design documents (Development Manager)
- Development test plan (Development Manager)
- System level test plan (Development Manager)
- Regression test plan (Development Manager)
- Interoperability test plan (Development Manager)
- Performance test plan (Development Manager)
- Upgrade/migration test plan (Development Manager)
- Alpha test plan (Development Manager)
- Development test reports: Service Verification reports, performance measurement

- statistics, Quality reports (Development Manager)
- Beta test plan (Product Manager)
- Training materials (Product Manager)
- Product authorization document (Product Manager)
- Documentation (Product Manager)
- Services support plan (Services Manager)
- Beta test plan (Product Manager)

#### 5.3.1.4 OK to Launch

To be done after PLC3 milestone.

Following Documents are validated at PLC3 Milestone:

- Update of all documents from OK-to-Qualify
- Final system verification reports (Development Manager)
- Updated Launch plan (Product Manager)
- Post Launch Retrospective (Product Manager)

#### 5.3.1.5 General Availability

To be done after PLC4 milestone.

## **6 Appendix**

### **6.1 List of Abbreviations used in this document**

2FQ17	Second Fiscal Quarter 2017
EQP	Enterprise Quality Process
CMS	Configuration Management System
CSD	Communications Systems Division
CTO	Chief Technical Officer
FRUI	Functional Requirement User Interface
GA	General Availability

HDP	Hardware Development Plan
HSP	Handling Specification
HW	Hardware
ID	Identifier
CoSo1	Communication Software version 1
MS	Microsoft
MML	Man Machine Language
PC	Personal Computer
PC-SDP	Personal Computer Software Development Plan
PLC	Product Life Cycle
PMRDB	Project Management Resource Database
T-SDP	Terminal software Development Plan
QA	Quality Assurance
R&D	Research and Development
SDP	Software Development Plan
WBS	Work Breakdown Structure

## **7 End of document**