Project Execution Plan

Template and Guide

Version 1.1, April 2008

This guide is intended to be read in conjunction with the following template for the development of a Project Execution Plan. As such the Guide should be removed from the front of the final document. Templates for a large range of other project management documents are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

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What is a Project Execution Plan?

The *Project Execution Plan* is the ‘road map’ used by the Project Team to deliver the agreed project outputs. It outlines the responsibilities of the Project Team and key stakeholders.

Why would you develop a Project Execution Plan?

A *Project Execution Plan* is developed to expand on the Project Business Plan by specifying the day-to-day (operational) management procedures and control plans including:

* detailed project plans;
* resource schedules;
* quality procedures;
* reporting procedures;
* product purchasing and development plans;
* risk management planning; and
* project budgets.

The document enables those completing the tasks/activities in the project to deliver the expected results, as per the agreed *Project Business Plan*.

When would you develop a Project Execution Plan?

Approval to proceed to develop a *Project Execution Plan* is usually obtained from the acceptance or approval of a preceding stage such as a *Project Proposal* or *Project Business Plan*. *The Project Execution Plan* expands the proposals developed in these documents in order to:

* document the day-to-day (operational) management and control activities to be undertaken by the Project Team; and
* gain acceptance by the Project Sponsor to the suitability of these activities.

What you need before you start:

* Agreement to proceed with the development of the *Project Execution Plan* from the Project Sponsor.
* Knowledge and understanding of developing detailed project plans, quality plans, implementation and delivery plans, resource scheduling, risk management planning and financial planning.
* Knowledge and understanding of the Key Elements, as outlined in the *Tasmanian Government Project Management Guidelines*.

Also Advisable:

* Any of the following documents - Strategic Information Systems Plan, Project Proposal, Process Review Report or Feasibility Study.
* Departmental Project Management Guidelines.

Integration Process:

Any endorsed documents (for example a Project Proposal, Project Business Case or Project Business Plan) should be utilised to populate the Project Execution Plan. This information, along with any gaps, then provides a basis for further discussion, clarification and confirmation of the project scope.

It should be noted that development of the *Project Execution Plan* is **not a static** **process**, and that all aspects described in the Execution Plan must be re-examined many times over the life of the project, particularly where a great deal of change is involved. This iterative development should involve the Project Manager and Project Team. The key is to obtain clear sign-off where scope changes are required during the life of the project.

What you will have when you are finished:

A completed *Project Execution Plan* that is ready for acceptance by the Project Sponsor or Proposer.

How to use this template:

The template contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need.

All documents developed based on this template should include an appropriate acknowledgement.

A number of **different text styles** have been used within the template, as follows:

* Text in blue italics is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable.
* Text in normal font is intended as examples.
* Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.

Where to Get Additional Help

Project Management tools and resources that can assist you through each step in your project are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)

Checklist

**Have you remembered to remove**:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and <prescriptive text enclosed in angle brackets> within the template?

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|  |
| <Project Title>  Project Execution Plan |
| Version: <n.n>, Date: <dd-mm-yyyy>  Copy: Uncontrolled |
| The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc.. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.  Refer to the Project Management Fact Sheet: Document Control, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |

Document Acceptance and Release Notice

This document is Version <n.n> Date:,dd-mm-yyyy> of the <Project Title> Project Execution Plan.

The Project Execution Plan is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

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| PREPARED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name, Title>  <Project Title> Project Manager |  |  | | | | |
|  |  |  |  | | | | |
| ACCEPTED: |  | Date: |  | - |  | - |  |
| (for release) | <Name, Title>  <Project Title> Project Sponsor |  |  | | | | |

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| Section Title | Section Number | Amendment Summary |
|  |  | eg. This is the first release of this document. |

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# Introduction

## Document Purpose

Depending on the size and complexity of the project, the need for multiple Project Execution Plans (PEPs) for the Project may arise. Examples include where separate Project Teams are developing specific outputs for different business areas (i.e. as sub-projects).

The Project Execution Plan (PEP) is the operational document for the project. It is owned, maintained and utilised by the Project Manager and Project Team to support the delivery of the agreed project outputs.

The PEP is the responsibility of the Project Manager and is the ‘road map’ enabling the effective day-to-day (operational) management and control of the project.

The PEP expands on the Project Business Plan which is the approved plan describing ‘what’ will happen in the project. The PEP details ‘how’ the Project Team will carry out their tasks/activities to ensure that the ‘what’ will occur. The document provides new Project Team members, or a new Project Manager with the ability to start during a project, and continue to perform the project’s activities in a consistent manner.

The document should be reviewed and amended to meet changed conditions during the project’s life span.

## Intended Audience

Clearly identify the intended audience of this document, as it may include key representatives from the business area(s), and other stakeholders who will be impacted by the planned outputs.

State any assumptions regarding the document up front that may assist the reader, for example:

* Knowledge of the project and a basic understanding of project management principles and practices is assumed;
* As the document proceeds through a series of iterations during the life of the project (e.g. after each phase), its structure, emphasis and intended audience may change.

## Project Outputs

Describe specifically the project’s outputs.

|  |  |
| --- | --- |
| Output | Description |
| A. |  |
| B. |  |
|  |  |

Table : <Project Title> Outputs

## Scope of Work

Briefly summarise the scope of the work involved in the project as defined in the Project Business Plan.

|  |  |
| --- | --- |
| Within Scope | Outside Scope |
| A. |  |
| B. |  |
|  |  |

Table : Project Name Scope of Work

# Management Plan

## Management

This section may be covered by a reference to the Project’s governance structure, i.e. management roles, functions and responsibilities that are defined within Section <X> and Appendix <X> of the Project Business Plan.

The project will be managed by <Name, Title> who is the Project Manager. The Project Manager is responsible to the Project Sponsor <Name, Title> for the delivery of the agreed project outputs.

The sub-headings under section 2.1 (2.1.1 – 2.1.5) may not be required if the above content is adequately covered in the Project Business Plan.

### Introduction

This section expands the operational management of the <Project Title> Project, as defined within the Project Business Plan.

### Sub-Project Management

Define the operational management of the sub- projects if this has not already been defined within the Project Business Plan.

### Reference Groups

Detail any specific reference groups (i.e. function, objectives, membership etc) that are required and have not been defined in the Project Business Plan.

### Consultants

Detail any consultancies (i.e. function, time frame, objectives, management, reporting etc) that are required and have not been defined in the Project Business Plan.

### Working Parties

Detail any specific working parties (i.e. function, responsibilities, time frame, objectives, membership etc) that are required and have not been defined in the Project Business Plan.

## Status Reporting

Describe the provision of project reporting requirements (e.g. content, frequency, audience etc) for the following (if not defined in the Project Business Plan):

* Project Manager
* Reference Groups
* Consultants
* Working Parties
* Quality Consultants

Cross reference the above reporting requirements with status reporting in the Project Business Plan so as not to duplicate.

Clearly define the purpose, content and frequency of project status reports. The following is a generic guide to minimum requirements:

* the status of the project, which includes monitoring of milestones and budget:
  + for the last reporting period;
  + for the next reporting period;
  + for the remaining period of the project.
* an issues report (including areas of concern, specific problems, and any action that needs to be taken); and
* a risk management report (which will specify any changes to the risks identified and the strategies put in place to manage them).

## Risk Management

All projects require on-going risk analysis to be undertaken regularly throughout the life of the project. Analysis should be undertaken with the critical stakeholders.

If appropriate, describe how risk management will be conducted. Refer to the Tasmanian Government Project Management Guidelines that contain a section on risk management.

Risk assessment and management strategy working documents may be attached as an appendix.

### Risk Assessment

The Project Manager is responsible for:

* Scheduling and performing risk assessment and developing strategies to manage those risks for each phase of the project as identified within the Project Business Plan.
* Providing a risk review within status reports to the Steering Committee, which will specify any changes to the risks identified during each phase of the project and the strategies adopted to manage them.

Provide details of the following:

* where the results of each risk assessment will be retained;
* the frequency of risk assessment;
* who will be involved in the risk assessment;
* how the risk assessments will be conducted;
* what will trigger the implementation of the risk mitigation strategies;
* how the effectiveness of risk mitigations strategies will be monitored; and
* the approval mechanism for risk mitigation strategies e.g. Steering Committee approval.

### Failure to Deliver

In the event of the project suffering slippage of greater that <eg. one month> then the project schedule and outputs to be delivered shall be reviewed by the Business Owners, Project Sponsor and the Project Manager. The Project Manager shall inform the Steering Committee of the situation and recommend the course of action to be followed. Agreement on how to proceed shall be negotiated by the Project Manager and Steering Committee.

### Acceptance and Review Periods

All review and acceptances shall be completed within <eg. ten working days> of the output being handed to <Project Sponsor name, title>.

Should any agreed review period not be met and, in the opinion of the Project Manager, the project is unable to proceed the schedule shall be revisited. Any adjustments for the time lost should be negotiated by the Project Manager with all affected parties.

### Issues

When issues arise which must be resolved between the Business Owner and the Project Manager then the issue shall be advised in writing (using the Open Issues Form) between the Project Manager and the Business Owner. The recipient of the issue shall be responsible for ensuring it is resolved and the resolution communicated in writing to the initiator.

### Non-availability of Resources

Should any agreed resource not be made available as scheduled in the Project Plan (Refer Section X) and, in the opinion of the Project Manager, the Project cannot proceed the schedule shall be revisited. Any adjustments for the time lost should be negotiated by the Project Manager with all affected parties.

## Provision of Facilities and Equipment

Describe what facilities are required by the Project Team (e.g. accommodation, office support, equipment etc) and any specific maintenance requirements.

Document the project’s environment baseline.

## Skills and Resource Requirements

### Skills and Resources

The project resource requirements (for entire period or specific phases):

* Project Manager;
* Independent Quality Officer and/or Quality Review Consultant;
* Representatives of the Business Owners; and
* An external project auditor.

Address whether resources are full or part time, as required etc.

Describe any specific knowledge and skills required to undertake processes designed to achieve the project outputs (examples):

* managerial skills and knowledge;
* strategic and conceptual skills;
* sound communication, negotiation and consulting skills;
* capacity to develop innovative solutions;
* understanding of project and quality management principles and practices;
* etc

The following things need to be addressed:

* the impact of resources being off-line on projects;
* how these resources will be released to the project; and
* from the project when no longer required.

Formal agreements may be required to confirm the availability and timeliness of resources.

### Training

What training requirements are there based upon the required skills and resources listed in 2.5.1? How is the training to be provided and conducted?

## Configuration Management

This section may be expanded or condensed depending on the appropriateness to the project.

Configuration management is a term often applied to change control procedures (e.g. change requests, problem reporting, issues management etc) undertaken at the project/implementation team level to control change and reduce its impact on the overall project.

### Change Control

Change control shall be used by the Project Manager in accordance with <methodology/process>. This process provides the means for:

* facilitating the introduction of specific project change;
* allowing the impact of the change to be assessed;
* providing a method of authorising change; and
* providing an audit trail of change.

Approval of changes is by <the Steering Committee>.

Describe the process that will be used to raise, record, review and resolve change requests.

### Problem Reporting and Resolution

Problem reporting is used to record a problem that has been identified in a project.

Describe the process that will be used to raise, record, review and resolve problem reports.

### Incident Reporting

### Issues Management

An issue is a point that requires noting, but is not considered a problem or change.

It is anticipated that most of the issues raised within the development phase will be solved by the <Project Manager and Team>. However, issues arising which must be resolved between the Business Owner and the Project Manager are referred to the Project Sponsor for resolution (refer to 2.3.4).

Describe the process that will be used to raise, record, review and resolve issues.

## Confidentiality

All project members, agents, contractors and subcontractors shall respect the confidentiality of each other’s business and technology and shall not reveal any information concerning the other party without the written permission of the other party.

All agreements and contracts entered into require inclusion of a confidentiality clause.

## Output Review and Acceptance

Describe the process that will be used for the review and acceptance of each output and documentation product, including who is responsible for scheduling the reviews, who will be involved, what will be generated for each accepted output or documentation product.

## Updating this Plan

This plan shall be updated at least at the end of each phase or phases. The updated plan shall be reviewed in accordance with <the Development Plan> and accepted and issued. The update process includes acceptance by the Project Sponsor. This shall be a new release in accordance with Output management (Refer Section 8).

Any changes to standards and procedures and other information specifically documented in this plan shall result in a new release of the plan being prepared and issued.

Day to day project plans shall be maintained outside of this plan to reduce the frequency of change. For the project, this document contains only the broad phase plans.

# Quality Plan

## Introduction

(Cross reference the Project Business Plan to avoid duplication).

The quality process is based on the following components:

* proven methodologies and standards;
* effective monitoring procedures;
* effective change, problem and issues management; and
* review and acceptance procedures.

## Methodologies and Standards

Describe the methodologies and standards that will be utilised and for what purpose.

The <Project Title> Project will utilise where appropriate:

* Quality Management <eg internal Quality Management System, ISO 9000 standards>;
* Output Development Methodology <eg APT Development Methodology release <n.n> for software development>;
* Project Management Methodology <eg Tasmanian Government Project Management Framework>;
* <other standards for general or specific documentation (eg user, technical, design, training etc); programming/coding, publishing etc>;
* <define any variations to standards>.

Describe what will happen if a new version of a methodology or standard is released before the project is complete (ie will they be assessed and adopted if appropriate), how changes to the methodologies and standards will be initiated and implemented, and what will happen to superseded copies of standards and procedures.

## Development Environment

Detail, or summarise if appropriate, the development environment that the project is working within. This effectively defines the project’s environment baseline.

The development environment is based on:

Describe the process that will be used to record and change the development environment.

## Inspection, Measuring and Test Equipment

Describe any special tools, techniques, or inspection, measuring and test equipment which needs to be acquired or developed for verifying the project outputs, or the process of developing those outputs. How will the equipment be verified?

## Development Cycle

Where practical, the elements of the <Project Title> Project will be developed using the <name of methodology>:

* …

What phases from the methodology will be used, or what life cycle will it follow?

## Outputs to be Developed

The project will develop the following outputs:

* …

Examples include new legislation, new finance system, new computer applications, Market program, Functional Requirements Specification, Design Specifications, Test Specifications, User documentation, Maintenance documentation and Training material.

All outputs (and components of outputs) shall be managed (Refer Section 8 – Output Management Plan).

## Project Evaluation

The measurement of the success of a project provides valuable input in to the continuous improvement for the following phases of a project, or for subsequent projects. This evaluation forms an important part of the Project’s Quality Plan. Improvements may be identified in the areas of the planning process, the development process, the utilisation process, or to the project management processes in general.

For further details regarding the types and timing of these reviews, refer to Section 10.

## Records

### Record Keeping

Determine what records will be generated by the project team and retained by the Project Manager, and where they will be retained eg Project Quality Records, Departmental Records Management System.

The following is a list of possible records that may be generated:

* Project Management Records:
  + Project Proposal
  + Project Business Case
  + Feasibility Report
  + Project Business Plan
  + Project Execution Strategy
  + Environment Baseline
  + Client Supplied Output Register
  + Project Execution Plan
* Incident Reports
* Incident Report Register
* Problem Reports
* Problem Report Register
* Change Requests
* Change Request Register
* Risk Register
* Open Issue Reports
* Open Issue Register
* Managed Output Register
* Output Distribution List
* Managed Output Identification
* Quality Assurance records

### Records Required by <Business Owner>

Which of the records created within the project, if any, does the Business Owner require access to? How and when will they access them? How long will they retain them for?

The <Project Sponsor and Steering Committee> will be provided with copies of any records they request access to.

### Retention of Records

Records shall be retained according to the *Archives Act*. Additional retention or access requirements may be identified by the Business Owner or Project Sponsor.

# Purchasing Plan

## Purchasing Specification

This section is to describe the requirements for the purchase of goods and services (including subcontractors). The objective is to ensure purchased goods or services conform to documented requirements.

Consider the following:

* What has to be purchased?
* Does this include subcontracted development?
* What is the procedure and processes to be followed for purchases, including approval and authorisation requirements?
* What guidelines or procedures currently exist that must be adhered to (eg departmental accounting procedures)?
* What is the process for purchases that aren’t acceptable (eg damaged goods)?
* What records are required (eg purchase orders, agreements)?
* Are there any potential occupational health and safety issues due to the proposed purchases?

## Selection of Suppliers

This section is to describe the requirements for the selection of suppliers (including subcontractors). The objective is to ensure suppliers are selected on the basis of appropriate criteria.

Consider the following:

* What is the criteria for selecting suppliers of ‘off the shelf’ products (eg purchased through SPS Supply)?
* What are the criteria for selecting other suppliers, including subcontractors?

Example criteria:

* subcontractors certified to relevant standards;
* historical performance of the supplier;
* ability to deliver in a timely and efficient matter;
* acceptable price for quality required.

## Subcontractor Management

This section is to describe the requirements for the management and control of subcontractors. The objective is to ensure subcontractors are managed appropriately.

Consider the following:

* What methods are to be used for managing and monitoring subcontractors (eg agreements, contracts etc)?
* What are their reporting requirements?
* What documents, if any, will the subcontractor provide (eg project schedule, quality plan etc)?
* Consider confidentiality, intellectual property and training issues.

## Inspection and Testing of Purchased Goods & Services

This section is to describe the requirements for the verification of purchased goods and services. The objective is to ensure goods and services are inspected or tested/assessed upon receipt to ensure conformance with the purchase specification.

Consider the following:

* Where are the verification requirements to be documented (eg purchase order, PEP, agreement etc)?
* Where will verification occur, and by whom?
* What inspection and testing is to be performed?
* What is to be the method of release?
* Is the performance of the supplier to be rated and documented?

## Records Required

This section is to describe the requirements for the maintenance of purchasing records.

Records may include:

* Purchase orders, agreements/contracts, supplier selection and performance documents, Requests for Information/Tender/Quotation, subcontractor records/documents etc.

Project records required may be addressed in one section of this PEP or within individual sections/plans. The approach will depend on the demands of the project.

# Development Plan

Describe the process to be undertaken in the design and development of the project’s outputs, as defined in the Quality Plan.

Consider the approach for this section, either by describing the design and development activities for each output, or summarising the minimum activities required.

## Design and Development Activities

Describe the process that will be used to design, develop, review, accept, distribute and change outputs. Will all outputs delivered by the project follow the same process? Describe by exception?

Example documentation products include Functional Requirements Specification, Design Specifications, Test Specifications, User documentation, Maintenance documentation and Training material. Other outputs may include developed software/systems.

## Organisation and Staffing

If not already addressed within this document, ensure the following:

* that the skills required for design activities are identified;
* that the resources (eg staff) are identified and allocated for design activities; and
* that appropriate management of staff, clients and providers is defined (this may have been addressed in the Project Business Plan under Stakeholder Management Plan (Section 4).

## Design Methodology

Describe the design methodology that activities will conform or reference to, if not already addressed in the Quality Plan. Design and development activities to be performed are to be listed in the project plan.

## Design Input

Describe any design input that will be used. Ensure input is reviewed for applicability before commencing any design or development. Be aware that the development of an output may be input into the design of another output.

* examples of input may be project management documents (Project Business Case, Project Business Plan etc) or a Functional Requirements Specification.

## Design Output

Describe any specific design output requirements (eg an iterative process will occur to produce a sequence of design specifications).

## Inspection and Review

Describe the responsibilities and processes required.

Consider the following:

* Reviewing outputs, ensuring conformance to methodologies and standards.
* Review/inspect for content and completeness.
* Process for defects, deficiencies, related issues, etc.
* If applicable, programming review strategy – linkage to Test Plan.
* Documentation requirements.

## Approval and Acceptance

Describe the responsibilities and processes required.

Consider the following:

* Approval of output (eg by Project Manager), and acceptance (and non-acceptance) of output (eg by Business Owner).
* Documentation requirements.

## Authorisation and Distribution

Describe the responsibilities and processes required.

Consider the following:

* Authorisation (of output release) and distribution of output.
* Output management and maintenance requirements post-acceptance.
* Documentation requirements.

## Updating and Changing

Describe the responsibilities and processes required.

Consider the following:

* Updating the output (eg future releases following project milestones).
* Changing the output (eg client change in functional requirements).
* Requesting change and method of re-release.
* Documentation requirements.

# Test Plan

If the project deliverables are other than an information system, then this section will require significant change.

Ensure appropriate linkages to Purchasing (i.e. subcontract development) where development and/or testing is to be performed by subcontractors.

## Introduction

Describe the testing strategy to be used.

The project system deliverables shall be subject to the following testing:

* unit testing;
* system and integration testing; and
* acceptance testing.

All testing shall show the version of the output being tested, the version of the test specifications being used and, for acceptance testing, the version of the design specification being tested against.

Testing shall be conducted according to the <Methodology>. The activities to be performed are listed in the Project Plan for this phase (Refer Section <X> – Project Plan).

## Unit Testing

The programmer shall test each testable unit of programming for conformance to the design by applying tests, recording the tests applied and the results of testing, and filing them in the <project working papers file>.

Each page used to record testing shall identify the unit of programming tested including the version (or date and time stamp of the load module) and a page number within the set of tests applied to the unit of programming.

## System and Integration Testing

### Approach

System and Integration testing shall be performed using the system test specifications to ensure that the programming works as a homogenous unit before the acceptance test specifications are applied.

Each test specification shall be annotated with the results of the test.

Where the output fails to pass testing a Problem Report shall be raised. Incident Reports may be used to identify individual failures for later consolidation under a single Problem Report.

### Review

When the tests have been successfully completed the results of testing shall be reviewed generally as defined in the Development Plan.

## Acceptance Testing

### Approach

The <Business Owner> Representatives shall nominate a person to apply the acceptance test specifications to the system.

Describe processes, resourcing and responsibility for developing and approving the acceptance testing plan (eg Business Owners responsibility).

The nominated acceptance test specifications shall be applied to the nominated version of the system to test that the system conforms to the nominated version of the design specification.

Each test specification shall be annotated with the result of the test.

Where the output fails to pass testing then a Problem Report shall be raised. Incident Reports may be used to identify individual failures for later consolidation under a single Problem Report.

### Review

When the tests have been successfully completed the results of testing shall be reviewed generally as defined in the Development Plan.

## Certification of Test Results

Describe the output required (eg acceptance certificate) from the <Business Owner/subcontractor> whom the output is being delivered to. Will this be the same for all outputs and <responsible officers>?

Ensure responsibilities are adequately defined for all parties involved in confirming and accepting the results of all phases of testing.

# Implementation and Delivery Plan

## Implementation

Under the Tasmanian Government’s project management methodology, implementation of project outputs signifies a major change in responsibility as the Business Owner(s) will utilise the delivered outputs. This stage of a project is often referred to as ‘outcome realisation’, as opposed to ‘output delivery’.

The relationship between this document and any Implementation Plan and Outcome Realisation Plan(s) will need to be determined to ensure all implementation issues are defined within the project’s management document set.

Consider the following:

* What documentation will be required from the Project Team and Business Owner’s perspective for management of the implementation phase (the current methodology advocates a Project Business Plan for the Steering Committee, a Project Execution Plan for the Project Team, and an Outcome Realisation Plan for the Business Owner)?
* Who is responsible for implementation activities and where will the functions, roles and responsibilities be defined?
* Does the role of the Project Team, and therefore this document (PEP) cease upon the delivery of the project’s outputs?
* What other specific resources will be required for implementation activities?

It is recommended that the Outcome Realisation Plan template be considered prior to this section being developed, to gain an appreciation of the purpose of each project management template advocated by the Tasmanian Government Project Management Guidelines (i.e. Project Business Case, Project Business Plan, Project Execution Plan and Outcome Realisation Plan).

## Handling, Packing, Marking and Delivery

Describe all output delivery requirements.

Consider all areas of delivery including packaging, transport, communication, records required, acceptance etc.

# Output Management Plan

Outputs will be identified and managed to ensure that all interested parties know that they have the correct version and can be advised of any changes and/or deficiencies.

## Output Register

An Output Register may be maintained and printed as required. This may record:

* output identifier/name
* output type
* computer file
* program
* sub-system
* software system
* document:
  + version and
  + description.
* status:
  + not built/awaiting start
  + built/draft
  + reviewed/inspected
  + approved
  + tested
  + accepted
  + released and
  + nonconforming.
* status date

## Output Identification and Traceability

Each output to be produced shall be uniquely identified on the Output Register. Where an output is assembled from one or more other outputs then it shall also be identified on the Output Register.

All outputs shall be traceable to their parent output as well as the relevant specification and design item.

## Version Control

Outputs and sub-Outputs for release shall be identified by a release number starting at one and increasing by one for each release.

Outputs can be identified as follows:

* all should have a release number (and a revision letter if in draft).
* the original draft should be Release 0.A;
* subsequent drafts should be Release 0.B, Release 0.C etc;
* the accepted and issued document is Release 1.0;
* subsequent changes in draft form become Release 1.0A, 1.0B etc; and
* the accepted and issued second version becomes Release 1.1 or Release 2.0, as determined by the Project Manager.

Computer file versions may be identified by date and time stamp coupled with file size.

## Maintenance of Libraries

### Migration

Computer files subject to output management shall be kept in secure libraries. Migration of files into these libraries should be the responsibility of the Project Manager.

### Backup

All documents relating to the project(s) under development and then the implemented system shall be backed up by the < > using the <standard backups>. Any other backup requirement is the responsibility of the Project Manager and should be defined in this PEP.

Check the server backup procedure and incorporate it into the project’s backup strategy.

e.g. Define the frequency of backups, the backup media cycle, labelling requirements, backup/fault logs and other records, storage and security needs etc.

## Non-conforming Output

Describe the process for an Output, which is found to be non-conforming.

# Maintenance Plan

Describe responsibilities and processes for maintenance once project outputs have been accepted by the<Project Sponsor name, title>.

Describe how modifications, enhancements, defects and/or deficiencies shall be notified (e.g. Problem Reports, Change Requests etc) and managed. Detail warranty and/or maintenance periods? Detail any options for extending these periods?

# Project Evaluation Review(s)

Define the following:

* The timing for any reviews, which may be conducted at the end of a phase or each and every phase, and/or after all outputs have been delivered prior to the project being closed.
* What each review(s) will cover, for example:
  + A technical review of the outputs from the project; or
  + A review of the success of the project; or
  + A review of the processes used to produce the outputs; or
  + A combination of the above.
* Who will perform the review(s)?
* Who is responsible for the post implementation review process?
* Who will the report(s) be delivered to?
* Will all relevant stakeholders be included within the review process?
* What action will be taken once the report(s) have been received?

The Business Owner(s) will use the outputs of the project after successful Acceptance Tests and Implementation. The quality records resulting from the tests and any Problem Reports/Change Requests after implementation will be a major input into the post implementation review.

# Project Plan

## Overall Project Plan

The Project Schedule is attached at <Appendix X>. The Appendix is the baseline Project Schedule for the project. The working copy of the day-to-day project schedule will be maintained by <Project Manager name, title> in < >, to reduce the frequency of change to this document.

# Appendices

The following documents and forms may be attached to the Project Execution Plan as appendices to enhance or meet specific project requirements.

* templates that become working documents in their own right, as they will be updated and managed during the life of the project (e.g. project plan); or
* additional information provided to support the summary content within the Project Execution Plan (e.g. project development methodology).

For example:

|  |  |
| --- | --- |
| Definitions | Provides explanations of terms and concepts used within the Project Execution Plan. |
| Project Plan | A ‘snapshot’ of the Gantt Chart of major project phases, milestones, processes and tasks. |
| Risk Analysis | Provides ‘snapshot’ details of the current risk assessment and risk management strategies. |
| Budget and Expenditure | Provide ‘snapshot’ details of the current status of the project’s budget and expenditure. |
| Environmental Baseline | Provides details of the project’s environment (eg office equipment, software, hardware, communications etc) so as to define a baseline that is then managed accordingly. |
| Stakeholder Agreements | Identify the nature of the relationship to the project and what services or outputs are to be provided to or received from the project. |
| Responsibility Matrix | This matrix summarises stakeholder responsibility for project deliverables. |

Name of Appendix

Separate pages for appendix headers are optional

Amend the ‘style’ for Appendices to suit individual requirements