KRATOS

Lanham, Maryland

PROCEDURE
Engineering, QA/CM

Title: Project Planning   Date: 09/19/22

APPROVED BY   Author, Owning Manager, QMS Management Representative, Document Controller

Mark S Walker		*Mark S Walker*	
Mark Walker	09/19/22	Mark Walker	09/19/22
Author		Owning Manager	
Dilene M Cruickshank		*David Walsh*	
Dilene Cruickshank	09/19/22	Dave Walsh	09/19/22
BMS Manager		Document Controller	

STATUS

Revision I updates references to QMS to BMS and BMS manager.

OVERVIEW

The design of products or services is more likely to be successful and efficient if it is planned carefully, as described in this procedure. The purpose of project planning is to provide guidance for project managers to help identify, understand, review, and clarify important issues such as resources; deliverables/documentation/records; organization/roles/responsibilities/interfaces; schedule and project stages/milestones; reviews/testing required at each project stage; and, finally, the QA/CM process to be used. Planning also defines the work to a sufficient level of detail to carry out at least the next development cycle.

Project Managers follow this procedure when planning projects. This procedure applies to project planning efforts to design new products and redesigning of existing products developed by Kratos. A brief summary of the authorities and responsibilities of the various parties involved in project and quality planning is presented in Table 1.

Table 1. Authorities and Responsibilities for Project and Quality Planning

FUNCTION	AUTHORITY AND RESPONSIBILITY
Division Head	Ensure that resources are sufficient to complete each Project, that a qualified Project Manager and Project Team are assigned and adequately trained, and that this procedure is adhered to, modified, and improved as necessary
Project Managers	Plan design activities and identify the personnel and resources needed to meet the Project requirements. The Project Manager develops and writes a Project Plan and periodically reviews this plan to ensure its applicability and accuracy and updates the plan as necessary.
Customer	Participate in Project/Quality Plan review as needed

PROCESS

In the Project Planning procedure of the product development cycle, the Project Manager develops or updates the Project Plan. (see Figure 1)

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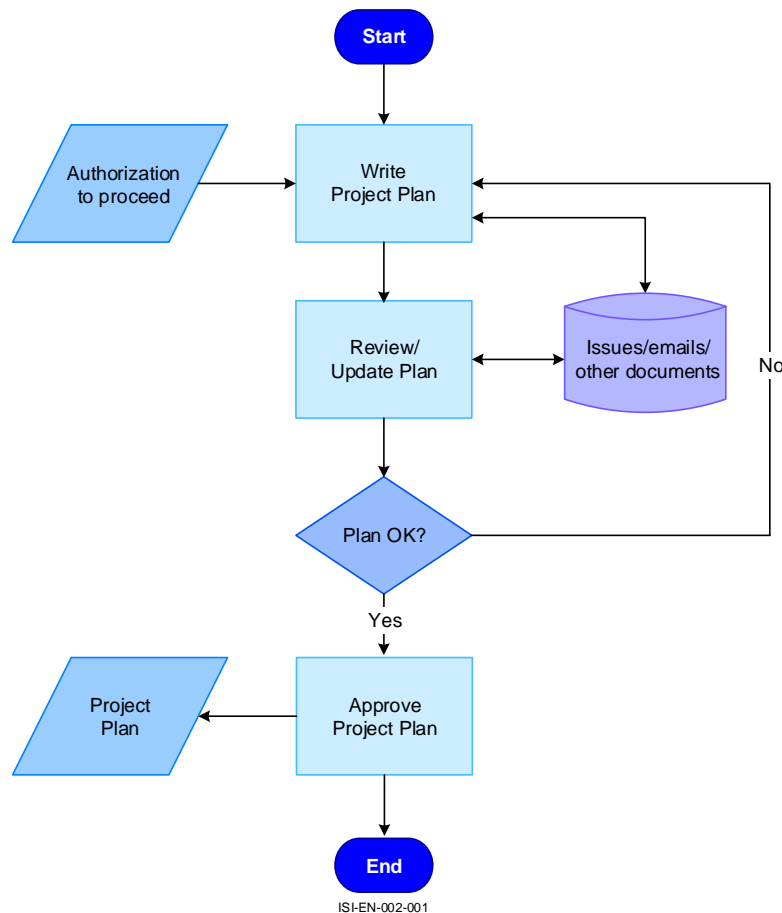
Figure 1. Project Planning Procedure

A. Write the Project Plan

The Project Manager identifies and reviews design input requirements and pending issues, creating or updating the Project Plan as appropriate. The Project Plan defines the COTS and custom components of the product, the project's organizational interfaces and the development cycles.

COTS and custom components are subsets of the product features and are provided by custom project design and development, respectively. Customers or organizations taking delivery of the product may be internal to Kratos. Project organizational interfaces are boundaries between the project organization and another organization that provides design input. The product Project Plan also references or defines acceptance criteria. Development proceeds in cycles during periods of time in which both new components and suggested modifications to previously completed components are constructed. The Project Manager adds and/or updates the following development cycle planning information in the Project Plan:

a. **Development Cycle definition**. Name each cycle; state its objective and duration.

b. **Component Allocation**. Specify in which cycle(s) each component will be developed, and identify component states at cycle completion. Address development of the Product Specification and Product Test Plan components.

The Project Plan also must address how quality is assured for the project. This can be done either by referencing an external Quality Assurance Plan or by including this discussion in the Project Plan.

Typical issues that should be addressed in the Project Plan and the Design and Development Planning documents are discussed below:

a. Project definition.

b. Definition of project input and output.

c. Project organization and resources.

d. Organizational and technical interfaces.

e. Arrangements for communication with customers for feedback and complaints.

f. The method or procedure for handling, preserving, and protecting customer-furnished property.

g. Activities to be carried out.

h. Risks, assumptions, dependencies, possible problems.

i. Schedule with project phases.

j. Standards, rules, practices, and conventions. Specifically, Kratos or customer specified standards, rules, practices and conventions that will be followed on a project must be stated in the project plan. Project reviews must be scheduled at appropriate intervals to ensure standards are being followed. BMS procedures should be used to provide evidence of reviews. Example: Issues should be submitted where corrective action is needed where product does not conform to standards.

k. Statutory and regulatory requirements must be addressed during the project planning stage and included as design input.

l. Identification or related plans, such as test plans, training plans, quality plans, etc.

m. References to Procedures, Work Instructions, and standards, including customer-specified documents that will be used on the project.

n. Quality requirements.

o. Methods of product release.

p. Where applicable, the customer's verification of arrangements at Kratos.

q. The lifecycle model used on the project.

r. Reviews, tests, and other verification and validation activities.

s. Identification of Configuration Management (CM) procedures.

t. Detailed planning, including specific responsibilities and authorities.

u. Product delivery and post-delivery activities as agreed to with the customer.

v. While the Project Manager usually has product release authority, a statement shall be included in the Project Plan stating who has product release authority.

w. Identify any sustainment and maintenance activities and procedures

To assist Project Managers, a Project Management Plan template is available in the BMS that provides boilerplate section, headings, and topics that should be discussed under each heading. It also contains instructions and tools that maybe useful for project planning.

B. Review the Project Plan

The Project Manager arranges for review of the Project Plan and supporting material. Another Kratos manager or the customer may be involved in this review. If the Project Plan needs modifications, the Project Manager will make the necessary changes following the project planning steps previously described. Consideration for the selection of the methods or procedures should be based on contractual requirements first and then Kratos's Business Management System procedures. Once the Project Plan has been reviewed and found satisfactory, the Project Manager or other authority as defined by the contract will approve the plan (refer to the next section).

C. Approve the Project Plan

If the Project Plan is approved, the Project Manager can proceed with the project. The Project Manager communicates any relevant information from the planning to all affected parties. The Division Head responsible for the project ensures that the Project Manager has all the necessary resources to proceed with the Development Cycle.

RECORDS

Table 2 lists the records associated with this procedure.

Table 2. Records

NAME	LOCATION	RESPONSIBILITY	MINIMUM BACKUP FREQ.	MINIMUM RETENTION PERIOD
Project Plan	Responsible Project/Electronic Records Area	Project Manager	Weekly	3 Years after project completion

Table 3: Revision History

REVISION LETTER	DATE	DESCRIPTION
I	09/19/22	Refvision I updates BMS manager , update QMS to BMS
H	07/16/21	Revision H updates references to ISO 9001 and CM tool/Issues database.
G	9/18/18	Revision G changes the title from Project and Quality Planning to Project Planning and updates references to our new company name Kratos

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