Assumptions & Constraints Log

Document Control

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Introduction

This document logs the assumptions and constraints for the Financial Management System (FMS) project. Assumptions are factors considered to be true without proof or demonstration, while constraints are limitations that affect the project's execution. Both are critical for project planning and risk management.

Assumptions

ID	Category	Assumption	Impact if Invalid	Owner	Validation Method
A001	Resources	Key stakeholders will be available for requirements	Delays in requirements gathering and validation,	Project Manager	Confirm stakeholder availability in advance, schedule

		workshops and reviews as scheduled.	potential scope gaps		recurring meetings
A002	Technical	The existing accounting system provides an API for integration with the new FMS.	Additional development effort for custom integration, potential schedule delay	Solution Architect	Technical assessment of existing system, API documentation review
A003	Business	Current financial processes are well-documented and understood by the finance team.	Additional effort for process discovery, potential requirements gaps	Business Analyst	Process documentation review, interviews with finance team
A004	Technical	The selected technology stack will meet all functional and non-functional requirements.	Technology limitations, potential redesign, performance issues	Solution Architect	Proof of concept, vendor demonstrations, technical evaluation
A005	Data	Historical financial data is accurate and can be migrated to the new system.	Data cleansing effort, migration delays, data integrity issues	Data Architect	Data quality assessment, sample data migration
A006	Resources	The development team has	Learning curve, productivity	Project Manager	Skills assessment, training plan,

		sufficient expertise in the selected technology stack.	impact, quality issues		resource allocation review
A007	Business	The organization's financial policies and procedures will not change significantly during the project.	Scope changes, rework, schedule delays	Finance Director	Regular check-ins with finance leadership, change freeze during implementation
A008	Organizational	End users will adopt the new system with appropriate training and support.	User resistance, low adoption, benefits not realized	Change Manager	Stakeholder engagement assessment, training effectiveness evaluation
A009	Project	The project budget includes sufficient contingency for unforeseen issues.	Budget overruns, scope reduction, quality compromises	Project Manager	Budget review, risk assessment, contingency analysis
A010	Technical	The system infrastructure will support the expected transaction volume and user load.	Performance issues, scalability problems, user dissatisfaction	Solution Architect	Performance testing, capacity planning, infrastructure assessment

Constraints

ID	Category	Constraint	Impact on Project	Mitigation Strategy
C001	Schedule	The system must be implemented before the start of the next fiscal year (January 1, 2026).	Fixed deadline, potential time pressure, risk of quality compromises	Phased implementation approach, prioritize critical features, detailed project planning
C002	Budget	The project budget is fixed at $805,000 with no additional funding available.	Limited resources, potential scope constraints, careful prioritization required	Rigorous cost management, value engineering, regular budget reviews
C003	Technical	The system must integrate with the existing Oracle ERP system.	Technical complexity, potential integration challenges, dependency on external system	Early integration testing, API documentation review, involve Oracle experts
C004	Resources	Key finance team members are only available for 20% of their time during the project.	Limited subject matter expert availability, potential delays in requirements validation	Efficient meeting management, focused workshops, documentation review cycles
C005	Regulatory	The system must comply with GDPR, SOX, and industry-specific financial regulations.	Compliance requirements, potential design constraints, additional validation needed	Involve compliance experts early, regulatory requirements review, compliance testing

C006	Technical	The system must use the organization's standard technology stack (Microsoft .NET, SQL Server).	Technology constraints, potential limitations in solution options	Early architecture validation, proof of concept, vendor evaluation within constraints
C007	Operational	System maintenance windows are limited to weekends only.	Deployment constraints, limited time for implementation activities	Detailed deployment planning, automated deployment scripts, rehearsals
C008	Security	All financial data must be encrypted at rest and in transit.	Security requirements, potential performance impact, additional development effort	Security architecture review, encryption implementation plan, performance testing
C009	Organizational	The organization has a change freeze during the year-end closing period (December).	Implementation timing constraints, potential schedule pressure	Schedule implementation for November or January, detailed transition planning
C010	Resources	The project team is limited to 10 full-time resources.	Resource constraints, potential skill gaps, careful allocation needed	Skills matrix analysis, focused role assignments, potential external expertise

Assumption and Constraint Management

Tracking and Validation

All assumptions and constraints will be tracked throughout the project lifecycle. Assumptions will be validated at key project milestones to confirm their validity. If an assumption is found to be invalid, the impact will be assessed and appropriate actions will be taken, which may include updating the project plan, scope, or budget.

Review Process

The Assumptions and Constraints Log will be reviewed at the following points:

- Monthly at the Steering Committee meetings
- At the end of each project phase
- When a significant change occurs that may impact assumptions or constraints
- When new assumptions or constraints are identified

Change Management

Changes to assumptions or constraints will be managed through the project's change control process. Significant changes that impact the project's scope, schedule, or budget will require formal approval from the Change Control Board.