

projectName

**Outline plan for Foundations**

PHASE 1: PRE-PROJECT (AND FEASIBILITY)

# Purpose of this document

DSDM handbook 8.3.2 Outline Plan (definition); 8.4.4 Management Foundations (refinement); 19.2 Outline Planning — Feasibility; Appendix C 2.2 Outline Plan  
Document template version 0.4

* To outline the proposed project management approach for the whole project.
* To provide management with preliminary estimates of the financial and resource implications of the proposed project as a whole.
* To provide a basis for agreement of timescales for the project.
* To define the high-level acceptance criteria for the proposed deliverables
* To identify any particular facilities which the solution development team(s) will require   
  (e.g. clean rooms, collocation, video-conference facilities).
* To outline the approaches to configuration management, change control, reviews and risk management.
* For the feasibility/foundations phases, to define in detail:
  + The objectives for the phases
  + The project organization, roles and responsibilities
  + The approach to delivering the feasibility/foundations products
  + Key activities to be carried out
  + The likely timescale for the phase
  + Any constraints, assumptions and risks that may impact the scope, timeliness or quality of the feasibility/foundations work

# Quality criteria

* Has the most appropriate approach to project management and solution delivery been selected on the basis of the answers to the project approach questionnaire?
* Are the estimates for time and resources realistic? Are they expressed either as a range or with a confidence factor?
* Are the timescales for the project as a whole in line with those stated as a critical success factor in the outline business case?
* Are the requirements for configuration management, change control, risk management and product reviews appropriately formal and rigorous for the needs of this project?
* With regards to the foundations phase:
  + Are the acceptance criteria for the key products clear enough to focus the work to evolve them into firmer foundations?
  + Is the scope of the required work clear? Are the focus, cost and timescales for the work in line with the business sponsor’s expectations?
  + Are the required resources available?
  + Will all necessary equipment and facilities be available as required?

# Document sign-off

|  |  |  |  |
| --- | --- | --- | --- |
| RACI | Role | Name | Date |
| Responsible | **Project manager** |  | yyyy-mm-dd |
| Accountable | **Business sponsor** |  |  |
| Consulted | Business analyst |  |  |
| Verified | Business visionary |  |  |
|  | Technical coordinator |  |  |

# Revision history

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Version | Reason for change | Status | Date |
|  | 0.1.0 | Initial draft | Draft | yyyy-mm-dd |
|  |  |  |  |  |
|  |  |  |  |  |

# 1. Project management approach

***Think about the relationship between time, cost and scope. Only two of these dimensions can be fixed, the other can only be set as an aspirational target. With the exception of hard time-constraints, none of these are cast in stone here – this will come at the end of Foundations when there is more factual evidence on which to estimate accurately.***

***In light of the point above, consider whether a package purchase, an outsourced development or an in-house development may be most appropriate.***

***The DSDM project approach questionnaire will help in assessing the most appropriate approach. The overall approach described by DSDM is applicable to all projects. The subtlety comes in the application of various techniques DSDM describes:***

* ***Facilitated workshops and iterative development techniques should be used whenever it is possible for customers and suppliers to work collaboratively on defining and developing the solution***
* ***MoSCoW prioritization and timeboxing techniques should be used whenever the need for on-time, to budget delivery outweighs the need for exact compliance to a detailed specification***

Project management approach…

# 2. Resources

***Based on current understanding, provide a first estimate of resources required, stating any known technical and/or business skills or knowledge required.***

***Express this in terms of a monthly resource profile. Actual month names are not expected unless you are forced to work backwards from a hard constraint. Simply express the profile in terms of month 1, month 2, etc.***

***Consider all resources (business, development, management, operations, specialist etc.). It is particularly important to aim to have business resource involved throughout the project where the iterative approach recommended by DSDM is to be adopted.***

***Where key resources are already identified, name them and include them as a reviewer for this document.***

***Review the DSDM roles and ensure that all responsibilities are covered (remember one person may hold several roles and several people may share one role – the important thing is to ensure that all responsibilities are covered somehow by somebody).***

***All resource cost estimates should be detailed in the timescales and costs section of the Terms of Reference***

Resources…

# 3. Environment – facilities and tools

***Consider all facilities and tools required to run a successful development project. Consider:***

* ***the physical environment including desk space, clean rooms, whiteboards, etc.***
* ***communications infrastructure including telephones, teleconference and videoconference facilities, PC data projectors, etc.***
* ***PCs, network infrastructure, integrated software development environments, shared information repositories, etc.***

***Identify any work required in this area (e.g. tools selection) that must be completed prior to the project commencing. Any likely project expenditure should be detailed in the timescales and costs section of the terms of reference.***

Environment – facilities and tools…

# 4. Governance

***As a minimum identify the business sponsor and the business visionary.***

***If possible, and applicable, identify the members of any steering committees or project boards that may be involved in the governance of the project.***

Governance…

# 5. Project control

***Outline expected processes and tools to be used for configuration management, risk management and scope change control, product reviews and progress reviews. These will be properly defined in the foundations phase for the project as a whole but it is important to understand how they will be applied during the foundations phase.***

Project control…

# 6. Project control risks

***Detail any risks related to potential cost, time or scope ‘creep’.***

***Consider things such as skills and experience with specific technology and the likelihood of changing business requirements.***

***Be realistic here: always draw on any previous experience of things that have been problematic.***

***Note: an assessment of the risks stated here will contribute to the selection of a ‘point figure’ taken from a range-based estimate. Where risk is high, a higher value in the range will be used for resource planning, e.g. a project could be estimated at 4–6 months depending on the experience of developers. If it is known that real experience in the technology is scarce, it is likely that a value closer to 6 months will be used for resource planning.***

Project control risks…

# 7. Deployment issues

***State any known/likely issues associated with solution deployment (e.g. data conversion/take on, training).***

Deployment issues…

# 8. Schedule

***Present a high level ‘likely schedule’ covering the whole project (i.e. feasibility/foundations, development and deployment phases of the project). Keep this at a high level dealing with weeks and months rather than specific dates. Where specific dates are already known state them and describe clearly whether these are hard constraints (dates that cannot be missed) or soft constraints (ie dates that could slip if they had to without significant damage to the business).***

***Present this as a high-level Gantt chart (e.g. Microsoft Project plan) if desired but keep it at a very high level. If the plan spans more than a single A4 page then it is probably too detailed for this point in the project.***

Schedule…

# 9. Feasibility/foundation phases plan

***For the feasibility/foundations phases, describe in detail:***

## 9.1 Objectives

***The objectives for the phases.***

Objectives…

## 9.2 Organization

***The project organization structure, roles and responsibilities.***

Organization…

## 9.3 Delivery approach

***The approach to delivering the feasibility/foundations products e.g. use of workshops and mechanisms for involving customers, users and other project stakeholders.***

Delivery approach…

## 9.4 Schedule

***Key activities to be carried out and the likely timescale for the phases. Present this as a high level Gantt chart (e.g. Microsoft Project Plan) if desired but–don’t get sucked into detailed task based planning.***

Schedule…

## 9.5 Constraints, assumptions and risks

***Any constraints, assumptions and risks that may impact the scope, timeliness or quality of the feasibility/foundations work.***

Constraints, risks and assumptions…

# Appendix A–Atern project approach questionnaire (PAQ)

***Attach the completed DSDM project approach questionnaire here. Note that the project will not commit to a specific approach until the end of foundations.***

PAQ…