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Project Management Plan

**Integrated Permit Issuance Online System**

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| **Prepared for:**  **Ahmed Obaid Al Tunaiji** | **Submission Date:**  22 May 2017  **Proposal ID:** AD/BP/22052017/1343/1 |

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Project Contacts

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| Client Information | |
| Project Name | Integrated Permit Issuance Online System |
| Client Name | Sharjah Commerce and Tourism Development Authority |
| Client Address | Buheira Corniche Road - Sharjah - United Arab Emirates |
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| Physical Address | 217, Sheikh Rasheed Building, Hor Al Anz East |
| Project Information | |
| Proposed Technology/Methodology | AngularJS, NodeJS, ExpressJS, MongoDB |
| Anticipate Start Date | NA |
| Proposal Valid For | 30 Calendar days from the submission of the proposal |

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# Introduction

Sharjah Commerce and Tourism Development Authority (Hereafter referred to as the “Client”) has tendered an RFP to aid in the development of an integrated online application that facilitates issuance of license to operate 4x4 desert safari tourism vehicles in Sharjah. The proposed system shall minimize the time spend in managing permit applications as well as other transactions. To ensure the safety of tourist, the client would like to enforce the safety of safari vehicles along with the capability of the vehicle drivers. The system will aide in the issue of permits; an acknowledgement of the tour operators compliance with all conditions and laws related to environment, security & safety set forth by the tourism department (Client). An online system will facilitate faster processing of applications; notwithstanding applications for renewal, cancellations, vehicle inspections, ordering reprints or copies of permits.

The primary objectives of the application are

1. A multipurpose one stop gateway for permit processing including new permit applications, permit renewals, permit cancellations & expiry, vehicle inspections, fees and fine settlement.
2. Reduce permit processing and sticker printing time by issuing electronic permits and vehicle stickers with countermeasures to thwart duplication & forgeries
3. Real time tracking of the application process and vehicle inspection results
4. Consolidated information store for all activities related to permit processing
5. Automate verification of documents submitted by crosschecking with Muroor
6. Automate fine and fees computation along with integration of payment using credit cards and Tahseel
7. Management dashboard with access to various reports and analytics.
8. Smart workflows that identify the process and automatically assign to the individual in the chain of responsibility to act on the application

Verbat is pleased to submit the proposal and values it as a great opportunity to have a long term & mutually beneficial association with the client. Verbat has gone through the requirement and presents a proposal for the requested system.

# Project Management Approach

The Project Manager, has the overall authority and responsibility for managing and executing this project according to this Project Plan and its Subsidiary Management Plans. The project team will consist of personnel from the coding group, quality control/assurance group, technical writing group, and testing group. The project manager will work with all resources to perform project planning. All project and subsidiary management plans will be reviewed and approved by the project sponsor. All funding decisions will also be made by the project sponsor. Any delegation of approval authority to the project manager should be done in writing and be signed by both the project sponsor and project manager.

The project team will be a matrix in that team members from each organization continue to report to their organizational management throughout the duration of the project. The project manager is responsible for communicating with organizational managers on the progress and performance of each project resource.

# Project Scope

The scope of SCTDA’s Integrated Permit Issuance Online Application project includes the planning, design, development, testing, and transition of the software package. This software will meet or exceed organizational software standards and additional requirements established in the project charter. The scope of this project also includes completion of all documentation, manuals, and training aids to be used in conjunction with the software. Project completion will occur when the software and documentation package has been successfully executed and transitioned to TSI’s manufacturing group for production.

All project work will be performed internally and no portion of this project will be outsourced. The scope of this project does not include any changes in requirements to standard operating systems to run the software, software updates or revisions.

Specifically the project scope includes

1. Permit Applicants or Permit holders may apply for new permits or renew their existing permits using the online system.
2. Applicants may upload documents necessary to gain eligibility for permits. Additionally Users may add all the attributes contained in the documents
3. Documents can be verified by cross checking with Muroor, a third party application that contains first class information on driver’s license, vehicle registrations etc. Additionally applicants may verify their applications by presenting the originals of the documents to SCTDA staff.
4. SCTDA may also assist the applicants without access to the system, by using the system on the applicant’s behest.
5. If deemed necessary SCTDA may request applicants to have their vehicles inspected.
6. If they pass the vehicle inspection, SCTDA Managers may approve the request and issue a (re)new permit along with new vehicle stickers, after they have paid the fees associated with permits
7. If the applicant fails the vehicle inspection, they may have to rectify issues with the vehicle along with additional fines stipulated by the department
8. Pending payment of fees, fines and meeting the departments standards, SCTDA may approve and issue new permits and stickers
9. Permits and stickers shall have unique identification bar codes or additional security info that prevents it from being duplicated or tampered.
10. Permits and stickers shall be template and may be printed by using standard printers at the SCTDA office or in their homes
11. Permit holders may also apply to cancel their permits. Permits may be cancelled, if the application meets all the conditions stipulated by the department. Following cancellation Permit holders may not access the system.
12. Users can make payment of fees and fines using the integrated payment processors or using Tahseel.
13. TSD managers may assign vehicles for inspection to the Vehicle inspectors
14. Vehicle inspectors may log into the system to see the list of vehicles they need to inspect. Inspectors may enter any combination of license number, vehicle numbers etc. to pull the records of the vehicles.
15. The system will provide the inspectors with a checklist that will aide them in the inspection process. The results of the inspection will be verified against this checklist. When needed the inspection result for a specific check list item may be aided photographic proof.
16. Inspectors may use a mobile device to log into the application. The device will be capable of scanning barcodes from license, permits etc. The device can be operated both in the offline and online mode.

# Milestone list

The below chart lists the major milestones for the Project. This chart is comprised only of major project milestones such as completion of a project phase or gate review. There may be smaller milestones which are not included on this chart but are included in the project schedule (attached separately as an Excel Gantt Chart) and WBS. If there are any scheduling delays which may impact a milestone or delivery date, the project manager must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the project team by the project manager.

| **Activity** | **Description** | **Timeline** |
| --- | --- | --- |
| Requirement Gathering | Scope Document, Project plan, Presentation to SCTDA Management | 15 days (Month 1) |
| System Design | Theoretical design of the software and its functionality | 15 days (Month 1) |
| Prototype | Working prototype with final UI design | 15 days ( month1 ) |
| Development | Final product | Month 1 - 3 |
| Testing & Bug Fixing | Testing and bug fixing. Resulting in UAT | Month 2 - 3 |
| Deployment & Transitioning | Application deployment and training of the users of the system | Month 3 |

# Schedule Base Line & WBS

The WBS for the Project is comprised of work packages which do not exceed 40 hours of work but are at least 4 hours of work. Work packages were developed through close collaboration among project team members and stakeholders with input from functional managers and research from past projects.

The WBS Dictionary defines all work packages for Project. These definitions include all tasks, resources, and deliverables. Every work package in the WBS is defined in the WBS Dictionary and will aid in resource planning, task completion, and ensuring deliverables meet project requirements.

The Project schedule was derived from the WBS and Project Charter with input from all project team members. The schedule was completed, reviewed by the Project Sponsor, and approved and base-lined. The schedule will be maintained as a MS Project Gantt Chart by the Project Manager. Any proposed changes to the schedule will follow Verbat’s change control process. If established boundary controls may be exceeded, a change request (attached seperately) will be submitted to the Project Manager. The Project Manager and team will determine the impact of the change on the schedule, cost, resources, scope, and risks. If it is determined that the impacts will exceed the boundary conditions then the change will be forwarded to the Project Sponsor for review and approval. The boundary conditions are:

Cost Performance Index is less than 0.8 or greater than 1.2

Schedule Performance Index is less than 0.8 or greater than 1.2

If the change is approved by the Project Sponsor then it will be implemented by the Project Manager who will update the schedule and all documentation and communicate the change to all stakeholders in accordance with the Change Control Process.

The Project Schedule Baseline and Work Breakdown Structure are provided in Appendix A and Appendix B.

# Change Management Plan

The following steps comprise the change control process for all projects and will be utilized on the project:

* Step #1: Identify the need for a change (Any Stakeholder)

Requestor will submit a completed TSI change request form to the project manager

* Step #2: Log change in the change request register (Project Manager)

The project manager will maintain a log of all change requests for the duration of the project

* Step #3: Conduct an evaluation of the change (Project Manager, Project Team, and Requestor). The project manager will conduct an evaluation of the impact of the change to cost, risk, schedule, and scope
* Step #4: Submit change request to Change Control Board (CCB) (Project Manager)

The project manager will submit the change request and analysis to the CCB for review

* Step #5: Change Control Board decision (CCB)

The CCB will discuss the proposed change and decide whether or not it will be approved based on all submitted information

* Step #6: Implement change (Project Manager)

If a change is approved by the CCB, the project manager will update and re-baseline project documentation as necessary as well as ensure any changes are communicated to the team and stakeholders

Any team member or stakeholder may submit a change request for the Project. The Project Sponsor will chair the CCB and any changes to project scope, cost, or schedule must meet his approval. All change requests will be logged in the change control register by the Project Manager and tracked through to completion whether approved or not.

# Communication Management Plan

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of team members as they pertain to communications. It also includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. A project team directory is also included to provide contact information for all stakeholders directly involved in the project.

The Project Manager will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix below. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Communication Type** | **Description** | **Frequency** | **Format** | **Participants/ Distribution** | **Deliverable** | **Owner** |
| Weekly Status Report | Email summary of project status | Weekly | Email | Project Sponsor, Team and Stakeholders | Status Report | Project Manager |
| Weekly Project Team Meeting | Meeting to review action register and status | Weekly | In Person | Project Team | Updated Action Register | Project Manager |
| Project Monthly Review (PMR) | Present metrics and status to team and sponsor | Monthly | In Person | Team, and Stakeholders | Status and Metric Presentation | Project Manager |
| Project Gate Reviews | Present closeout of project phases and kickoff next phase | As Needed | In Person | Team and Stakeholders | Phase completion report and phase kickoff | Project Manager |
| Technical Design Review | Review of any technical designs or work associated with the project | As Needed | In Person | Project Team | Technical Design Package | Project Manager |

Project team directory for all communications is:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Title** | **E mail** | **Office Phone** | **Cell Phone** |
|  | Project Sponsor |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Project Manager |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Senior Programmer |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Programmer |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Quality Specialist |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Technical Writer |  | xxx-xxx-xxxx | xxx-xxx-xxxx |
|  | Testing Specialist |  | xxx-xxx-xxxx | xxx-xxx-xxxx |

**Communications Conduct:**

**Meetings:**

The Project Manager will distribute a meeting agenda at least 2 days prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the timekeeper will ensure that the group adheres to the times stated in the agenda and the recorder will take all notes for distribution to the team upon completion of the meeting. It is imperative that all participants arrive to each meeting on time and all cell phones and blackberries should be turned off or set to vibrate mode to minimize distractions. Meeting minutes will be distributed no later than 24 hours after each meeting is completed.

**Email:**

All email pertaining to the Project should be professional, free of errors, and provide brief communication. Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. All attachments should be in one of the organization’s standard software suite programs and adhere to established company formats. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue. The Project Manager should be included on any email pertaining to the Project.

**Informal Communications:**

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

# Cost Management Plan

The Project Manager will be responsible for managing and reporting on the project’s cost throughout the duration of the project. The Project Manager will present and review the project’s cost performance during the monthly project status meeting. Using earned value calculations, the Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. All budget authority and decisions, to include budget changes, reside with the Project Sponsor.

For the Project, control accounts will be created at the fourth level of the WBS which is where all costs and performance will be managed and tracked. Financial performance of the Project will be measured through earned value calculations pertaining to the project’s cost accounts. Work started on work packages will grant that work package with 50% credit; whereas, the remaining 50% is credited upon completion of all work defined in that work package. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost and Schedule Performance Index (CPI and SPI respectively) will be reported on a monthly basis by the Project Manager to the Project Sponsor. Variances of 15% or +/- 0.15 in the cost and schedule performance indexes will change the status of the cost to yellow or cautionary. These will be reported and if it’s determined that there is no or minimal impact on the project’s cost or schedule baseline then there may be no action required. Cost variances of 20%, or +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to red or critical. These will be reported and require corrective action from the Project Manager in order to bring the cost and/or schedule performance indexes back in line with the allowable variance. Any corrective actions will require a project change request and be must approved by the CCB before it can be implemented.

Earned value calculations will be compiled by the Project Manager and reported at the monthly project status meeting. If there are indications that these values will approach or reach the critical stage before a subsequent meeting, the Project Manager will communicate this to the Project Sponsor immediately.

# Procurement Management Plan

The Project Manager will provide oversight and management for all procurement activities under this project. The Project Manager is authorized to approve all procurement actions up to $500. Any procurement actions exceeding this amount must be approved by the Project Sponsor.

While this project requires minimal or no procurement, in the event procurement is required, the Project Manager will work with the project team to identify all items or services to be procured for the successful completion of the project. The Project Manager will then ensure these procurements are reviewed in tandem by the project sponsor and project team and determine whether it is advantageous to make or buy the items. If the items are to be procured Verbat will engage in the vendor selection, purchasing and the contracting process.

In the event a procurement becomes necessary, the Project Manager will be responsible for management of any selected vendor or external resource. The Project Manager will also measure performance as it relates to the vendor providing necessary goods and/or services and communicate this to the purchasing and contracts groups.

# Project Scope Management

 Scope management for the Project will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager, Sponsor, and Stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements.

Proposed scope changes may be initiated by the Project Manager, Stakeholders or any member of the project team. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request the Project Manager will submit the scope change request to the Change Control Board and Project Sponsor for acceptance. Upon approval of scope changes by the Change Control Board and Project Sponsor the Project Manager will update all project documents and communicate the scope change to all stakeholders. Based on feedback and input from the Project Manager and Stakeholders, the Project Sponsor is responsible for the acceptance of the final project deliverables and project scope.

The Project Sponsor is responsible for formally accepting the project’s final deliverable. This acceptance will be based on a review of all project documentation, testing results, beta trial results, and completion of all tasks/work packages and product functionality.

# Schedule Management Plan

Project schedules for the Project will be created using Project Libre starting with the deliverables identified in the project’s Work Breakdown Structure (WBS). Activity definition will identify the specific work packages which must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages in order to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the project sponsor will review and approve the schedule and it will then be base lined.

In accordance with Verbat’s organizational standard, the following will be designated as milestones for all project schedules:

* Completion of scope statement and WBS/WBS Dictionary
* Base lined project schedule
* Approval of final project budget
* Project kick-off
* Approval of roles and responsibilities
* Requirements definition approval
* Completion of data mapping/inventory
* Project implementation
* Acceptance of final deliverables

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The project manager will also create the project schedule using project Libre and validate the schedule with the project team, stakeholders, and the project sponsor. The project manager will obtain schedule approval from the project sponsor and baseline the schedule.

The project team is responsible for participating in work package definition, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The project sponsor will participate in reviews of the proposed schedule and approve the final schedule before it is base lined.

The project stakeholders will participate in reviews of the proposed schedule and assist in its validation.

# Quality Management Plan

All members of the project team will play a role in quality management. It is imperative that the team ensures that work is completed at an adequate level of quality from individual work packages to the final project deliverable. The following are the quality roles and responsibilities for the Project:

The Project Sponsor is responsible for approving all quality standards for the Project. The Project Sponsor will review all project tasks and deliverables to ensure compliance with established and approved quality standards. Additionally, the Project Sponsor will sign off on the final acceptance of the project deliverable.

The Project Manager is responsible for quality management throughout the duration of the project. The Project Manager is responsible for implementing the Quality Management Plan and ensuring all tasks, processes, and documentation are compliant with the plan. The Project Manager will work with the project’s quality specialists to establish acceptable quality standards. The Project Manager is also responsible for communicating and tracking all quality standards to the project team and stakeholders.

Verbat’s Quality Specialists are responsible for working with the Project Manager to develop and implement the Quality Management Plan. Quality Specialists will recommend tools and methodologies for tracking quality and standards to establish acceptable quality levels. The Quality Specialists will create and maintain Quality Control and Assurance Logs throughout the project.

The remaining member of the project team, as well as the stakeholders will be responsible for assisting the Project Manager and Quality Specialists in the establishment of acceptable quality standards. They will also work to ensure that all quality standards are met and communicate any concerns regarding quality to the Project Manager.

Quality control for the Project will utilize tools and methodologies for ensuring that all project deliverables comply with approved quality standards. To meet deliverable requirements and expectations, Verbat shall implement a formal process in which quality standards are measured and accepted. The Project Manager will ensure all quality standards and quality control activities are met throughout the project. The Quality Specialists will assist the Project Manager in verifying that all quality standards are met for each deliverable. If any changes are proposed and approved by the Project Sponsor and CCB, the Project Manager is responsible for communicating the changes to the project team and updating all project plans and documentation.

Quality assurance for the Project will ensure that all processes used in the completion of the project meet acceptable quality standards. These process standards are in place to maximize project efficiency and minimize waste. For each process used throughout the project, the Project Manager will track and measure quality against the approved standards with the assistance of the Quality Specialists and ensure all quality standards are met. If any changes are proposed and approved by the Project Sponsor and CCB, the Project Manager is responsible for communicating the changes to the project team and updating all project plans and documentation.

# Risk Management Plan

The approach for managing risks for the Project includes a methodical process by which the project team identifies, scores, and ranks the various risks. Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy from the project’s onset. The most likely and highest impact risks were added to the project schedule to ensure that the assigned risk managers (typically development team members, when risks are mostly associated with technical implementation) take the necessary steps to implement the mitigation response at the appropriate time during the schedule. Risk managers will provide status updates on their assigned risks in the bi-weekly project team meetings, but only when the meetings include their risk’s planned timeframe.

Upon the completion of the project, during the closing process, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.

# Risk Register

The Risk Register for this project is provided in Appendix C, Risk Register.

Quality Assurance & Testing

# Staffing Management Plan

The Project will consist of a matrix structure with support from various internal organizations. All work will be performed internally. Staffing requirements for the Project include the following:

Project Manager (1 position) – responsible for all management for the Project. The Project Manager is responsible for planning, creating, and/or managing all work activities, variances, tracking, reporting, communication, performance evaluations, staffing, and internal coordination with functional managers.

Senior Programmer (1 position) – responsible for oversight of all coding and programming tasks for the Project as well as ensuring functionality is compliant with quality standards. Responsible for working with the Project Manager to create work packages, manage risk, manage schedule, identify requirements, and create reports. The Senior Programmer will be managed by the Project Manager who will provide performance feedback to the functional manager.

Programmer (2 position) – responsible for coding and programming for the Project. All coding and programming tasks will be reviewed by the Senior Programmer prior to implementation. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting. The Programmer will be managed by the Project Manager and feedback will be provided to the functional manager for performance evaluations by the Project Manager and Senior Programmer. One programmer will be assigned for web development while the other will be assigned for Android device programming. When not engaged in mobile development, he shall assist with API and web development. Additional programmers may engage on a need basis, but will not be permanent members of the team

Part Time Members include a Senior Technical Architect and a senior Database Architect. These resources will be engaged at the start of the project to build a framework for application development.

Senior Quality Specialist (1 position) – responsible for assisting the Project Manager in creating quality control and assurance standards. The Senior Quality Specialist is also responsible for maintaining quality control and assurance logs throughout the project. The Senior Quality Specialist will be managed by the Project Manager who will also provide feedback to the functional manager for performance evaluations. T

Quality Specialist (1 position) – responsible for assisting the Project Manager and Senior Quality Specialist in creating and tracking quality control and assurance standards. The Quality Specialist will have primary responsibility for compiling quality reporting and metrics for the Project Manager to communicate. The Quality Specialist will be managed by the Project Manager who will provide feedback, along with the Senior Quality Specialist to the functional manager for performance evaluations.

Technical Writer (1 position) – responsible for compiling all project documentation and reporting into organizational formats. Responsible for assisting the Project Manager in Configuration Management and revision control for all project documentation. Responsible for scribing duties during all project meetings and maintaining all project communication distribution lists. The Technical Writer will be managed by the Project Manager who will also provide feedback to the functional manager for performance evaluations. Creation of User documentation, user guides and help shall be the responsibility of the Technical Writer.

Testing Specialist (1 position) – responsible for helping establish testing specifications for the Project with the assistance of the Project Manager and Programmers. Responsible for ensuring all testing is complete and documented in accordance with Verbat standards. Responsible for ensuring all testing resources are coordinated. The Testing Specialist will be managed by the Project Manager who will also provide feedback to the functional manager for performance evaluations.

The project team will not be co-located for this project and all resources will remain in their current workspace.

# Resource Calendar

The Project will require all project team members for the entire duration of the project although levels of effort will vary as the project progresses. The Project is scheduled to last three months with standard 40 hour work weeks.

# Cost Baseline

The cost baseline for the project includes all budgeted costs for the successful completion of the project.

|  |  |  |  |
| --- | --- | --- | --- |
| Project Phase | Budgeted Total | | Comments |
| Planning |  | Includes work hours for all project team members for gathering requirements and planning project | |
| Design |  | Includes work hours for all project team members for work on conceptual design | |
| Coding |  | Includes all work hours for coding | |
| Testing |  | Includes all work hours for testing (including beta testing) of software | |
| Transition and Closeout |  | Includes all work hours for transition to operations and project closeout | |

# Quality Baseline

The Project must meet the quality standards established in the quality baseline. The quality baseline is the baseline which provides the acceptable quality levels of the Project. The software must meet or exceed the quality baseline values in order to achieve success.

|  |  |  |
| --- | --- | --- |
| **Item** | **Acceptable Level** | **Comments** |
|  |  |  |
|  |  |  |
|  |  |  |

# Sponsor Acceptance

Approved by the Project Sponsor:

Date:

<Project Sponsor>

<Project Sponsor Title>

We look forward to hearing from you soon and hope that you will give us the privilege to work with you in meeting your business goals. Thank you.

Thank You



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