

Falstaff

Project Plan

CxSample_ProjectPlan.doc

Revision 2

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WebBooks Inc.

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Revisions

Version	Primary Author(s)	Description of Version	Date Completed
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1 Introduction

This project plan is the top level controlling document for the Falstaff project, whose charter is Falstaff Project Charter.

1.1 Overview

Falstaff is an infrastructure building project that is critical to the long-term success of the company. The project will support the vision of enabling WebBooks to become the “*one stop shopping center for all our customers entertainment needs*” by:

- Delivering a replacement release in which no new functionality is available, but the necessary infrastructure to support new product types will be in place.
- Incrementally delivering new product types to the marketplace.

1.2 Deliverables

The figure below outlines the top-level releases for Falstaff.

Planning April 2001	Technical Foundation Q3 2001	Replacement Release Q4 2001	Update Release 1 Q1 2002	Update Release 2 Q2 2002

For each release, the following deliverables will be available.

Deliverable	Description
Product Software	The Falstaff product as defined in <i>Falstaff Requirements Specification</i> .
Deployment Framework	A framework that enables the internal IS department to deploy the software to our customers.
Migration Utilities	If necessary, the tool(s) to migrate existing customer data.
Source Code	Source code required to build the product, tools, the deployment framework, test applications, etc.
Product Documentation	The product work products produced during the phase. e.g. design documents, entity-relationship diagrams, etc.
Project Documentation	The project work products produced during the phase. E.g. project plan, schedules, etc.

1.3 Assumptions and Constraints

There are no assumptions or constraints beyond those already identified in the project charter.

1.4 Risks and Assets

Top level risks and assets for project planning are describe in the project charter.

1.5 Definitions and Acronyms

Falstaff terms, definitions, and acronyms are described in *Falstaff Terms and Acronyms*.

2 Management Structure

2.1 Project Lifecycle

Falstaff will use a staged delivery lifecycle. This lifecycle was chosen so that WebBooks can introduce at least one new product type to our customers by Q1 2002.

2.2 Project Organization

2.2.1 External Interfaces

Figure 2.1 described the important external interfaces for the Falstaff project.

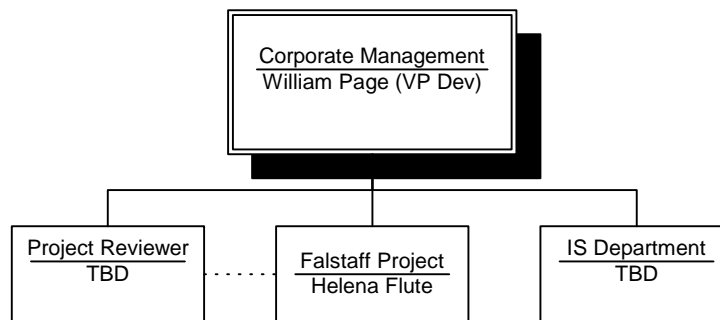


Figure 2.1 Falstaff Project Interfaces

2.2.2 Internal Structure

Figure 2.2 outlines the internal structure of the Falstaff project team, which is based on the CxOne project standard. Details on the responsibilities of each role and deviations from the CxOne plan are described in the following section.

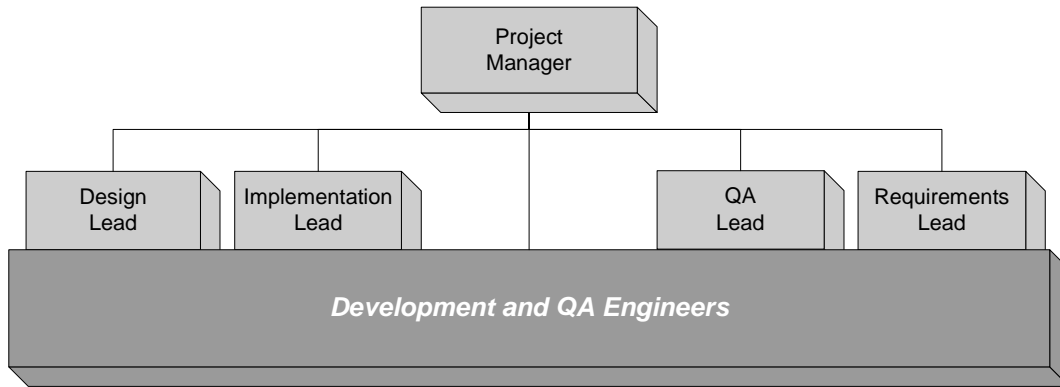


Figure 2.2 Falstaff Project Structure

2.2.3 Roles and Responsibilities

Work will be managed and performed based on CxOne’s breakdown of project roles. The table below shows this breakdown and lists project specific tasks.

Role	Responsibility
Project Manager	Responsible for and manages the project. This is a combination of the project business manager and PTL roles from CxOne. Assistant project manager plays a backup role and assists with project management duties.
Design Lead	Responsible for the system architecture, database design and integration with existing systems, and overseeing design activities.
Implementation Lead	Responsible for construction, integration, product builds, development environment, and deployment.
Quality Assurance Lead	In charge of planning and directing all QA activities including reviews and testing.
Requirements Lead	Responsible for requirements as well as focus groups, UI prototyping, and usability testing.
Development Engineer	Responsible for construction and verification of source code, unit tests, and related documentation.
QA Engineer	Responsible for verification and validation of project artifacts.

2.2.4 Staffing

Role	Staff Member	Start Date	End Date
Project Manager	Helena Flute	4/01	7/02
Assistant Project Manager	George Abergavenny	4/01	5/02
Requirements Lead	John Alencon	4/01	5/02
Quality Assurance Lead	Bianca Baptista	5/01	6/02
Design Lead	Toby Belch	6/01	5/02
Implementation Lead	Thomas Cranmer	6/01	6/02
Development Engineer	Anne Page	6/01	4/02
Development Engineer	John Colevile	8/01	3/02
Development Engineer	Tony Denny	8/01	3/02
Development Engineer	Hugh Evans	9/01	1/02
QA Engineer	Thomas Clifford	8/01	5/02
QA Engineer	Alice Ford	9/01	1/02

2.3 Risk and Asset Management

Risks management on the Falstaff project will be primarily through intrinsic risk management including lifecycle selection, technical and management processes, proactive issue management, and staff capabilities. Extrinsic risk and asset management activities are listed below.

2.3.1 Top Risks List

The current top risks to Falstaff will be tracked in the *Falstaff Risk List*. This risk list will identify and prioritize the most significant risks to project success. It also summarizes plans to address those risks along with tracking information that describes how the risk is being mitigated.

A summary of the top risks will be included in the weekly *Executive Status Report*.

2.3.2 Assets List

The current top assets to Falstaff will be tracked in the *Falstaff Asset List*. This list identifies and prioritizes the most significant assets that can be leverage by the project.

2.4 Issue Management

Issues will be managed utilizing WebBooks project issue database template based on CxOne's issue management pattern. Project management issues will be handled in a separate database from change requests and defects.

2.5 Communication

Falstaff personnel will utilize various types of communication methods internally and between groups.

E-mail

E-mail will be the preferred method of non-critical communication among team members.

Meetings

Weekly status meetings will be held throughout the project. Tactical, design, and other meetings will be held on an as needed basis.

2.6 Startup

Falstaff will archive a branch of the current WebBooks source code as a baseline for development.

3 Planning and Control

3.1 Estimate

Current estimation information shows that the replacement release of the project is:

	Estimate
Schedule	Replacement release is scheduled for Q4 00.
Effort	Estimated effort on Falstaff ranges from 50-100 staff months.
Budget	Estimated budget on Falstaff ranges from \$.75 to 1.0 million dollars

The variation in this estimate is based on uncertainty in the work necessary to re-architect the current product. As additional information is available, the estimates will be updated and distributed via the *Detailed Status Reports*.

3.1.1 Estimation Methods

Outlined below are the estimation methods used to determine the effort, schedule, and budget estimates.

Estimation Software

Construx Estimate™ is a software estimation tool developed by Construx Software®. Construx Estimate uses a Monte Carlo simulation based on SLIM and COCOMO models given size as an input to estimate schedule and staffing levels.

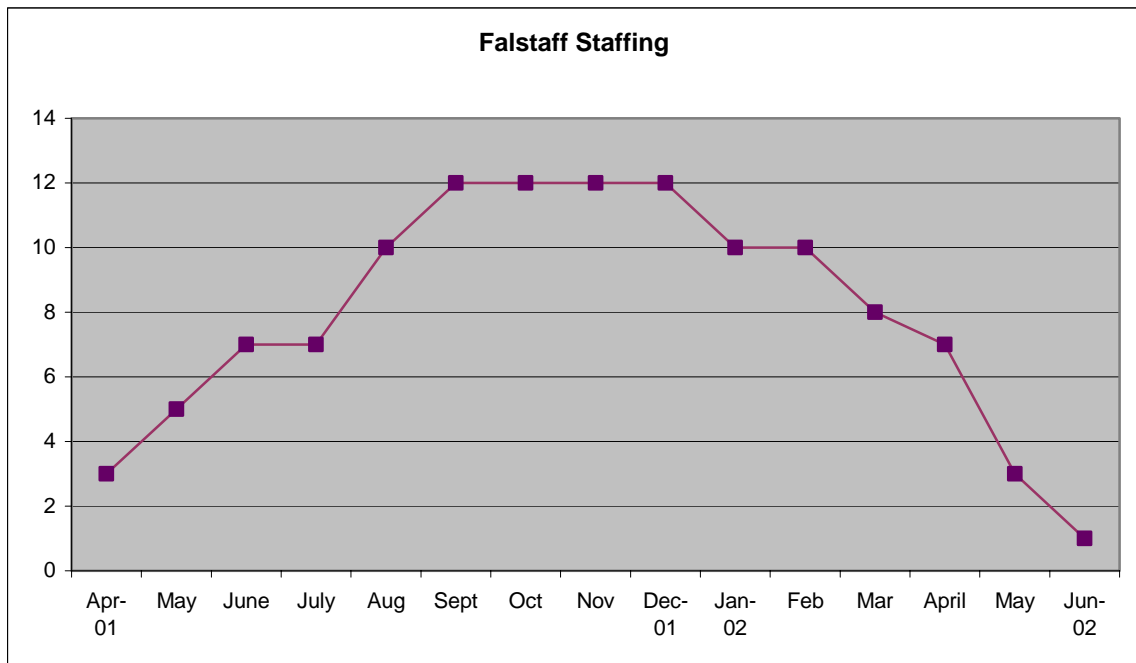
Analogy

Several WebBooks senior engineers estimated the expected effort and size based on personal analogies with past products and this was validated using a detailed workup of the expected effort.

3.2 Resource Identification

3.2.1 Staff

Falstaff will ramp up staffing through Q2 and Q3 2001 to build to a peak staffing level of 12 FTE's. Beginning in Q1 2002 staffing will begin to ramp down until the end of Q2. The expected staffing profile looks like:



3.2.2 Time

- Replacement release is scheduled for no later than end of Q4 2001.
- First new product type is scheduled for no later than end of Q1 2002.

3.2.3 Cost

The Falstaff project is allocated a maximum of \$1.0 million in 2001 and \$.5 million in 2002.

3.3 Resource Allocation

3.3.1 Work Breakdown Structure

Project artifacts and activities are defined in the *Falstaff Work Breakdown Structure*.

3.3.2 Schedule

This section covers top level scheduling of the Falstaff project. Detailed scheduling, including miniature milestones, will be done in the *Falstaff Detailed Schedule*.

Planning: April 2001

Requirements and Architecture work is completed along with project planning to a point where the project may proceed with minimal risk.

Technical Foundation: Q3 2001

The design and implementation work necessary to upgrade our current system software is completed.

Replacement Release: Q4 2001

Falstaff replaces the current WebBooks software. From a user perspective, no new functionality is provided. However, this release completes the architecture updates needed to support multiple product types.

Update Release 1: Q2 2002

Falstaff is capable of supporting at least one new product type. The initial target product type is CDs.

Update Release 2: Q3 2002

Falstaff is capable of supporting at least one new product type. The initial target product type for this release is DVDs.

3.4 Tracking and Control

3.4.1 Milestones

Major Milestones

The *Falstaff Business Schedule* describes the top level project milestones.

Miniature Milestones

The *Falstaff Detailed Schedule* describes the incremental milestones within each top level milestone. These miniature milestones help verify the project is progressing to plan by bringing the software to a converged state on a regular basis. Fine grain milestones also allow the project to replan, when necessary, to ensure the primary project goals are met.

Daily Builds

Within each miniature milestone, daily builds of the software will occur. These provide a daily view into the status of the software.

3.4.2 Reporting

Executive Status Report

A weekly one page summary of the project describing the current project planning and tracking highlights along with schedule and budget information and top project risks. This report will be provided to the project team and the executive sponsor.

Detailed Monthly Status Report

A monthly detailed report of the project providing more depth for the issues raised in the Executive Status Report. This report will be provided to the project team and the executive sponsor.

3.4.3 Estimation Refinements

Precision and accuracy of estimates will be refined at each major milestone or whenever substantial changes are incorporated into the project. Refined estimates will be part of the *Detailed Monthly Status Reports*.

The top level estimates will be periodically updated in this plan, if they change significantly.

4 Technical Process

4.1 Engineering

The following engineering environment, tools, and methods will be used to complete work on Falstaff.

4.1.1 Environment

All project work will occur in the WebBooks corporate headquarters.

4.1.2 Methods, Tools and Techniques

The top level methods, tools, and techniques for Falstaff are:

Requirements Scrubbing

Detects unnecessary product feature at the requirements stage and eliminates them from the project.

Revision Control

Revision Control will be used on all project artifacts. The process for organizing and versioning product releases is defined in *Falstaff Configuration Management Plan*.

Change Control

Change Control is described in *Falstaff Change Control Plan*.

Automated Product Builds

Fully automated product builds will be created and maintained during the project. The build process and environment is described in *Falstaff Build Process*.

Corporate Process Infrastructure

Falstaff will utilize the corporate process infrastructure, including document templates, checklists, etc.

4.2 Technology

The following technology environment, tools, and methods will be used to complete work on Falstaff.

4.2.1 Environment

WebBooks corporate standard tools and technologies will be employed on the Falstaff project.

4.2.2 Methods, Tools, and Techniques

Software Tools

The following software tools will be used with the project:

- Microsoft Office 2000 will be used for documentation and e-mail.
- Microsoft Visual Source Safe will be used for version control of all project documents.
- AccuRev will be used for source code version control.
- Primavera's SureTrak will be used for detailed scheduling.
- Rationals' Requisite Pro will be used to perform requirements tracing.
- Merant's PVCS Tracker will provide for defect and change request tracking.

4.3 Project Artifacts

Document Name and Description	Change Control	Sign Off Authority
Falstaff Overview Catalog of project documentation.		
Falstaff Project Plan This document. It is the controlling document for the project and contains the latest top-level plans for the project.	X	Project Management Team, Project Reviewers
Falstaff Requirements Specification Defines the product requirements along with the priorities of each requirement.	X	Project Management Team, Marketing
Falstaff Architecture Specification Describes the high level design of the system.	X	
Falstaff Work Breakdown Structure Detailed breakdown of project activities.		
Falstaff Business Schedule High level schedule for the project.	X	Project Management Team
Falstaff Detailed Schedule Detailed schedule for the project.	X	Project Management Team
Falstaff Quality Plan Describes the high level quality goals for the system at various stages of the project along with the plans for achieving those goals.	X	Project Management Team, Project Reviewers

Document Name and Description	Change Control	Sign Off Authority
<p>Falstaff Change Control Plan Defines all change control issues including the CCB and use of the change request database.</p>	X	Project Management Team, Project Reviewers
<p>Falstaff Test Plan Defines testing activities on the project, how testing will occur, and how test cases will be developed.</p>		
<p>Falstaff Terms and Acronyms Global repository for project terms and acronyms.</p>		
<p>Executive Status Reports Weekly one page summary report designed for wide distribution to stakeholders outside the project team.</p>		
<p>Detailed Monthly Status Reports These are detailed monthly status reports that provide client managers and project participants with information about project planning, tracking, and risks.</p>		
<p>Individual Planning and Tracking Reports Reports created by individual engineers to focus their planning and tracking efforts.</p>		
<p>Supporting Project Documents There are several documents described in this plan that are based on <i>CxOne</i> documents and describe specific aspects of the Falstaff project: <i>Falstaff Review Process</i> <i>Falstaff Construction Standards</i> <i>Falstaff Build Process</i> <i>Falstaff Component Testing</i></p>		
<p>Detailed Design Documentation Detailed designs will be captured in separate design documents. These designs will be the bridge between the architecture and source code.</p>		
<p>Source Code The computer language instructions used to build the software. Also contains comments describing the low-level design and implementation of the software.</p>		
<p>Test Cases Detailed plans for test cases that will be performed. Test plans are used with all types of testing.</p>		

Document Name and Description	Change Control	Sign Off Authority
<p>Change Requests</p> <p>A request to the change control board to extend, fix, or otherwise modify any project or product parameters. These are stored in the issue management database.</p>	<p>X</p>	<p>Change Control Board</p>
<p>Defect Tracking</p> <p>Defects that are identified through QA processes will be documented in the issue management database.</p>		
<p>Software Project Log</p> <p>Contains a snapshot of the state of the project at major milestones and other defined points.</p>		
<p>Software Project History</p> <p>Summarizes project and the metrics describing the project. Describes lessons learned on the project.</p>		

5 Supporting Plans

5.1 Configuration Management

The configuration management processes are described in the *Falstaff Configuration Management Plan*.

5.2 Quality Assurance

The quality assurance effort is described in the *Falstaff Quality Plan*.

5.3 Testing

The test effort is described in the *Falstaff Test Plan*.

5.4 Deployment

Falstaff will be deployed by WebBooks internal IS department. Contact Oliver Martext for details on the deployment and operations plans.