

Promotional Tracking System Risk-Based Planning

Final Deliverable



PRAXIS
l i f e
s c i e n c e s

This is an accurate but fictional example of a completed Risk Based Planning Deliverable. The information in this example is not specific or proprietary to any company. The information in this document should only be used to evaluate the Risk Based Planning process.

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Project Profile



Project

Promotional Tracking System

Project Start Date

September 10, 2001

Project Completion Criteria (Definition of Done)

- Minimal functionality of the system is designed to provide access to real-time data and deliver "check book" functionality to track the type of spend on promotional materials.
- The system needs to track on an accrual versus a cash (post-invoice) basis
- The system will include functionality that will allow product managers to execute "what if" planning and LBE budget scenarios
- The system will also include/retain functionality that allows users to export data to excel for sophisticated scenarios
- Project Management functionality will be built into the system
- The project is not complete until the new code has been moved into production and the old PTS system has been retired. All existing functionality and data will be retained.
- Deployment to a much larger audience to include Franchise Controllers, Product Teams, Accounting Technician, Professional Communication, Financial Management, Commercial Analysis, and Technical Support
- Estimated user base will be up to 350 users. Performance is a big priority. The system will have capacity to "scale" to new users.
- Any revisions to the business processes and updated SOPs/procedures must be complete
- All system documentation is complete - Tech Support Manual, Client Manuals, End User Training Materials
- A full transition to technical support has been made
- The system must include a hierarchical security design delivers/restricts functionality based-on roles, responsibilities, and authorities (e.g. Reqs. functionality available to Product Team and ProCom, Approvers limited to Financial Management)
- Integration with other systems - Accounts Payable, General Ledger, and Vendor Management System (SST)

Workshop Participants

Tim, Bernie, Steve E., Steve S., Clarence, Ann, Allison, Ken

Project Manager

Tim

Target Project Completion Date

May 1, 2001

Workshop Dates

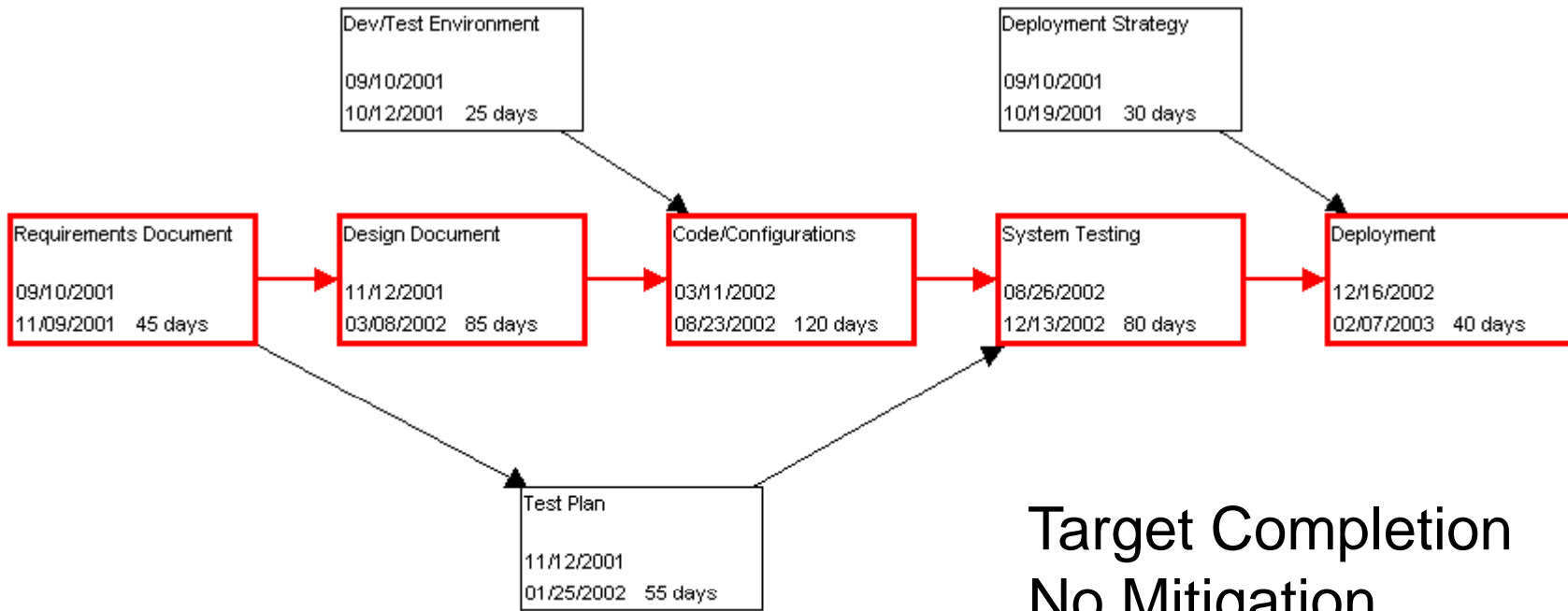
August 30-31, 2001

Promotional Tracking System Data and Profile without Mitigation

Section 1



Project Model without Mitigation



Target Completion
No Mitigation

02/07/2003

Risk Profile without Mitigation



The project profile without mitigation shows the project has a:

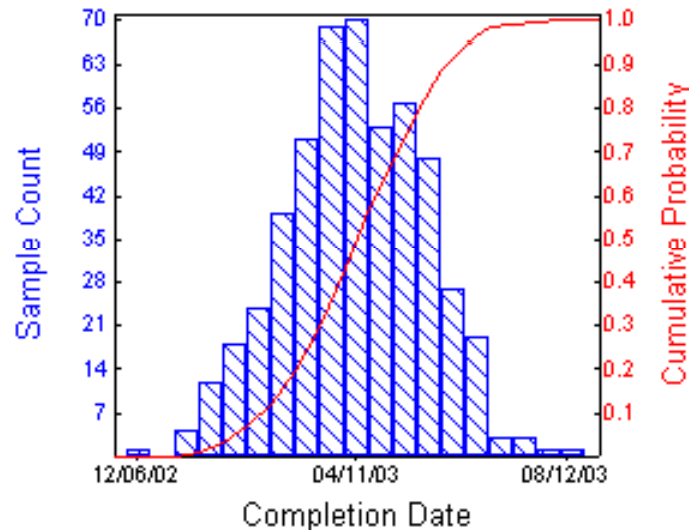
5% chance of finishing no later than 01/31/2003

50% chance of finishing no later than 04/14/2003

100% chance of finishing no later than 08/12/2003

Date: 08/31/2001 11:09:08 AM
 Number of Samples: 500
 Unique ID: 12
 Name: Promotional Tracking System

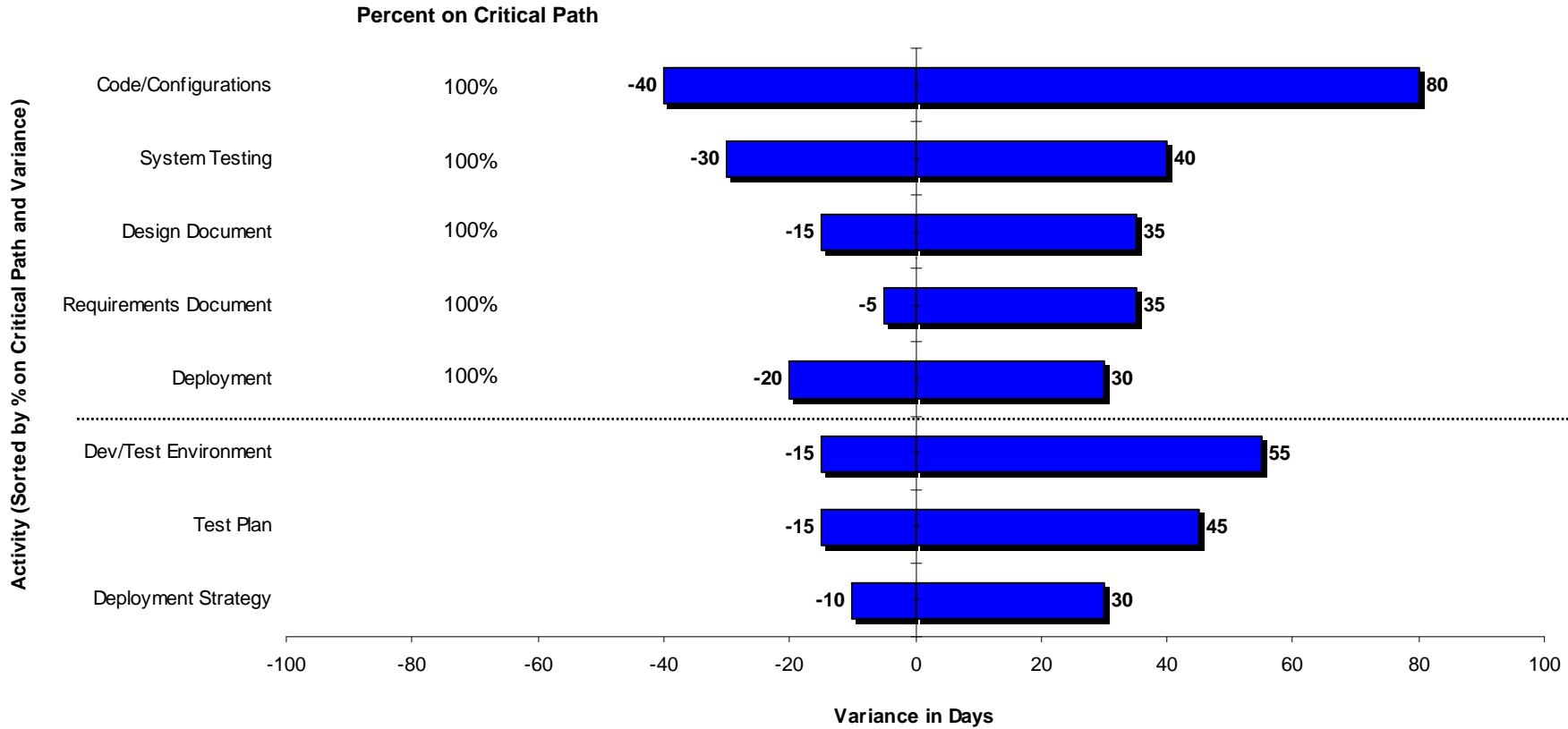
Completion Std Deviation: 29.0d
 95% Confidence Interval: 2.5d
 Each bar represents 10d.



Completion Probability Table

Prob	Date	Prob	Date
0.05	01/31/2003	0.55	04/17/2003
0.10	02/18/2003	0.60	04/23/2003
0.15	02/28/2003	0.65	04/28/2003
0.20	03/10/2003	0.70	05/06/2003
0.25	03/14/2003	0.75	05/12/2003
0.30	03/24/2003	0.80	05/19/2003
0.35	03/28/2003	0.85	05/26/2003
0.40	04/02/2003	0.90	06/04/2003
0.45	04/08/2003	0.95	06/16/2003
0.50	04/14/2003	1.00	08/12/2003

Criticality Report without Mitigation





Workshop Data

Promotional Tracking System

Assessments (days)

Milestone/Deliverable/Description(s)	Activities that may reduce time	Activities that may increase time	Assessments (days)		
			Low	Base	High
<p>Requirements Documents</p> <p>Functional Requirements Specification - A document that describes how the system will meet the business requirements defined by the user - including business rules and process definitions. This document or set of documents shall be all-inclusive for the system being developed. It may encompass hardware and software interfaces and state in concise terms the features and functionality required to meet the users' needs. The FRS shall be approved as defined in the Project Plan. The FRS will include screen prints and mocked-up interfaces and reports. The FRS should include a total process/data flow.</p>	<p>Change control process - Agreement on how to manage the scope</p> <p>Gaining consensus on must haves/nice to haves/requirements in general</p> <p>RAD (Rapid Application Development) Approach/JAD (Joint Application Development) Session(s)</p> <p>Sponsorship backing and buy-off/client acceptance</p> <p>Product manager (the key user group) acceptance</p>	<p>Scope creep</p> <p>Unstable or changing requirements</p> <p>Business resources not available for validation/completion/signoff requirements</p> <p>Change in client staff/approvers/reviewers (even to include merger/acquisition)</p> <p>Disagreement on requirements</p> <p>Conflicting business/technical requirements</p>	30d	45d	80d
<p>Design Documents</p> <p>Software Design Description (Development Team) - This is the actual detailed design of the system. Software Design Descriptions can take many forms from system architecture diagrams to pseudo code written in an English language descriptive narrative. Software Design Descriptions can be retained on paper or in an electronic format. The SDD will include further refined screen, interface and report design from the FRS. The SDD will include a traceability matrix tracing design elements back to functional requirements. The SDD shall be approved as defined in the Project Plan. A data flow between all systems should also be included in the document.</p> <p><i>Planning assumption of about 100 requirements.</i></p>	<p>ERD included</p> <p>Experienced "design documenter" - we have design experience with the technology</p> <p>Requirements locked and specific</p> <p>Compatible technologies</p> <p>Available clients for the reviews</p> <p>Software tools used and are helpful (not hindering)</p> <p>Periodic design reviews and an iterative/prototype design approach that keep the process on track</p>	<p>Moving requirements - poor change control</p> <p>New or inappropriate technology - for both the new PTS app. and interfacing apps.</p> <p>Availability of resource - both technical and business</p> <p>People available to help with system interfaces - getting time from the right people to get the right info on Mercury, etc.</p> <p>Fuzzy requirements - lacking enough detail to drive requirements to design specifications</p> <p>Experience of the "design documenter" is inadequate</p>	60d	85d	120d



Workshop Data (Continued)

Promotional Tracking System

Assessments (days)

Milestone/Deliverable/Description(s)	Activities that may reduce time	Activities that may increase time	Assessments (days)		
			Low	Base	High
<p>Code/Configurations</p> <p>PTS Application - Source Code and configuration files for the PTS application built according to the specifications in the SDD. Planning assumption around 100+ requirements.</p> <p>Interfacing System Code/Configurations - Source Code and configuration files for all interfacing applications. Includes physical transfer of the files.</p> <p>Unit Test Results - Each software module, unit, or group of modules used to perform a task shall receive structural testing. The organization responsible for software development shall structurally test each unit individually or can perform structural testing on several modules that perform a defined task. Documented evidence of test results shall be collected, reviewed, and retained to confirm structural testing on all software modules.</p>	<p>Good design document</p> <p>Experienced, available coders (technology specific)</p> <p>Client resources available for review</p> <p>Periodic code reviews and an iterative/prototype approach that keep the process on track</p> <p>Developers able to "heads-down" work</p> <p>Appropriate development tools available and used</p> <p>Good development practices/change control</p> <p>Good test approach - good scripts, keep testing up with coding, data available, clear test objectives (expected results)</p> <p>Dev/test environment in place</p>	<p>Production problems/issue - CMIS supports more than one system and this project could take a hit</p> <p>Choice of technology may hinder availability of resources/developers</p> <p>Experience level of available developers may be low</p> <p>Interface complexities - people and system complexities - changes in points-of contact</p> <p>Developers are pulled off for other projects (shifting priorities)</p> <p>Delays in environment (hardware constraints)</p> <p>Bad coding - Rework or buggy code - high unit test failure</p> <p>Poor communication/oversight</p> <p>Too many meetings</p>	80d	120d	200d
<p>Test Plan</p> <p>Test Plan - Document that describes the process and strategy used to test the new PTS system to assure that it has met all functional requirements and operates as intended. The test plan will include any/all scripts needed to complete integration and stress tests. Scripts will be based on the approved Functional Requirements Specification. Test scripts will be mapped to the functional requirements to ensure that all necessary requirements are tested thoroughly in the testing process and a traceability matrix will be included in the test plan document.</p> <p><i>Planning assumption is 75 screens and 75 scripts.</i></p>	<p>Requirements stable and well written</p> <p>Knowledge, experienced script writer(s) available</p>	<p>Rewriting of scripts</p> <p>Requirements document poorly written</p> <p>Script writers not available</p>	40d	55d	100d



Workshop Data (Continued)

Promotional Tracking System

Milestone/Deliverable/Description(s)	Activities that may reduce time	Activities that may increase time	Assessments (days)		
			Low	Base	High
<p>System Testing</p> <p>Test Data Load - A subset of production data loaded into the development/test environment that can be used to test the entire functionality of the system.</p> <p>Integration Test - Executed integration scripts and documented test results. Project release notes will be developed to outline known, non-critical defects for the technical support team.</p> <p><i>Planning assumption is 75 screens and 75 scripts.</i></p> <p>Stress Test - Executed stress/performance testing scripts and documented test results.</p>	<p>Good test environment</p> <p>Resources - both business and technical - and enough for stress test considerations</p> <p>Testing tools available and used</p> <p>No problems with test data load</p> <p>No interface integration problems</p> <p>Good (well-written) test scripts with a clear definition of expected outcomes</p> <p>Good analysis of problems and open negotiations between business and IT lead to rapid resolution of issues</p>	<p>Problems with the test data load</p> <p>Coordination with all interfacing systems</p> <p>Bad test environment</p> <p>Resource availability</p> <p>No way to automate stress testing and lots of users needed to "hit" the system</p> <p>Coordination of technical resources (DB admin, network admin, developer)</p> <p>Failure of stress test - does not hold up under stress and does not meet performance requirements. Analysis takes a long time.</p> <p>Poorly-written test scripts</p>	50d	80d	120d
<p>Deployment Strategy</p> <p>Deployment Plan (Project Manager) - A Deployment Plan is a document that describes the process and strategy used to roll out or launch the new PTS system or release to the User base. Specifically to be included will be a communication plan and training schedule. User training, change management, and security expectations should also be considered.</p> <p>End User Training Materials (Training/Documentation Resource) - Documentation for users, including user manuals, guidelines, training materials and other user procedures.</p> <p>Technical Project Documentation (Development Lead) - Documentation for technicians, including Technical Support Manuals, guidelines and project release notes, and other operations procedures.</p>	<p>Availability of project resources</p> <p>Agreement between business and IM&T</p> <p>Get a training/documentation resource involved early in the project with ABT experience</p> <p>Dedicated client review team</p> <p>Client resource assists with material development</p>	<p>Availability of project resources</p> <p>Project budget</p> <p>Availability of client resources - slow review times - no since of ownership</p> <p>Lots of churn and feedback - what do the materials look and feel like, what do they contain</p> <p>No resource obtained to develop the training materials or a resource that is not a training SME</p> <p>Requirements-Design-Code unstable</p>	20d	30d	60d



Workshop Data (Continued)

Promotional Tracking System

Milestone/Deliverable/Description(s)	Activities that may reduce time	Activities that may increase time	Assessments (days)		
			Low	Base	High
<p>Development/Test Environment</p> <p>Development/Test Server - A separate server and environment for development and testing of the source code and configuration files for the PTS application.</p>	<p>RCE cut and Non-production server available immediately</p> <p>Resource available</p> <p>Borrow available space?</p>	<p>Non-production server delayed</p> <p>RCE needs to be written</p> <p>Resource/coordination problems</p>	10d	25d	80d
<p>Deployment</p> <p>Production PTS Application - Source Code and configuration files for the PTS application migrated to the Production environment. All users are set up according to defined security.</p> <p>Initial Data Load - All required production data loaded into the new system, fully accessible to system administrators and end users.</p> <p>Trained PTS Users - Required PTS end users are trained and using the system in production.</p> <p>SLA - A service level agreement will be created to guarantee the performance of the new system, the support team, and the strategies and processes that will be used to correct defects.</p> <p>Retired System - Access to PTS version 1.0 is cut-off and all PTS data has been migrated into the new PTS system, archived, or deleted. The system code is deleted from the production server after any reusable code has been salvaged for future project work.</p> <p>Project Conclusion Assessment - The PPD IM&T Project Management Office will conduct a Project Conclusion Assessment and deliver a document to include final project cost and schedule data, key lessons learned, and any open items/enhancements specific to PTS not completed in the current project.</p>	<p>Security model approved and mapped to actual people</p> <p>Migrate only a subset of existing data (e.g. one year of data only).</p> <p>Clear mapping of data to be migrated.</p> <p>Facility/space available</p> <p>Timing of roll-out is in line with availability (e.g. year-end, budget cycle updates avoided)</p> <p>Product team cycle is in line with deployment</p> <p>CMIS resource availability</p> <p>Remote installation</p>	<p>Incomplete or inadequate security model</p> <p>Production environment not ready</p> <p>Availability of resources - both technical and business. Hit a bad time in budget cycle - bad time for the product team - bad time for CMIS.</p> <p>High quantity of low quality data that needs to be migrated to the new system. Data/Table issues - recovery issues delay production functionality. No straight mapping to the new table structure.</p> <p>Facility/space availability for training</p> <p>Users need more time to adjust to the new system than expected.</p> <p>May have to visit desktops.</p>	20d	40d	70d

Promotional Tracking System Action Plan

Section 2





Action Plan

Promotional Tracking System

Revised Assessments

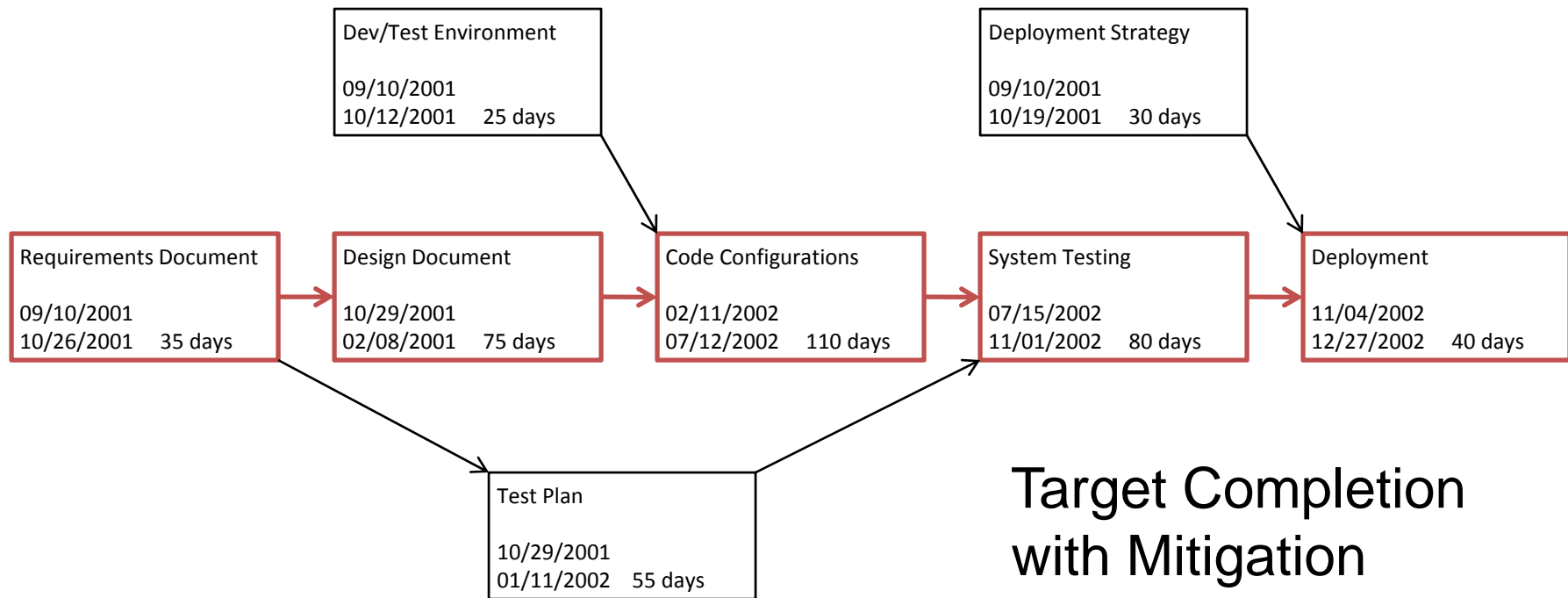
Milestone/Deliverable	Action Item	Person Responsible	Due Date	Revised Assessments		
				Low	Base	High
Requirements/Documents	Schedule a JAD session for the week of September 24th	Tim/Steve	September 28	30d	35d	60d
	Change control process agreed upon and implemented (tentatively change control form needed after JAD)	Tim/Bernie/Steve S.	September 14			
	Decide on content and template to be used for requirements	Tim/Bernie/ Steve E.	September 14			
	Signature meeting for requirements scheduled for	Tim/Bernie/Steve E.	October 26			
Design Document	Contact Susan Hershey and obtain a PM resource dedicated to driving the design document.	Bernie	September 7	60d	75d	100d
	Decide on content and template to be used	Tim/Bernie/Clarence/Design Resource				
Code/Configuration	Use output from JAD session to recommend a front-end technology (Abbott Standard Technology preferred)	Bernie	October 12	80d	110d	150d
	Get 1-2 CMIS dedicated developers in place	Clarence/Bernie	October 26			
	Open Issue: When do they start					

Promotional Tracking System Profile with Mitigation

Section 3



Project Model with Mitigation



Target Completion
with Mitigation

12/27/2002

Risk Profile with Mitigation



The project profile without mitigation shows the project has a:

5% chance of finishing no later than 12/26/2002

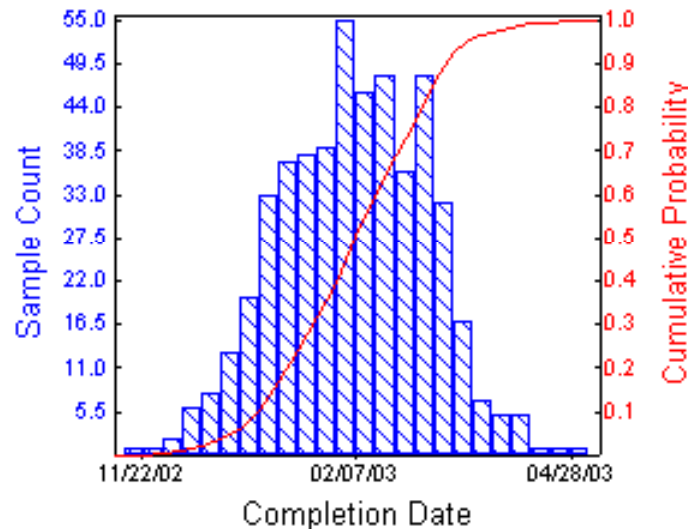
50% chance of finishing no later than 02/07/2003 →

100% chance of finishing no later than 04/28/2003

**2.5 Months
Earlier Than
Originally
Anticipated**

Date: 08/31/2001 12:50:03 PM
 Number of Samples: 500
 Unique ID: 12
 Name: Promotional Tracking System

Completion Std Deviation: 18.9d
 95% Confidence Interval: 1.7d
 Each bar represents 5d.



Completion Probability Table

Prob	Date	Prob	Date
0.05	12/26/2002	0.55	02/12/2003
0.10	01/03/2003	0.60	02/17/2003
0.15	01/09/2003	0.65	02/19/2003
0.20	01/15/2003	0.70	02/24/2003
0.25	01/20/2003	0.75	02/27/2003
0.30	01/24/2003	0.80	03/04/2003
0.35	01/29/2003	0.85	03/07/2003
0.40	02/03/2003	0.90	03/13/2003
0.45	02/05/2003	0.95	03/20/2003
0.50	02/07/2003	1.00	04/28/2003

Criticality Report with Mitigation

