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| --- |
| Project Management Plan |
| For  Design and Development  Startup Odisha Portal |
|  |
| Logo_STL.png  **Silicon Tech Lab Pvt. Ltd.** |
|  |
| |  |  | | --- | --- | | **Document ID:** | *STL\_STARTUP\_PMP* | | **Revision:** | *2.0* | | **Revision Date:** | *14-08-2017* | | **Status:** | *Baseline* | | **Author:** | *Rashmi Ranjan Kar* | | **Owner** | *Rashmi Ranjan Kar* | | **Approver** | *Niranjan Jyotish* | |
|  |

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**Revision History**

|  |  |  |  |  |  |  |
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| **Revision** | **Date** | **Author** | **Reviewer** | **Approver** | **Item/Section** | **Changes** |
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**Amendment Record Sheet**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Sl. No** | **Date** | **Amendment** | **Prepared By** | **Approved By** | **Ver. No.** | **Remove Page** | **Insert Page** |
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# Introduction

Develop a world class “Startup Hub” in Odisha by 2020, Encourage incubators including sector specific ones aligning with the State’s strengths and requirements. Create enabling environment and supporting eco-system that facilitates at least 1,000 Startups in next five years in the State Take steps to provide skill-based training to encourage youth to take up Startups. Encourage all major companies operating out of Odisha to include skill and infrastructure development for Startups as an integral component of their CSR activities. Create a strong institutional framework for effective implementation, monitoring and evaluation of this policy

# ProjectScope & Out of Scope

## Startup Odisha project Scope Details

* ***As Is analysis of current process, forms and other documents***
* ***Prepare Requirement documents-SRS***
* ***Prepare wireframes***
* ***Develop CMS based website and implement in production***
* ***Develop the new extranet portal***
* ***Test the new portal and deploy in production phase wise***
* ***Training & Implementation Support for 3 months***
* ***Post Implementation Support (Technical) for 6 months -offsite.***

**Out of scope**:

* ***Data Entry***
* ***Data management – Data to be provided as per STL format otherwise any formatting of data out of scope.***
* ***Training after implementation period***
* ***Anything exclusively not mentioned in scope section***
* ***Payment Gateway –charges & SMS charges***

## Project Details

|  |  |  |  |
| --- | --- | --- | --- |
| **Customer Name** | **Startup Secretariat, IED, Odisha** | **PM Name** | **Rashmi Ranjan Kar** |
| **Project Code** | **STL-17-EGOV-002** | **Project Name** | **Startup Odisha** |
| **Project start date** | **01.03.2017** | **Expected End Date** | **27.02.2018** |
| **Project size(est.)** | **147 Screen Points** | **Project Effort(est.)** | **293 Person Days** |
| **TeamSize** | **10 Persons** | **Domain & Technology** | **e-Governance** |

*(Note: Attach detail project Schedule Document and Estimation work sheet)*

## Acceptance Criteria

*Some of the sample deliverables indicated in the table below, PM can add more deliverables*

|  |  |  |
| --- | --- | --- |
| **Sl No** | **Name of Service/Key Deliverables** | **Acceptance criteria** |
| **1** | *SRS document* | *STL will provide the SRS.* |
| **2** | *Design Document* | *STL will provide the SDD.* |
| **3** | *Tested Build with executable* | *Tested Build will be deployed on Staging Server for UAT after that it ll be moved to production.* |
| **4** | *User manual* | *User Manual for Startup Portal users for Different role* |
| **5** | *Deployment Manual* | *NA* |

## Dependencies

*Please mention below dependencies (project dependency not the tasks) of this project with any other stakeholders*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sl No** | **Dependency Description** | **Dependent on** | **Target Date** | **Impacted Work product/ Activity** |
| **01.** | *MCA API will be incorporated to verify the Incorporation number of the Startups and Incubators* | **MCA** | **31.03.2017** | **Startup Entity will be impacted** |
| **02.** | *DIPP API will be incorporated to verify the DIPP number of the Startups and Incubators* | **MCA** | **31.03.2017** | **Startup Entity will be impacted** |
| **03.** | *Email Format for different types of communications* | **Gmail** | **15.03.2017** | **Notification Services will be impacted** |
| **04.** | *Sanction Letter format for Beneficiaries* | **Payment Release** | **02.08.2017** | **Payment Release module** |

## Constraints

*Any constraints wrt, Budget, Resource, Approvals, Time etc. If risks are identified against a particular constraint, ensure that this risk details are available in the risk tracker.*

|  |  |  |
| --- | --- | --- |
| **Sl No** | **Constraints** | **Associated Risks (if any)** |
| **1.** | *Startup Secretariat to provide necessary signoff for the phases like requirements analysis, design, UAT and any delay providing the signoff lead to delivery timelines slippage* | **Timeline slippage** |

## Risks

*Maintain the risks in the Risk management plan and tracker, document ‘STL\_STARTUP\_Risk Tracker’*

# Organization Chart, Roles & Responsibilities

## Roles & responsibility

*Please customise the table as per need of the project*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activities** | **Responsible** | **Accountable** | **Consulted** | **Informed** |
| * *Project Planning* * *Project Estimation* * *Project Tracking* * *People Management* * *Risk Management* * *Issue Management* * *Management Reporting* * *Customer Interface* * *Stakeholder Management* | *PM* | *PM* | *DH, HR, Management, Customer, Stakeholders* | *Delivery Head* |
| * *Requirement Analysis* * *Requirement Management* * *Requirement Development* * *Maintenance of Traceability* * *Test Case Review* | *BA* | *PM* | *Customer* | *Delivery Head* |
| * *Software Architecture* * *System Architecture* * *Software Design* * *Ux / Interface Design* * *Code Review* | *Tech Lead*  *Architect* | *PM* | *BA* | *Delivery Head* |
| * *Coding* * *Unit Testing* * *Code Review* | *PROG* | *TL* | *Architecture* | *Delivery Head* |
| * *Test Planning* * *Test Case Development* * *Test Summary Report* | *Test Manager* | *PM* | *DH* | *Delivery Head* |
| * *Test Readiness Review* * *Release Readiness Review* * *Internal Audit* * *Physical Configuration Audit* * *Functional Configuration Audit* | *QA Mgr, PM* | *PM* | *DH* | *Delivery Head and Startup team* |
| * *Configuration Management Activities* * *Infrastructure Service* | *CM* | *PM* | *DH* | *Delivery Head* |
| *Product & process quality assurance* | *QA* | *PM* | *DH* | *Delivery Head* |

## Stakeholder Communication

|  |  |  |  |
| --- | --- | --- | --- |
| *Stakeholder* | *Communication format / medium* | *Frequency* | *Content* |
| *BA with Startup Secretariat* | *Mail, phone* | *As & when required* | *Project Related Contents* |
| *Status update to Startup Secretariat* | *Mail* | *Weekly* | *Project and module related development status update* |
| *Weekly Meeting with Development Team* | *Verbal communication* | *Weekly* | *Project development tracking* |
| *BA with NIC Coordinator* | *Mail, Phone* | *As & when required* | *Project Related Contents* |

## Project Schedule

| ***No*** | ***Deliverables*** | ***Milestones/ Phase*** | ***Planned Date*** |
| --- | --- | --- | --- |
| 1 | SRS document | SRS Signup | DD-MMM-YYYY |
| 2 | Design Document | SDD Signup |  |
| 3 | Tested Build with executable | Code Freeze |  |
| 4 | User manual | Release |  |
| 5 | Deployment Manual | Release |  |

 For Detailed Schedule refer: STL\_STARTUP\_Estimation\_Project\_Tracker – Project Tracker Tab

## Project Staffing

| ***No*** | ***Lifecycle Phase*** | ***No of Resources Required*** | | | ***Expected Skill set Skill Level*** |
| --- | --- | --- | --- | --- | --- |
| **Type** | **#** | **Yrs. Exp.** |
| 1 | Requirement | BA | 1 | 4 | Requirement Analysis and gathering, requirement specification preparation, Non Functional requirement analysis and target setting, business risk management |
| 2 | Design | Architect | 1 | 8 | Hands On knowledge on Enterprise architecture,  Design methodology, programming language, Photoshop, CSS, JS, HTML |
| 3 | CUT | Sr. Dev | 2 | 3 | Programming knowledge on PHP, MySQL, JSon, Ajax |
|  | CUT | Jr. Dev | 2 | 4 | Programming knowledge on PHP, MySQL, JSon, Ajax |
| 4 | Test | Lead | 1 | 7 | Knowledge on Test Plan, Test Design, Test execution, Test Reporting, Test automation, non-functional testing |
|  | Test | Tester | 1 | 5 | Knowledge on Test Design, Test execution, Defect Reporting, Test automation, non-functional testing |
| 5 | Project Management | Manager | 1 | 12 | Knowledge on Project Management, Project Tracking, Customer Interaction, Estimation, Risk Management |
| 6 | Quality Management | Executive | 0.5 | 5 | Knowledge on Quality Management, Quality audit, Process tailoring |
| 7 | Configuration Manager | Executive | 0.5 | 5 | Knowledge on Configuration Management, Version control, Build and release and usage of SVN |

# Measurement Plan

## Objective

*Mention what the metrics to be collected and tracked to ensure on time, on budget & quality delivery or any other project or customer related parameters to be tracked quantitatively*

|  |  |
| --- | --- |
| **Metrics** | **Goal** |
| *Defect Density* | *Goals not set* |
| *Schedule Variance* | *+/- 10%* |
| *Effort Variance* | *+/- 10%* |
| *Productivity* | *< 2 Person Days / Screen Point* |

## Quality Attributes, Measurement and collection Procedures

*The following table illustrates the measurements based on business objectives of XXX*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Metrics** | **Measurements** | **Description** | **Source** | **Responsibility** | **Frequency** |
| *Defect Density* | *No of defects,*  *Unit of Measure (Size)* | *Defect Density = No. of Defects/Size* | *Defect Tracker, Project tracker* | *Team Members and PL* | *As and when review gets completed* |
| *Schedule Variance* | *Planned Schedule (PS), Actual Schedule (AS)* | *Schedule Variance = (PS-AS)/(PS\*100)* | *Project tracker / JIRA* | *Team Members and PL* | *As and when task / requested is completed* |
| Effort Variance | *Planned Effort (PE), Actual Effort (AE)* | *Effort Variance = (PE-AE)/(AE\*100)* | *Project tracker / JIRA* | *Team Members and PL* | *As and when task / requested is completed* |

# Project and Process Plan

## Life Cycle Model

*Project follows the Overlap Waterfall Model with incremental release.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Lifecycle Phases** | **Deliverables** | **Internal/ External** | **Source/ Repository** |
| Proposals | Technical and Financial Proposals | **Internal & External** | OneDrive |
| Requirement Analysis | SRS | **Internal & External** | OneDrive |
| Design | UI Design | **Internal & External** | SVN and Staging Server |
| CUT (Coding & Unit Testing for following modules done sequentially) | Build (source code & executables) | **Internal** | SVN and Staging |
| SIT(at the end of each module along with regression testing for related modules) | Test plan, test cases and Result | **Internal** | SVN and Staging |
| Security Audit | Build with Credentials | **Internal** | SVN and Staging |
| End user training | Training work shops | **External** | SVN and Staging |
| Deployment | Deployment plan, deployment report | **External** | OSDC |

## Process / Activities Deviation / Tailoring

*If PM wants to take deviation then deviations or tailorings those need to be approve by relevant stakeholders.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Process** | **Tailoring / Alternate Practice** | **Tailoring approver** | **Deviation** | **Deviation approver** |
| Project Preplanning & Kick off | Customer RFP will be considered as the user requirement document | SEPG Head |  |  |
| Estimation Process | Screen Point will be considered as object size in this project | SEPG Head |  |  |
| Lifecycle model | Overlapped waterfall model followed as per project requirements | SEPG Head |  |  |
| Requirements Elicitation & Management Process | Requirements will be captured in SRS which is a customer suggested | SEPG Head |  |  |
| Analysis & Design | NA |  |  |  |
| UT | Defect Management and Unit Test Case Execution designed in One template | SEPG Head |  |  |

## DAR Applicability

| Phase/Areas DAR to be applied | Responsibility | Analysis Methodology |
| --- | --- | --- |
| *Design* | Project Manager/Team Lead | Comparative analysis |
| *Tools/Technologies/Database* | Project Manager/Team Lead | Comparative analysis |
| *Reusable components* | Project Manager/Team Lead | Comparative analysis |

## DAR Applied

|  |  |  |
| --- | --- | --- |
| Phase/Areas DAR to be applied | Responsibility | Analysis Methodology |
| *Database* | Project Manager/Team Lead | Comparative analysis |

# Corrective and Preventive Actions

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity/Metrics** | **Responsibility** | **Mechanism** | **Periodicity** |
| **Data/ Issues Analysis** | PL/PM | *Tracker - Excel sheet* | *Daily* |
| **Causal Analysis**   * **Goal Deviations** * **Review & Testing defects** | PL/PM | *Tracker - Excel sheet* | *Daily* |

# Environment and Resource Needs

## Work Environment

Project Team will be provided with

* Infrastructure includes Work place, Work station, Connectivity, Access rights to application and designated work space, associated utilities, communication software
* Work environment will have positive influence on motivation, satisfaction and performance of employees in and performance of the organization. The work environment includes safety rules, ergonomics, work place location and facilities for the employees.

All standard requirements like maintaining temperature, humidity, air flow and lightings to work without any heat and noise will be considered

## Hardware Resources

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sl.no** | **Description/Model** | **Typical configuration.** | **Qty** | **Required Date** | | **Critical**  **( Yes/No)** | **To be returned**  **( Yes/No)** | **Remarks** |
| **From** | **To** |
| 1 | Application Server | 4 Core, 8GB RAM, 200GB HDD, Ubuntu 14.0 | 1 | 1st April 2017 |  | Yes |  |  |
| 2 | DB Server | 4 Core, 8GB RAM, 200GB HDD, Ubuntu 14.0 | 1 | 1st April 2017 |  | Yes |  |  |
| 3. | Networking and Connectivity | Basic VPN Gateway | 1 | 1st April 2017 |  | Yes |  |  |

## Software Resources

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sl.no** | **Software** | **Version** | **Vendor** | **No of Licenses** | **Critical**  **(Yes/No)** | **Remarks** |
|
| 1 | Apache WebServer | 2.4.7 | Apache Foundation | Open Source |  |  |
| 2 | PHP | 5.5 |  | Open Source |  |  |
| 3 | MySQL | 5.5 |  | Open Source |  |  |

# Configuration Management

## List of CI’s and Data Management plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Item Name** | **Naming Convention** | **Location(Directory / Folder)** | **URL** | **Criteria for baseline** | **Retention period** |
| RFP | StartupOdisha OperationGuideline | Customer Supplied Material/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| UserRequirement List RTM | STL\_STARTUP\_UserRequirementList\_RTM.xlsx | Requirement Analysis/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| SRS | STL\_STARTUP\_SRS.docx | Requirement Analysis/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| SDD | STL\_STARTUP\_SDD.docx | Design Documents/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| PMP | STL\_STARTUP\_PMP.docx | Project Management Report/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Estimation Project Tracker | STL\_STARTUP\_Estimation\_Project\_Tracker.xlsx | Project Management Report/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Design Analysis Report (DAR) | STL\_STARTUP\_DAR Report.xlsx | Project Management Report/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Risk Tracker | STL\_STARTUP\_Risk Tracker.xlsx | Project Management Report/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| SRS Checklist | STL\_STARTUP\_SRS\_Checklist.docx | Review Checklist/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| SDD Checklist | STL\_STARTUP\_SDD\_Checklist.docx | Review Checklist/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| PMP Checklist | STL\_STARTUP\_PMP\_Checklist.docx | Review Checklist/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Project Status Report | STL\_STARTUP\_Project\_Status\_Report\_1.docx | Project Status Report/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Code Review Form | STL\_STARTUP\_Code Review Form.docx | Review Checklist/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Test Plan | STL\_STARTUP\_Test Plan.docx | Test Management/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Test case Result defect management | STL\_STARTUP\_Testcase\_Result\_defect management.xlsx | Test Management/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Test Specification Review Checklist | STL\_STARTUP\_Test Specification Review Checklist.docx | Review Checklist/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Release Note | STL\_STARTUP\_Release Note - 1.doc | Release Notes/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Change Request Analysis Tracker | STL\_STARTUP\_Change\_Request\_Analysis\_Tracker.docx | Requirement Analysis/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| User Manual | STL\_STARTUP\_User Manual.docx | User Manual/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Configuration Status Report Log | STL\_STARTUP\_Configuration\_Status\_Report\_Log.doc | Configuration Management/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Functional configuration audit report | STL\_STARTUP\_Functional\_configuration\_audit \_report.doc | Configuration Management/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Physical configuration audit report | STL\_STARTUP\_Physical\_configuration\_audit \_report.doc | Configuration Management/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |
| Audit Report | STL\_STARTUP\_Audit\_Report\_Sep\_Nov\_2017\_StartupOdisha.xlsx | PPQA/ | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ | Approved by BUH | 1 yrs |

## Customer supplied items

* RFP (Refer Document Number) – Govt Operational Guideline

## Configuration status accounting

Mention at what frequency and configuration status accounting reports will be generated, distribution list and responsibility for configuration status accounting

|  |  |  |  |
| --- | --- | --- | --- |
| **Responsibility for configuration status accounting** | **Frequency** | **Manual/ Automated** | **Distribution list** |
| TL - Configuration Manager/PM | Once in a month | Manual | All project team, DM |

## Configuration audit

|  |  |  |  |
| --- | --- | --- | --- |
| **Type of configuration audits to be performed** | **Frequency** | **Responsibility** | **Distribution list** |
| Physical configuration audit | Before the CI’s baselined – Once in 2 months | PM | Project team |
| Functional configuration audit | Before every release build | PM | Project Team |

## Version Control and Release Plan

Before Delivery and after signing of UAT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Item Name** | **Naming Convention** | **Location(Directory/ Folder)** | **Details** | **Criteria for baseline** | **Retention period** |
| PMP | STL\_STARTUP\_PMP | http://223.31.210.29/svn/STARTUPODISHA/Trunk/ Project Management Report/ | Planning and Management | After Signup from BU Head | 1 year |

# Training Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project specific roles** | **Training need** | **Training to be covered under – Project specific/ organization wide trainings** | **Waiver required** | **Reason for waiver** |
| PM | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Developer | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Tester | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Configuration manager | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Release manager | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Business analyst | As part of competency matrix we are identifying the training need for each member of project team – available in Skill Matrix | Refer to skill matrices database. | Yes | Expertise already available in the Organization |
| Business Domain Training | As part of requirement gathering | Provided by customer to the Manager and BA |  |  |

# Project Monitoring, Control& Communication Management

## Scheduling& Tracking

*Mention the frequency in which the schedule, effort, deliverables will be tracked for the project*

|  |  |  |
| --- | --- | --- |
| **Project status tracking activities** | **Responsibility** | **Frequency** |
| *Through project tracker* | *PM* | *Daily/Weekly* |
| *Defect Tracker* | *PM* | *During Testing* |

## Reporting

|  |  |  |  |
| --- | --- | --- | --- |
| **Details** | **Purpose** | **Participants** | **Medium** |
| Weekly status reporting | PM will report status to DM and senior management in the weekly project status format | PM, DM, Sr. Management | continuous calls (Audio / Video) and weekly project status report Template |
| Monthly Status Report | Update to Senior Management on project progress | DM, CEO | Status Report Format |

# Verification & Validation

## Review Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Review Item | Inputs | Type of review (Inspection/ walkthrough) | Responsibility for review | Standards/ Checklists/ Documents used for review |
| PMP Review | RFP | Walkthrough | PM | Standard Check List will be used |
| Software Design Document | Requirement & Customer inputs | Walkthrough | PM | Standard Check List will be used |
| Source code | Design Items, Coding Standards, Unit tests, Integration tests. | Walkthrough | PM | Standard Check List will be used |
| Test Strategy and Test case | Acceptance criteria/Requirement Description | Walkthrough | PM | Standard Check List will be used |

## Testing Related activities

**Unit Testing** following the test plans. The test plan is available in a separate document.

**12. Process & Product quality assurance plan**

|  |  |  |
| --- | --- | --- |
| **PPQA activities** | **Responsibility** | **Frequency** |
| *Project process Audit* | *PPQA* | *Bi-Monthly* |
| *Project plan review* | *PM* | *Before project plan is approved* |
| *Project Security Audit* | *SecureEye* | *Before Project Implementation* |