



DSDC PROJECT MANAGEMENT GUIDANCE (PMG) OVERVIEW

PRESENTED BY DSDC SEPG

for more information, send request to sepg@dsdc.dla.mil

COURSE DESCRIPTION

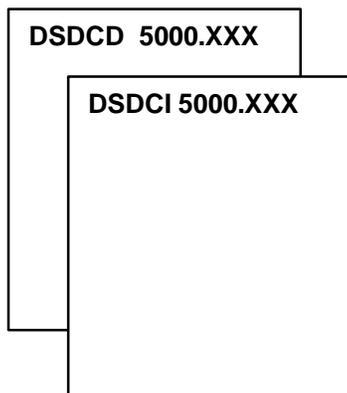
- **THE PROJECT MANAGEMENT GUIDANCE (PMG) OVERVIEW DESCRIBES THE INFORMATION CONTAINED IN THE PMG AND HOW TO FIND THE INFORMATION QUICKLY. IT COVERS PROJECT DEFINITION, HOW A PROJECT IS PLANNED AND MANAGED, AND THE COLLECTION OF METRICS. THERE IS AN EXTENSIVE OVERVIEW OF THE SOFTWARE DEVELOPMENT PLAN PROCEDURE AND HOW IT RELATES TO THE OTHER PMG PROCEDURES.**

OBJECTIVES

- **AFTER THE CLASS THE PARTICIPANT WILL BE ABLE TO:**
 - **DEFINE A PROJECT.**
 - **IDENTIFY THE COMPONENTS OF THE SDP.**
 - **UNDERSTAND HOW THE OTHER PMG PROCEDURES RELATE TO THE SDP.**
 - **UNDERSTAND HOW A PROJECT IS MANAGED.**
 - **IDENTIFY WHAT METRICS TO COLLECT.**

GUIDE FORMAT

- **COMPLIANT WITH DLAPS STANDARDS**
- **DSDCD = DIRECTIVE (POLICY)**
- **DSDCI = INSTRUCTION (GUIDANCE)**



GUIDE LAYOUT

- **TAB A**

- **CAPTAIN’S LETTER**
- **OVERVIEW OF CHANGES IMPLEMENTED IN CURRENT VERSION**
- **EXECUTIVE SUMMARY**
- **PROJECT GUIDE OVERVIEW AND INSTRUCTIONS**
- **LETTER FOR THE CUSTOMER**
- **SEPG FEEDBACK FORM**

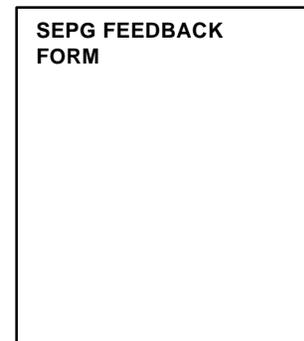
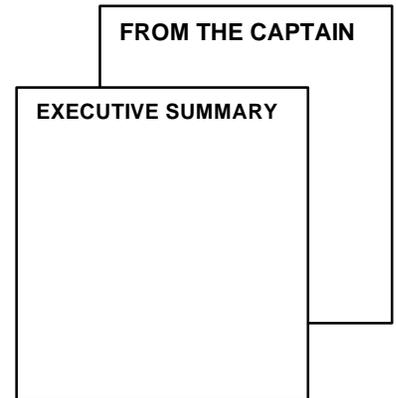




TABLE OF CONTENTS

DSDC SOFTWARE DEVELOPMENT PROJECT GUIDE

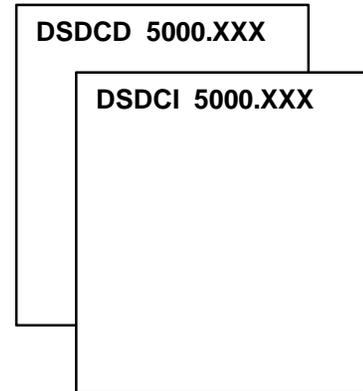
VERSION 5.0

TABLE OF CONTENTS

Document	Tab
Administrative Documents	A
DSDC Policies	B
References and Bibliography	C
Glossary	D
Process Models	E
Project management (PM)	F
Configuration Management (CM)	G
Software Quality Assurance (SQA)	H
Software Product Engineering (SPE)	I
Software Subcontract Management (SSM)	J
Index	K

BASIC POLICY/GUIDANCE FORMAT

- **A. REFERENCES**
- **B. PURPOSE**
- **C. APPLICABILITY AND SCOPE**
- **D. DEFINITIONS**
- **E. POLICY/PROCEDURES**
- **F. RESPONSIBILITIES**
- **G. EFFECTIVE DATE AND IMPLEMENTATION**





INTRODUCTION

DEFENSE LOGISTICS AGENCY SYSTEMS DESIGN CENTER (DSDC)

PROJECT MANAGEMENT GUIDANCE

Version 5.0

PROJECT DEFINITION

- **SOFTWARE DEVELOPMENT**
- **PROJECT CATEGORIES**
 - **EXPENSE ENHANCEMENTS**
 - **CAPITAL ENHANCEMENTS**
 - **NEW DEVELOPMENT**

SOFTWARE DEVELOPMENT PLAN

- **The collection of plans that describe the activities to be performed for the software project. It governs the management of the activities performed by the software engineering group for the software project. (CMU/SEI)**
- **MIL-STD-498 Data Item Description (DID) as tailored by guidance.**



SOFTWARE DEVELOPMENT PLAN

- **BASIS OF PROJECT MANAGEMENT**
- **TABLE OF CONTENTS (SEE ENCLOSURE 2.3)**
- **DEVELOPMENT DESCRIBED IN ENCLOSURE 2**

SDP - REQUIREMENTS DEVELOPMENT

3. **Activities.** The activities described below are all part of preparing an SDP. Except for the review of the allocated requirements, they do not have to be done in any particular order. Many of the steps may be going on simultaneously with other steps.

Step	Action	Performed By	Reference
1	Review allocated requirements to insure that they are: <ul style="list-style-type: none"> a. Feasible and appropriate for software implementation b. Clearly and properly stated c. Consistent with all of the requirements d. Testable e. Complete <ul style="list-style-type: none"> (1) Security is addressed (2) System information necessary to determine critical computer resources is addressed f. Assessed for potential problems. 	Project team	Ref 27: encl 7 Ref 24: encl 8 Ref 24: encl 7
2	Based on the step 1 review, if any of the allocated requirements have potential problems, review them with the group responsible for analyzing and allocating the requirements. Repeat steps 1 and 2 until a baselined requirement has been signed by the customer and DSDC.	Project team	

SDP - PROJECT SUMMARY

Step	Action	Performed By	Reference
3	Prepare either the Detailed Project Summary or the Project Summary for Expense Enhancements.	Project management analyst with input from the project team	Ref 24: Encl 2.1, 2.2

SDP - TABLE OF CONTENTS

Step	Action	Performed By	Reference
4	Prepare the SDP Table of Contents (TOC) for all projects except Expense Enhancements. Note on the TOC the artifacts that are required for the project. (This may be an iterative process.) Although the TOC is not required for Expense Enhancements, the project information should be kept together (folder, binder, PC, server, etc.).	Project management analyst with the PM	Ref 24: encl 2.3



SDP - FACILITIES/SUPPORT TOOLS

Step	Action	Performed By	Reference
5	<p>Determine the needs for software engineering facilities and support tools. If needed, develop/update a plan for acquiring/developing the facilities/tools and document the responsibilities and commitments for accomplishing it. This plan shall address availability of licensing and maintenance of commercial development and run-time tools and software, and, if appropriate, a proposed acquisition strategy for renewals of minimum commercial licensing and maintenance requirements of the tools/software and their documentation and training.</p>	<p>PM in consultation with DSDC-T Systems Support and/or Acquisition personnel</p>	

SDP - RISK

Step	Action	Performed By	Reference
6	Perform a Software Risk Evaluation (SRE) IAW the Risk Management Procedure.	Project team, risk management supervisor from DSDC-R	Ref 24: Encl 3



SDP - SIZE ESTIMATION

Step	Action	Performed By	Reference
7	Develop/Update and document an estimation for size IAW the Size Estimation Procedure.	PM or designated team member	Ref 24: Encl 4

SDP - WBS/EFFORT/COST/SCHEDULE

Step	Action	Performed By	Reference
8	Develop/tailor the project WBS IAW information contained in the WBS Guidance and the Critical Dependencies Procedure.	Project team	Ref 24: Encl 5; Ref 27: encl 4
9	Based on the size estimation and the WBS, develop/update and document an estimation for effort and cost IAW the Cost Estimation Procedure and the instructions in the WBS Guidance. The schedule will also be a product of this step.	PM or project management analyst with input from the team	Ref 24: Encl 5 and 6

SDP - CM/SQA PLANS

Step	Action	Performed By	Reference
10	Develop/Update the Configuration Management (CM) Plan.	CM Administrator	Ref 25
11	Develop/Update the Software Quality Assurance (SQA) Plan.	SQA in consultation with the PM	Ref 26

SDP - CRITICAL COMPUTER RESOURCES

Step	Action	Performed By	Reference
12	Estimate/update and document critical computer resources IAW the Critical Computer Resources Procedure.	Performance analyst from DSDC-T, Technology Infusion at the request of the PM and with the help of the PM or designated team member	Ref 24: Encl 7



SDP - TRAINING PLAN

Step	Action	Performed By	Reference
13	Determine if any team members need to have any project-specific training. If so, develop and document a plan for acquiring the team training. This document shall include a description of the training needed and its cost, where the training can be acquired, date of the training and individuals to be trained.	PM or project management analyst	

SDP - SECURITY

Step	Action	Performed By	Reference
14	Develop/update security documentation, as appropriate.	Security personnel from DSDC-T	Ref 27: encl 7; Ref 24: Encl 8

SDP - TEST PLAN

Step	Action	Performed By	Reference
15	Develop/update a Software Test Plan.	Designated team member	Ref 27: encl 9

SDP - CONTRACTING

Step	Action	Performed By	Reference
16	<p>Define/update work to be contracted. As the development of the SDP proceeds, it will become clear whether or not DSDC will be able to perform all the work required. The steps performed above will have identified all the work that is needed for the project. If work needs to be contracted, it should be work which DSDC lacks the expertise to accomplish, or that requires more personnel resources than can be allotted to the project. The work to be contracted should be defined in a Statement of Work for the contractor.</p>	<p>Technical Lead, with input from the PM, as necessary, and with help from the acquisition personnel from DSDC-T Technology Infusion as requested</p>	<p>Ref 28</p>

SDP - CONTRACTING

Step	Action	Performed By	Reference
17	Document appointment of the COR and COTR and provide to the project manager..	Technical Lead	Ref 28
18	Incorporate contractor data. The selected contractor should be asked to produce a WBS, with schedule and cost, which DSDC can use to refine the project's schedule, cost and appropriate plans.	Project management analyst with input from PM, COTR	

SDP - FINALIZING

Step	Action	Performed By	Reference
19	Assemble all the data to form the Software Development Plan (SDP).	PM or designated team member	
20	Conduct Reviews. As the project documentation is completed, review the SDP plans and estimates for completeness and accuracy. This may be done by peer reviews or formal inspections. If the SQA Plan calls for an SQA review at this time, the SQA personnel will participate.	Project team, SQA (if applicable)	Ref 26: Encl 5
21	Incorporate changes suggested by review comments.	Project team	

SDP - APPROVAL

Step	Action	Performed By	Reference
22	Submit SDP documentation for approval as provided in the PMG.	Project team	Ref 24: para E.2
23	Revise SDP. As changes to project planning data (e.g., requirements, sizes of software products, risks and their impacts, critical computer resources, funding, schedule, personnel resources, contractor performance, etc.) occur that require updates to the SDP, follow the above, as appropriate.	PM or designated Team member	

PROJECT TRACKING AND OVERSIGHT

- **REVIEWS**
 - **IPRs**
 - **WITH DIRECTOR**
 - **WITH CUSTOMER**
 - **MEETINGS**
 - **WITH PRODUCT MANAGER**
 - **WITH TEAM**



PROJECT TRACKING AND OVERSIGHT

- **MINUTES AND MFRS**
 - **ACTION ITEMS (TRACK TO CLOSURE)**
 - **ISSUES**
 - **UNRESOLVED PROBLEMS**

REASONS FOR REBASELINING

- **CHANGE IN REQUIREMENTS**
- **SCHEDULE/COST CAN NO LONGER BE MET**
- **CHANGES ARE 10% OR MORE FROM BASELINE NUMBERS**

METRICS COLLECTION

- **ENCLOSURE 14 DETAILS METRICS TO BE COLLECTED**
- **ALL PROJECTS WILL COLLECT MOST METRICS**
 - **FOR NOW, ONLY CAPITAL ENHANCEMENTS WILL DO DEFECT ESTIMATION**

ROLES AND RESPONSIBILITIES

- **SECTION F DESCRIBES VARIOUS ROLES, INCLUDING LINE SUPERVISORS**
- **TEAM MEMBERS HAVE RESPONSIBILITIES, TOO**
 - **TEAM MEETING MFRs**
 - **STATUS REPORTS**
 - **COMPLETING ASSIGNED TASKS**
- **NEED COOPERATION AND TEAM WORK**

THE CHALLENGE

- **USE THE PROCESSES AND PROCEDURES**
- **FIND OUT WHAT WORKS**
- **GIVE US FEEDBACK FOR CHANGES THAT WILL WORK**