Signature

The following signature indicates approval of the enclosed Software Project Management Plan.

____________________________________

NNB Executive Committee representative
## Change History

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Preface

The following Software Project Management Plan (SPMP) describes the proposed plan to be taken by Terasoft, Inc. to complete the software portion of Nirvana National Bank’s (NNB) ATM project. As such, it deals only with the delivery of the software component of the project and has dependencies on the Hardware and Network portions of the product, which Terasoft has been told will be treated as separate projects by NNB.

This SPMP is intended to be used by NNB’s executive committee for the purpose of evaluating Terasoft’s response to the RFP issued by NNB for delivery of the software product. Should Terasoft’s RFP response be accepted and Terasoft chosen to deliver the software product, it shall also be used by Terasoft’s project manager as a plan for conducting the product, and by project participants as a reference to project plans and processes.

Important Notes for Soft-copy Viewing

If you are viewing the softcopy version of this document, it will have been provided in Adobe Acrobat PDF format, which allows collection of output from multiple sources into a common format, presented in the way the source application intended.

It is highly recommended that the document be viewed with a suitable application from the Adobe Acrobat family, version 6.0 or higher as intermittent visual glitches have presented themselves when testing the document on Adobe Acrobat Reader 5.0.

In the annexes, some pages have much larger than normal paper sizes which may appear to be very small and illegible in the Acrobat program. There is sufficient resolution stored in the document for these pages to be enlarged using Acrobat’s zoom controls. Using the zoom controls, the content will be legible. As an example of why this was done, the network diagram was reduced from 180 pages in 8.5” x 11” paper size, to 9 pages in this document, resulting in a much more easily comprehended diagram.

Acrobat’s page numbering feature has been used so that the document is easily navigable. The PDF page number corresponds to the document page number, inclusive of pages numbered with roman numerals.
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Section 1

Overview
This section of the document is an introduction to Terasoft’s proposal to complete the software development portion of the Nirvana National Bank (NNB) Automated Teller Machine (ATM) project (“the project”). It will describe the purpose of the project and the objectives that are to be accomplished, the assumptions and constraints that underlie the effort, the deliverables that will be produced by the project, and a summary of the project schedule and budget.

1.1 Project Summary

1.1.1 Purpose, Scope, and Objectives

The purpose of the project is to analyze the requirements of, design, implement, and maintain the software for both the central bank server and the ATM client machines that will comprise the Nirvana National Bank ATM network, according to the requirements specified by the client.

All activities directly related to the purpose are considered to be in scope. All activities not directly related to the purposes are considered to be out of scope. For example, issues concerning ATM hardware and network availability are not within the scope of this project.

The objectives of the project are as follows:

- complete the project by the project due date
- complete the project within budget
- provide all deliverables identified in section 1.1.3 by the project due date
- fulfill all stated requirements, as in the SRS, of the software product deliverable, which fall into one of the following categories
  - central bank customer database modifications
  - interface with central bank computerized accounting system
  - customer ATM transactions
  - customer ATM statement
  - weekly statistical report of ATM operations

1.1.2 Assumptions and Constraints

The project will be planned with the following assumptions:

- this project is a component of a larger project
- this project will deliver only the software components of the larger project
- initial estimates for the project as provided in this SPMP are +/- 40%
- the larger project that this project is a part of has already defined the hardware that the software will run on
- the software products will be Windows NT-based using Windows Open Services Architecture / eXtensions for Financial Services (WOSA/XFS), supporting NNB’s desire for an open architecture ATM product
- the ATM hardware has documentation available suitable for interface discovery
- the ATM hardware is defined (4th generation NCR ATM hardware) and detailed documentation about the platform will be delivered to Terasoft by June 1, 2004.
- a documented physical ATM computer network is being created in a separate project and will exist between each ATM client and the central bank in time for acceptance testing
• the ATM hardware is being handled as a separate project and will be available in time for
  the installation phase
• we will be able to acquire the expertise of two outside consultants from Banks, Etc. to
  assist with the requirements elicitation and detail design of the ATM client/server
  software
• this SPMP is submitted as a firm-fixed-price (FFP) bid; the project shall not exceed the
  established budget
• consultation with NNB and the Steering Committee comes at no cost to the project
• Terasoft will be able to acquire commitment from the required staff for the duration of
  their activities

The project will be planned with the following constraints:
• budget
  o $3,000,000 (25% of total $12,000,000 budget; software portion only)
• time
  o one year
  o once the software product is installed on the ATM machines, it will take 30 days
    for NNB to install the physical ATM machines in their permanent locations
• staff
  o two outside consultants from Banks Etc. will be required to assist in the
    requirements and detail design phases of the project, so as to lend their extensive
    ATM experience to the project. The consultants will also supplement our team
    elsewhere, as necessary.
• maintenance
  o the software will have to be designed such that maintenance expenses do not
    exceed $100,000 per year (software maintenance portion of the total $600,000
    budget)

1.1.3 Project Deliverables
All of the items listed in this subsection are the deliverables requested by NNB’s ATM project
manager that are to be provided prior to completion of the project.

• Software program and library binaries
• Software documentation
  o Installation documentation
  o End-user documentation
  o updates applied to NNB’s central bank documentation
• Installation of software program and library binaries on target hardware
• Software training performed against affected users
  o ATM site users (i.e. bank branch staff)
  o ATM site installers
  o Software maintenance team
• Project documentation
  o Software Requirements Specification (SRS)
  o Software Design Specification (SDS)
1.1.4 Schedule and Budget Summary

The project has the following high-level schedule:

- Delivery of baseline project plan: May 10, 2004
- Software products ready for operation: May 31, 2005

The project has a budget of $3,000,000. Once the software product is delivered, annual maintenance costs should be no larger than $100,000.

The project will be tracked using the Earned Value Management System (EVMS).

1.2 Evolution of the Plan

The plan is considered to be a dynamic document and will be updated monthly by default and on an unscheduled basis as necessary. Scheduled updates to the plan will occur once every month, on the last business day of the month.

Notification of scheduled and unscheduled updates to the plan will be communicated via e-mail to all project participants according to the Reporting Plan (section

Once the initial plan is finalized, a baseline of the plan will be created. Changes to the plan will take place against this baseline. The plan will only receive further baselines if significant change in scope occurs.
Section 2

References
## 2.1 Software Requirements Specification (SRS)

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2.7 Quality Software Project Management

2.8 IEEE Standard 1063-2001

2.9 IEEE Standard 830-1998

2.10 IEEE Standard 1016-1998

2.11 IEEE Standard 1058-1998

2.12 IEEE Standard 1074-1997


2.14 IEEE Standard 1012a-1998

2.15 IEEE Standard 730-2002

2.16 IEEE Standard 828-1998

2.17 Terasoft Standard Documentation template

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Definitions
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<td>ATM Network Project Manager</td>
<td>the NNB project manager responsible for planning the acquisition, configuration, and installation of network infrastructure to support ATM and central bank communication</td>
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<td>Automated Teller Machine</td>
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<td>work package</td>
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</tr>
<tr>
<td>term</td>
<td>definition</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>involved parties</td>
<td>a work product to be delivered to the acquirer</td>
</tr>
<tr>
<td>project deliverable</td>
<td>a scheduled event used to measure progress</td>
</tr>
<tr>
<td>milestone</td>
<td>milestones within a single activity that allow measurement of progress within that activity</td>
</tr>
</tbody>
</table>
Section 4

Project Organization
4. Project organization

4.1 External interfaces
Since our company specializes in outside contracts, we use a “strong matrix” organization and are able to assemble the necessary resources underneath the project manager where they are utilized as necessary. The external structure of the companies having interest in the project is as shown in the following organizational chart. While the external organization chart suggests “functional” organization, this is for grouping purposes only. The manager of each group is responsible for administration of and dissemination of general organizational information to his/her group, but does not enjoy a strong reporting relationship with group members.

The external organization chart which shows these relationships is included in Appendix C.

The “functional” managers will not incur any direct costs to the project; any administrative costs are integrated into the per-hour cost of the individual resources.

4.2 Internal structure
Due to the strong matrix organization used by the company, resources are assigned to directly report to our project managers. The following diagram shows the proposed project team and its relationship to the project manager. In situations where there is more than one member of a single category, a “Lead” is assigned as an interface to the function.

The internal organization chart which shows these relationships is included in Appendix C.

4.3 Roles and responsibilities
Roles and responsibilities are illustrated by a Resource Allocation Matrix (RAM). Due to its size, the RAM is included in Appendix A.
Section 5

Managerial Process Plans
5.1 Start-up Plan

5.1.1 Estimation Plan

Schedule, Cost, and Resource Estimates
An estimation chart showing activities, estimated duration, estimated cost, and estimated resource requirements is included in Appendix B.

Estimation methods
Schedule duration and work estimation for each leaf activity in the Work Breakdown Structure (WBS) will be performed using a combination of the following methods and data sources:

- Resource input
  - For the resource(s) identified as being required to complete the activity, the resources will be asked for an estimate of the amount of time required to complete the activity. A detailed estimate will be requested, broken down into subactivity milestones. Subactivity milestones tied to the “% complete” metric will force a consideration of everything that is involved in the activity as well as providing a basis for EVM monitoring.
  - When more than one resource is assigned to the activity, their estimates will be collected independently and, if substantially different, meetings will be held between the project manager and all resources so that an agreement may be reached on a final estimate. This is in the spirit of the wideband delphi approach, but is modified for the size of our organization and tight project schedule.
- Organizational project history data
  - Terasoft has been involved in numerous financial software development project in the past. Data from those that are most relevant will be used to fine-tune the estimates for the activities on this project.
- Contractor project history data
  - The contracting company that we use to assist in financial software development project has a substantial project history from which we can draw. The acquisition of two contractors from the company, as outlined in the project staffing plan, will give us access to this data for the purpose of making estimates.

Cost estimation for each activity will be performed by multiplying the amount of work expected by the hourly rate for the resources connected to the activity, multiplied by the percentage of participation that each resource expects to make toward the activity.

The resulting estimates for each leaf activity will be rolled-up to produce an estimate for the larger group of activities that the activity is a part of. The highest-level activity in the WBS (after attaching schedule, resource, and cost estimates) will therefore reflect the schedule and cost estimates for the entire project.
Re-estimation methods

When re-estimation is necessary, it will be performed using the following methods and data sources:

- Resource input
  - Estimation of the amount of work remaining in the task will be collected from each resource. A detailed estimate will be requested, showing breakdown of the work remaining along with identifiable subactivity milestones. This will force consideration of all work remaining as well as provide a basis for continued EVM monitoring. Subactivity milestones will be restated, if necessary. A new estimate will be formulated using the same approach as in “Estimation Methods” above.

- Contractor input
  - Following resource input, the Banks, Etc. contractors assigned to the project will be asked for an analysis of the work completed to date and the work remaining, as submitted by the involved resource(s). Their comments and feedback will be used to fine-tune the estimate provided by the attached resource(s).

Once new estimates have been collected, and if schedule is adversely affected (+/- 10%), organizational project history data will be used to determine whether or not it would be effective to add additional resources to assist in completing the activity, taking “roll-on” time into consideration.

Re-estimation Schedule

Time has been allocated in the schedule for monthly SPMP updates. Necessary updates to the cost, schedule and resource estimates will be included in these SPMP updates. However, such re-baselining will only take place in extreme circumstances, such as when significant scope change has been introduced.

The purpose of these monthly updates is to force allocated time toward maintaining the SPMP and to provide a schedule on which stakeholders can expect to see updates to the plan. A revised SPMP will be published following each of these update sessions regardless of whether any significant changes have been made so that it is obvious to all involved that the scheduled update has occurred.

Impromptu updates to the estimation plan will be made as necessary and communicated to those affected. In particular, detailed explanation is given below to the handling of communication of these update types:

- Resource
  - If an increase in existing allocation is required
    - Affected resource
    - Functional manager of affected resource
If addition of internal resources is required
  o Terasoft CEO

Cost
  o If an increase in costs is required but does not exceed the project budget
    o Terasoft CEO
  o If an increase in costs is required which exceeds the project budget
    o Terasoft CEO
    o ATM Project Manager
  o If a decrease in costs is expected
    o Terasoft CEO

Schedule
  o If an increase in schedule is required which does not exceed the deadline
    o Terasoft CEO
  o If an increase in schedule is required which exceeds the deadline
    o Terasoft CEO
    o ATM Project Manager
  o If a decrease in schedule is expected
    o Terasoft CEO

[ due to page orientation differences, section 5.1.2 starts on the next page ]
5.1.2 Staffing Plan

Resource Requirements

Based on initial estimates, the project will require the human resources shown in the table below. All resources exist within Terasoft with the exception of two contractors. Quantity required, estimated work requirement, key work periods and affordable hourly rate ranges are included for each resource type. The key work periods are those periods where the resource will be heavily allocated and should be prepared to have significant (above 20% working time) availability to the project:

<table>
<thead>
<tr>
<th>Human Resource Type</th>
<th>Work (hrs)</th>
<th>Key Periods Req’d</th>
<th>Key Project Phase(s)</th>
<th>Qty</th>
<th>Affordable Hourly Rate</th>
<th>Personality Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>1193</td>
<td>02/15/2004 to 06/30/2005</td>
<td>All</td>
<td>1</td>
<td>$250-300</td>
<td>Since the members of our organization often work together in software development projects, the personal characteristics are specified when they are hired into the organization, according to the Myers-Briggs Personality Type Indicator (MBTI) ; no additional effort in a search for specific personality types is required.</td>
</tr>
<tr>
<td>Requirements Analyst (Lead)</td>
<td>142</td>
<td>05/30/2004 to 07/15/2004, 11/14/2004 to 02/13/2005</td>
<td>Requirements</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Requirements Analyst</td>
<td>170</td>
<td>05/30/2004 to 07/15/2004</td>
<td>Requirements</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Software Architect (Lead)</td>
<td>267</td>
<td>05/30/2004 to 08/29/2004</td>
<td>System Allocation, Design</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Software Architect</td>
<td>80</td>
<td>05/30/2004 to 08/15/2004</td>
<td>System Allocation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Programmer (Lead)</td>
<td>737</td>
<td>12/05/2004 to 04/24/2005</td>
<td>Implementation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Programmer</td>
<td>570</td>
<td>12/05/2004 to 04/03/2005</td>
<td>Implementation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Verification Engineer (Lead)</td>
<td>654</td>
<td>08/15/2004 to 04/06/2005</td>
<td>Requirements, Design, Implementation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Verification Engineer</td>
<td>532</td>
<td>08/15/2004 to 02/13/2005</td>
<td>Requirements, Design, Implementation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Position</td>
<td>Code</td>
<td>Start/End Dates</td>
<td>Responsibilities</td>
<td>Units</td>
<td>Rate</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>------</td>
<td>-----------------</td>
<td>------------------</td>
<td>-------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Software Designer</td>
<td>483</td>
<td>08/01/2004 to 11/30/2004</td>
<td>Design</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Validation Engineer</td>
<td>653</td>
<td>08/01/2004 to 09/30/2004, 11/01/2004 to 02/28/2005</td>
<td>Requirements, Design</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Quality Analyst</td>
<td>262</td>
<td>07/01/2004 to 09/30/2004</td>
<td>All (but most work up-front during definition)</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Configuration Manager</td>
<td>225</td>
<td>05/30/2004 to 07/31/2004</td>
<td>All (but most work up-front during definition)</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Technical Writer</td>
<td>280</td>
<td>12/01/2004 to 01/31/2005</td>
<td>Documentation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Training Specialist</td>
<td>241</td>
<td>11/21/2004 to 12/12/2004, 04/10/2005 to 05/15/2005</td>
<td>Training</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
<tr>
<td>Installation Specialist</td>
<td>70</td>
<td>12/05/2004 to 12/12/2004, 03/27/2004 to 04/10/2005, 05/15/2005 to 05/31/2005</td>
<td>Installation</td>
<td>1</td>
<td>$150-200</td>
<td></td>
</tr>
</tbody>
</table>

In addition to the human resources noted above, the following material resources will be required:

<table>
<thead>
<tr>
<th>Material Resource Type</th>
<th>Units</th>
<th>Rate</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing services</td>
<td>12</td>
<td>$100 / use + $250 / unit</td>
<td>1 unit = 1 hour of printing time</td>
</tr>
<tr>
<td>Computer time for object code generation</td>
<td>20</td>
<td>$500 / use + $400 / unit</td>
<td>1 unit = 1 hour of computer time</td>
</tr>
<tr>
<td>Computer software purchase</td>
<td>30</td>
<td>$400 / unit</td>
<td>Units are applied arbitrarily to account for software cost</td>
</tr>
<tr>
<td>Software repository storage</td>
<td>48</td>
<td>$400 / unit</td>
<td>1 unit = 1GB per month</td>
</tr>
</tbody>
</table>
**Attendance at weekly project status meetings**

Most staff will be required to attend weekly project status meetings, for which the dates are yet to be determined. All staff identified as “Leads” will be required to attend the meetings. Staff who are in a group underneath a “Lead” will not be required to attend, while staff who have a “Lead” role, or who have no subordinate “Lead” will be required to attend.

**Reassignment**

All efforts will be made to communicate changes in the key resource requirement dates to the CEO and to functional managers of project team members. Due to the size and structure of our organization, this is important because team members will be involved in more than one project at a time and the communication of changes will allow other projects to make optimal use of organizational resources. Since it is our company’s policy to have no more than two large projects in progress at any given time, the company will use this information to assign resources to other projects as necessary. *Project team members will be made aware of their next assignments two months before the end of their last major participation period.*

**Resource Histograms**

Resource histograms are used to illustrate the allocation of each resource group over the project period. *Note that regular, ongoing participation will be required for the duration of the project from the following resources:*

- Project Manager
- Configuration Managers
- Quality Analysts
- Validation Engineers
- Verification Engineers

The resource histograms for the above resource types are to demonstrate peak requirements only. The histograms can be found in Appendix D.

*[ due to page orientation differences, section 5.1.3 starts on the next page ]*
5.1.3 Resource Acquisition Plan

All human resources shall be acquired for the purposes of working on the project by the project manager. The project manager must present the resource requirements in detail to the CEO of Terasoft and the functional managers of each requested resource; the CEO of Terasoft has the ultimate responsibility for approving resources to work on Terasoft’s projects.

The project manager shall be responsible for acquiring all non-human resources required by the project. The non-human resources identified as being required for the project are:

- Printing services
- Computer time for object code generation
- Computer software purchase
- Software repository

The acquisition of each non-human resource will be described separately.

Printing Services

Required Dates: 1/10/2005, 1/24/2005
Request By: 12/20/2004

Terasoft uses an outside printing company (Trees, Etc.) for all volume printing requirements. Trees, Etc. requires 3 weeks advance notification for any large volume printing requests in order to schedule our print jobs against those of their other customers. Printing services through Trees, Etc. are requisitioned via Terasoft’s administrative assistant.

Computer time for object code generation

Reserve By: 1/21/2005

Computer time for object code generation is provided in-house at Terasoft and is managed by Barry Bush (Computer System Services). Requests for object code generation must be made 2 weeks in advance through Terasoft’s administrative assistant.

Computer software purchase

Required Date: 3/22/2005
Request By: 3/16/2005

Computer software purchases are made by purchase order and are processed through Terasoft’s administrative assistant. The administrative assistant will be able to let us know if any existing software licenses are available within Terasoft that may be transferred from other, terminated projects; doing so represents potential cost savings. The administrative assistant will be responsible for selecting the purchase vendor and arranging payment and receipt of products.

Software repository

Request By: 2/24/2004
Software repository storage space is provided in-house at Terasoft and is managed by Jane Seagal (Repository Manager). Requests for repository storage space must be made 1 week in advance through Terasoft’s administrative assistant.

5.1.4 Project Staff Training Plan
No training for Terasoft’s project participants will be provided. The project team members are already well-trained in their respective disciplines and each has many years of experience in working with the waterfall lifecycle model and its associated phases. In addition, each member has undergone many hours of training under Terasoft’s organizational training initiatives, including training in Personal Software Process (PSP) and Team Software Process (TSP).

In terms of domain-specific knowledge as it relates to the development ATM software, we have accommodated our limited experience in this area by recognizing the need for two consultants from a company with which we have had a good working relationship in the development of financial software. The two consultants whose services we will acquire from Banks, Etc. will fill our knowledge gap in this area.

5.2 Work Plan

5.2.1 Work Activities
Work activities are illustrated by a work activities table. Due to the length and abnormal width of the work activities table, it is included in Appendix E.

The soft-copy PDF version of this document uses very large page sizes to allow as much information to be shown in the table as possible. The default view of these pages when viewed in the Adobe Acrobat viewer will likely be unsuitable for inspection. In this case, please use the software’s zoom controls to inspect the diagram at different zoom levels.

5.2.2 Schedule Allocation
Schedule allocation is illustrated by a network diagram. The critical path is illustrated in red. Due to the large size of the network diagram, it is included in Appendix F.

If you are viewing this document as a software document, the pages of the network diagram should be assembled as follows (numbers indicate the local page numbers of Appendix F, where the title page of Appendix F is page 0):

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>6</td>
<td>9</td>
</tr>
</tbody>
</table>

The soft-copy PDF version of this document uses very large page sizes to allow as much continuity in the diagram as possible. The default view of these pages when viewed in the Adobe Acrobat viewer will likely be unsuitable for inspection. In this case, please use the software’s zoom controls to inspect the diagram at different zoom levels.
5.2.3 Resource Allocation
Resource allocation is illustrated by a resource allocation table. Due to the length and abnormal width of the resource allocation table, it has been included in Appendix G.

5.2.4 Budget Allocation
Budget allocation is illustrated by a budget allocation table. Due to the length and abnormal width of the budget allocation table, it has been included in Appendix H.

5.3 Control Plan

5.3.1 Requirements Control Plan

Requirements tracing
IBM Rational Requisite Pro is a software tool that will be used during the project to trace requirements from their initial entry through each of the phases through to delivery. All work effort must be related to a traceable requirement, in order to limit unnecessary work and ensure integrity of the product requirements.

Prioritization
When a requirement is entered into the system, it is assigned a priority, as follows:

- 3 = mission critical (product must have)
- 2 = important (should exist, but not absolutely necessary)
- 1 = nice to have (should be present if time permits, but is optional)

A requirement’s priority will affect the attention it receives when tradeoffs become necessary, and when changes to requirements are requested. In conjunction with the above, a requirement change priority will also be used to rate the priority of incorporating change to the requirement, as follows:

- 3 = critical (change must be made to requirement)
- 2 = important (change should be made, but not absolutely necessary)
- 1 = nice to have (change should be made if time permits, but is optional)

Product requirements change control
Changes to product requirements will be considered based on their priority, their point-in-time of introduction within the overall project schedule, the extent of their impact to work products already baselined as configuration items, and the extent of their impact to in-progress work products.

All efforts will be made to incorporate changes to priority 3 requirements. Changes to priority 2 and 1 requirements will be handled only if time permits and/or the customer is willing to negotiate a increase in project budget and schedule.
The following matrix shows the requirement-change priority a change will receive, based on the requirement priority and change priority, as described in “Prioritization”, above.

<table>
<thead>
<tr>
<th>Change priority</th>
<th>Requirement priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2 1</td>
</tr>
<tr>
<td>3</td>
<td>3 2 1</td>
</tr>
<tr>
<td>2</td>
<td>3 2 1</td>
</tr>
<tr>
<td>1</td>
<td>2 1 1</td>
</tr>
</tbody>
</table>

The development model being used for this project is based on up-front solidification of requirements and is appropriate for software products having the profile of the product being developed by this project. Therefore, all requirements change requests should come with the expectation that project schedule and/or budget will be affected if they are introduced after the requirements phase is complete.

**Assessment**

Assessment of the impact of requirements changes on product scope and quality will be decided in a review of the requirement change, performed in a meeting format. The selection of meeting participants will depend on how far downstream the requirement change is introduced. Usually, the Leads involved in the current project phase will be invited, along with Quality Analyst 1, the project manager, Configuration Manager 1. In addition, the Leads of the phase immediately following the current phase will be included for awareness. This review will be complete when the change’s impact on the following areas of assessment is determined:

- product scope
- product quality
- project schedule
- project budget
- project resources
- project risks

**Reporting**

Assessments produced for each area of assessment listed in “Assessment” above must be communicated to the NNB ATM Project Manager. The NNB ATM Project Manager will coordinate necessary resources to approve or reject the requirements change and associated/negotiated increases in budget and schedule. When multiple requirements changes are under consideration at the same time, the requirement-change priority will be used to determine which changes will and will not be implemented, and/or to settle issues of contention.

Terasoft’s CEO must be made aware of all requirements changes that are determined to require changes to project schedule, budget or resource requirements occur once the SRS is baselined. Quantities associated with each of these items must also be reported.
Configuration management
All requirements changes will be reflected in the SRS by making changes necessary to properly reflect the effects of the requirements. Changes to the SRS, once baselined, will require adherence to configuration item change procedures as per section 7.1. Depending on the phase in which the requirements change is made, configuration items that are further downstream may also be affected and may also be subject to the procedures in section 7.1.

5.3.2 Schedule Control Plan
As stated in section 1.1.4, the project will perform schedule control using the Earned Value Management System (EVMS). In addition, the Critical Path Method (CPM) will be used to control the activities most crucial to completion of the project on-schedule.

Critical Path Method (CPM)
The critical path illustrated by the red activities in the network diagram of section 5.2.2 shall receive special attention with respect to completion on schedule. Failure to complete these activities within their allotted time will cause slippage of the entire schedule.

Bi-weekly examination of the critical path will be undertaken in order to account for activities that enter and leave the critical path as real progress data is entered against the baseline project schedule.

Activity completion status
In the estimation plan (section 5.1.1), it is stated that each activity (represented by a work package) estimate shall consist of subactivity milestones which will be attached to the identification of how complete (“% complete”) a work package is at a given point in time. Activity completion status will be reflected (and only reflected) by the meeting of these subactivity milestones. Subactivity milestones will be developed for each activity by the assigned resources as the depth of each activity becomes known. These milestones will be communicated to the project manager, who will work with the resource to attach a “% complete” value to each milestone so that the progress of each activity may be understood.

Major Milestones
The following major milestones and associated completion identifiers are defined in the following table:

<table>
<thead>
<tr>
<th>WBS</th>
<th>Milestone</th>
<th>Date</th>
<th>Complete When... (for approval responsibility, see section 4.3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.4.4</td>
<td>Baseline SPMP completed</td>
<td>April 22, 2004</td>
<td>Baseline SPMP approved by responsible party</td>
</tr>
<tr>
<td>1.2.4.6.4</td>
<td>Baseline project charter completed</td>
<td>May 17, 2004</td>
<td>Baseline project charter approved by responsible party</td>
</tr>
<tr>
<td>ID</td>
<td>Description</td>
<td>Date</td>
<td>Details</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Project kickoff</td>
<td>June 1, 2004</td>
<td>Baseline schedule created in Microsoft Project and all activities in it are assigned to team members</td>
</tr>
<tr>
<td>1.2.4.7</td>
<td>Receive ATM hardware documentation</td>
<td>June 1, 2004</td>
<td>ATM hardware documentation is received by project manager and confirmed sufficient for interface development</td>
</tr>
<tr>
<td>1.4.3</td>
<td>SCMP completed</td>
<td>June 14, 2004</td>
<td>SCMP is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.6.4</td>
<td>System allocation completed</td>
<td>June 14, 2004</td>
<td>Technical review of system allocation yields no showstopper defects</td>
</tr>
<tr>
<td>1.5.3</td>
<td>SQAP completed</td>
<td>June 21, 2004</td>
<td>SQAP is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.7.5</td>
<td>SRS completed</td>
<td>July 22, 2004</td>
<td>SRS is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.8.7</td>
<td>SDS completed</td>
<td>November 25, 2004</td>
<td>SDS is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.9.3</td>
<td>Requirements &amp; Design V&amp;V completed</td>
<td>December 6, 2004</td>
<td>SRS and SDS have been verified, validated, and signed off by V&amp;V team</td>
</tr>
<tr>
<td>1.9.5.7</td>
<td>STP completed</td>
<td>December 24, 2004</td>
<td>STP is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.10.4</td>
<td>Documentation completed</td>
<td>January 31, 2005</td>
<td>All documentation required for implementation is approved, technically reviewed, and is approved by responsibly parties</td>
</tr>
<tr>
<td>1.9.1.6</td>
<td>SVVP completed</td>
<td>February 1, 2005</td>
<td>SVVP is submitted for approval, technically reviewed, and is approved by responsible party</td>
</tr>
<tr>
<td>1.9.8</td>
<td>V&amp;V completed</td>
<td>April 25, 2005</td>
<td>All software products are tested such that no showstopper defects exist</td>
</tr>
<tr>
<td>1.12.6</td>
<td>Implementation completed</td>
<td>April 26, 2005</td>
<td>All software products are in a form suitable for installation by installation team</td>
</tr>
<tr>
<td>1.11.5</td>
<td>Training completed</td>
<td>May 27, 2005</td>
<td>95% of all identified training targets have received training</td>
</tr>
<tr>
<td>1.13.6</td>
<td>Installation completed</td>
<td>June 2, 2005</td>
<td>Installation of software is completed on all ATM and central bank systems and is accepted and approved by responsible parties</td>
</tr>
<tr>
<td>1.3.9</td>
<td>All project deliverables have been delivered</td>
<td>June 2, 2005</td>
<td></td>
</tr>
<tr>
<td>1.3.10</td>
<td>Project closeout</td>
<td>June 2, 2005</td>
<td>Closeout checklist items are all accounted for (see section 5.5)</td>
</tr>
</tbody>
</table>

The arrival of major milestones will be treated specially from an effort data collection perspective. With the completion of each major milestone, all team members will be expected to update their effort data, as per section 5.3.6, so that a milestone performance report may be issued; milestone status and performance data will then be updated on the performance reporting website (see section 5.3.5).

**Collection of progress data**

At the regular weekly project status meetings, where applicable, the participants will each identify the subactivity milestones that have been met by the work for which they are responsible for during the period in which the status meeting falls. This information will be correlated with the “% complete” value attached to the milestone and the latter value will be entered into the project schedule maintained in Microsoft Project.

Effort data are collected according to the method outlined in section 5.3.6. These data will be used as inputs into progress measurement analysis.

**Measurement of progress**

The following Earned Value measurements will be used to monitor schedule progress:

- Budgeted Cost of Work Scheduled (BCWS)
- Budgeted Cost of Work Performed (BCWP)
- Schedule Variance (SV)
- Schedule Performance Index (SPI)
- Estimated Time At Completion (ETAC)
- Critical Ratio (CR)
Budgeted Cost of Work Performed (BCWP) will be automatically calculated by Microsoft Project as the “% complete” activity status is collected and entered into the appropriate fields in the program; collection is as per “Collection of progress data” earlier in this section. Budgeted Cost of Work Scheduled (BCWS) is automatically maintained by Microsoft Project as time passes after a plan baseline is saved within the software.

Schedule Performance Indicator (SPI) will be considered to be within acceptable limits if it lies between 0.95 and 1.1. If the SPI value exceeds either of these limits, investigation into the cause and potential remedies to the problem will begin. SPI values exceeding these limits will also cause an elevation in the risk rating of the “Schedule fit” risk item, as per section 5.4.

Schedule Variance (SV) is automatically calculated by Microsoft Project as the BCWS and BCWP values change. In the “Earned Value Schedule Indicators” view of the software, the topmost activity in the WBS will display the schedule variance at present. An SV value of +/- 1% of BCWS will elevate the “Schedule performance” risk rating, as per section 5.4, which will prompt investigation into the cause and potential remedies to the problem.

Estimated Time At Completion (ETAC) will be used to estimate the date on which the project will finish, based on schedule progress to date.

Each measurement will be retrieved from Microsoft Project and published to the project reporting website (as described in section 5.3.5) on a bi-weekly basis.

**Critical Ratio**

The Critical Ratio (CR) is treated as a separate measurement because it is a composite measurement that has a dependency on a budget control measurement; specifically, it depends on the Cost Performance Index (CPI) from section 5.3.3, in addition to the Schedule Performance Index (SPI) of this section:

\[
CR = SPI \times CPI
\]

If the Critical Ratio (CR) is below 0.9 or above 1.2, the “Project performance” risk rating, as per section 5.4, will elevate, which will prompt investigation into the cause and potential remedies to the problem.

**Crashing**

As the project is dependent on other projects, and there is no stated cost advantage to completing the project sooner than the deadline, crashing will not be an integral consideration in the management of the project. However, if schedule slippage becomes problematic, crashing the project using an established crashing process will be considered as an option for bringing the schedule back in line with objectives.
5.3.3 Budget Control Plan

As stated in section 1.1.4, the project will perform schedule control using the Earned Value Management System (EVMS). The most important metrics category to budget control is the “Effort” category; collection of these metrics is described in section 5.3.6.

Cost Baseline

A cost baseline will be created for the project once resource assignments are solidified. Changes in cost will be measured against this baseline. A proposed Cost Baseline chart is included in Appendix I. The Cost Baseline chart will be updated when a cost baseline is saved.

Activity completion status

In the estimation plan (section 5.1.1), it is stated that each activity (represented by a work package) estimate shall consist of subactivity milestones which will be attached to the identification of how complete (“% complete”) a work package is at a given point in time. Activity completion status will be reflected (and only reflected) by the meeting of these subactivity milestones. Subactivity milestones will be developed for each activity by the assigned resources as the depth of each activity becomes known. These milestones will be communicated to the project manager, who will work with the resource to attach a “% complete” value to each milestone so that the progress of each activity may be understood.

Major Milestones

The following major milestones and associated completion identifiers are defined in the following table. This milestone list is the same as the one that appears in the schedule control plan (section 5.3.2):

<table>
<thead>
<tr>
<th>WBS</th>
<th>Milestone</th>
<th>Date</th>
<th>Complete When… (for approval responsibility, see section 4.3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.4.4</td>
<td>Baseline SPMP completed</td>
<td>April 22, 2004</td>
<td>Baseline SPMP approved by responsible party</td>
</tr>
<tr>
<td>1.2.4.6.4</td>
<td>Baseline project charter completed</td>
<td>May 17, 2004</td>
<td>Baseline project charter approved by responsible party</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Project kickoff</td>
<td>June 1, 2004</td>
<td>Baseline schedule created in Microsoft Project and all activities in it are assigned to team members</td>
</tr>
<tr>
<td>1.2.4.7</td>
<td>Receive ATM hardware documentation</td>
<td>June 1, 2004</td>
<td>ATM hardware documentation is received by project manager and confirmed sufficient for interface development</td>
</tr>
<tr>
<td>Task Description</td>
<td>Date</td>
<td>Status and Details</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>SCMP completed</td>
<td>June 14, 2004</td>
<td>SCMP is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>System allocation completed</td>
<td>June 14, 2004</td>
<td>Technical review of system allocation yields no showstopper defects</td>
<td></td>
</tr>
<tr>
<td>SQAP completed</td>
<td>June 21, 2004</td>
<td>SQAP is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>SRS completed</td>
<td>July 22, 2004</td>
<td>SRS is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>SDS completed</td>
<td>November 25, 2004</td>
<td>SDS is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>Requirements &amp; Design V&amp;V</td>
<td>December 6, 2004</td>
<td>SRS and SDS have been verified, validated, and signed off by V&amp;V team</td>
<td></td>
</tr>
<tr>
<td>STP completed</td>
<td>December 24, 2004</td>
<td>STP is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>Documentation completed</td>
<td>January 31, 2005</td>
<td>All documentation required for implementation is approved, technically reviewed, and is approved by responsibly parties</td>
<td></td>
</tr>
<tr>
<td>SVVP completed</td>
<td>February 1, 2005</td>
<td>SVVP is submitted for approval, technically reviewed, and is approved by responsible party</td>
<td></td>
</tr>
<tr>
<td>V&amp;V completed</td>
<td>April 25, 2005</td>
<td>All software products are tested such that no showstopper defects exist</td>
<td></td>
</tr>
<tr>
<td>Implementation completed</td>
<td>April 26, 2005</td>
<td>All software products are in a form suitable for installation by installation team</td>
<td></td>
</tr>
<tr>
<td>milestone</td>
<td>description</td>
<td>completion date</td>
<td>details</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>-----------------</td>
<td>---------</td>
</tr>
<tr>
<td>1.11.5</td>
<td>Training completed</td>
<td>May 27, 2005</td>
<td>95% of all identified training targets have received training</td>
</tr>
<tr>
<td>1.13.6</td>
<td>Installation completed</td>
<td>June 2, 2005</td>
<td>Installation of software is completed on all ATM and central bank systems and is accepted and approved by responsible parties</td>
</tr>
<tr>
<td>1.3.9</td>
<td>All project deliverables have been delivered</td>
<td>June 2, 2005</td>
<td></td>
</tr>
<tr>
<td>1.3.10</td>
<td>Project closeout</td>
<td>June 2, 2005</td>
<td>Closeout checklist items are all accounted for (see section 5.5)</td>
</tr>
</tbody>
</table>

The arrival of major milestones will be treated specially from an effort data collection perspective. With the completion of each major milestone, all team members will be expected to update their effort data, as per section 5.3.6, so that a milestone performance report may be issued; milestone status and performance data will then be updated on the performance reporting website (see section 5.3.5).

**Collection of progress data**

At the regular weekly project status meetings, where applicable, the participants will each identify the subactivity milestones that have been met by the work for which they are responsible for during the period in which the status meeting falls. This information will be correlated with the “% complete” value attached to the milestone and the latter value will be entered into the project plan maintained in Microsoft Project.

Effort data are collected according to the method outlined in section 5.3.6. These data will be used as inputs into progress measurement analysis.

**Measurement of progress**

The following Earned Value measurements will be used to monitor budget progress:

- Budgeted Cost of Work Performed (BCWP)
- Actual Cost of Work Performed (ACWP)
- Cost Variance (CV)
- Cost Performance Index (CPI)
- Estimated Cost At Completion (ECAC)
- Critical Ratio (CR)

Actual Cost of Work Performed (ACWP) and Budgeted Cost of Work Performed (BCWP) will be automatically calculated by Microsoft Project as the “% complete” activity status is collected and entered into the appropriate fields in the program; collection is as per “Collection of progress data” earlier in this section.
Cost Performance Indicator (CPI) will be considered to be within acceptable limits if it lies between 0.95 and 1.1. If the CPI value exceeds either of these limits, investigation into the cause and potential remedies to the problem will begin. CPI values exceeding these limits will also cause an elevation in the risk rating of the “Budget fit” risk item, as per section 5.4.

Cost Variance (CV) is automatically calculated by Microsoft Project as the BCWP and ACWP values change. In the “Earned Value Cost Indicators” view of the software, the topmost activity in the WBS will display the schedule variance at present. A CV value of +/- 1% of BCWP will elevate the “Budget performance” risk rating, as per section 5.4, which will prompt investigation into the cause and potential remedies to the problem.

Estimated Cost At Completion (ECAC) will be used to estimate the cost of the project on the day it fulfills all of its objectives.

Each measurement will be retrieved from Microsoft Project and published to the project reporting website (as described in section 5.3.5) on a bi-weekly basis.

**Critical Ratio**

The Critical Ratio (CR) is treated as a separate measurement because it is a composite measurement that has a dependency on a schedule control measurement; specifically, it depends on the Schedule Performance Index (SPI) from section 5.3.2, in addition to the Cost Performance Index (CPI) of this section:

\[
CR = SPI \times CPI
\]

If the Critical Ratio (CR) is below 0.9 or above 1.2, the “Project performance” risk rating, as per section 5.4, will elevate, which will prompt investigation into the cause and potential remedies to the problem.

**5.3.4 Quality Control Plan**

This subsection will describe the mechanisms to be used for measuring and controlling quality of work processes and products. Each of the mechanisms mentioned here are described in more detail in section 7.4.

**Audits**

Audits of work processes will not be conducted on a schedule. However, they may be requested by one of the following:

- Terasoft project manager
- Terasoft CEO
- NNB ATM project manager

When requested, audits will be carried out as specified in section 7.4.
Reviews
Regularly scheduled reviews of work products will take place according to the schedule described in section 7.5.

Defect/issue tracking
Defects and other issues will be tracked with IBM Rational ClearQuest, providing a central location for defect/issue logging and resolution status.

Metrics collection
Quality-specific metrics will be collected and stored in Terametric, the internally-developed metrics collection database. Quality-specific metrics are shown in the following table, along with an initial trigger value (where appropriate), which will prompt investigation into the cause of the trigger being fired:

<table>
<thead>
<tr>
<th>Quality metric</th>
<th>Trigger</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open defects vs. closed defects over time</td>
<td>rate of increase of open defects &gt; 0.5 * rate of increase of closed defects over the past 2 weeks</td>
</tr>
<tr>
<td>Lines of code (LOC)</td>
<td>N/A</td>
</tr>
<tr>
<td>Source code comment percentage</td>
<td>&lt;10%</td>
</tr>
<tr>
<td>Defects per KLOC</td>
<td>&gt;10% of defined norm for implementation phases, as follows:</td>
</tr>
<tr>
<td></td>
<td>o coding: 15</td>
</tr>
<tr>
<td></td>
<td>o compilation: 6</td>
</tr>
<tr>
<td></td>
<td>o black-box test: 7</td>
</tr>
<tr>
<td></td>
<td>o integration: 3</td>
</tr>
</tbody>
</table>

Initial trigger values may be further tuned when necessary.

5.3.5 Reporting Plan
This section describes the reporting requirements for the project. Specifically, it identifies the project stakeholders, their generic information requirements, the distribution of items of communication, and the performance reporting data that will be communicated during the project.

Stakeholders
The stakeholders in the project are as follows:

- NNB executive committee
- NNB steering committee
- NNB ATM project manager
- Terasoft CEO

Ad-hoc communication with hierarchy levels above the NNB ATM project manager (as specified in section 4.1) will be made through the NNB ATM project manager. Scheduled
communication (communication included in this plan) will take place directly with recipients of
the item of communication.

As per instructions from NNB, communication of items in this plan to parties within NNB but
outside of those identified in the list of stakeholders above will take place through any of the
NNB stakeholders as necessary at the discretion of NNB.

Information
The stakeholders have the following general information requirements:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
<th>Format(s)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NNB exec. committee</td>
<td>Schedule</td>
<td>Paper, electronic</td>
<td>monthly</td>
</tr>
<tr>
<td></td>
<td>Performance reports</td>
<td>Electronic</td>
<td>as needed</td>
</tr>
<tr>
<td>NNB steering committee</td>
<td>Schedule</td>
<td>Paper, electronic</td>
<td>monthly</td>
</tr>
<tr>
<td></td>
<td>Performance reports</td>
<td>Electronic</td>
<td>as needed</td>
</tr>
<tr>
<td></td>
<td>Status updates</td>
<td>Oral</td>
<td>monthly</td>
</tr>
<tr>
<td>NNB ATM project manager</td>
<td>Specification</td>
<td>Paper, electronic</td>
<td>when created/changed</td>
</tr>
<tr>
<td></td>
<td>documents</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Performance reports</td>
<td>Electronic</td>
<td>as needed</td>
</tr>
<tr>
<td></td>
<td>Status updates</td>
<td>Oral</td>
<td>monthly</td>
</tr>
<tr>
<td></td>
<td>Minutes</td>
<td>Paper, electronic</td>
<td>as created</td>
</tr>
<tr>
<td></td>
<td>Plans</td>
<td>Paper, electronic</td>
<td>as created/changed</td>
</tr>
<tr>
<td>Terasoft CEO</td>
<td>Schedule</td>
<td>Paper, electronic</td>
<td>weekly</td>
</tr>
<tr>
<td></td>
<td>Performance reports</td>
<td>Electronic</td>
<td>as needed</td>
</tr>
<tr>
<td></td>
<td>Minutes</td>
<td>Paper, electronic</td>
<td>as created</td>
</tr>
</tbody>
</table>

Distribution
The following distribution matrix illustrates which participants should receive which specific
items of communication.

[ see next page ]
### Distribution Method Key:

- **EMAIL**: item transmitted electronically via electronic mail
- **POSTAL**: item transmitted in hardcopy via snail mail
- **PRESENT**: presentation conducted in-person at physical location

### Distribution locations are as follows:

- for **NNB Participants**
  - POSTAL: NNB Home Office
  - EMAIL: Internet e-mail address
- for **Terasoft Participants**
  - POSTAL: Terasoft Headquarters
  - EMAIL: Internal e-mail
- **WEB distribution**
  - The WEB distribution format will be posted on an extranet website accessible to both Terasoft and NNB networks and will be accessible on-demand using a web browser capable of accessing information with the HTTP protocol
- **PRESENT distribution**
The PRESENT distribution format will arrange the group of recipients in a common location for the purpose of receiving a presentation. All presentations involving at least one NNB participant will be held at NNB Home Office. All presentations involving solely Terasoft participants will be held at Terasoft Headquarters. Consultants hired by Terasoft are considered to be “Terasoft Participants” due to the fact that they perform all work on Terasoft’s premises and are provided with cubicles and internal e-mail addresses.

**Performance Reporting**
The project will report performance to plan with the following metrics:

- Earned Value
  - Budgeted Cost of Work Scheduled (BCWS) vs. Budgeted Cost of Work Performed (BWCP)
  - Schedule Variance (CV)
  - Budgeted Cost of Work Performed (BCWP) vs. Actual Cost of Work Performance (ACWP)
  - Cost Variance (CV)
  - Cost Performance Index (CPI)
  - Schedule Performance Index (SPI)
  - Critical Ratio (CR)
  - Estimated Cost at Completion (ECAC)
  - Estimated Time at Completion (ETAC)

- Requirements
  - Requirements change count

- Configuration
  - Configuration churn

- Quality
  - Open defects vs. closed defects over time
  - Lines of code (LOC)
  - Comment percentage
  - Defects per LOC

- Risks
  - Risk exposure
    - Top 10 risks
    - Weekly risk change

This information will be available electronically in a format accessible by a web browser supporting the HTTP protocol. The metrics will be posted to the website on a bi-weekly basis, with special updates when project milestones are met.
**Approvals**

The following approval signatures are required in order to confirm consent to and validity of this reporting plan.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Terrific</td>
<td>Member, NNB executive committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jim Knowles</td>
<td>ATM project manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**5.3.6 Metrics Collection Plan**

This section describes the metrics that will be collected by the project and the methods that will be used to collect them. The metrics collected generally fall into one of the following three categories:

- Effort
- Reviews
- Change Requests

**Effort**

Effort metrics will be collected by having project team members fill out electronic timesheets as they work on the project. Each team member will login to the electronic timesheet software and allocate time to one of the listed categories. To increase accuracy of data, each team member will see only those categories related to his or her project role. Team members will be asked to enter timesheet data as time is incurred; entry should be made at least weekly and preferably more often, especially if the team member is involved in work on more than one category in a week. This will increase the accuracy of data by reducing the impact of time on human memory of effort expended. With the completion of each milestone, team members will be asked to make their effort data current in the electronic timesheet so that milestone-related reporting can be made to the performance reporting website (see section 5.3.5).

In order to emphasize the importance of effort metrics collection, a small percentage of every second weekly (i.e. every other week) project status meeting will be dedicated to reviewing effort metrics and those metrics to which effort metrics contribute for each week. Questionable metrics will be clarified at the meetings. The metrics will be summarized during the meeting and the information that is produced from them will be highlighted.

**Reviews**

Review metrics will be collected from review meeting forms, which will identify each of the reviewed problems as either “errors” or “defects”. It will be the responsibility of the review minutes note taker to so identify each reviewed problem on the problem report forms. The note taker will also enter the metrics into the metrics database.

**Change Requests**

Change request metrics will automatically be collected as they are entered into the project’s change management database, which is where changes are triaged and considered for
implementation. An established change management process within Terasoft requires change requestors to fill out an electronic form in the organization’s change management system. As part of this form, the change is identified as one of the following types of changes:

- Corrective
- Adaptive
- Preventive
- Perfective

Another field in the change request form requires specification of a project ID. The change request information, combined with the project ID, will provide the basis for change request metrics collection.

**Additional Metrics**
Additional metrics may be defined upon completion of WBS activity 1.5.4, as necessary.

**Publishing and archiving of metrics**
All of the above collected metrics will be published and archived as part of project closeout.

**5.4 Risk Management Plan**
This section will discuss the methods, tools, and techniques used to manage project risks. The information in this section is based on content from reference 2.7.

**Risk categorization table**
A risk categorization table will be maintained for the duration of the project. This table will list the current project risks, the indicators that determine the rating (High, Medium, Low) of the risk, and the current rating of the risk, obtained by comparing the current situation of the risk item against the risk indicators.

The risk categorization table will be maintained by the project manager, but will be distilled to produce “Top 10 Risks”, “Risk Response”, and “Weekly Risk Change” reports which will be reviewed at weekly project status meetings.

A preliminary risk categorization table has been populated with risks and risk status, where applicable, and included in Appendix J. If it is too soon to evaluate a risk, this is identified in the risk status column as “Too soon”.

Each item described here will be reviewed weekly in project status meetings.

**Top 10 risks**
The “Top 10 Risks” report will consist of the top 10 risks posed to the project, with ranking determined by the calculated Risk Exposure (RE) for the risk item. The resolution approach, responsibility assignment, and expected resolution date will be included.

The template for the “Top 10 Risks” report is included in Appendix J.
Risk response
The “Risk Response” report will consist of the top 10 risks posed to the project and will include the metric trigger value, which causes the risk to become flagged for action. The current value of the metric will also be shown; the current value of each item on this report will have exceeded its trigger value. The resolution approach, responsibility assignment, and expected resolution date will be included.

The template for the “Risk Response” report is included in Appendix J.

Risk change
The “Weekly Risk Change” report will consist of the top 10 risks posed to the project alongside the rank of the risk in the preceding week and the number of weeks that the risk has existed on the report. The resolution approach will also be included.

Monitoring and control of the lists of risks will be actively managed throughout the life of the project, with risk status being reviewed with project participants and resolution approaches communicated at least weekly during the regularly scheduled project status meetings.

The template for the “Weekly Risk Change” reports is included in Appendix J.

New risks
New risks may be added to the Risk Categorization table by the project manager at any time. The risk should be added to the appropriate category with an associated risk rating indicator and initial risk rating.

5.5 Closeout Plan
This section describes the nature of the activities that will be used to closeout the project when it is completed.

Closure checklist
Upon termination of the entire project for any reason, whether due to the objectives being met or some other reason, there are a number of closure activities that will be performed before the project is considered closed. These activities are captured in the following checklist, with preliminary responsibility assignment details. All activities in the checklist will be accounted for, and responsibility assignments will be revisited before the items in the checklist are carried out.

The closure checklist is included in Appendix K.

Post-performance analysis
As noted in the closure checklist, project participants will be gathered for the purpose of a Post-Performance Analysis (PPA). The PPA allows data to be gathered about their performance and experiences so that project processes may be tuned to improve performance on future projects (see section 7.8 for how process improvements will be implemented). The PPA will also be used at the end of project phases (also expanded in section 7.8).
The PPA will be carried out according to the following seven-step process:

1. PPA meeting invitation will be sent to project participants. The invitation will include an instruction to assemble all available data from the following categories so that it may be collected and archived:
   a. dimensional data for all work products (how many, how big, how often produced, etc.)
   b. lessons learned (risk logs, correspondence, etc.)
   c. change requests (requirements, specifications, etc.)
   d. time and effort data (estimates in hours/dollars for WBS items, networks, schedules, etc.)
   e. questionnaire responses (based on distributed questionnaire; a different questionnaire for team leaders and team members will be used)
2. Allow sufficient time for the team to assemble their data and formulate responses to the questions on the questionnaire.
3. Assemble the team for a PPA meeting
   a. Before starting, communicate to participants that the meeting is for data collection and not “finger pointing”
   b. The meeting will be short and tightly focused on data collection
4. Additional meetings will be held until everyone who has something to contribute (i.e. all sources of information and materials) has made their contribution
5. Collected data and material will be categorized into one of the following two categories
   a. Process data
   b. Product data
6. Collected material will be categorized into one of the following two categories:
   a. For archive
   b. For disposal
7. A concise report of the PPA results will be published to summarize the findings, with the following goals:
   a. The report will link to as many of the archived documents as possible
   b. The report will be easily accessible to all project managers so that any contained information can be used to augment future projects

The questionnaires referred to in step 1(e) above will be based on standard Terasoft PPA questionnaires. See section 2 for details of this document.
Section 6

Technical Process Plans
6.1 Process Model

List of processes not used
The following IEEE 1074 processes were not used in the Software Life Cycle Process (SLCP) constructed for this project:

- Concept Exploration
  - Since this project is a subproject contracted to Terasoft, as part of a larger project initiated by NNB, we were presented with what was to be delivered. A concept exploration was not necessary because the concept had already been explored by NNB.
- Retirement
  - Retirement of the software is not within the scope of what Terasoft was asked to do by NNB. The project only exists for the purpose of delivering the ATM software to Terasoft.

List of processes used, but not elaborated
- Maintenance
  - No requirements for maintenance were provided to NNB, other than an expected budget for yearly maintenance.
- Operation and Support
  - Operation and support will take place once Terasoft has delivered the software to NNB. Terasoft was not asked to operate or support the system.

Process model diagram
The following diagram illustrates the information, document and product flow between the lifecycle processes. Although the project is carried out using the waterfall lifecycle model, the diagram is arranged differently from the usual depiction of the waterfall lifecycle so that flows between development processes and control processes can be more easily visualized.

Each process cannot begin until at least one of its inputs has been completed. To simplify the diagram, some processes which output to many other processes are grouped together into a textual list and referenced by a single arrow.

The process model diagram is included as Appendix L.

Individual process diagrams
Each of the process boxes on the “Process model diagram” are treated with individual diagrams to overcome the shortcomings of the larger diagram introduced due to layout space. These diagrams are included in Appendix L.
6.2 Methods, Tools, and Techniques

Development methodology
The project shall use the waterfall software development methodology to deliver the software products, with work activities organized according to a tailored version of those provided by the IEEE Standard for Developing Software Life Cycle Processes (IEEE 1074-1997).

The decision to use the waterfall methodology is due to the following characteristics of the project:

- the product definition is stable
- requirements and implementation of the product are both very well-understood
- technical tools and hardware technology are familiar and well-understood
- waterfall methodology has proven successful for projects of this nature performed by Terasoft and the consulting firm we use (Banks, Etc.) in the past


Development techniques
The requirement passed down to this project from the larger ATM project is that the software be based on an open architecture using a Windows NT-based platform and Windows Open Services Architecture / eXtensions for Financial Services (WOSA/XFS). This architecture allows us to use object-oriented methods and tools for analysis, design, and implementation. We will use Object Modeling Technique (OMT) for this purpose.

Tools
The following work categories will have their work products satisfied by the identified tools:

- Team member desktop foundation
  - Microsoft Windows 2000 desktop operating system
  - VMWare Workstation 4.5 [virtual machine support – one VM per active project]
  - Microsoft Office 2003 productivity application suite
  - IBM Lotus Notes R6 [e-mail, calendar]
  - MindJet MindManager X5 Pro [information organization, brainstorming]
  - Adobe Acrobat 6.0 [creating/viewing PDF files]
- Project management
  - Microsoft Project 2003 [WBS, schedule/cost estimates, resource planning, project control]
  - Best Carpe Diem [electronic time sheet]
  - Terametric [internally-developed metrics collection database]
- Document publishing (applies to all documents published by the project)
  - Microsoft Word 2003 [document preparation and revision]
- Configuration Management & Change Management
  - IBM Rational ClearCase LT [version control]
  - IBM Rational ClearQuest [defect and change tracking]
- Quality
  - Terametric [internally-developed metrics collection database]
- Requirements
  - IBM Rational RequisitePro [requirements tracking]
- Design
  - IBM Rational Rose Data Modeler [database design]
  - IBM Rational Rose Technical Developer [use cases, non-database software design]
- Implementation
  - Microsoft Visual C++ [programming language, development tools and object code generation]
  - Windows Software Development Kit (SDK) [programming support]
- Testing
  - IBM Rational Robot [automated functional and regression testing]
- Training
  - Microsoft PowerPoint 2003 [training presentations]
- Online Performance Reporting
  - Microsoft Windows 2000 Server Standard [server operating system]
  - Microsoft Internet Information Services 4.0 [web server software]

**Document distribution**

All documents distributed electronically will first be created in the Adobe PDF format using Adobe Acrobat 6.0 to remove reliance on installed tools for viewing document content.

**Change management policy**

Once a work product has been finalized and approved, all changes to that work product must be submitted through the Terasoft change management system, where the changes will be reviewed and either approved or denied by the Terasoft change manager, based on the risk profile and perceived benefit of the change to be made. Changes that are approved may be implemented against the work product, while changes that are denied must not take place against the work product.

Since the waterfall methodology is being used for this project, requests for changes will be treated conservatively as they will potentially be extremely disruptive to the activities downstream of the change.

For internal changes (those changes that originate within the project or within Terasoft), the severity and potential impact of the result of not implementing the change will be measured against the disruptiveness of implementing the change. In particular, changes that are 30 working days or less downstream of the approval of the work product that they are changing will be treated more liberally than those that are more than 30 working days downstream.

For external changes (those changes that originate outside of the project and outside of Terasoft), negotiation will take place with the project stakeholders with respect to the budget and schedule changes that will be required in order to implement the requested change.
6.3 Infrastructure Plan

Physical facilities
All team members will work within the facilities of Terasoft’s headquarters. All team members employed directly by Terasoft have existing access to these headquarters via security access card. In addition, all team members have existing physical workspace within Terasoft’s facilities.

Consultants employed to work on the project will be given temporary access cards which will be returned to Terasoft once the project is complete (see the “Closure Checklist” in section 5.5). Consultants will be provided with cubicles within Terasoft’s headquarters for the duration of the project. Security administration is performed by Terasoft’s administrative assistant (see section 4.1).

Access to NNB’s premises is co-ordinated through the front security desk at their home office. No advance notification is necessary. Upon arriving at the home office, the security desk will announce the arrival to the contact within NNB with whom the meeting is being held. The contact will come to the security desk to sign the Terasoft employee into the building on a temporary basis.

Physical server access
Access to the server room is granted on an as-needed basis and revoked when access is no longer required. A “Server Access Request Form” must be filled out and signed by the Project Manager and submitted to Terasoft’s administrative assistant (see section 4.1), who will grant access to the server room for the duration of the necessitating activity. Activity duration is entered into the security system and access to the server room is automatically revoked when that duration has been exceeded.

Workstation initialization
As is standard Terasoft procedure, VMWare Workstation will be used on each employee workstation, providing virtual machine services so that each project may be worked on inside a contained virtual machine. A new project image will be uploaded to each employee workstation prior to the beginning of the project. The image for this project for each team member will depend on the member’s role. This is a very quick procedure (1 hour per workstation, done overnight while employees are out of the office). The image shall contain the base operating system and network configuration as per Terasoft standards, in addition to all of the tools required for the designated employee role. Each of the candidate tools for particular project functions are specified in section 6.2.

Workstation initialization is performed by Terasoft’s Computer System Services (see section 4.1).

Network configuration
Configuration management and document storage repositories reside on Terasoft’s Local Area Network (LAN). Each workstation’s image shall come with a network configuration that allows access to the LAN. In addition, configuration for access to the Terasoft-NNB extranet (used for
performance reporting, as described in section 5.3.5), shall also be provided in every workstation image.

**Software licensing**
Licenses for operating systems and software tools are recycled between projects. License tracking is performed by Terasoft’s administrative assistant (see section 4.1). Any additional licenses required shall be purchased by the administrative assistant (see section 5.1.3 for resource acquisition details).

**Costs**
Costs for all infrastructure operation and support activities are included in the organizational infrastructure budget; funding for this budget is automatically recovered by Terasoft as a fixed fraction of each employee’s hourly rate.

**6.4 Product Acceptance Plan**
This section will describe the methods of acceptance for each of the project deliverables identified in section 1.1.3; the headings of this plan relate to the deliverable categories in that section. Acceptance of work products is ultimately achieved when approval is granted by the person with such responsibility, as described in section 4.3.

**Project documentation**
All “project documentation” items, with the exception of the SPMP, are approved by the project manager and will be reviewed by both the project manager and the person with lead authority in production of the document to ensure that the document meets all of the requirements of the phase into which it will be fed.

The SPMP will be approved by the NNB executive committee according to their private criteria, which are not well known to Terasoft outside of what was presented in the RFP. Assuming that Terasoft is selected to deliver the product outlined in the RFP, it is expected that the SPMP will require iterative development until the NNB acceptance criteria are met.

**Software user documentation**
Software user documentation will be verified against the intended users of the software during the training program. During the development of the end-user training program, the documentation will be included as part of the training materials. Each user’s ability to operate the software based on consultation with the documentation will be measured; tasks will be broken down into subtasks and the ability of each training participant to complete each subtask will be recorded. Feedback on the usefulness and correctness of documentation will be collected and used to refine the documentation. User documentation will be accepted when all training participants are able to complete all tasks described by the documentation.

**Software training performed against affected users**
As part of training development, post-training tests will be developed to test participants’ understanding and comprehension of the training material. Training results will be accepted
when all training participants have correctly answered at least 80% of the questions on the post-training tests.

Software program and library binaries

When the software program and library binaries are ready to be installed on the target hardware, the project manager will hold a review session with the NNB steering committee in order to report outstanding known issues with the software, once testing has been completed. The NNB steering committee will deliver a decision to the project manager on whether or not the list of issues is acceptable for procession with installation. If the list is not acceptable, the NNB steering committee will work with the project manager to reduce the list of issues to a list that is acceptable to NNB. Acceptance will occur when this list is satisfactory to the NNB steering committee.

Installation of software program and library binaries on target hardware

Installation of the software products on the target hardware is the final project deliverable. When all ATM machines are installed in their target locations, the physical network between the locations and the central bank are in-place, and the central bank system modifications are installed, a set of pre-determined transactions designed to fully test the functionality of the entire ATM system will be performed by NNB. For the purposes of this project, the presence of all functionality described in the RFP will be verified. These acceptance tests will be scheduled and co-coordinated as part of the overall ATM system acceptance and will be handled by NNB’s ATM project manager. Upon receipt of satisfactory results of the acceptance tests, the work product(s) in question will be accepted by NNB. When the acceptance tests are complete, Terasoft will be required to undo the software effects of all transactions generated during testing.

A weekly statistical report based on limited data will be produced by the central bank system and reviewed by the NNB steering committee. This report will be accepted when it contains all required fields, as outlined in the RFP, and is in a format acceptable to NNB. Acceptance of this report is independent of the acceptance of the ATM software and central bank modifications as it does not affect ATM functionality.

Approvals

The following approval signatures are required in order to confirm consent to and validity of the above acceptance plan.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Terrific</td>
<td>Member, NNB executive committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jim Knowles</td>
<td>ATM project manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matthew Buckley-Golder</td>
<td>ATM software project manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 7
Supporting Process Plans
7.1 Configuration Management Plan
This section briefly describes the configuration management approach for the project. Unless otherwise specified, configuration management activities are performed by the Configuration Manager (see section 4.2). Further detail will be provided by the external Software Configuration Management Plan (SCMP), as per section 2.5, when it is developed by Configuration Manager 1.

Configuration management tools
Configuration management functions will be supported by the following tools:

- IBM Rational ClearCase LT
- IBM Rational ClearQuest

Both tools are a part of Terasoft’s existing configuration management platform and are described hereafter as the “configuration management system”.

Configuration identification method
Configuration identification will be performed in three stages, as follows:

- Identifying
  - the items to be placed under configuration control will be identified
- Naming
  - an identification system will be specified for assigning unique identifiers to each item under configuration control
- Acquiring
  - a procedure for placing items identified for configuration control into the appropriate library

Configuration control method
Configuration control will consist of the following mechanisms, as follows:

- Change requests
  - changes to a configuration item will be requested through Terasoft’s change management software
- Change evaluation
  - the impact of a change to the configuration item will be evaluated, usually based on perceived risk vs. benefit with respect to budget, schedule and the impact on other configuration items
- Change approval/rejection
  - based on an evaluation of the change to the configuration item, permission to change the item will be approved or rejected by the Change Control Board (CCB). At Terasoft, this is a single resource with the “Change Management specialist” title (see section 4.1)
- Change implementation
if the change is approved, change to the configuration item will be allowed to take place

**Status accounting method**
The following data about each configuration item will be tracked and available for inspection within the configuration management software:

- Latest approved version of the configuration item
- Configuration control status of the configuration item
- Implementation status of the configuration item

**Evaluation method**
Evaluation of changes will be performed by a Change Control Board (CCB), consisting of the resources appropriate for evaluating a particular change; due to Terasoft’s small size, the CCB will be a dynamically formed group of team members who are required to participate in the evaluation of a change. The decision of who to include in the CCB will be dependent on the configuration item affected and the impacts on other configuration items that the change will have.

**Release management method**
Releases will be defined in the configuration management system by the Configuration Manager when all configuration items that make up a release are suitable for delivery to NNB. By defining releases, it will be possible to recreate that release at a future point in time.

**Procedure for baselining a work product**
In order for a work product to become a configuration item, it must be baselined. The procedure for doing so is as follows:

<table>
<thead>
<tr>
<th>Step</th>
<th>What</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Label baselined version</td>
<td>Configuration Manager</td>
</tr>
<tr>
<td></td>
<td>• label configuration item according to organizational standard naming conventions</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Announce baseline to project team</td>
<td>Configuration Manager</td>
</tr>
<tr>
<td></td>
<td>• e-mail notification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• include specification of whether baseline is a new baseline of an existing configuration item, or the creation of a baseline for a new configuration item</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• include reminder that the work product is now a configuration item and may not be changed without submitting a change request</td>
<td></td>
</tr>
</tbody>
</table>
Procedure for change logging
In order for a change request to be considered, it must be logged with the configuration management system. The procedure for doing so is as follows:

<table>
<thead>
<tr>
<th>Step</th>
<th>What</th>
<th>Who</th>
</tr>
</thead>
</table>
| 1 | Enter change request  
• enter change details into the configuration management system  
• submit change request | Change requestor |
| 2 | Determine nature of change request  
• determine whether change is trivial or non-trivial  
  ○ if trivial, approve request  
  ○ if non-trivial, schedule Change Control Board meeting to review the change | Configuration Manager |

Procedure for Change Control Board review of changes
In order for a change to be implemented, it must be reviewed by the Change Control Board and updated in the configuration management system by the Configuration Manager. The procedure for doing so is as follows:

<table>
<thead>
<tr>
<th>Step</th>
<th>What</th>
<th>Who</th>
</tr>
</thead>
</table>
| 1 | Review change request  
• analyze change’s importance  
• analyze change’s impact on the project | Change Control Board |
| 2 | Approve or Reject Change Request  
• determine whether change importance is worth the change impact  
• communicate decision to Configuration Manager | Change Control Board |
| 3 | Update change request status  
• change the status of the change request to “Approved” or “Rejected” | Configuration Manager |

7.2 Verification and Validation Plan
This section briefly describes the Verification and Validation (V&V) approach for the project. Further detail will be provided by the external Software Verification and Validation Plan (SVVP), as per section 2.6, when it is developed by Verification Engineer 1, Verification Engineer 2, and Validation Engineer 1.

Scope
Formal validation and verification will be performed on the following project work products and are listed below in order of occurrence:
- Software requirements
- Software architecture
- Software interface design
- Database design
- Implemented software interfaces

The main V&V activities performed on these work products will be inspections and reviews. Audits may also be performed on request.

All other work products will be informally verified and validated to some degree, but they will not receive formal verification and validation from the verification and validation team members.

**Responsibilities**
The verification and validation team consists of the following resources:

- Verification Engineer 1 (Lead)
- Verification Engineer 2
- Validation Engineer 1

Each of the validation and verification activities are included in the project WBS (see subsection 5.2.1). The specific responsibilities of resources and resource collaborations are identified in section 4.3.

The team “Lead”, identified above, has responsibility for focusing and coordinating the V&V effort of each resource listed in this section and is ultimately responsible for the outcome of the activities of the team.

**Tools & Techniques**
Each of the items listed in the “Scope” subsection of this section will be verified and validated to ensure that they account for all items in the products of the preceding activity. The first item, which has no precedent, will be verified and validated against documented customer meetings to ensure that all requirements are included in the SRS.

Tracing will be used to trace the existence of features between phases back to the original requirements and avoid the introduction of unnecessary work into the products. In particular, the following will be traced:

- User requirements to software requirements
- Software requirements to interface requirements
- Architecture requirements to interface requirements
- Interface requirements to database requirements
- Software tests to interface requirements
- Acceptance tests to user requirements
The information produced by tracing will be used during software inspections. Software inspections will ensure that work products are faithfully representing the goals set out for them by the predecessor documents.

Black-box testing will be performed on the implemented software interfaces to ensure that the outputs of each interface are consistent with what is input, based on the interface design. The Software Test Plan (STP) will specify the methods to be used.

The following tools will be used to assist with V&V:

- IBM Rational RequisitePro
  - allows requirements tracing from inception to facilitate requirements accountability
- IBM Rational Robot
  - allows automated black-box testing by feeding inputs and recording outputs

**Reviews**

Regular peer reviews will be held to review in-progress work products. The procedure for scheduling these reviews is included in section 7.5.

**Plans**

The Software Test Plan (STP) will be one of the main deliverables of the V&V team, and will describe the plan for testing work products completed as a result of the Implementation phase.

The Software Verification & Validation Plan (SVVP) will also be a main deliverable of the V&V team, which will further specify the details of the topics discussed in this section of the SPMP.

**Reporting**

For each verification and validation of a configuration item, a corresponding report will be issued by the team. The report will consist of:

- unique report ID
- problems discovered, and, if known, corresponding solutions
- acceptance or rejection of the item (rejections should be explained)

[ due to page orientation differences, section 7.3 starts on the next page ]
7.3 Documentation Plan

This section describes the documentation plan for the project’s deliverable and non-deliverable documentation work products. All deliverable work products appear in section 1.1.3.

The table headings are defined as follows:
- **Document**: the documentation work product described by the remaining columns in the row
- **Template/Standard**: the template or standard on which the document is based (may be organizational or external). See section 2 for template/standard details.
- **Preparer**: the person responsible for preparing the document
- **Reviewer**: the person responsible for reviewing the document
- **Review copy due**: the due date on which the document shall be available for review by the Reviewer
- **Baseline version**: (if applicable) the version of the document that represents the baseline for that document
- **Distribution list**: expected recipients of the review copies and baseline versions of the document
- **WBS #**: (if applicable) the WBS activity associated with the creation of this document

### Deliverable documentation work products

<table>
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<tr>
<th>Document</th>
<th>Template/Standard</th>
<th>Preparer</th>
<th>Reviewer</th>
<th>Review copy due</th>
<th>Baseline version</th>
<th>WBS #</th>
<th>Distribution list</th>
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<td>Baseline version</td>
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<td>Distribution list</td>
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<td>Project Manager</td>
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<td>N/A</td>
<td>1.11.1.3</td>
<td>Document repository, Preparer, Project Manager</td>
</tr>
</tbody>
</table>

| Closure review (Quality) | N/A | Quality Analyst 1 | Meeting participants | N/A | N/A | N/A | Document repository, Preparer, Reviewer, Project Manager |

| documentation reviews (Quality) | Audit template v1.0 | Analyst 1 | participants |  |  |  |  |

[ due to page orientation differences, section 7.4 starts on the next page ]
7.4 Quality Assurance Plan

This section will describe the plans for assuring that the quality of delivered work products is consistent with what is expected for the project. Further detail will be provided by the external Software Quality Assurance Plan (SQAP), as per section 2.4, when it is developed by Quality Analyst 1.

Scope

The processes used to create the following products will be tracked:

- Software Requirements Specification (SRS)
- Software Design Specification (SDS)
- Software Project Management Plan (SPMP)
- Software risk management plan
- Software Test Plan (STP)
- Software Quality Assurance Plan (SQAP)
- Software Configuration Management Plan (SCMP)
- Software Verification and Validation Plan (SVVP)
- Software product object code
- Software product binaries
- End-user training program
- End-user documentation

Reviews

Quality reviews will ensure that documentation products adhere to the standards on which they are based (as per section 7.3), and that non-documentation work products adhere to the plans/designs laid out by their input prerequisites.

Quality reviews of in-scope documentation work products will be conducted once the products are complete. Reviews of in-scope non-documentation work products will take place weekly during the periods that their production is active.

Each quality review will be in a meeting format and will require the attendance of the following participants:

- Project Manager
- Quality Analyst 1
- Configuration Manager 1

In addition, the Lead team members of teams having involvement in the production of work products must attend.

A closure review will be held after all work products have been delivered. This review will be in a meeting format and will be for the purpose of gathering “lessons learned”, and identifying process improvement opportunities.
Audits

Brief, informal functional audits of in-scope work products will be held during the software testing and integration phases and findings will be documented.

Physical audits of software source code will be performed in order to assure that a minimum level of documentation quality exists. In addition, a quantity (% of documentation to code) will be taken to provide an indicator as to whether there is sufficient internal documentation being written.

Scheduled audits of other work products will not be held. However, audits may be performed at the request of a project manager or senior executive. This is usually done to verify adherence of procedures described in the other project plans (i.e. SCMP, SVVP, etc.) The procedure for requesting an audit is as follows:

<table>
<thead>
<tr>
<th>Step</th>
<th>What</th>
<th>Who</th>
</tr>
</thead>
</table>
| 1 | • Make a formal, written request for an audit to the project manager  
  o specify configuration item(s) to be audited | Audit requestor (must be a project manager or executive) |
| 2 | • Schedule audit session with resources required for audit session  
  o Quality analyst 1  
  o Project manager  
  o anyone else requested by audit requestor | Project manager |
| 3 | • Distribute audit agenda to resources  
  o date of audit  
  o required resources  
  o purpose of audit  
  o item(s) to be audited | Project manager |
| 4 | • Hold audit session | Project manager |
| 5 | • Distribute audit results  
  o date of audit  
  o audit participants  
  o item(s) audited  
  o conclusion  
  o recommendations | Project manager |

Risk Management

SQA will assist in the following risk factors, included in the “Risk Categorization Table” in Appendix J:

- Project processes
by ensuring process adherence, SQA will help prevent this risk factor from materializing

- Requirements complete and clear
  - by reviewing the SRS for adherence to the standard, SQA will assist in preventing this risk factor from materializing

- Quality assurance approach
  - although this risk item will depend on the quality of SQA itself, the fact that a documented approach exists should limit this risk factor to a Medium rating

**Record storage**
All SQA records will be stored in the project repository by Quality Analyst 1

[ due to page orientation differences, section 7.5 starts on the next page ]
**7.5 Reviews and Audits Plan**

This section will describe the schedule, resources, methods and procedures used to conduct project reviews and audits.

Since multiple project managers are referred to in the following tables, “Terasoft ATM Software Project Manager” will be used to refer to the project manager on the project described by this SPMP.

All review agendas and minutes are subject to handling as described in the documentation plan in section 7.3.

The table headings are defined as follows:
- **Review/Audit**: the review/audit type described by the remaining columns in the row
- **Schedule**: the schedule basis for the review meetings
- **Resources**: the resources required to participate in the review
- **Method**: a characterization of what will be done in the review
- **Procedure**: how the review will be organized and communicated

### Joint acquirer/supplier reviews

<table>
<thead>
<tr>
<th>Review/Audit</th>
<th>Schedule</th>
<th>Resources</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering committee progress review</td>
<td>Monthly; to be completed by 3rd business day of the month</td>
<td>NNB Steering Committee, NNB ATM Project Manager, NNB ATM Hardware Project Manager, NNB ATM Network Project Manager, Terasoft ATM Software Project Manager</td>
<td>Review project progress according to Earned Value measurements, report revised cost/schedule estimates (changes to be justified and cause explained). Other issues may also be discussed, providing they are listed on the agenda.</td>
<td>1. Resources booked by NNB ATM Project Manager for meeting in the final week of the month prior to the meeting 2. NNB ATM Project Manager distributes agenda in the final week of the month prior to the meeting 3. Meeting held at NNB home office to review agenda items and create issue resolution plan.</td>
</tr>
</tbody>
</table>
### Management progress reviews

<table>
<thead>
<tr>
<th>Review</th>
<th>Schedule</th>
<th>Resources</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
</table>
| Terasoft management progress review | Bi-monthly, 1st business day of the month in which the meeting falls | Terasoft CEO, Terasoft ATM Software Project Manager | Review budget and schedule progress. Provide resource requirement updates.                                                      | 1. Resources booked by Terasoft CEO  
2. Terasoft ATM Software Project Manager distributes meeting agenda  
3. Meeting held at Terasoft headquarters to review agenda items and create issue resolution plan.  
4. Terasoft ATM Software Project Manager                                                                                       |
## Developer peer reviews

<table>
<thead>
<tr>
<th>Review</th>
<th>Schedule</th>
<th>Resources</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
</table>
| Requirements peer reviews | Weekly, during Requirements phase | Terasoft ATM Software Project Manager, Requirements Analyst 1, Requirements Analyst 2, Consultant 1 | Review current state of in-progress design documents, document issues that need resolving, assign resolution, and set schedule for resolution. | 1. Resources booked by Requirements Analyst  
2. Documents to be reviewed will be distributed at least 48 hours prior to the meeting by Requirements Analyst 1  
3. Meeting held to review requirements documents and create issue resolution plan.  
4. Requirements Analyst 1 distributes review summary |
| Design peer reviews  | Weekly, during Design phase      | Terasoft ATM Software Project Manager, Software Designer 1, Software Architect 1 | Review current state of in-progress design documents, document issues that need resolving, assign resolution, and set schedule for resolution. | 1. Resources booked by Software Designer 1  
2. Documents to be reviewed will be distributed at least 48 hours prior to the meeting by Software Designer 1  
3. Meeting held to review design documents and create issue resolution plan.  
4. Software Designer 1 to distribute review summary to resources |
| Implementation peer reviews | Weekly, during Implementation phase | Terasoft ATM Software Project Manager, | Review current state of in-progress | 1. Resources booked by Programmer 1 |
Programmer 1, Programmer 2, Software Designer 1, Consultant 1

implementation products (i.e. source code), document issues that need resolving, assign resolution, and set schedule for resolution.

2. Products to be reviewed will be distributed at least 48 hours prior to the meeting by Programmer 1
3. Meeting held to review implementation products and create issue resolution plan.
4. Programmer 1 distributes review summary

Quality assurance audits

<table>
<thead>
<tr>
<th>Review</th>
<th>Schedule</th>
<th>Resources</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
</table>
| Project documentation reviews  | Weekly, during periods when project documentation is being created (see “Deliverable Documentation Work Products” in section 7.3), and on request. | Quality Analyst 1, Document preparer(s), Document reviewer(s) (preparers/reviewers are as in section 7.3) | Review deliverable documentation work products, particularly for consistency with the higher-level plans on which the document is based (i.e. design consistency with requirements, source code consistent with design). Inconsistencies will be noted and an action plan for resolution produced. | 1. Resources booked by Quality Analyst 1  
2. Documentation to be reviewed will be distributed to resources 48 hours prior to the review meeting  
3. Meeting held to review document consistency with higher-level document, and standard/template on which it is based. Issues will be documented and a plan for resolution created.  
4. Quality Analyst 1 to distribute review summary to resources, schedule additional reviews if necessary. |
Inspection of document for compliance with the standard/template on which the documentation product is based.

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closure review</td>
<td>After all work products delivered (WBS # 1.3.9)</td>
<td>Quality Analyst 1, all project participants shown in section 4.2</td>
<td>1. Resources booked by Quality Analyst 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Derive “lessons learned” based on input from project participants on how better quality (based on results of documentation quality reviews) could be achieved in future. Document this information for potential training/process improvement opportunities.</td>
<td>2. Goal of the meeting to be communicated to resources at least 48 hours prior to meeting</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>3. “Lessons learned” and quality improvement ideas will be collected from resources, and documented.</td>
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<tr>
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<td>5. Quality Analyst 1 will use meeting results to propose improvements to organizational project processes and training, as appropriate.</td>
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</table>

**Acquirer-conducted reviews**

<table>
<thead>
<tr>
<th>Review</th>
<th>Schedule</th>
<th>Resources</th>
<th>Method</th>
<th>Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATM software acceptance review</td>
<td>Once, see WBS # 1.13.5.1 and 1.13.5.3 in Terasoft ATM Software Project</td>
<td>Review software work products, as</td>
<td>1. Resources booked by NNB ATM project manager</td>
<td></td>
</tr>
<tr>
<td><strong>ATM weekly statistical report acceptance review</strong></td>
<td>Once, see WBS # 1.13.5.2 in project schedule. Unsatisfactory review will result in subsequent reviews as needed.</td>
<td>Manager, NNB ATM project manager, various NNB resources (to be arranged by NNB ATM project manager). May involve additional Terasoft resources if exceptions are found.</td>
<td>part of overall ATM acceptance review, for full functionality based on planned transaction sample to test all aspects of ATM product.</td>
<td>2. Transaction entries will be performed by NNB resources, and exceptions documented. 3. NNB ATM project manager will distribute documentation on perceived software issues. 4. Meeting held to triage issues document (remove non-software issues, identify remaining issues as central bank-related and ATM software-related), review issues document, review any exceptions found and produce action plan for issue resolution. 5. NNB ATM project manager to distribute review summary to resources, schedule additional reviews if necessary. 6. Resources booked by NNB ATM project manager 7. Terasoft ATM Software Project Manager to deliver statistical report printout sample to resources 8. Meeting held to inspect report printout sample, document issues, and produce schedule for issue resolution. 9. NNB ATM project manager to distribute review summary</td>
</tr>
</tbody>
</table>
resources if exceptions are found.

to resources, schedule additional reviews if necessary.

**Acquirer-conducted audits**

No acquirer-conducted audits have been requested by NNB.

[ due to page orientation differences, section 7.6 starts on the next page ]
7.6 Problem Resolution Plan

Problem reporting
All problems must be reported to the project manager using the problem reporting form designated for use on the project. When complete, the form should be submitted electronically, via e-mail.

Problem analysis
Reported problems will be analyzed to determine the risk they pose to the project, and the short- and long-term impact they will have on project resources, schedule, and budget.

Problem reports will be analyzed against the Risk Categorization Table (see section 5.4). If an existing risk’s status is determined to require elevation due to the problem report, this will be done. If the problem poses a new risk to the project, a new risk entry will be made to the Risk Categorization Table.

Depending on the nature and reach of the problem, the appropriate team members will be engaged to properly analyze the problem, determine resolution steps, and estimate time required to resolve the problem. Mandatory participants are:

- Project Manager
- Configuration Manager 1
- Quality Analyst 1

As time is more important than budget or resources on this project, emphasis will be on determining the problem’s impact on project schedule. This must include an analysis of the impact of diverting resource attention away from planned project activities toward resolving problems.

Root cause analysis will be performed on the problem if time permits and/or a serious process flaw is suspected to be the cause or to have contributed to the cause. Associated possible process improvements will be documented by Quality Analyst 1. See section 7.8 for process improvement plans.

Problem prioritizing
Based on analysis of the problems, and given that time is the most important factor on this project, the problems will be prioritized based on the extent of their impact to schedule if they are allowed to persist. The problems will be classified as follows:

- **Critical (highest priority):** problem will impact and/or has impacted delivery time of activities on the critical path
- **High:** problem has impacted and continues to impact delivery time of activities not on the critical path; will affect critical path if not resolved
- **Medium:** problem has an ongoing impact to schedule but is not expected to affect critical path
• **Low (lowest priority):** problem has/had a one-time impact, and/or is so minor that critical path will never be affected

**Problem processing**
Once a problem has been analyzed and a priority attached, a problem summary document will be created which will include:

- unique problem ID
- priority of problem
- resource(s) required to resolve problem
- activities required to resolve problem
- assignment of resources to resolution activities

Electronic timesheets will be configured such that a time code is provided for each problem resolution to which a resource is assigned.

The completion of this summary document will signal the start of implementing a problem resolution.

Problems will be addressed in order of severity first, but will not necessarily be resolved serially due to readiness of solution. In cases where two problem resolutions are ready to be implemented simultaneously and there is a resource constraint, the resolution with the highest priority will be implemented first.

Effort expended on problem resolution should be billed separately by team members. Billing should take place against the time code designated for the problem resolution being worked on. By doing this, rework effort will be logged separately from work effort.

**Roles**
The following table illustrates the roles of project team members in the problem resolution process:

<table>
<thead>
<tr>
<th>Team function</th>
<th>Role(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>• Recipient of new problem reports&lt;br&gt;• Organizes meetings&lt;br&gt;• Authors problem summary document</td>
</tr>
<tr>
<td>Configuration Managers</td>
<td>• Must participate in problem resolution meetings&lt;br&gt;• Analyzes impact of problem resolution on other configuration items</td>
</tr>
<tr>
<td>Quality Analysts</td>
<td>• Must participate in problem resolution meetings&lt;br&gt;• If root cause analysis is performed, gathers information on process deficiencies that led to problem occurrence.</td>
</tr>
</tbody>
</table>
### Verification & Validation
- Only if problem affects a work product under the “Scope” heading of section 7.2
  - Verifies & validates problem resolution to confirm proper and accurate resolution
  - Reapplies verification & validation to work products affected by a change that were previously verified & validated

### CCB
- Reviews changes affecting configuration items, stemming from problem resolution
- Approves changes to configuration items, stemming from problem resolution

### Other functions
- Participate as necessary in problem resolution

---

### 7.7 Subcontractor Management Plan

This section will describe the nature of the relationship between Terasoft and the subcontractors that will be hired to assist with the project.

#### Selection criteria
The two subcontractors selected for the project both originate from the same company (Banks, Etc.) and were selected based on a successful history of working on similar projects with the subcontractors. No formal selection criteria were used.

#### Subcontractor requirements management
The subcontractor requirements are based on the work activities allocated to them by the resource allocation. They have no independent deliverables, but have been subcontracted to augment the capabilities of our own employees for the purpose of this project. The subcontractor requirements are therefore illustrated in section 5.2.3.

#### Monitoring of subcontractor technical progress
Since the subcontractor’s effort is entwined with the effort of our own employees, their technical progress will be monitored as part of general project progress monitoring and will not be handled separately for subcontractors. For every quarter in which there is subcontractor involvement, Terasoft collaborators will be asked to provide feedback on the effectiveness of the subcontractors. This form will be based on Terasoft’s standard subcontractor evaluation form.

#### Subcontractor schedule and budget control
Since the subcontractor’s effort is entwined with the effort of our own employees, schedule and budget control will be handled for all team members at the project level and will not be handled separately for subcontractors.
**Subcontractor product acceptance criteria**

Since the subcontractor’s effort is entwined with the effort of our own employees, product acceptance criteria are the same for all team members, and will not be handled separately for subcontractors.

**Subcontractor risk management plan**

Since the subcontractor’s effort is entwined with the effort of our own employees, the subcontractor risk management plan is included in the project risk management plan (section 5.4). A specific item dealing with subcontractor retention is included in this plan.

**Subcontract document**

A copy of the subcontract document associated with the subcontractors from Banks, Etc. will be stored in the project repository.

**Points of contact**

The contractors will work on Terasoft’s premises, working closely with Terasoft’s own employees and will therefore always be available for contact. For escalation, calls may be directed to Banks Etc.’s head office.

**7.8 Process Improvement Plan**

This section describes plans for process improvements obtained during problem resolution and through periodic assessment of the project through PPAs.

**PPA**

The same PPA procedure described in section 5.5 will be used to produce process improvements based on input from participants of project phases the have closed. Any project process improvements that may benefit the ongoing performance of this project will be considered for implementation so that they may benefit the remaining project phases. Potential changes to organizational processes that may produce benefit from PPA input will be documented and deferred for analysis independently of this project.

**Problem resolution input**

Project process improvements are those that result from the problem resolution efforts described in section 7.6. If a root cause analysis is performed and justified process improvements are identified, Quality Analyst 1 will work with the project manager and other key resources directly involved with the process in question to develop changes to the problematic process. If an organizational process is at fault, a temporary workaround will be devised by the same participants which will last for the duration of the project. The problems and temporary workarounds will be documented so that the organizational process that caused the problem can be inspected to determine whether the changes used in this project may be of benefit to the organizational process. If the workaround was only of particular application to the current project, the documentation will be stored in the project repository so that future project managers will be aware of changes required in the process for projects of a similar nature in future.
Other process improvements

Process improvements, while the project is in progress, will not normally result from anything other than PPAs and problem resolution input for this project in order to keep the project focused. However, any suggestions for process improvements may be forwarded to the project manager at any time. Suggestions that are well-substantiated and supported by metrics may be considered for implementation in mid-project.
Section 8

Additional Plans
There are no additional plans.
Annexes (Appendices)
Appendix A

Responsibility Assignment Matrix (RAM)
<p>| #  | Deliverable or Work Product                                                                 | Completed | NNB Steering Committee | NNB Executive Committee | Terasoft CEO | Project Manager | Requirements Analyst 1 (Lead) | Requirements Analyst 2 | Programmer 1 (Lead) | Programmer 2 | Verification Engineer 1 (Lead) | Verification Engineer 2 | Software Architect 1 | Software Architect 2 | Software Designer 1 | Software Designer 2 | Validation Engineer 1 | Validation Engineer 2 | Quality Analyst 1 | Configuration Manager 1 | Configuration Manager 2 | Database Engineer 1 | Database Engineer 2 | Consultant 1 | Consultant 2 | Technical Writer 1 | Technical Writer 2 | Training Specialist 1 | Training Specialist 2 | Installation Specialist 1 | Installation Specialist 2 | Approval | Lead Developer | Second Lead | Contributor | Reviewer |
|----|------------------------------------------------------------------------------------------------|-----------|------------------------|-------------------------|--------------|----------------|-----------------------------|-----------------------|----------------------|----------------|-----------------------------|-----------------------|---------------------|---------------------|------------------|------------------|-------------------|---------------------|----------------|----------------------|---------------------|----------------|----------------|------------------|------------------|----------------|------------------|------------------|------------------|-----------------|
| 1  | Nirvana National Bank ATM project                                                                 | L         | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                |
| 1.1| Software Lifecycle Model Process                                                                 |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 1.1.1| Identify candidate SLCMs                                                                        |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 2  | Select project model                                                                             | L         | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                |
| 1.2| Project Initiation                                                                               |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 1.2.1| Map activities to the SLCM                                                                       |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 1.2.2| Allocate project resources                                                                       |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 3  | Establish project environment                                                                    |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 1.2.3| Establish project environment                                                                    |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 4  | Identify staffing requirements                                                                   |           | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                |
| 4.1| Identify tool requirements                                                                      |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 5  | Acquire commitment from required staff                                                           | A         | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                |
| 5.1| Allocate identified activities to staff                                                           |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 6  | Plan project management                                                                          |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 7  | Identify tool requirements                                                                      |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 8  | Acquire required tools                                                                            |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 9  | Identify communication needs                                                                     |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 10 | Create communication plan                                                                        |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 11 | Establish documentation repository                                                               |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 12 | Establish software engineering workspaces                                                        |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 0 | 0 |
| 1.4| Plan project management                                                                          |           |                        |                         |              |                |                             |                       |                     |                 |                             |                       |                     |                     |                  |                  |                  |                             |                       | 0 | 1 | 0 | 4 | 0 |
| 14| Create start-up plan                                                                           |           | L                      | C                       | C            | C               | C                           | C                     | C                   | C               | C                           | C                     | C                   | C                   | C                | C                | C                 | C                   | C               | C                   | C                   | C                | C                | C                 | C                | C                | C                 | C                | C                | C                 | C                | C                | C                | C                | C                | C                |
| 15| Create work plan                                                                               | A          | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                |
| 16| Create control plan                                                                            | A          | L                      | L                       | L            | L               | L                           | L                     | L                   | L               | L                           | L                     | L                   | L                   | L                | L                | L                 | L                   | L               | L                   | L                   | L                | L                | L                 | L                | L                | L                 | L                | L                | L                 | L                | L                | L                | L                | L                | L                | L                |</p>
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</thead>
<tbody>
<tr>
<td>17</td>
<td>1.2.4.2.4</td>
<td>Create risk management plan</td>
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<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>18</td>
<td>1.2.4.2.5</td>
<td>Create closeout plan</td>
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**KEY**

- **A**: Approval: responsible for approving the item as complete (if no A, then L approves)
- **L**: Lead: responsible for producing the item (also approves, if no A defined)
- **S**: Secondary: backup responsibility for Lead (assumes C, R)
- **C**: Contributor: contributes to production of the item (assumes R)
- **R**: Reviewer: only responsible for reviewing the item
- **None**: no participation in producing or approving item

**Total**
Appendix B

*Estimation Chart*
<table>
<thead>
<tr>
<th>ID</th>
<th>WBS</th>
<th>Task Name</th>
<th>Duration</th>
<th>Cost</th>
<th>Resource Names</th>
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<td>Cost</td>
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<tr>
<td>74</td>
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<td>1.5.2 Create Software Quality Assurance Plan (SQAP)</td>
<td>13.33 days</td>
<td>$7,000.00</td>
<td>Quality Analyst 1 [38%]</td>
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<td>0 days</td>
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<td>76</td>
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<td>1.5.4 Define metrics</td>
<td>10 days</td>
<td>$14,000.00</td>
<td>Quality Analyst 1</td>
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<td>77</td>
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<td>1.5.5 Manage software quality</td>
<td>50 days?</td>
<td>$35,000.00</td>
<td>Quality Analyst 1 [50%]</td>
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<td>78</td>
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<td>1.5.6 Identify quality improvement needs</td>
<td>5 days?</td>
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<td><strong>System Allocation</strong></td>
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<td>80</td>
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<td>1.6.1 Analyze functions</td>
<td>2.5 days</td>
<td>$7,500.00</td>
<td>Software Architect 1 (Lead), Software Architect 2</td>
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<td>2.5 days</td>
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<td>1.6.3 Decompose system requirements</td>
<td>2.5 days</td>
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<td>$178,063.94</td>
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<td>5 days</td>
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<td>2.5 days</td>
<td>$11,500.00</td>
<td>Requirements Analyst 2, Consultant 1</td>
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<td>2.5 days</td>
<td>$12,000.00</td>
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<td>1.7.1.4 Define and develop central bank software requirements</td>
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<td>Define interface requirements</td>
<td>25 days</td>
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<td>1.7.2.1 Define ATM software interface requirements</td>
<td>5 days</td>
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<td>5 days</td>
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<td>Prioritize and integrate requirements</td>
<td>8.37 days</td>
<td>$31,213.91</td>
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<td>$10,031.04</td>
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<td>Create Software Requirements Specification (SRS)</td>
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<td>$5,850.03</td>
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<td>90.77 days</td>
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<td>10 days</td>
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<td>WBS</td>
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<td>Duration</td>
<td>Cost</td>
<td>Resource Names</td>
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<td>Design the database</td>
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<td>Design card/PIN additions to central system database</td>
<td>3 days</td>
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<td>2 days</td>
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<td>111</td>
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<td>113</td>
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<td>Design central bank system interfaces</td>
<td>5 days</td>
<td>$7,000.00</td>
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<td>Select or develop algorithms</td>
<td>5 days</td>
<td>$7,000.00</td>
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<td>Perform detailed design</td>
<td>40 days</td>
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<td>122</td>
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<td>6.92 days</td>
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<td>Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)</td>
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<td>6.92 days</td>
<td>$45,346.15</td>
<td>Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)</td>
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<td>128</td>
<td>1.9.1.3</td>
<td>Plan interface design verification and validation</td>
<td>6.92 days</td>
<td>$45,346.15</td>
<td>Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)</td>
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<td>129</td>
<td>1.9.1.4</td>
<td>Plan database design verification and validation</td>
<td>6.92 days</td>
<td>$45,346.15</td>
<td>Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)</td>
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<td>61.92 days</td>
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<td>133</td>
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<td>5 days</td>
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<td>Validation Engineer 1 [40%]</td>
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<td>135</td>
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<td>5 days</td>
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<td>Duration</td>
<td>Cost</td>
<td>Resource Names</td>
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<td>3.33 days</td>
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<td>2.73 days</td>
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<td>2.5 days</td>
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<td>156</td>
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<td>2.73 days</td>
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<td>2.38 days</td>
<td>$3,976.33</td>
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<td>2.38 days</td>
<td>$3,976.33</td>
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<td>5 days</td>
<td>$7,000.00</td>
<td>Technical Writer 1</td>
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<td>167</td>
<td>1.10.1.2</td>
<td>Define ATM software documentation contents</td>
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<td>$7,000.00</td>
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<td>168</td>
<td>1.10.1.3</td>
<td>Define central bank accounting system documentation updates</td>
<td>5 days</td>
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<td>169</td>
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<td>Create documentation plan</td>
<td>5 days</td>
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<td>170</td>
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<td>Implement documentation</td>
<td>20 days</td>
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<td>171</td>
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<td>10 days</td>
<td>$8,400.00</td>
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<td>172</td>
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<td>Write ATM software documentation</td>
<td>10 days</td>
<td>$10,200.00</td>
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<td>Write central bank accounting system documentation updates</td>
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<td>ID</td>
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<td>Duration</td>
<td>Cost</td>
<td>Resource Names</td>
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<td>174</td>
<td>1.10.3</td>
<td>Produce and distribute documentation</td>
<td>15 days</td>
<td>$4,650.00</td>
<td>Printing Services[50%]</td>
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<td>175</td>
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<td>$1,050.00</td>
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<td>Distribute installation documentation to installers</td>
<td>4 days</td>
<td>$500.00</td>
<td>Project Manager[6%]</td>
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<td>179</td>
<td>1.10.3.5</td>
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<td>4 days</td>
<td>$500.00</td>
<td>Project Manager[6%]</td>
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<td>4 days</td>
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<td>Training</td>
<td>128.75 days</td>
<td>$42,175.00</td>
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<td>183</td>
<td>1.11.1</td>
<td>Plan the training program</td>
<td>115.75 days</td>
<td>$21,000.00</td>
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<td>Plan ATM site training content</td>
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<td>$7,000.00</td>
<td>Training Specialist 1</td>
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<td>186</td>
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<td>Plan software maintenance training content</td>
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<td>$7,000.00</td>
<td>Training Specialist 1</td>
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<td>187</td>
<td>1.11.2</td>
<td>Develop training materials</td>
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<td>188</td>
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<td>$5,250.00</td>
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<td>Create ATM site training materials</td>
<td>5 days</td>
<td>$5,250.00</td>
<td>Training Specialist 1[75%]</td>
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<tr>
<td>190</td>
<td>1.11.2.3</td>
<td>Create software maintenance training materials</td>
<td>5 days</td>
<td>$5,250.00</td>
<td>Training Specialist 1[75%]</td>
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<td>191</td>
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<td>Validate the training program</td>
<td>117.75 days</td>
<td>$2,625.00</td>
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<td>Validate installation training content</td>
<td>1 day</td>
<td>$875.00</td>
<td>Training Specialist 1[63%]</td>
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<td>193</td>
<td>1.11.3.2</td>
<td>Validate ATM site training content</td>
<td>1 day</td>
<td>$875.00</td>
<td>Training Specialist 1[63%]</td>
</tr>
<tr>
<td>194</td>
<td>1.11.3.3</td>
<td>Validate software maintenance training content</td>
<td>1 day</td>
<td>$875.00</td>
<td>Training Specialist 1[63%]</td>
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<td>195</td>
<td>1.11.4</td>
<td>Implement the training program</td>
<td>117.75 days</td>
<td>$2,800.00</td>
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<td>196</td>
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<td>Hold training session for ATM sites</td>
<td>1 day</td>
<td>$350.00</td>
<td>Training Specialist 1[25%]</td>
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<td>197</td>
<td>1.11.4.2</td>
<td>Hold training session for software maintenance team</td>
<td>5 days</td>
<td>$1,750.00</td>
<td>Training Specialist 1[25%]</td>
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<td>198</td>
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<td>Hold training session for installers</td>
<td>1 day</td>
<td>$700.00</td>
<td>Training Specialist 1[50%]</td>
</tr>
<tr>
<td>199</td>
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<td>Training completed</td>
<td>0 days</td>
<td>$0.00</td>
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<td>200</td>
<td>1.12</td>
<td>Implementation</td>
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<td>$240,233.33</td>
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<td>Verification Engineer 2</td>
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<td>1.12.2</td>
<td>Create source code</td>
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<td>$199,500.00</td>
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<td>203</td>
<td>1.12.2.1</td>
<td>Code ATM software-to-hardware interfaces</td>
<td>21.88 days</td>
<td>$61,250.00</td>
<td>Programmer 1 (Lead),Programmer 2</td>
</tr>
<tr>
<td>204</td>
<td>1.12.2.2</td>
<td>Code ATM software interfaces</td>
<td>21.88 days</td>
<td>$61,250.00</td>
<td>Programmer 1 (Lead),Programmer 2</td>
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<td>Code weekly statistical report generation routines</td>
<td>2.5 days</td>
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<td>Programmer 1 (Lead),Programmer 2</td>
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<td>208</td>
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<td>Generate object code</td>
<td>51 days</td>
<td>$18,500.00</td>
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<td>ID</td>
<td>WBS</td>
<td>Task Name</td>
<td>Duration</td>
<td>Cost</td>
<td>Resource Names</td>
</tr>
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<td>-------------------------------------------------------------------------------</td>
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<td>209</td>
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<td>Generate ATM software-to-hardware interface object code</td>
<td>1 day</td>
<td>$3,700.00</td>
<td>Programmer 1 (Lead), Computer time for object code generation[4]</td>
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<td>210</td>
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<td>Generate ATM software interface object code</td>
<td>1 day</td>
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<td>Programmer 1 (Lead), Computer time for object code generation[4]</td>
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<td>Generate ATM user interface object code</td>
<td>1 day</td>
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<td>Programmer 1 (Lead), Computer time for object code generation[4]</td>
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<td>Generate central bank interface object code</td>
<td>1 day</td>
<td>$3,700.00</td>
<td>Programmer 1 (Lead), Computer time for object code generation[4]</td>
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<td>213</td>
<td>1.12.3.5</td>
<td>Generate weekly statistical report generation object code</td>
<td>1 day</td>
<td>$3,700.00</td>
<td>Programmer 1 (Lead), Computer time for object code generation[4]</td>
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<td>214</td>
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<td>1.12.4 Plan integration</td>
<td>51.5 days</td>
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<td>215</td>
<td>1.12.4.1</td>
<td>Plan integration of ATM software/hardware interface and software</td>
<td>2.5 days</td>
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<td>Programmer 1 (Lead)</td>
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<td>Programmer 1 (Lead)</td>
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<td>Plan integration of ATM software with central bank</td>
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<td>Programmer 1 (Lead)</td>
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<td>218</td>
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<td>Plan integration of weekly statistical report with central bank</td>
<td>2.5 days</td>
<td>$4,000.00</td>
<td>Programmer 1 (Lead)</td>
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<td>Integrate ATM software/hardware interface with software interface</td>
<td>5 days</td>
<td>$1,600.00</td>
<td>Programmer 1 (Lead)[20%]</td>
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<td>221</td>
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<td>Integrate ATM software with user interfaces</td>
<td>5 days</td>
<td>$1,600.00</td>
<td>Programmer 1 (Lead)[20%]</td>
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<td>222</td>
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<td>Integrate ATM software product with central bank</td>
<td>1 day</td>
<td>$933.33</td>
<td>Programmer 1 (Lead)[33%], Database Engineer 1[33%]</td>
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<td>Integrate weekly statistical report with central bank</td>
<td>1 day</td>
<td>$700.00</td>
<td>Programmer 1 (Lead)[25%], Database Engineer 1[25%]</td>
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<td>224</td>
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<td>225</td>
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<td>127.75 days</td>
<td>$16,902.38</td>
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<td>1.25 days</td>
<td>$3,250.00</td>
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<td>Plan installation of weekly statistical report</td>
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<td>1.13.2 Distribute software</td>
<td>10.5 days</td>
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<td>Distribute ATM software product to ATM installation team</td>
<td>1 day</td>
<td>$350.00</td>
<td>Installation Specialist 1[25%]</td>
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<td>Distribute central bank system modifications to central bank installation</td>
<td>1 day</td>
<td>$350.00</td>
<td>Installation Specialist 1[25%]</td>
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<td>233</td>
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<td>Distribute weekly statistical report to central bank installation team</td>
<td>1 day</td>
<td>$350.00</td>
<td>Installation Specialist 1[25%]</td>
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<td>1.13.3 Install software</td>
<td>35 days</td>
<td>$4,141.67</td>
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<td>3 days</td>
<td>$3,500.00</td>
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<td>$325.00</td>
<td>Installation Specialist 1[13%], Database Engineer 1[13%]</td>
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<td>1 day</td>
<td>$316.67</td>
<td>Installation Specialist 1[8%], Database Engineer 1[17%]</td>
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<td>ATMs installed on-site by third party</td>
<td>30 days</td>
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<td>1.13.5 Accept software in operational environment</td>
<td>2.5 days</td>
<td>$2,550.00</td>
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<td>Accept configured ATMs in banking locations</td>
<td>0.5 days</td>
<td>$850.00</td>
<td>Project Manager[50%], Installation Specialist 1[50%]</td>
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<td>Accept modified central bank system</td>
<td>0.5 days</td>
<td>$850.00</td>
<td>Project Manager[50%], Installation Specialist 1[50%]</td>
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<td>242</td>
<td>1.13.5.3</td>
<td>Accept weekly statistical report</td>
<td>0.5 days</td>
<td>$850.00</td>
<td>Project Manager[50%], Installation Specialist 1[50%]</td>
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<td>ID</td>
<td>WBS</td>
<td>Task Name</td>
<td>Duration</td>
<td>Cost</td>
<td>Resource Names</td>
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<td>0 days</td>
<td>$0.00</td>
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<td>1.14</td>
<td>Operation &amp; Support</td>
<td>2 days?</td>
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<td>Operate the system</td>
<td>1 day?</td>
<td>$0.00</td>
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<td>Provide technical assistance and consulting</td>
<td>1 day?</td>
<td>$0.00</td>
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<td>Maintain support request log</td>
<td>1 day?</td>
<td>$0.00</td>
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<td>1.15</td>
<td>Maintenance</td>
<td>1 day?</td>
<td>$0.00</td>
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<td>Reapply a software lifecycle</td>
<td>1 day?</td>
<td>$0.00</td>
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Appendix C

Organization Charts
Appendix D

Resource Histograms
Appendix E

Work Activities
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<th>ID</th>
<th>WBS</th>
<th>Task Name</th>
<th>Resource Names</th>
<th>Duration</th>
<th>Predecessors</th>
<th>Successors</th>
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<td>Software Lifecycle Model Process</td>
<td>2 days</td>
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<td>2</td>
<td>1.1.1</td>
<td>Identify candidate SLCMs</td>
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<td>1.1.2</td>
<td>Select project model</td>
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<td>4</td>
<td>1.2</td>
<td>Project Initiation</td>
<td>74 days</td>
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<td>5</td>
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<td>Map activities to the SLCM</td>
<td>2 days</td>
<td>4</td>
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<td>1.2.1</td>
<td>Allocate project resources</td>
<td>20 days</td>
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<td>7</td>
<td>1.2.1</td>
<td>Identify staffing requirements</td>
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<td>8</td>
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<td>Acquire commitment from required staff</td>
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<td>9</td>
<td>1.2.2</td>
<td>Allocate identified activities to staff</td>
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**Notes:**
- ID: Unique identifier for each task.
- WBS: Work Breakdown Structure number.
- Task Name: Description of the task.
- Resource Names: Identification of resources involved.
- Duration: Estimated time for completion.
- Predecessors: Tasks that must be completed before this task can start.
- Successors: Tasks that must be completed after this task.
- The table includes columns for ID, WBS, Task Name, Resource Names, Duration, Predecessors, and Successors.
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<td>1.9.6.1</td>
<td>Design ATM software-to-hardware interface block box test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>5 days</td>
<td>150</td>
<td>158</td>
</tr>
<tr>
<td>153</td>
<td>1.9.6.2</td>
<td>Design ATM software interface block box test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>149</td>
<td></td>
<td>159</td>
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<tr>
<td>154</td>
<td>1.9.6.3</td>
<td>Design end user test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>2.5 days</td>
<td>149</td>
<td>160</td>
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<tr>
<td>155</td>
<td>1.9.6.4</td>
<td>Design central bank interface block test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>5 days</td>
<td>149</td>
<td>161</td>
</tr>
<tr>
<td>156</td>
<td>1.9.6.5</td>
<td>Design weekly statistical report test</td>
<td>Verification Engineer 2(50%), Verification Engineer 1 (Lead)</td>
<td>2.75 days</td>
<td>149</td>
<td>162</td>
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<tr>
<td>157</td>
<td>1.9.7.1</td>
<td>Execute the tests</td>
<td></td>
<td>50.75 days</td>
<td></td>
<td>158</td>
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<td>158</td>
<td>1.9.7.2</td>
<td>Execute ATM software-to-hardware interface block box test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>2.38 days</td>
<td>152,209</td>
<td>163,220</td>
</tr>
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<td>159</td>
<td>1.9.7.3</td>
<td>Execute ATM software interface block box test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>2.38 days</td>
<td>153,210</td>
<td>163,220</td>
</tr>
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<td>160</td>
<td>1.9.7.4</td>
<td>Execute central bank interface block test</td>
<td>Verification Engineer 2, Verification Engineer 1 (Lead)</td>
<td>2.38 days</td>
<td>154,211</td>
<td>163,220</td>
</tr>
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<td>161</td>
<td>1.9.7.5</td>
<td>Execute weekly statistical report test</td>
<td>Verification Engineer 2(15%), Verification Engineer 1 (Lead)(15%)</td>
<td>5 days</td>
<td>156,213</td>
<td>163,220</td>
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<td>162</td>
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<td>40 days</td>
<td>158,159,160,162</td>
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<td>163</td>
<td>1.10.1</td>
<td>Plan documentation</td>
<td></td>
<td>40 days</td>
<td></td>
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<td>164</td>
<td>1.10.1.1</td>
<td>Define installation documentation contents</td>
<td>Technical Writer 1</td>
<td>5 days</td>
<td>166</td>
<td>171</td>
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<td>165</td>
<td>1.10.1.2</td>
<td>Define ATM software documentation contents</td>
<td>Technical Writer 1</td>
<td>5 days</td>
<td>167</td>
<td>172</td>
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<td>166</td>
<td>1.10.1.3</td>
<td>Define central bank accounting system documentation updates</td>
<td>Technical Writer 1</td>
<td>5 days</td>
<td>168</td>
<td>173</td>
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<td>167</td>
<td>1.10.1.4</td>
<td>Create documentation plan</td>
<td>Technical Writer 1</td>
<td>5 days</td>
<td>169</td>
<td>180,181,182</td>
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<td>168</td>
<td>1.10.2</td>
<td>Implement documentation</td>
<td></td>
<td>20 days</td>
<td></td>
<td>170</td>
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<td>169</td>
<td>1.10.2.1</td>
<td>Write installation documentation</td>
<td>Technical Writer 1(50%)</td>
<td>10 days</td>
<td>170</td>
<td>175</td>
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<td>170</td>
<td>1.10.2.2</td>
<td>Write ATM software documentation</td>
<td>Technical Writer 1(50%)</td>
<td>10 days</td>
<td>171</td>
<td>176</td>
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<td>171</td>
<td>1.10.2.3</td>
<td>Write central bank accounting system documentation updates</td>
<td>Technical Writer 1(50%)</td>
<td>10 days</td>
<td>172</td>
<td>177</td>
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<tr>
<td>172</td>
<td>1.10.3</td>
<td>Produce and distribute documentation</td>
<td></td>
<td>15 days</td>
<td></td>
<td>174</td>
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<tr>
<td>173</td>
<td>1.10.3.1</td>
<td>Print installation documentation</td>
<td>Printing Services(50%)</td>
<td>1 day</td>
<td>173</td>
<td>178</td>
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<td>174</td>
<td>1.10.3.2</td>
<td>Print ATM software documentation</td>
<td>Printing Services(50%)</td>
<td>1 day</td>
<td>174</td>
<td>179</td>
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<tr>
<td>175</td>
<td>1.10.3.3</td>
<td>Print central bank accounting system documentation</td>
<td>Printing Services(50%)</td>
<td>1 day</td>
<td>175</td>
<td>180</td>
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<td>176</td>
<td>1.10.3.4</td>
<td>Distribute installation documentation to testers</td>
<td>Project Manager(90%)</td>
<td>4 days</td>
<td>176</td>
<td>181</td>
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<td>177</td>
<td>1.10.3.5</td>
<td>Distribute ATM software documentation to ATM sites</td>
<td>Project Manager(90%)</td>
<td>4 days</td>
<td>177</td>
<td>182</td>
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<td>178</td>
<td>1.10.3.6</td>
<td>Distribute central bank accounting system documentation to end users</td>
<td>Project Manager(90%)</td>
<td>4 days</td>
<td>178</td>
<td>183</td>
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<td>179</td>
<td>1.10.4</td>
<td>Documentation completed</td>
<td></td>
<td>10 days</td>
<td>179</td>
<td>184</td>
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<tr>
<td>180</td>
<td>3.11</td>
<td>Training</td>
<td></td>
<td>120.15 days</td>
<td></td>
<td>182</td>
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<tr>
<td>181</td>
<td>3.11.1</td>
<td>Plan the training program</td>
<td></td>
<td>116.15 days</td>
<td></td>
<td>183</td>
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<td>182</td>
<td>3.11.1.1</td>
<td>Plan installation training content</td>
<td>Training Specialist 1</td>
<td>5 days</td>
<td>184</td>
<td>188</td>
</tr>
<tr>
<td>183</td>
<td>3.11.1.2</td>
<td>Plan ATM site training content</td>
<td>Training Specialist 1</td>
<td>5 days</td>
<td>185</td>
<td>189</td>
</tr>
<tr>
<td>184</td>
<td>3.11.1.3</td>
<td>Plan software maintenance training content</td>
<td>Training Specialist 1</td>
<td>5 days</td>
<td>186</td>
<td>190</td>
</tr>
<tr>
<td>185</td>
<td>3.11.2</td>
<td>Develop training materials</td>
<td></td>
<td>122.15 days</td>
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<td>187</td>
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<tr>
<td>186</td>
<td>3.11.2.1</td>
<td>Create installation training materials</td>
<td>Training Specialist 1(70%)</td>
<td>5 days</td>
<td>187</td>
<td>190</td>
</tr>
<tr>
<td>187</td>
<td>3.11.2.2</td>
<td>Create ATM site training materials</td>
<td>Training Specialist 1(70%)</td>
<td>5 days</td>
<td>188</td>
<td>191</td>
</tr>
<tr>
<td>188</td>
<td>3.11.2.3</td>
<td>Create software maintenance training materials</td>
<td>Training Specialist 1(70%)</td>
<td>5 days</td>
<td>189</td>
<td>192</td>
</tr>
<tr>
<td>189</td>
<td>3.11.3</td>
<td>Validate the training program</td>
<td></td>
<td>116.15 days</td>
<td></td>
<td>190</td>
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<td>190</td>
<td>3.11.3.1</td>
<td>Validate installation training content</td>
<td>Training Specialist 1(60%)</td>
<td>1 day</td>
<td>191</td>
<td>193</td>
</tr>
<tr>
<td>191</td>
<td>3.11.3.2</td>
<td>Validate ATM site training content</td>
<td>Training Specialist 1(60%)</td>
<td>1 day</td>
<td>192</td>
<td>194</td>
</tr>
<tr>
<td>192</td>
<td>3.11.3.3</td>
<td>Validate software maintenance training content</td>
<td>Training Specialist 1(60%)</td>
<td>1 day</td>
<td>193</td>
<td>195</td>
</tr>
<tr>
<td>193</td>
<td>3.11.4</td>
<td>Implement the training program</td>
<td></td>
<td>116.15 days</td>
<td></td>
<td>196</td>
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<tr>
<td>194</td>
<td>3.11.4.1</td>
<td>Hold training session for ATM sites</td>
<td>Training Specialist 1(20%)</td>
<td>1 day</td>
<td>195</td>
<td>197</td>
</tr>
<tr>
<td>195</td>
<td>3.11.4.2</td>
<td>Hold training session for software maintenance team</td>
<td>Training Specialist 1(20%)</td>
<td>1 day</td>
<td>196</td>
<td>198</td>
</tr>
<tr>
<td>196</td>
<td>3.11.4.3</td>
<td>Hold training session for installers</td>
<td>Training Specialist 1(50%)</td>
<td>1 day</td>
<td>197</td>
<td>199</td>
</tr>
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<td>197</td>
<td>3.11.5</td>
<td>Training completed</td>
<td></td>
<td>0 days</td>
<td>198</td>
<td>245,63</td>
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<td>Task Name</td>
<td>Resource Names</td>
<td>Duration</td>
<td>Predecessors</td>
<td>Successors</td>
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<tr>
<td>200</td>
<td>1.12</td>
<td>Implementation</td>
<td>Verification Engineer</td>
<td>103.15 days</td>
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<td>201</td>
<td>1.13.1</td>
<td>Create test data</td>
<td></td>
<td>1 day</td>
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<td>202</td>
<td>1.13.2</td>
<td>Create source code</td>
<td></td>
<td>53.8 days</td>
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<td>203</td>
<td>1.13.2.1</td>
<td>Code ATM software-to-hardware interfaces</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>21.88 days</td>
<td>141.13</td>
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</tr>
<tr>
<td>204</td>
<td>1.13.2.2</td>
<td>Code ATM software-to-hardware interfaces</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>21.88 days</td>
<td>141.13</td>
<td></td>
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<tr>
<td>205</td>
<td>1.13.2.3</td>
<td>Code user interfaces</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>10 days</td>
<td>141.13</td>
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<tr>
<td>206</td>
<td>1.13.2.4</td>
<td>Code central bank interfaces</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>15 days</td>
<td>141.13</td>
<td></td>
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<tr>
<td>207</td>
<td>1.13.2.5</td>
<td>Code weekly statistical report generation routines</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>2.5 days</td>
<td>141.13</td>
<td></td>
</tr>
<tr>
<td>208</td>
<td>1.13.2</td>
<td>Generate object code</td>
<td></td>
<td>50.5 days</td>
<td></td>
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<td>209</td>
<td>1.13.2.1</td>
<td>Generate ATM software-to-hardware interface object code</td>
<td>Programmer 1 (Lead), Computer time for object code generation</td>
<td>1 day</td>
<td>203</td>
<td></td>
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<tr>
<td>210</td>
<td>1.13.2.2</td>
<td>Generate ATM software interface object code</td>
<td>Programmer 1 (Lead), Computer time for object code generation</td>
<td>1 day</td>
<td>204</td>
<td></td>
</tr>
<tr>
<td>211</td>
<td>1.13.2.3</td>
<td>Generate ATM user interface object code</td>
<td>Programmer 1 (Lead), Computer time for object code generation</td>
<td>1 day</td>
<td>205</td>
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<tr>
<td>212</td>
<td>1.13.2.4</td>
<td>Generate central bank interface object code</td>
<td>Programmer 1 (Lead), Computer time for object code generation</td>
<td>1 day</td>
<td>206</td>
<td></td>
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<td>213</td>
<td>1.13.2.5</td>
<td>Generate weekly statistical report object code</td>
<td>Programmer 1 (Lead), Computer time for object code generation</td>
<td>1 day</td>
<td>207</td>
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<td>214</td>
<td>1.14</td>
<td>Plan integration</td>
<td></td>
<td>51.6 days</td>
<td></td>
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<td>215</td>
<td>1.14.1</td>
<td>Plan integration of ATM software/hardware interface and software interfaces</td>
<td>Programmer 1 (Lead)</td>
<td>2.5 days</td>
<td>141</td>
<td></td>
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<tr>
<td>216</td>
<td>1.14.2</td>
<td>Plan integration of ATM software with user interfaces</td>
<td>Programmer 1 (Lead)</td>
<td>2.5 days</td>
<td>141</td>
<td></td>
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<tr>
<td>217</td>
<td>1.14.3</td>
<td>Plan integration of ATM software with central bank</td>
<td>Programmer 1 (Lead)</td>
<td>2.5 days</td>
<td>141</td>
<td></td>
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<tr>
<td>218</td>
<td>1.14.4</td>
<td>Plan integration of weekly statistical report with central bank</td>
<td>Programmer 1 (Lead)</td>
<td>2.5 days</td>
<td>141</td>
<td></td>
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<tr>
<td>219</td>
<td>1.15</td>
<td>Perform integration</td>
<td></td>
<td>42.25 days</td>
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<td>220</td>
<td>1.15.1</td>
<td>Integrate ATM software/hardware interface with software interfaces</td>
<td>Programmer 1 (Lead) (20%)</td>
<td>5 days</td>
<td>158,192,215</td>
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<td>221</td>
<td>1.15.2</td>
<td>Integrate ATM software with user interfaces</td>
<td>Programmer 1 (Lead), Programmer 2</td>
<td>5 days</td>
<td>220,162,216</td>
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<tr>
<td>222</td>
<td>1.15.3</td>
<td>Integrate ATM software product with central bank</td>
<td>Programmer 1 (Lead)(30%), Database Engineer 1 (30%)</td>
<td>1 day</td>
<td>221,217,161</td>
<td></td>
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<tr>
<td>223</td>
<td>1.15.4</td>
<td>Integrate weekly statistical report with central bank</td>
<td>Programmer 1 (Lead)(50%), Database Engineer 1 (50%)</td>
<td>1 day</td>
<td>224,232,233</td>
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<td>224</td>
<td>1.16</td>
<td>Implementation completed</td>
<td></td>
<td>0 days</td>
<td>220,231,222,232</td>
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<td>225</td>
<td>1.17</td>
<td>Installation</td>
<td></td>
<td>127.88 days</td>
<td></td>
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<td>226</td>
<td>1.18.1</td>
<td>Plan installation</td>
<td></td>
<td>14.7 days</td>
<td></td>
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<td>227</td>
<td>1.18.1.1</td>
<td>Plan installation of ATM software product onto ATM machines</td>
<td>Installation Specialist 1</td>
<td>2.5 days</td>
<td>141</td>
<td></td>
</tr>
<tr>
<td>228</td>
<td>1.18.1.2</td>
<td>Plan installation of modifications to central bank system</td>
<td>Installation Specialist 1, Database Engineer 1</td>
<td>1.25 days</td>
<td>141</td>
<td></td>
</tr>
<tr>
<td>229</td>
<td>1.18.1.3</td>
<td>Plan installation of weekly statistical report</td>
<td>Installation Specialist 1(5%), Database Engineer 1(5%)</td>
<td>1.0 days</td>
<td>141</td>
<td></td>
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<tr>
<td>230</td>
<td>1.19</td>
<td>Distribute software</td>
<td></td>
<td>15.65 days</td>
<td></td>
<td></td>
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<tr>
<td>231</td>
<td>1.19.1</td>
<td>Distribute ATM software product to ATM installation team</td>
<td>Installation Specialist 1 (20%)</td>
<td>1 day</td>
<td>220,231,222,227</td>
<td></td>
</tr>
<tr>
<td>232</td>
<td>1.19.1.1</td>
<td>Distribute central bank system modifications to central bank installation team</td>
<td>Installation Specialist 1 (20%)</td>
<td>1 day</td>
<td>222,233,238</td>
<td></td>
</tr>
<tr>
<td>233</td>
<td>1.19.1.2</td>
<td>Distribute weekly statistical report to central bank installation team</td>
<td>Installation Specialist 1 (20%)</td>
<td>1 day</td>
<td>223,233</td>
<td></td>
</tr>
<tr>
<td>234</td>
<td>1.19.2</td>
<td>Install software</td>
<td></td>
<td>34 days</td>
<td></td>
<td></td>
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<tr>
<td>235</td>
<td>1.19.3.1</td>
<td>Install ATM software product onto all ATM machines</td>
<td>Installation Specialist (19%)</td>
<td>3 days</td>
<td>231</td>
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</tr>
<tr>
<td>236</td>
<td>1.19.3.2</td>
<td>Install central bank system modifications</td>
<td>Installation Specialist (11%), Database Engineer 1 (11%)</td>
<td>1 day</td>
<td>237,241</td>
<td></td>
</tr>
<tr>
<td>237</td>
<td>1.19.3.3</td>
<td>Install weekly statistical report</td>
<td>Installation Specialist (19%), Database Engineer 1 (17%)</td>
<td>1 day</td>
<td>239,236</td>
<td></td>
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<tr>
<td>238</td>
<td>1.19.4</td>
<td>ATMs installed on-site by third party</td>
<td></td>
<td>30 days</td>
<td>235</td>
<td></td>
</tr>
<tr>
<td>239</td>
<td>1.20</td>
<td>Accept software in operational environment</td>
<td></td>
<td>2.5 days</td>
<td></td>
<td></td>
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<td>240</td>
<td>1.20.3.1</td>
<td>Accept configured ATMs in banking locations</td>
<td>Project Manager (30%), Installation Specialist (50%)</td>
<td>0.5 days</td>
<td>238</td>
<td></td>
</tr>
<tr>
<td>241</td>
<td>1.20.3.2</td>
<td>Accept modified central bank system</td>
<td>Project Manager (30%), Installation Specialist (50%)</td>
<td>0.5 days</td>
<td>236</td>
<td></td>
</tr>
<tr>
<td>242</td>
<td>1.20.3.3</td>
<td>Accept weekly statistical report</td>
<td>Project Manager (50%), Installation Specialist (50%)</td>
<td>0.2 days</td>
<td>243</td>
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</tr>
<tr>
<td>243</td>
<td>1.24</td>
<td>Installation completed</td>
<td></td>
<td>0 days</td>
<td>240,241,242</td>
<td></td>
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<td>244</td>
<td>1.3</td>
<td>Operation &amp; Support</td>
<td></td>
<td>2 days</td>
<td></td>
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<tr>
<td>245</td>
<td>1.3.1</td>
<td>Operate the system</td>
<td></td>
<td>1 day</td>
<td>192,243</td>
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<td>246</td>
<td>1.3.2</td>
<td>Provide technical assistance and consulting</td>
<td></td>
<td>1 day</td>
<td>245</td>
<td></td>
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<td>247</td>
<td>1.3.3</td>
<td>Maintain support request log</td>
<td></td>
<td>1 day</td>
<td>245</td>
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<td>248</td>
<td>1.4</td>
<td>Maintenance</td>
<td></td>
<td>1 day</td>
<td></td>
<td></td>
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<tr>
<td>249</td>
<td>1.5</td>
<td>Maintain software lifecycle</td>
<td></td>
<td>1 day</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix F

Network Diagram
Define hardware interface requirements
WBS: 1.7.2.2
Duration: 5 days
Start: Tue 01/06/04
Finish: Mon 07/06/04
Res: Requirements Analyst 2, Consultant 1

Create closeout plan
WBS: 1.2.4.2.5
Duration: 3 days
Start: Tue 09/03/04
Finish: Thu 11/03/04
Res: Project Manager

Create technical process plans
WBS: 1.2.4.2.6
Duration: 3 days
Start: Fri 12/03/04
Finish: Tue 16/03/04
Res: Project Manager

Prioritize and integrate interface requirements
WBS: 1.7.3.2
Duration: 2.61 days
Start: Tue 06/07/04
Finish: Fri 09/07/04
Res: Requirements Analyst 2, Consultant 2

Maintain project charter
WBS: 1.3.7
Duration: 200 days
Start: Tue 18/05/04
Finish: Mon 21/02/05
Res: Project Manager

Create process improvement plan
WBS: 1.2.4.2.8
Duration: 3 days
Start: Fri 26/03/04
Finish: Tue 30/03/04
Res: Project Manager

Create problem resolution plan
WBS: 1.2.4.2.9
Duration: 3 days
Start: Mon 05/04/04
Finish: Wed 07/04/04
Res: Project Manager

Create project charter
WBS: 1.2.4.6.1
Duration: 5 days
Start: Wed 18/02/04
Finish: Tue 24/02/04
Res: Project Manager

Deliver project charter to NNB for signoff
WBS: 1.2.4.6.2
Duration: 1 day
Start: Mon 10/05/04
Finish: Mon 10/05/04
Res: Project Manager

Receive signed project charter from NNB
WBS: 1.2.4.6.3
Duration: 5 days
Start: Tue 11/05/04
Finish: Mon 17/05/04
Res: Project Manager

Prioritize and integrate all requirements
WBS: 1.7.3.3
Duration: 3.38 days
Start: Fri 09/07/04
Finish: Fri 16/07/04
Res: Requirements Analyst 1 (Lead), Consultant 1

Baseline project charter completed
WBS: 1.2.4.6.4
Duration: 0 days
Start: Mon 17/05/04
Finish: Mon 17/05/04
Res: Project Manager

Receive ATM hardware documentation
WBS: 1.2.4.7
Duration: 0 days
Start: Tue 01/06/04
Finish: Tue 01/06/04
Res: Project Manager

Create subcontractor management plan
WBS: 1.2.4.2.7
Duration: 3 days
Start: Tue 23/03/04
Finish: Thu 25/03/04
Res: Project Manager
Plan software maintenance training content
WBS: 1.11.1.3
Duration: 5 days
Start: Fri 22/04/05
Finish: Fri 29/04/05
Res: Training Specialist 1

Create software maintenance training materials
WBS: 1.11.2.3
Duration: 5 days
Start: Fri 06/05/05
Finish: Fri 13/05/05
Res: Training Specialist 1 [75%]

Validate software maintenance training content
WBS: 1.11.3.3
Duration: 1 day
Start: Fri 13/05/05
Finish: Mon 16/05/05
Res: Training Specialist 1 [63%]

Hold training session for software maintenance team
WBS: 1.11.4.2
Duration: 5 days
Start: Mon 16/05/05
Finish: Mon 23/05/05
Res: Training Specialist 1 [25%]
Design ATM software-to-hardware interfaces
WBS: 1.8.3.2
Duration: 5 days
Start: Thu 26/08/04
Finish: Thu 02/09/04
Res: Software Designer 1

Design user interfaces
WBS: 1.8.3.3
Duration: 5 days
Start: Thu 02/09/04
Finish: Thu 09/09/04
Res: Software Designer 1

Design central bank system interfaces
WBS: 1.8.3.4
Duration: 5 days
Start: Thu 05/08/04
Finish: Thu 12/08/04
Res: Software Designer 1

Select or develop algorithms
WBS: 1.8.4
Duration: 5 days
Start: Thu 09/09/04
Finish: Thu 16/09/04
Res: Software Designer 1

Validate requirements
WBS: 1.9.2.2
Duration: 5 days
Start: Tue 07/09/04
Finish: Tue 14/09/04
Res: Validation Engineer 1 [40%]

Verify architecture
WBS: 1.9.2.3
Duration: 5 days
Start: Tue 07/09/04
Finish: Tue 14/09/04
Res: Verification Engineer 2 [40%]

Validate architecture
WBS: 1.9.2.4
Duration: 5 days
Start: Tue 07/09/04
Finish: Tue 14/09/04
Res: Validation Engineer 1 [40%]

Collect and analyze metric data
WBS: 1.9.4
Duration: 5 days
Start: Wed 09/02/05
Finish: Wed 16/02/05
Res: Verification Engineer 2, Validation Engineer 1

Plan integration of ATM software with central bank
WBS: 1.12.4.3
Duration: 2.5 days
Start: Tue 05/04/05
Finish: Fri 08/04/05
Res: Programmer 1 (Lead)

Plan installation of ATM software product onto ATM machines
WBS: 1.13.1.1
Duration: 2.5 days
Start: Thu 02/12/04
Finish: Tue 07/12/04
Res: Installation Specialist 1

Plan installation of modifications to central bank system
WBS: 1.13.1.2
Duration: 1.25 days
Start: Tue 07/12/04
Finish: Wed 08/12/04
Res: Installation Specialist 1, Database Engineer 1

Detail design ATM software interfaces
WBS: 1.8.5.1
Duration: 10 days
Start: Thu 23/09/04
Finish: Thu 07/10/04
Res: Software Designer 1, Consultant 1

Detail design ATM software-to-hardware interfaces
WBS: 1.8.5.2
Duration: 10 days
Start: Thu 07/10/04
Finish: Thu 21/10/04
Res: Software Designer 1, Consultant 1

Detail design user interfaces
WBS: 1.8.5.3
Duration: 10 days
Start: Thu 21/10/04
Finish: Thu 04/11/04
Res: Software Designer 1, Consultant 1

Detail design central bank system interfaces
WBS: 1.8.5.4
Duration: 10 days
Start: Thu 04/11/04
Finish: Thu 18/11/04
Res: Software Designer 1, Consultant 1

Create Software Verification & Validation Plan (SVVP)
WBS: 1.9.1.5
Duration: 6.36 days
Start: Mon 31/01/05
Finish: Tue 08/02/05
Res: Verification Engineer 2 [38%], Validation Engineer 1 [38%], Consultant 1, Verification Engineer 1 (Lead)

Plan architecture verification and validation
WBS: 1.9.1.2
Duration: 6.92 days
Start: Mon 30/08/04
Finish: Tue 07/09/04
Res: Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)

Plan interface design verification and validation
WBS: 1.9.1.3
Duration: 6.92 days
Start: Tue 14/09/04
Finish: Thu 23/09/04
Res: Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)

Plan database design verification and validation
WBS: 1.9.1.4
Duration: 6.92 days
Start: Thu 20/01/05
Finish: Mon 31/01/05
Res: Verification Engineer 2 [63%], Validation Engineer 1 [63%], Consultant 1, Verification Engineer 1 (Lead)

Plan integration of weekly statistical report with central bank
WBS: 1.12.4.4
Duration: 2.5 days
Start: Thu 14/04/05
Finish: Tue 19/04/05
Res: Programmer 1 (Lead)

Plan installation of weekly statistical report
WBS: 1.13.1.3
Duration: 1.07 days
Start: Wed 08/12/04
Finish: Thu 09/12/04
Res: Installation Specialist 1 [75%], Database Engineer 1
Plan installation training content

WBS: 1.11.1.1
Duration: 5 days
Start: Fri 29/04/05
Finish: Fri 06/05/05
Res: Training Specialist 1

Create installation training materials

WBS: 1.11.2.1
Duration: 5 days
Start: Mon 16/05/05
Finish: Mon 23/05/05
Res: Training Specialist 1[75%]

Validate installation training content

WBS: 1.11.3.1
Duration: 1 day
Start: Mon 23/05/05
Finish: Tue 24/05/05
Res: Training Specialist 1[63%]

Hold training session for installers

WBS: 1.11.4.3
Duration: 1 day
Start: Tue 24/05/05
Finish: Wed 25/05/05
Res: Training Specialist 1[50%]

Distribute ATM software product to ATM installation team

WBS: 1.13.2.1
Duration: 1 day
Start: Mon 11/04/05
Finish: Tue 12/04/05
Res: Installation Specialist 1[25%]

Distribute central bank system modifications to central bank installation team

WBS: 1.13.2.2
Duration: 1 day
Start: Fri 22/04/05
Finish: Mon 25/04/05
Res: Installation Specialist 1[25%]

Install ATM software product onto all ATM machines

WBS: 1.13.3.1
Duration: 3 days
Start: Tue 12/04/05
Finish: Fri 15/04/05
Res: Installation Specialist 1[83%]

Install central bank system modifications

WBS: 1.13.3.2
Duration: 1 day
Start: Fri 27/05/05
Finish: Mon 30/05/05
Res: Installation Specialist 1[13%], Database Engineer 1[13%]

Accept configured ATMs in banking locations

WBS: 1.13.5.1
Duration: 0.5 days
Start: Fri 27/05/05
Finish: Fri 27/05/05
Res: Project Manager[50%], Installation Specialist 1[50%]

Accept modified central bank system

WBS: 1.13.5.2
Duration: 0.5 days
Start: Mon 30/05/05
Finish: Mon 30/05/05
Res: Project Manager[50%], Installation Specialist 1[50%]

Implementation completed

WBS: 1.12.6
Duration: 0 days
Start: Fri 22/04/05
Finish: Fri 22/04/05
Res:

Project closeout

WBS: 1.3.10
Duration: 0 days
Start: Tue 31/05/05
Finish: Tue 31/05/05
Res:
Appendix G

Resource Allocation Table
<table>
<thead>
<tr>
<th>ID</th>
<th>WBS</th>
<th>Task Name</th>
<th>Work</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Nirvana National Bank ATM project</td>
<td>7,583.2 hrs</td>
<td>338.56 days?</td>
<td>Wed 18/02/04</td>
<td>Mon 06/06/05</td>
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<td>2</td>
<td>1.1</td>
<td>Software Lifecycle Model Process</td>
<td>4 hrs</td>
<td>2 days</td>
<td>Wed 25/02/04</td>
<td>Thu 26/02/04</td>
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<td>3</td>
<td>1.1.1</td>
<td>Identify candidate SLCMs</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Wed 25/02/04</td>
<td>Wed 25/02/04</td>
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<td>4</td>
<td>1.1.2</td>
<td>Select project model</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Thu 26/02/04</td>
<td>Thu 26/02/04</td>
</tr>
<tr>
<td>5</td>
<td>1.2</td>
<td>Project Initiation</td>
<td>351 hrs</td>
<td>74 days</td>
<td>Wed 18/02/04</td>
<td>Tue 01/06/04</td>
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<td>6</td>
<td>1.2.1</td>
<td>Map activities to the SLCM</td>
<td>4 hrs</td>
<td>2 days</td>
<td>Fri 27/02/04</td>
<td>Mon 01/03/04</td>
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<tr>
<td>7</td>
<td>1.2.2</td>
<td>Allocate project resources</td>
<td>26 hrs</td>
<td>29 days</td>
<td>Tue 02/03/04</td>
<td>Fri 09/04/04</td>
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<td>Identify staffing requirements</td>
<td>8 hrs</td>
<td>2 days</td>
<td>Tue 02/03/04</td>
<td>Wed 03/04/04</td>
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<td>9</td>
<td>1.2.2.2</td>
<td>Acquire commitment from required staff</td>
<td>8 hrs</td>
<td>5 days</td>
<td>Thu 04/03/04</td>
<td>Wed 10/03/04</td>
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<td>10</td>
<td>1.2.2.3</td>
<td>Allocate identified activities to staff</td>
<td>10 hrs</td>
<td>5 days</td>
<td>Mon 05/04/04</td>
<td>Fri 09/04/04</td>
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<td>11</td>
<td>1.2.3</td>
<td>Establish project environment</td>
<td>56 hrs</td>
<td>32 days</td>
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<td>Thu 15/04/04</td>
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<td>20 hrs</td>
<td>10 days</td>
<td>Mon 03/04/04</td>
<td>Mon 22/03/04</td>
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<td>13</td>
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<td>Acquire required tools</td>
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<td>5 days</td>
<td>Mon 05/04/04</td>
<td>Fri 09/04/04</td>
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<td>14</td>
<td>1.2.3.3</td>
<td>Identify communication needs</td>
<td>8 hrs</td>
<td>4 days</td>
<td>Wed 03/04/04</td>
<td>Mon 08/04/04</td>
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<td>15</td>
<td>1.2.3.4</td>
<td>Create communication plan</td>
<td>16 hrs</td>
<td>4 days</td>
<td>Mon 12/04/04</td>
<td>Thu 15/04/04</td>
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<td>16</td>
<td>1.2.3.5</td>
<td>Establish documentation repository</td>
<td>1 hr</td>
<td>1 day</td>
<td>Thu 04/04/04</td>
<td>Thu 04/04/04</td>
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<td>17</td>
<td>1.2.3.6</td>
<td>Establish software engineering workspaces</td>
<td>1 hr</td>
<td>1 day</td>
<td>Wed 03/04/04</td>
<td>Wed 03/04/04</td>
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<tr>
<td>18</td>
<td>1.2.4</td>
<td>Plan project management</td>
<td>265 hrs</td>
<td>74 days</td>
<td>Wed 18/02/04</td>
<td>Tue 01/06/04</td>
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<td>19</td>
<td>1.2.4.1</td>
<td>Create baseline Work Breakdown Structure (WBS)</td>
<td>100 hrs</td>
<td>10 days</td>
<td>Wed 17/03/04</td>
<td>Tue 30/03/04</td>
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<td>20</td>
<td>1.2.4.2</td>
<td>Create SPMP subplans</td>
<td>114 hrs</td>
<td>29 days</td>
<td>Fri 27/02/04</td>
<td>Wed 07/04/04</td>
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<td>21</td>
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<td>Create start-up plan</td>
<td>34 hrs</td>
<td>3 days</td>
<td>Fri 27/02/04</td>
<td>Tue 02/03/04</td>
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<td>22</td>
<td>1.2.4.2.2</td>
<td>Create work plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Wed 31/03/04</td>
<td>Fri 02/04/04</td>
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<td>23</td>
<td>1.2.4.2.3</td>
<td>Create control plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Wed 31/03/04</td>
<td>Fri 02/04/04</td>
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<td>24</td>
<td>1.2.4.2.4</td>
<td>Create risk management plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Thu 04/03/04</td>
<td>Mon 08/03/04</td>
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<tr>
<td>25</td>
<td>1.2.4.2.5</td>
<td>Create closeout plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Tue 09/03/04</td>
<td>Thu 11/03/04</td>
</tr>
<tr>
<td>26</td>
<td>1.2.4.2.6</td>
<td>Create technical process plans</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Fri 12/03/04</td>
<td>Tue 16/03/04</td>
</tr>
<tr>
<td>27</td>
<td>1.2.4.2.7</td>
<td>Create subcontractor management plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Tue 23/03/04</td>
<td>Thu 25/03/04</td>
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<td>28</td>
<td>1.2.4.2.8</td>
<td>Create process improvement plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Fri 26/03/04</td>
<td>Tue 30/03/04</td>
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<tr>
<td>ID</td>
<td>WBS</td>
<td>Task Name</td>
<td>Work</td>
<td>Duration</td>
<td>Start</td>
<td>Finish</td>
</tr>
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<td>29</td>
<td>1.2.4.2.9</td>
<td>Create problem resolution plan</td>
<td>10 hrs</td>
<td>3 days</td>
<td>Mon 05/04/04</td>
<td>Wed 07/04/04</td>
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<td>30</td>
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<td>Assemble baseline SPMP document</td>
<td>8 hrs</td>
<td>1 day</td>
<td>Thu 22/04/04</td>
<td>Thu 22/04/04</td>
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<td>31</td>
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<td>Baseline SPMP completed</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Thu 22/04/04</td>
<td>Thu 22/04/04</td>
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<tr>
<td>32</td>
<td>1.2.4.5</td>
<td>Create schedule baseline</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Fri 23/04/04</td>
<td>Fri 23/04/04</td>
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<td>33</td>
<td>1.2.4.6</td>
<td>Finalize project charter</td>
<td>41 hrs</td>
<td>64 days</td>
<td>Wed 18/02/04</td>
<td>Mon 17/05/04</td>
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<td>34</td>
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<td>Create project charter</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Wed 18/02/04</td>
<td>Tue 24/02/04</td>
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<td>35</td>
<td>1.2.4.6.2</td>
<td>Deliver project charter to NNB for signoff</td>
<td>1 hr</td>
<td>1 day</td>
<td>Mon 10/05/04</td>
<td>Mon 10/05/04</td>
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<td>36</td>
<td>1.2.4.6.3</td>
<td>Receive signed project charter from NNB</td>
<td>0 hrs</td>
<td>5 days</td>
<td>Tue 11/05/04</td>
<td>Mon 17/05/04</td>
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<td>37</td>
<td>1.2.4.6.4</td>
<td>Baseline project charter completed</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Mon 17/05/04</td>
<td>Mon 17/05/04</td>
</tr>
<tr>
<td>38</td>
<td>1.2.4.7</td>
<td>Receive ATM hardware documentation</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Tue 01/06/04</td>
<td>Tue 01/06/04</td>
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<td>39</td>
<td>1.3</td>
<td>Project Monitoring &amp; Control</td>
<td>910 hrs</td>
<td>300.56 days</td>
<td>Thu 08/04/04</td>
<td>Thu 02/06/05</td>
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<td>40</td>
<td>1.3.1</td>
<td>Project kickoff</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Tue 01/06/04</td>
<td>Tue 01/06/04</td>
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<td>41</td>
<td>1.3.2</td>
<td>Analyze risks</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Fri 01/04/05</td>
<td>Thu 07/04/05</td>
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<td>42</td>
<td>1.3.3</td>
<td>Perform contingency planning</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Fri 08/04/05</td>
<td>Thu 14/04/05</td>
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<td>43</td>
<td>1.3.4</td>
<td>Manage the project</td>
<td>656 hrs</td>
<td>216 days</td>
<td>Tue 01/06/04</td>
<td>Tue 29/03/05</td>
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<tr>
<td>44</td>
<td>1.3.4.1</td>
<td>Steering Committee meetings</td>
<td>48 hrs</td>
<td>48 days</td>
<td>Thu 01/06/04</td>
<td>Thu 05/08/04</td>
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<tr>
<td>45</td>
<td>1.3.4.2</td>
<td>Project team meetings</td>
<td>300 hrs</td>
<td>200 days</td>
<td>Wed 23/04/04</td>
<td>Wed 23/04/04</td>
</tr>
<tr>
<td>46</td>
<td>1.3.4.3</td>
<td>Other project management tasks</td>
<td>308 hrs</td>
<td>200 days</td>
<td>Wed 23/04/04</td>
<td>Wed 23/04/04</td>
</tr>
<tr>
<td>47</td>
<td>1.3.5</td>
<td>Retain records</td>
<td>80 hrs</td>
<td>16 days</td>
<td>Tue 01/06/04</td>
<td>Tue 22/06/04</td>
</tr>
<tr>
<td>48</td>
<td>1.3.6</td>
<td>Implement problem reporting method</td>
<td>40 hrs</td>
<td>10 days</td>
<td>Thu 08/04/04</td>
<td>Wed 21/04/04</td>
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<td>49</td>
<td>1.3.7</td>
<td>Maintain project charter</td>
<td>30 hrs</td>
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<td>Tue 18/05/04</td>
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<td>50</td>
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<td>SPMP Scheduled Updates</td>
<td>24 hrs</td>
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<td>Wed 30/06/04</td>
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<td>51</td>
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<td>Month 1</td>
<td>2 hrs</td>
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<td>52</td>
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<td>Month 2</td>
<td>2 hrs</td>
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<td>Fri 30/07/04</td>
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<td>53</td>
<td>1.3.8.3</td>
<td>Month 3</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Fri 30/07/04</td>
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<td>Month 4</td>
<td>2 hrs</td>
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<td>Month 5</td>
<td>2 hrs</td>
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<td>Fri 29/10/04</td>
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<td>1.3.8.6</td>
<td>Month 6</td>
<td>2 hrs</td>
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<td>Thu 30/11/04</td>
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<td>Month 7</td>
<td>2 hrs</td>
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<td>Fri 17/12/04</td>
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<td>58</td>
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<td>Month 8</td>
<td>2 hrs</td>
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<td>Mon 31/01/05</td>
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<td>1 day</td>
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<td>Month 10</td>
<td>2 hrs</td>
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<td>Month 11</td>
<td>2 hrs</td>
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<td>62</td>
<td>1.3.8.12</td>
<td>Month 12</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Tue 31/05/05</td>
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<td>63</td>
<td>1.3.9</td>
<td>All project deliverables have been delivered</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Thu 02/06/05</td>
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<td>Project closeout</td>
<td>0 hrs</td>
<td>0 days</td>
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<td>65</td>
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<td>Configuration Management</td>
<td>225 hrs</td>
<td>35 days?</td>
<td>Tue 01/06/04</td>
<td>Mon 19/07/04</td>
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<td>66</td>
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<td>Plan configuration management</td>
<td>20 hrs</td>
<td>5 days</td>
<td>Tue 01/06/04</td>
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<td>67</td>
<td>1.4.2</td>
<td>Create Software Configuration Management Plan (SCMP)</td>
<td>30 hrs</td>
<td>5 days</td>
<td>Tue 08/06/04</td>
<td>Mon 14/06/04</td>
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<td>SCMP completed</td>
<td>0 hrs</td>
<td>0 days</td>
<td>Mon 14/06/04</td>
<td>Mon 14/06/04</td>
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<td>1.4.4</td>
<td>Develop configuration identification</td>
<td>15 hrs</td>
<td>5 days</td>
<td>Mon 15/06/04</td>
<td>Mon 21/06/04</td>
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<td>70</td>
<td>1.4.5</td>
<td>Perform configuration control</td>
<td>80 hrs</td>
<td>10 days?</td>
<td>Tue 22/06/04</td>
<td>Mon 05/07/04</td>
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<td>71</td>
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<td>Perform status accounting</td>
<td>80 hrs</td>
<td>10 days?</td>
<td>Mon 19/07/04</td>
<td>Mon 19/07/04</td>
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<td>72</td>
<td>1.5</td>
<td>Software Quality Management</td>
<td>368 hrs</td>
<td>79.33 days?</td>
<td>Tue 01/06/04</td>
<td>Mon 20/09/04</td>
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<td>73</td>
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<td>Plan software quality management</td>
<td>8 hrs</td>
<td>1 day</td>
<td>Tue 01/06/04</td>
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<td>74</td>
<td>1.5.2</td>
<td>Create Software Quality Assurance Plan (SQAP)</td>
<td>40 hrs</td>
<td>13.33 days</td>
<td>Wed 02/06/04</td>
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<td>76</td>
<td>1.5.4</td>
<td>Define metrics</td>
<td>80 hrs</td>
<td>10 days?</td>
<td>Mon 21/06/04</td>
<td>Mon 05/07/04</td>
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<td>77</td>
<td>1.5.5</td>
<td>Manage software quality</td>
<td>200 hrs</td>
<td>50 days?</td>
<td>Mon 13/09/04</td>
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<td>Identify quality improvement needs</td>
<td>40 hrs</td>
<td>5 days?</td>
<td>Mon 13/09/04</td>
<td>Mon 20/09/04</td>
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<td>System Allocation</td>
<td>160 hrs</td>
<td>10 days</td>
<td>Tue 01/06/04</td>
<td>Mon 14/06/04</td>
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<td>80</td>
<td>1.6.1</td>
<td>Analyze functions</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Tue 01/06/04</td>
<td>Thu 03/06/04</td>
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<td>81</td>
<td>1.6.2</td>
<td>Develop system architecture</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Thu 03/06/04</td>
<td>Thu 10/06/04</td>
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<td>82</td>
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<td>Identify hardware functions</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Thu 03/06/04</td>
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<td>83</td>
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<td>Identify software functions</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Thu 03/06/04</td>
<td>Mon 07/06/04</td>
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<td>84</td>
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<td>Decompose system requirements</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Thu 10/06/04</td>
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<td>85</td>
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<td>System allocation completed</td>
<td>0 hrs</td>
<td>0 days</td>
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<td>86</td>
<td>1.7</td>
<td>Requirements</td>
<td>606 hrs</td>
<td>37.12 days</td>
<td>Tue 01/06/04</td>
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<td>87</td>
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<td>Define and develop software requirements</td>
<td>160 hrs</td>
<td>5 days</td>
<td>Tue 15/06/04</td>
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<td>88</td>
<td>1.7.1.1</td>
<td>Define and develop weekly statistical report requirements</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Tue 15/06/04</td>
<td>Thu 17/06/04</td>
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<td>Define and develop ATM session statement requirements</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Tue 15/06/04</td>
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<td>Define and develop ATM software requirements</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Thu 17/06/04</td>
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<td>91</td>
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<td>Define and develop central bank software requirements</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Thu 17/06/04</td>
<td>Mon 21/06/04</td>
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<td>92</td>
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<td>Define interface requirements</td>
<td>320 hrs</td>
<td>25 days</td>
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<td>93</td>
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<td>Define ATM software interface requirements</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Tue 29/06/04</td>
<td>Mon 05/07/04</td>
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<td>Requirements Analyst 1 (Lead)</td>
<td>40 hrs</td>
<td></td>
<td>Tue 29/06/04</td>
<td>Mon 05/07/04</td>
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<td>Consultant 2</td>
<td>40 hrs</td>
<td></td>
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<tr>
<td>94</td>
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<td>Define hardware interface requirements</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Tue 01/06/04</td>
<td>Mon 07/06/04</td>
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<td>Requirements Analyst 2</td>
<td>40 hrs</td>
<td></td>
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<td>Mon 07/06/04</td>
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<td>95</td>
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<td>Define user interface requirements</td>
<td>80 hrs</td>
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<td>Tue 22/06/04</td>
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<td>Tue 22/06/04</td>
<td>Mon 28/06/04</td>
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<td>96</td>
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<td>Define central bank interface requirements</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Tue 22/06/04</td>
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<td>Tue 22/06/04</td>
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<td>Tue 22/06/04</td>
<td>Mon 28/06/04</td>
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<td>97</td>
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<td>Prioritize and integrate requirements</td>
<td>96 hrs</td>
<td>8.37 days</td>
<td>Tue 06/07/04</td>
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<td>Prioritize and integrate software requirements</td>
<td>32 hrs</td>
<td>2.04 days</td>
<td>Tue 06/07/04</td>
<td>Thu 08/07/04</td>
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<td>06/07/04</td>
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<td>06/07/04</td>
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<td>Prioritize and integrate interface requirements</td>
<td>32 hrs</td>
<td>2.61 days</td>
<td>Tue 06/07/04</td>
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<td>12.3 hrs</td>
<td>06/07/04</td>
<td>Wed 07/07/04</td>
<td>Thu 08/07/04</td>
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<td>Prioritize and integrate all requirements</td>
<td>32 hrs</td>
<td>3.38 days</td>
<td>Fri 09/07/04</td>
<td>Fri 16/07/04</td>
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<td>Consultant 1</td>
<td>25.6 hrs</td>
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<td>101</td>
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<td>Create Software Requirements Specification (SRS)</td>
<td>30 hrs</td>
<td>3.75 days</td>
<td>Fri 16/07/04</td>
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<td>Thu 22/07/04</td>
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<td>1.8</td>
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<td>1,346.85 hrs</td>
<td>90.77 days</td>
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<td>104</td>
<td>1.8.1</td>
<td>Perform architectural design</td>
<td>480 hrs</td>
<td>20 days</td>
<td>Thu 22/07/04</td>
<td>Thu 19/08/04</td>
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<td>105</td>
<td>1.8.1.1</td>
<td>Design ATM-to-central bank communication architecture</td>
<td>240 hrs</td>
<td>10 days</td>
<td>Thu 22/07/04</td>
<td>Thu 05/08/04</td>
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<td>Software Architect 1 (Lead)</td>
<td>80 hrs</td>
<td></td>
<td>Thu 22/07/04</td>
<td>Thu 05/08/04</td>
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<td>Consultant 1</td>
<td>80 hrs</td>
<td></td>
<td>Thu 22/07/04</td>
<td>Thu 05/08/04</td>
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<td>106</td>
<td>1.8.1.2</td>
<td>Design ATM software internal architecture</td>
<td>240 hrs</td>
<td>10 days</td>
<td>Thu 05/08/04</td>
<td>Thu 19/08/04</td>
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<td>Software Architect 1 (Lead)</td>
<td>80 hrs</td>
<td></td>
<td>Thu 05/08/04</td>
<td>Thu 19/08/04</td>
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<td>Consultant 1</td>
<td>80 hrs</td>
<td></td>
<td>Thu 05/08/04</td>
<td>Thu 19/08/04</td>
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<td>Consultant 2</td>
<td>80 hrs</td>
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<td>Thu 05/08/04</td>
<td>Thu 19/08/04</td>
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<td>107</td>
<td>1.8.2</td>
<td>Design the database</td>
<td>64 hrs</td>
<td>8 days</td>
<td>Thu 22/07/04</td>
<td>Tue 03/08/04</td>
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<td>108</td>
<td>1.8.2.1</td>
<td>Design card/PIN additions to central system database</td>
<td>24 hrs</td>
<td>3 days</td>
<td>Thu 22/07/04</td>
<td>Tue 27/07/04</td>
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<td></td>
<td>Database Engineer 1</td>
<td>24 hrs</td>
<td></td>
<td>Thu 22/07/04</td>
<td>Tue 27/07/04</td>
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<td>109</td>
<td>1.8.2.2</td>
<td>Design ATM transaction additions to central system database</td>
<td>24 hrs</td>
<td>3 days</td>
<td>Fri 27/07/04</td>
<td>Fri 30/07/04</td>
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<td>Database Engineer 1</td>
<td>24 hrs</td>
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<td>Fri 27/07/04</td>
<td>Fri 30/07/04</td>
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<td>110</td>
<td>1.8.2.3</td>
<td>Design weekly statistical report</td>
<td>16 hrs</td>
<td>2 days</td>
<td>Fri 30/07/04</td>
<td>Tue 03/08/04</td>
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<td>Database Engineer 1</td>
<td>16 hrs</td>
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<td>Fri 30/07/04</td>
<td>Tue 03/08/04</td>
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<td>111</td>
<td>1.8.3</td>
<td>Design interfaces</td>
<td>160 hrs</td>
<td>25 days</td>
<td>Thu 05/08/04</td>
<td>Thu 09/09/04</td>
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<td>112</td>
<td>1.8.3.1</td>
<td>Design ATM software interfaces</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Thu 19/08/04</td>
<td>Thu 26/08/04</td>
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<td>113</td>
<td>1.8.3.2</td>
<td>Design ATM software-to-hardware interfaces</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Thu 26/08/04</td>
<td>Thu 02/09/04</td>
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<td>114</td>
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<td>Design user interfaces</td>
<td>40 hrs</td>
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<td>Thu 02/09/04</td>
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<td>115</td>
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<td>Design central bank system interfaces</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Thu 05/08/04</td>
<td>Thu 12/08/04</td>
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<td>116</td>
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<td>Select or develop algorithms</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Thu 09/09/04</td>
<td>Thu 16/09/04</td>
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<td>40 hrs</td>
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<td>Thu 09/09/04</td>
<td>Thu 16/09/04</td>
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<td>117</td>
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<td>Perform detailed design</td>
<td>572.85 hrs</td>
<td>40 days</td>
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<td>Detail design ATM software interfaces</td>
<td>160 hrs</td>
<td>10 days</td>
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<td>Thu 07/10/04</td>
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<td>80 hrs</td>
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<td>Thu 07/10/04</td>
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<td>Verification &amp; Validation</td>
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<td>1,683 hrs</td>
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<td>55.38 hrs</td>
<td>Thu 19/08/04</td>
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<td>55.38 hrs</td>
<td>Mon 30/04/04</td>
<td>Tue 07/09/04</td>
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<td>Tue 14/09/04</td>
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<td>19.08 hrs</td>
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<td>Tue 07/09/04</td>
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<td>Mon 06/12/04</td>
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<td>Mon 06/12/04</td>
<td>Mon 06/12/04</td>
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<td>142</td>
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<td>Collect and analyze metric data</td>
<td>Software Designer 1</td>
<td>80 hrs</td>
<td>Tue 01/02/05</td>
<td>Tue 08/02/05</td>
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<td>143</td>
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<td>210 hrs</td>
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<td>144</td>
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<td>Plan ATM software-to-hardware interface black box test</td>
<td>40 hrs</td>
<td>3.33 days</td>
<td>Fri 10/12/04</td>
<td>Fri 24/12/04</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>26.67 hrs</td>
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<td>Mon 06/12/04</td>
<td>Fri 10/12/04</td>
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<td>40 hrs</td>
<td>3.33 days</td>
<td>Fri 10/12/04</td>
<td>Wed 15/12/04</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>26.67 hrs</td>
<td></td>
<td>Fri 10/12/04</td>
<td>Wed 15/12/04</td>
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<td>146</td>
<td>1.9.5.3</td>
<td>Plan end user test</td>
<td>20 hrs</td>
<td>1.67 days</td>
<td>Mon 20/12/04</td>
<td>Tue 21/12/04</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>13.33 hrs</td>
<td></td>
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<td>Tue 21/12/04</td>
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<td>147</td>
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<td>Plan central bank interface black box test</td>
<td>40 hrs</td>
<td>3.33 days</td>
<td>Tue 15/02/05</td>
<td>Mon 21/02/05</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>26.67 hrs</td>
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<td>Tue 15/02/05</td>
<td>Mon 21/02/05</td>
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<td>148</td>
<td>1.9.5.5</td>
<td>Plan weekly statistical report test</td>
<td>30 hrs</td>
<td>2.73 days</td>
<td>Wed 15/12/04</td>
<td>Mon 20/12/04</td>
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<td></td>
<td>Verification Engineer 1 (Lead)</td>
<td>21.82 hrs</td>
<td></td>
<td>Wed 15/12/04</td>
<td>Mon 20/12/04</td>
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<td>149</td>
<td>1.9.5.6</td>
<td>Create Software Test Plan (STP)</td>
<td>20 hrs</td>
<td>2.5 days</td>
<td>Tue 21/12/04</td>
<td>Fri 24/12/04</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>20 hrs</td>
<td></td>
<td>Tue 21/12/04</td>
<td>Fri 24/12/04</td>
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<td>Develop test requirements</td>
<td>310 hrs</td>
<td>20.23 days</td>
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<td>152</td>
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<td>80 hrs</td>
<td>5 days</td>
<td>Fri 24/12/04</td>
<td>Fri 31/12/04</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>40 hrs</td>
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<td>Fri 24/12/04</td>
<td>Fri 31/12/04</td>
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<td>153</td>
<td>1.9.6.2</td>
<td>Design ATM software interface black box test</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Fri 31/12/04</td>
<td>Fri 07/01/05</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>40 hrs</td>
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<td>Fri 31/12/04</td>
<td>Fri 07/01/05</td>
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<td>154</td>
<td>1.9.6.3</td>
<td>Design end user test</td>
<td>40 hrs</td>
<td>2.5 days</td>
<td>Fri 07/01/05</td>
<td>Tue 11/01/05</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>20 hrs</td>
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<td>Fri 07/01/05</td>
<td>Tue 11/01/05</td>
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<td>155</td>
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<td>Design central bank interface black box test</td>
<td>80 hrs</td>
<td>5 days</td>
<td>Tue 11/01/05</td>
<td>Tue 18/01/05</td>
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<td>Tue 18/01/05</td>
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<tr>
<td>156</td>
<td>1.9.6.5</td>
<td>Design weekly statistical report test</td>
<td>30 hrs</td>
<td>2.73 days</td>
<td>Tue 18/01/05</td>
<td>Fri 21/01/05</td>
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<td>21.82 hrs</td>
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<td>Tue 18/01/05</td>
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<td>Execute the tests</td>
<td>95 hrs</td>
<td>53.6 days</td>
<td>Tue 08/02/05</td>
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<td>158</td>
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<td>Execute ATM software-to-hardware interface black box test</td>
<td>20 hrs</td>
<td>2.38 days</td>
<td>Fri 08/02/05</td>
<td>Fri 11/02/05</td>
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<td>Verification Engineer 1 (Lead)</td>
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<td>Fri 08/02/05</td>
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<td>159</td>
<td>1.9.7.2</td>
<td>Execute ATM software interface black box test</td>
<td>20 hrs</td>
<td>2.38 days</td>
<td>Fri 11/02/05</td>
<td>Tue 15/02/05</td>
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<td>Verification Engineer 1 (Lead)</td>
<td>19.05 hrs</td>
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<td>Fri 11/02/05</td>
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<td>160</td>
<td>1.9.7.3</td>
<td>Execute end user test</td>
<td>20 hrs</td>
<td>2.38 days</td>
<td>Mon 28/02/05</td>
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<td>20 hrs</td>
<td>2.38 days</td>
<td>Thu 31/03/05</td>
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<td>Execute weekly statistical report test</td>
<td>15 hrs</td>
<td>5 days</td>
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<td>164</td>
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<td>40 hrs</td>
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<td>40 hrs</td>
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<td>Mon 13/12/04</td>
<td>Mon 20/12/04</td>
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<td>Define central bank accounting system documentation updates</td>
<td>40 hrs</td>
<td>5 days</td>
<td>Mon 20/12/04</td>
<td>Mon 27/12/04</td>
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<td>169</td>
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<td>Create documentation plan</td>
<td>40 hrs</td>
<td>5 days</td>
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<td>170</td>
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<td>Implement documentation</td>
<td>120 hrs</td>
<td>20 days</td>
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<td>40 hrs</td>
<td>10 days</td>
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<td>Mon 10/01/05</td>
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<td>40 hrs</td>
<td>10 days</td>
<td>Mon 27/12/04</td>
<td>Mon 10/01/05</td>
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<td>173</td>
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<td>40 hrs</td>
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<td>Produce and distribute documentation</td>
<td>18 hrs</td>
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<td>4 hrs</td>
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<td>4 hrs</td>
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<td>Distribute installation documentation to installers</td>
<td>2 hrs</td>
<td>4 days</td>
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<td>2 hrs</td>
<td>4 days</td>
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<td>120 hrs</td>
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<td>40 hrs</td>
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<td>40 hrs</td>
<td>5 days</td>
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<td>123.67 days</td>
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<td>30 hrs</td>
<td>5 days</td>
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<td>30 hrs</td>
<td>5 days</td>
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<td>30 hrs</td>
<td>5 days</td>
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<td>Validate the training program</td>
<td>15 hrs</td>
<td>119.67 days</td>
<td>Thu 09/12/04</td>
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<td>5 hrs</td>
<td>1 day</td>
<td>Wed 25/05/05</td>
<td>Thu 26/05/05</td>
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<td>5 hrs</td>
<td>1 day</td>
<td>Thu 09/12/04</td>
<td>Fri 10/12/04</td>
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<td>5 hrs</td>
<td>1 day</td>
<td>Tue 17/05/05</td>
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<td>2 hrs</td>
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<td>20 hrs</td>
<td>2.5 days</td>
<td>Mon 06/12/04</td>
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<td>20 hrs</td>
<td>Mon 06/12/04</td>
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<td>1.25 days</td>
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<td>10 hrs</td>
<td>Thu 09/12/04</td>
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<td>10 hrs</td>
<td>Thu 09/12/04</td>
<td>Fri 10/12/04</td>
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<td>229</td>
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<td>15 hrs</td>
<td>1.07 days</td>
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<td>Distribute ATM software product to ATM installation team</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Wed 13/04/05</td>
<td>Thu 14/04/05</td>
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<td><strong>Installation Specialist 1</strong></td>
<td>2 hrs</td>
<td>Wed 13/04/05</td>
<td>Thu 14/04/05</td>
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<td>232</td>
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<td>Distribute central bank system modifications to central bank installation team</td>
<td>2 hrs</td>
<td>1 day</td>
<td>Tue 26/04/05</td>
<td>Wed 27/04/05</td>
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<td></td>
<td><strong>Installation Specialist 1</strong></td>
<td>2 hrs</td>
<td>Tue 26/04/05</td>
<td>Wed 27/04/05</td>
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<td>233</td>
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<td>234</td>
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<td>3 days</td>
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<td>0 hrs</td>
<td>1 day</td>
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<td>248</td>
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Appendix H

Budget Allocation Table
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<td>1.3.8.11</td>
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<td>Month 12</td>
<td>2 hrs</td>
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<td>Project Manager</td>
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<td>All project deliverables have been delivered</td>
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<td>225 hrs</td>
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<td>20 hrs</td>
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<td>67</td>
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<td>Create Software Configuration Management Plan (SCMP)</td>
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<td><strong>$5,250.00</strong></td>
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<td>SCMP completed</td>
<td>0 hrs</td>
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<td>Develop configuration identification</td>
<td>15 hrs</td>
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<td>70</td>
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<td>Perform configuration control</td>
<td>80 hrs</td>
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<td>80 hrs</td>
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<td>71</td>
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<td>Perform status accounting</td>
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<td>72</td>
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<td>368 hrs</td>
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<td>Plan software quality management</td>
<td>8 hrs</td>
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<td>Quality Analyst 1</td>
<td>8 hrs</td>
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<td>Create Software Quality Assurance Plan (SQAP)</td>
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<td>SQAP completed</td>
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<td>80 hrs</td>
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<td>80 hrs</td>
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<td>77</td>
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<td>Manage software quality</td>
<td>200 hrs</td>
<td><strong>$35,000.00</strong></td>
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<td>Quality Analyst 1</td>
<td>200 hrs</td>
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<td>78</td>
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<td>Identify quality improvement needs</td>
<td>40 hrs</td>
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<td>79</td>
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<td>System Allocation</td>
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<td>Analyze functions</td>
<td>40 hrs</td>
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<td></td>
<td>Software Architect 1 (Lead)</td>
<td>20 hrs</td>
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<td>Software Architect 2</td>
<td>20 hrs</td>
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<td>81</td>
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<td>80 hrs</td>
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<td>82</td>
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<td>Identify hardware functions</td>
<td>40 hrs</td>
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<td>83</td>
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<td>Identify software functions</td>
<td>40 hrs</td>
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<td>84</td>
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<td>Decompose system requirements</td>
<td>40 hrs</td>
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<td>20 hrs</td>
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<td>88</td>
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<td>Define and develop weekly statistical report requirements</td>
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<td>20 hrs</td>
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<td>20 hrs</td>
<td><strong>$8,000.00</strong></td>
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<td>89</td>
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<td>Define and develop ATM session statement requirements</td>
<td>40 hrs</td>
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<td>20 hrs</td>
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<tr>
<td>91</td>
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<td>Define and develop central bank software requirements</td>
<td>40 hrs</td>
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<td>93</td>
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<td>Define ATM software interface requirements</td>
<td>80 hrs</td>
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<td>40 hrs</td>
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<td>40 hrs</td>
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<td>Define user interface requirements</td>
<td>80 hrs</td>
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<td>40 hrs</td>
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<td>480 hrs</td>
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<td>240 hrs</td>
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<td>80 hrs</td>
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<td>Design ATM software internal architecture</td>
<td>240 hrs</td>
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<td>Software Architect 1 (Lead)</td>
<td>80 hrs</td>
<td>$16,000.00</td>
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<td>Consultant 1</td>
<td>80 hrs</td>
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<td>80 hrs</td>
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<td>24 hrs</td>
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<td>Database Engineer 1</td>
<td>24 hrs</td>
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<td>109</td>
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<td>Design ATM transaction additions to central system database</td>
<td>24 hrs</td>
<td>$3,600.00</td>
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<td>Database Engineer 1</td>
<td>24 hrs</td>
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<td>110</td>
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<td>Design weekly statistical report</td>
<td>16 hrs</td>
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<td>Database Engineer 1</td>
<td>16 hrs</td>
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<td>Design interfaces</td>
<td>160 hrs</td>
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<td>Design ATM software interfaces</td>
<td>40 hrs</td>
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<td>40 hrs</td>
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<td>Design ATM software-to-hardware interfaces</td>
<td>40 hrs</td>
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<td>Software Designer 1</td>
<td>40 hrs</td>
<td>$7,000.00</td>
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<td>114</td>
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<td>Design user interfaces</td>
<td>40 hrs</td>
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<td>40 hrs</td>
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<td>115</td>
<td>1.8.3.4</td>
<td>Design central bank system interfaces</td>
<td>40 hrs</td>
<td>$7,000.00</td>
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<td>40 hrs</td>
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<td>1.8.4</td>
<td>Select or develop algorithms</td>
<td>40 hrs</td>
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<td>Software Designer 1</td>
<td>40 hrs</td>
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<td>117</td>
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<td>Perform detailed design</td>
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<td>$9,692.31</td>
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<td>$6,923.08</td>
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<td>Validation Engineer 1</td>
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<td>146</td>
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<td>Plan end user test</td>
<td>20 hrs</td>
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<td>30 hrs</td>
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<td>21.82 hrs</td>
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<td>8.18 hrs</td>
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<td>0.95 hrs</td>
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<td><strong>Create documentation plan</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>170</td>
<td><strong>1.10.2</strong></td>
<td><strong>Implement documentation</strong></td>
<td>120 hrs</td>
<td>$21,000.00</td>
</tr>
<tr>
<td>171</td>
<td>1.10.2.1</td>
<td><strong>Write installation documentation</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>172</td>
<td>1.10.2.2</td>
<td><strong>Write ATM software documentation</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>173</td>
<td>1.10.2.3</td>
<td><strong>Write central bank accounting system documentation updates</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>174</td>
<td><strong>1.10.3</strong></td>
<td><strong>Produce and distribute documentation</strong></td>
<td>18 hrs</td>
<td>$4,850.00</td>
</tr>
<tr>
<td>175</td>
<td>1.10.3.1</td>
<td><strong>Print installation documentation</strong></td>
<td>4 hrs</td>
<td>$1,050.00</td>
</tr>
<tr>
<td>176</td>
<td>1.10.3.2</td>
<td><strong>Print ATM software documentation</strong></td>
<td>4 hrs</td>
<td>$1,050.00</td>
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<tr>
<td>177</td>
<td>1.10.3.3</td>
<td><strong>Print central bank accounting system documentation</strong></td>
<td>4 hrs</td>
<td>$1,050.00</td>
</tr>
<tr>
<td>178</td>
<td>1.10.3.4</td>
<td><strong>Distribute installation documentation to installers</strong></td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
<tr>
<td>179</td>
<td>1.10.3.5</td>
<td><strong>Distribute ATM software documentation to ATM sites</strong></td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
<tr>
<td>180</td>
<td>1.10.3.6</td>
<td><strong>Distribute central bank accounting system documentation to end users</strong></td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
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<td>181</td>
<td>1.10.4</td>
<td><strong>Documentation completed</strong></td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>182</td>
<td><strong>1.11</strong></td>
<td><strong>Training</strong></td>
<td>241 hrs</td>
<td>$42,175.00</td>
</tr>
<tr>
<td>183</td>
<td>1.11.1</td>
<td><strong>Plan the training program</strong></td>
<td>120 hrs</td>
<td>$21,000.00</td>
</tr>
<tr>
<td>184</td>
<td>1.11.1.1</td>
<td><strong>Plan installation training content</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>185</td>
<td>1.11.1.2</td>
<td><strong>Plan ATM site training content</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>186</td>
<td>1.11.1.3</td>
<td><strong>Plan software maintenance training content</strong></td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>187</td>
<td>1.11.2</td>
<td><strong>Develop training materials</strong></td>
<td>90 hrs</td>
<td>$15,750.00</td>
</tr>
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<td>188</td>
<td>1.11.2.1</td>
<td><strong>Create installation training materials</strong></td>
<td>30 hrs</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>189</td>
<td>1.11.2.2</td>
<td><strong>Create ATM site training materials</strong></td>
<td>30 hrs</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>190</td>
<td>1.11.2.3</td>
<td><strong>Create software maintenance training materials</strong></td>
<td>30 hrs</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>191</td>
<td>1.11.3</td>
<td><strong>Validate the training program</strong></td>
<td>15 hrs</td>
<td>$2,625.00</td>
</tr>
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<td>192</td>
<td>1.11.3.1</td>
<td><strong>Validate installation training content</strong></td>
<td>5 hrs</td>
<td>$875.00</td>
</tr>
<tr>
<td>193</td>
<td>1.11.3.2</td>
<td><strong>Validate ATM site training content</strong></td>
<td>5 hrs</td>
<td>$875.00</td>
</tr>
<tr>
<td>194</td>
<td>1.11.3.3</td>
<td><strong>Validate software maintenance training content</strong></td>
<td>5 hrs</td>
<td>$875.00</td>
</tr>
<tr>
<td>195</td>
<td><strong>1.11.4</strong></td>
<td><strong>Implement the training program</strong></td>
<td>16 hrs</td>
<td>$2,800.00</td>
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<td>196</td>
<td>1.11.4.1</td>
<td><strong>Hold training session for ATM sites</strong></td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td>197</td>
<td>1.11.4.2</td>
<td><strong>Hold training session for software maintenance team</strong></td>
<td>10 hrs</td>
<td>$1,750.00</td>
</tr>
<tr>
<td>198</td>
<td>1.11.4.3</td>
<td><strong>Hold training session for installers</strong></td>
<td>4 hrs</td>
<td>$700.00</td>
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<td>199</td>
<td>1.11.5</td>
<td><strong>Training completed</strong></td>
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<td>$0.00</td>
</tr>
<tr>
<td>ID</td>
<td>WBS</td>
<td>Task Name</td>
<td>Work</td>
<td>Cost</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------------</td>
<td>------------</td>
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</tr>
<tr>
<td>200</td>
<td>1.12</td>
<td>Implementation</td>
<td>1,293.33 hrs</td>
<td>$240,433.33</td>
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<td>201</td>
<td>1.12.1</td>
<td>Create test data</td>
<td>8 hrs</td>
<td>$1,600.00</td>
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<tr>
<td>202</td>
<td>1.12.2</td>
<td>Create source code</td>
<td>1,140 hrs</td>
<td>$198,500.00</td>
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<td>203</td>
<td>1.12.2.1</td>
<td>Code ATM software-to-hardware interfaces</td>
<td>350 hrs</td>
<td>$61,250.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>175 hrs</td>
<td>$35,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programmer 2</td>
<td>175 hrs</td>
<td>$26,250.00</td>
</tr>
<tr>
<td>204</td>
<td>1.12.2.2</td>
<td>Code ATM software interfaces</td>
<td>350 hrs</td>
<td>$61,250.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>175 hrs</td>
<td>$35,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programmer 2</td>
<td>175 hrs</td>
<td>$26,250.00</td>
</tr>
<tr>
<td>205</td>
<td>1.12.2.3</td>
<td>Code user interfaces</td>
<td>160 hrs</td>
<td>$28,000.00</td>
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<td>Programmer 1 (Lead)</td>
<td>80 hrs</td>
<td>$16,000.00</td>
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<td>Programmer 2</td>
<td>80 hrs</td>
<td>$12,000.00</td>
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<td>206</td>
<td>1.12.2.4</td>
<td>Code central bank interfaces</td>
<td>240 hrs</td>
<td>$42,000.00</td>
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<td>Programmer 1 (Lead)</td>
<td>120 hrs</td>
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<td>Programmer 2</td>
<td>120 hrs</td>
<td>$18,000.00</td>
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<td>207</td>
<td>1.12.2.5</td>
<td>Code weekly statistical report generation routines</td>
<td>40 hrs</td>
<td>$7,000.00</td>
</tr>
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<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<tr>
<td></td>
<td></td>
<td>Programmer 2</td>
<td>20 hrs</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>208</td>
<td>1.12.3</td>
<td>Generate object code</td>
<td>40 hrs</td>
<td>$18,500.00</td>
</tr>
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<td>209</td>
<td>1.12.3.1</td>
<td>Generate ATM software-to-hardware interface object code</td>
<td>8 hrs</td>
<td>$3,700.00</td>
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<td></td>
<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
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<tr>
<td></td>
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<td>Computer time for object code generation</td>
<td>4</td>
<td>$2,100.00</td>
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<td>210</td>
<td>1.12.3.2</td>
<td>Generate ATM software interface object code</td>
<td>8 hrs</td>
<td>$3,700.00</td>
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<td></td>
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<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
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<td></td>
<td></td>
<td>Computer time for object code generation</td>
<td>4</td>
<td>$2,100.00</td>
</tr>
<tr>
<td>211</td>
<td>1.12.3.3</td>
<td>Generate ATM user interface object code</td>
<td>8 hrs</td>
<td>$3,700.00</td>
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<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
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<td>4</td>
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<tr>
<td>212</td>
<td>1.12.3.4</td>
<td>Generate central bank interface object code</td>
<td>8 hrs</td>
<td>$3,700.00</td>
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<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
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<td></td>
<td></td>
<td>Computer time for object code generation</td>
<td>4</td>
<td>$2,100.00</td>
</tr>
<tr>
<td>213</td>
<td>1.12.3.5</td>
<td>Generate weekly statistical report generation object code</td>
<td>8 hrs</td>
<td>$3,700.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
</tr>
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<td></td>
<td></td>
<td>Computer time for object code generation</td>
<td>4</td>
<td>$2,100.00</td>
</tr>
<tr>
<td>214</td>
<td>1.12.4</td>
<td>Plan integration</td>
<td>80 hrs</td>
<td>$16,000.00</td>
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<tr>
<td>215</td>
<td>1.12.4.1</td>
<td>Plan integration of ATM software/hardware interface and software interfaces</td>
<td>20 hrs</td>
<td>$4,000.00</td>
</tr>
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<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<tr>
<td>216</td>
<td>1.12.4.2</td>
<td>Plan integration of ATM software with user interfaces</td>
<td>20 hrs</td>
<td>$4,000.00</td>
</tr>
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<td></td>
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<td>Programmer 1 (Lead)</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<tr>
<td>217</td>
<td>1.12.4.3</td>
<td>Plan integration of ATM software with central bank</td>
<td>20 hrs</td>
<td>$4,000.00</td>
</tr>
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<td></td>
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<td>Programmer 1 (Lead)</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<tr>
<td>218</td>
<td>1.12.4.4</td>
<td>Plan integration of weekly statistical report with central bank</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<td>Programmer 1 (Lead)</td>
<td>20 hrs</td>
<td>$4,000.00</td>
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<tr>
<td>219</td>
<td>1.12.5</td>
<td>Perform integration</td>
<td>25.33 hrs</td>
<td>$4,833.33</td>
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<td>220</td>
<td>1.12.5.1</td>
<td>Integrate ATM software/hardware interface with software interfaces</td>
<td>8 hrs</td>
<td>$1,600.00</td>
</tr>
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<td></td>
<td></td>
<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>221</td>
<td>1.12.5.2</td>
<td>Integrate ATM software with user interfaces</td>
<td>8 hrs</td>
<td>$1,600.00</td>
</tr>
<tr>
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<td>Programmer 1 (Lead)</td>
<td>8 hrs</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>222</td>
<td>1.12.5.3</td>
<td>Integrate ATM software product with central bank</td>
<td>5.33 hrs</td>
<td>$933.33</td>
</tr>
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<td></td>
<td>Programmer 1 (Lead)</td>
<td>2.67 hrs</td>
<td>$533.33</td>
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<td>Database Engineer 1</td>
<td>2.67 hrs</td>
<td>$400.00</td>
</tr>
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<td>223</td>
<td>1.12.5.4</td>
<td>Integrate weekly statistical report with central bank</td>
<td>4 hrs</td>
<td>$700.00</td>
</tr>
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<td>Programmer 1 (Lead)</td>
<td>2 hrs</td>
<td>$400.00</td>
</tr>
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<td></td>
<td></td>
<td>Database Engineer 1</td>
<td>2 hrs</td>
<td>$300.00</td>
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<td>224</td>
<td>1.12.6</td>
<td>Implementation completed</td>
<td>0 hrs</td>
<td>$0.00</td>
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<td>1.13</td>
<td>Installation</td>
<td>97 hrs</td>
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<td>Work</td>
<td>Cost</td>
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<td>----------------------------------------------------------------------------</td>
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<tr>
<td>227</td>
<td>1.13.1.1</td>
<td>Plan installation of ATM software product onto ATM machines</td>
<td>20 hrs</td>
<td>$3,500.00</td>
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<td>Installation Specialist 1</td>
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<tr>
<td>228</td>
<td>1.13.1.2</td>
<td>Plan installation of modifications to central bank system</td>
<td>20 hrs</td>
<td>$3,250.00</td>
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<td>Database Engineer 1</td>
<td>10 hrs</td>
<td>$1,500.00</td>
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<td>Installation Specialist 1</td>
<td>10 hrs</td>
<td>$1,750.00</td>
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<td>229</td>
<td>1.13.1.3</td>
<td>Plan installation of weekly statistical report</td>
<td>15 hrs</td>
<td>$2,410.71</td>
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<td>Database Engineer 1</td>
<td>8.57 hrs</td>
<td>$1,285.71</td>
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<td>6.43 hrs</td>
<td>$1,125.00</td>
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<td>230</td>
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<td>Distribute software</td>
<td>6 hrs</td>
<td>$1,050.00</td>
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<td>231</td>
<td>1.13.2.1</td>
<td>Distribute ATM software product to ATM installation team</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation Specialist 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>232</td>
<td>1.13.2.2</td>
<td>Distribute central bank system modifications to central bank installation team</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation Specialist 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>233</td>
<td>1.13.2.3</td>
<td>Distribute weekly statistical report to central bank installation team</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
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<td></td>
<td>Installation Specialist 1</td>
<td></td>
<td></td>
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<tr>
<td>234</td>
<td>1.13.3</td>
<td>Install software</td>
<td>24 hrs</td>
<td>$4,141.67</td>
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<td>235</td>
<td>1.13.3.1</td>
<td>Install ATM software product onto all ATM machines</td>
<td>20 hrs</td>
<td>$3,500.00</td>
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<td></td>
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<td>Installation Specialist 1</td>
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</tr>
<tr>
<td>236</td>
<td>1.13.3.2</td>
<td>Install central bank system modifications</td>
<td>2 hrs</td>
<td>$325.00</td>
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<td>Database Engineer 1</td>
<td>1 hr</td>
<td>$150.00</td>
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<td>Installation Specialist 1</td>
<td>1 hr</td>
<td>$175.00</td>
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<td>237</td>
<td>1.13.3.3</td>
<td>Install weekly statistical report</td>
<td>2 hrs</td>
<td>$316.67</td>
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<td>Database Engineer 1</td>
<td>1.33 hrs</td>
<td>$200.00</td>
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<td>Installation Specialist 1</td>
<td>0.67 hrs</td>
<td>$116.67</td>
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<td>238</td>
<td>1.13.4</td>
<td>ATMs installed on-site by third party</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>239</td>
<td>1.13.5</td>
<td>Accept software in operational environment</td>
<td>12 hrs</td>
<td>$2,550.00</td>
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<tr>
<td>240</td>
<td>1.13.5.1</td>
<td>Accept configured ATMs in banking locations</td>
<td>4 hrs</td>
<td>$850.00</td>
</tr>
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<td></td>
<td></td>
<td>Project Manager</td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation Specialist 1</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td>241</td>
<td>1.13.5.2</td>
<td>Accept modified central bank system</td>
<td>4 hrs</td>
<td>$850.00</td>
</tr>
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<td></td>
<td></td>
<td>Project Manager</td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation Specialist 1</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td>242</td>
<td>1.13.5.3</td>
<td>Accept weekly statistical report</td>
<td>4 hrs</td>
<td>$850.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Manager</td>
<td>2 hrs</td>
<td>$500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Installation Specialist 1</td>
<td>2 hrs</td>
<td>$350.00</td>
</tr>
<tr>
<td>243</td>
<td>1.13.6</td>
<td>Installation completed</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>244</td>
<td>1.14</td>
<td>Operation &amp; Support</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>245</td>
<td>1.14.1</td>
<td>Operate the system</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>246</td>
<td>1.14.2</td>
<td>Provide technical assistance and consulting</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>247</td>
<td>1.14.3</td>
<td>Maintain support request log</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
<tr>
<td>248</td>
<td>1.15</td>
<td>Maintenance</td>
<td>0 hrs</td>
<td>$0.00</td>
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<tr>
<td>249</td>
<td>1.15.1</td>
<td>Reapply a software lifecycle</td>
<td>0 hrs</td>
<td>$0.00</td>
</tr>
</tbody>
</table>
Appendix I

Cost Baseline Chart
Appendix J

Risk Management Supplements
## Risk Categorization Table

<table>
<thead>
<tr>
<th>Risk Factors and Categories</th>
<th>Low Risk Evidence (L)</th>
<th>Medium Risk Evidence (M)</th>
<th>High Risk Evidence (H)</th>
<th>Risk Rating (H,M,L)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project fit</td>
<td>Project fits within Terasoft’s area of expertise and interest</td>
<td>Project limits Terasoft’s ability to take on other attractive projects</td>
<td>Mid-project, the project conflicts with a change in Terasoft’s direction.</td>
<td>L</td>
<td>Unlikely to be an issue, since the project involves most of Terasoft's resources and therefore sustains it.</td>
</tr>
<tr>
<td>Project team stability</td>
<td>Project staff are expected to stay with Terasoft for the duration of the project</td>
<td>One or more key project staff are expected to leave Terasoft before their accountabilities are met</td>
<td>More than three key project staff are expected to leave Terasoft before their accountabilities are met</td>
<td>L</td>
<td></td>
</tr>
<tr>
<td>Project processes</td>
<td>All project processes are defined and being followed</td>
<td>One or more important and complex project processes not defined or being followed</td>
<td>More than three important and complex project processes not defined or being followed</td>
<td>Too soon</td>
<td></td>
</tr>
<tr>
<td>Management support</td>
<td>Recognizes the importance of the project and strongly committed to seeing its success</td>
<td>Partial recognition of importance of the project or commitment to its success</td>
<td>Not committed to project, or does not recognize it as important</td>
<td>L</td>
<td>Concerns all management involved with project (i.e. Terasoft and NNB)</td>
</tr>
<tr>
<td>Performance objectives</td>
<td>Organization has verifiable performance objectives and reasonable requirements</td>
<td>Organization has some performance objectives, but not necessarily measurable ones</td>
<td>Organization has no established performance requirements, or requirements are not measurable</td>
<td>L</td>
<td>Concerns all organization around the project (i.e. internal/external)</td>
</tr>
</tbody>
</table>
## Risk Categorization Table

<table>
<thead>
<tr>
<th></th>
<th>Visible and strong support</th>
<th>Occasional support, provides help on issues only when asked</th>
<th>No visible support or no help offered on unresolved issues</th>
<th>L</th>
<th>Concerns Terasoft executives and NNB steering committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive involvement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customer factors</strong></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>Product fit</strong></td>
<td>Overall ATM project fits within NNB's strategy</td>
<td>Overall ATM project receiving less interest within NNB</td>
<td>Overall ATM project being questioned by NNB</td>
<td>L</td>
<td>Concerns Terasoft's sustenance, due to heavy investment</td>
</tr>
<tr>
<td><strong>Customer involvement</strong></td>
<td>End-users are highly involved with the project team, provide significant input</td>
<td>End-users play minor roles, moderate impact on system</td>
<td>Minimal or no end-user involvement, little end-user input</td>
<td>Too soon</td>
<td></td>
</tr>
<tr>
<td><strong>Customer experience</strong></td>
<td>End-users are highly experience in similar projects, have specific ideas on how needs can be met</td>
<td>End-users have experience with similar project and have needs in mind</td>
<td>End-users have no previous experience with similar project, unsure of how needs can be met</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>Customer acceptance</strong></td>
<td>End-users accept concepts and details of system, process is in place for end-user approvals</td>
<td>End-users accept most concepts and details of system, process in place for end-user approvals</td>
<td>End-users do not accept any concepts or design details of system</td>
<td>Too soon</td>
<td></td>
</tr>
<tr>
<td><strong>Customer training needs</strong></td>
<td>End-user training needs considered, training in progress or plan in place</td>
<td>End-user training needs considered, no training yet or training plan is in development</td>
<td>Training requirements not identified or not addressed</td>
<td>L</td>
<td></td>
</tr>
</tbody>
</table>
## Risk Categorization Table

<table>
<thead>
<tr>
<th>Budget/cost factors</th>
<th>Customer downward pressure</th>
<th>Budget fit</th>
<th>Project size</th>
<th>Technology</th>
<th>ATM network and hardware supply</th>
<th>Cost performance</th>
<th>Cost performance</th>
<th>Budget size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer downward pressure</td>
<td>Customer has signed contract, in agreement with project budget</td>
<td>Customer has signed contract, applying pressure to lower budget</td>
<td>Customer has not signed contract, or is demanding lower budget</td>
<td>H</td>
<td>Customer has not signed contract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget fit</td>
<td>Cost Variance (CV) shows that project is in line with or under budget</td>
<td>Cost Variance (CV) shows that project is exceeding budget by 1-5%</td>
<td>Cost Variance (CV) shows that project is exceeding budget by more than 5%</td>
<td>Too soon</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Project size</td>
<td>Small, non-complex or easily decomposed</td>
<td>Medium, moderate complexity, decomposable</td>
<td>Large, highly complex, or not decomposable</td>
<td>M</td>
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<tr>
<td>Technology</td>
<td>Mature, existent, in-house experience</td>
<td>Existent, some in-house experience</td>
<td>New technology or a new use or under development, little in-house experience</td>
<td>M</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>ATM network and hardware supply</td>
<td>Components available and compatible with approach</td>
<td>Components work under most circumstances</td>
<td>Components known to fail in certain cases, likely to be late, or incompatible with parts of approach</td>
<td>L</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Cost performance</td>
<td>Cost Performance Indicator (CPI) has a value of 0.95 &lt;= CPI &lt;= 1.1</td>
<td>Cost Performance Indicator (CPI) has a value of 0.9 &lt;= CPI &lt;= 1.2</td>
<td>Cost Performance Indicator (CPI) has a value of 0.9 &gt; CPI &gt; 1.2</td>
<td>too soon</td>
<td>evaluate this risk from right to left</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget size</td>
<td>Sufficient budget allocated</td>
<td>Questionable budget allocated</td>
<td>Doubtful budget is sufficient</td>
<td>L</td>
<td>Concerns budget allocated to Terasoft's portion of project</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
## Risk Categorization Table

<table>
<thead>
<tr>
<th>Budget constraints</th>
<th>Funds allocated without constraints</th>
<th>Questionable budget allocated</th>
<th>Allocation in doubt or subject to change without notice</th>
<th>L</th>
<th>Concerns budget allocated to entire ATM project (insufficient budget elsewhere jeopardizes Terasoft)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost controls</td>
<td>Well-established, in place</td>
<td>System in place, weak in areas</td>
<td>System lacking or non-existent</td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>

### Schedule factors

| Delivery commitment         | Stable commitment dates            | Some uncertain commitments   | Unstable, fluctuating commitments                     | M |                                                                                  |
| Schedule fit                | Schedule Variance (SV) shows that project is in line with or under schedule | Schedule Variance (SV) shows that project is exceeding schedule by 1-5% | Schedule Variance (SV) shows that project is exceeding schedule by more than 5% | Too soon |                                                                                  |
| Schedule performance        | Schedule Performance Indicator (SPI) has a value of $0.95 \leq SPI \leq 1.1$ | Schedule Performance Indicator (SPI) has a value of $0.9 \leq SPI \leq 1.2$ | Schedule Performance Indicator (SPI) has a value of $0.9 > SPI > 1.2$ | too soon | evaluate this risk from right to left |
| Development schedule        | Team projects that schedule is acceptable and can be met | Team finds on phase of the plan to have a schedule that is too aggressive | Team projects that two or more phases of schedule are unlikely to be met | L |                                                                                  |

### Project content factors

<p>| Requirements progress       | Requirements definition is progressing according to schedule | Some requirements definition items are behind schedule | Requirements definition phase will clearly not be completed on schedule | Too soon | This is a factor because the requirements phase was squeezed to meet schedule requirements |</p>
<table>
<thead>
<tr>
<th>Risk Categorization Table</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Requirements complete and clear</strong></td>
</tr>
<tr>
<td><strong>System testability</strong></td>
</tr>
<tr>
<td><strong>Design difficulty</strong></td>
</tr>
<tr>
<td><strong>System dependencies</strong></td>
</tr>
<tr>
<td><strong>Documents stability</strong></td>
</tr>
<tr>
<td><strong>Implementation difficulty</strong></td>
</tr>
<tr>
<td>Risk Categorization Table</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hardware interface documentation</th>
<th>Hardware interface documentation is delivered to project team by deadline</th>
<th>Hardware interface documentation is delivered to project team by deadline, but is incomplete.</th>
<th>Hardware interface documentation is not delivered to project team by deadline.</th>
<th>Too soon</th>
<th>This will affect our ability to define hardware interfaces in the requirements stage, and puts staff availability further downstream in question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project performance</td>
<td>Critical Ratio (CR) has a value of 0.9 &lt;= CR &lt;= 1.2</td>
<td>Critical Ratio (CR) has a value of 0.9 &gt; CR &gt; 1.2</td>
<td>Critical Ratio (CR) has a value of 0.8 &gt; CR &gt; 1.3</td>
<td>too soon</td>
<td>evaluate this risk from right to left</td>
</tr>
<tr>
<td>Test capability</td>
<td>Modular design allows for easy coverage test planning and execution</td>
<td>Modular design aids developing test harnesses for unit test</td>
<td>No modular design or ability to easily establish test coverage planning</td>
<td>Too soon</td>
<td></td>
</tr>
<tr>
<td>Expected test effort</td>
<td>Good estimate available, readily fits system acceptance process</td>
<td>Rough estimate of test time, may be a bottleneck in the process</td>
<td>Poor or no estimate of test times, definite chance of bottleneck</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>Functionality</td>
<td>Defined software product highly functional, meets all customer needs</td>
<td>Defined software product has good functionality, meets most customer needs</td>
<td>Defined software product has little functionality, many customer needs not met</td>
<td>Too soon</td>
<td></td>
</tr>
<tr>
<td>External hardware or software interfaces</td>
<td>Little or not integration or interfaces needed</td>
<td>Some integration or interfaces needed</td>
<td>Extensive interfaces required</td>
<td>H</td>
<td>Many external, unfamiliar interfaces; to hardware and to external central bank. Contractors provide significant amount of our expertise in hardware and central bank interfaces</td>
</tr>
</tbody>
</table>

Project management factors
### Risk Categorization Table

<table>
<thead>
<tr>
<th>Approach</th>
<th>Product and process planning and monitoring in place</th>
<th>Planning and monitoring need enhancement</th>
<th>Weak or nonexistent planning and monitoring</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Clearly communicates goals and status between the team and the rest of the organization</td>
<td>Communicates some of the information some of the time</td>
<td>Rarely communicates clearly to the team or to other who need to be informed of team status</td>
<td>Too soon</td>
</tr>
<tr>
<td>Project manager experience</td>
<td>Project manager very experienced with similar projects</td>
<td>Project manager has moderate experience or has experience with different types of projects</td>
<td>Project manager has no experience with this type of project or is new to project management</td>
<td>M</td>
</tr>
<tr>
<td>Project manager attitude</td>
<td>Strongly committed to success</td>
<td>Willing to do what it takes</td>
<td>Cares very little about project</td>
<td>L (biased; need more input)</td>
</tr>
<tr>
<td>Project manager authority/support</td>
<td>Complete support of team and of management</td>
<td>Support of most of team, with some reservations</td>
<td>No visible support, manager in name only</td>
<td>L (biased; need more input)</td>
</tr>
</tbody>
</table>

#### Development process factors

<p>| Quality assurance approach       | QA system established, followed, effective | Procedures established, but not well followed or effective | No QA process or established procedures | Too soon |
| Commitment process               | Changes to commitments in scope, content, schedule are reviewed and approved by all involved | Changes to commitments are communicated to all involved | Changes to commitments are made without review or involvement of the team | Too soon |</p>
<table>
<thead>
<tr>
<th>Risk Categorization Table</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use of defined engineering process</strong></td>
</tr>
<tr>
<td><strong>Early identification of defects</strong></td>
</tr>
<tr>
<td><strong>Change control for work products</strong></td>
</tr>
<tr>
<td>Terasoft has a successful change control process</td>
</tr>
<tr>
<td><strong>Defect tracking</strong></td>
</tr>
<tr>
<td><strong>Development environment factors</strong></td>
</tr>
<tr>
<td><strong>Hardware platform</strong></td>
</tr>
<tr>
<td><strong>Tools availability</strong></td>
</tr>
<tr>
<td><strong>Configuration management</strong></td>
</tr>
<tr>
<td>Risk Categorization Table</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Security</strong></td>
</tr>
<tr>
<td>All areas following security guidelines, data backed up, disaster recovery system in place, procedures followed</td>
</tr>
<tr>
<td><strong>Vendor support</strong></td>
</tr>
<tr>
<td>Complete support at reasonable price and in needed time frame</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Staff factors</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff adherence to task</strong></td>
</tr>
<tr>
<td>Staff in place, no turnover expected, working on assigned tasks, few diversions and little fire fighting</td>
</tr>
<tr>
<td><strong>Mix of staff skills</strong></td>
</tr>
<tr>
<td>Good mix of disciplines</td>
</tr>
<tr>
<td><strong>Product knowledge</strong></td>
</tr>
<tr>
<td>Very experienced at developing this type of product</td>
</tr>
<tr>
<td><strong>Software development experience</strong></td>
</tr>
<tr>
<td>Extensive experience with this type of project</td>
</tr>
<tr>
<td>Risk Categorization Table</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Subcontractor retention</strong></td>
</tr>
<tr>
<td><strong>Training of team</strong></td>
</tr>
<tr>
<td><strong>Team spirit and attitude</strong></td>
</tr>
<tr>
<td><strong>Team productivity</strong></td>
</tr>
<tr>
<td><strong>Maintenance factors</strong></td>
</tr>
<tr>
<td><strong>Complexity</strong></td>
</tr>
<tr>
<td><strong>Change implementation</strong></td>
</tr>
<tr>
<td>Support personnel</td>
</tr>
<tr>
<td>-----------------------------------</td>
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</tbody>
</table>
## Top 10 Risks Report template

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Item</th>
<th>Probability</th>
<th>Loss</th>
<th>Risk Exposure</th>
<th>Resolution Approach</th>
<th>Who</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</table>
## Risk Response Report template

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Item</th>
<th>Trigger</th>
<th>Value</th>
<th>Risk Exposure</th>
<th>Resolution Approach</th>
<th>Who</th>
<th>Date</th>
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<tr>
<td>Risk Item</td>
<td>Rank This Week</td>
<td>Last Rank</td>
<td># Weeks On List</td>
<td>Resolution Approach</td>
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Appendix K

Closure Checklist
<table>
<thead>
<tr>
<th>Item</th>
<th>Needed? (Y, N)</th>
<th>Due Date</th>
<th>Person Responsible</th>
<th>Done (✓)</th>
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<tbody>
<tr>
<td>Communicate decision</td>
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<td>Matthew Buckley-Golder</td>
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<tr>
<td>Identify remaining work</td>
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<td>Matthew Buckley-Golder</td>
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<tr>
<td>Deliver released software</td>
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<td>Jessica Smith</td>
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<td>Get customer approvals</td>
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<td>Matthew Buckley-Golder, Jim Knowles (NNB)</td>
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<tr>
<td>Publish released documentation</td>
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<td>Michael Gold</td>
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<td>Perform personnel evaluations</td>
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<td>Matthew Buckley-Golder</td>
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<tr>
<td>Perform Post-Performance Analysis (PPA)</td>
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<td>Matthew Buckley-Golder</td>
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<td>Hold closure event</td>
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<td>Matthew Buckley-Golder</td>
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<td>Release or reassign team</td>
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<td>Matthew Buckley-Golder</td>
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<td>Close outstanding work orders</td>
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<td>Matthew Buckley-Golder</td>
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<td>Review final configuration management audit</td>
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<td>Matthew Buckley-Golder, Sarah Schmidt</td>
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<td>Return or release vendor or customer materials</td>
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<td>Matthew Buckley-Golder</td>
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<td>Return consultant security access cards</td>
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<td>Return all borrowed equipment</td>
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<td>Publish final report</td>
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<td>Publish collected metrics</td>
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<td>Mark Owen</td>
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<tr>
<td>Archive collected metrics</td>
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Appendix L

Process Model Diagrams