

PROJECT INITIATION DOCUMENT

Project name *Email client replacement*

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PRINCE2

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Document History

Document Location This document is only valid on the day it was printed.
The source of the document will be found in the Control section of the Project File.

Revision History Date of next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
28/2/06	-	First draft	
10/3/06	28/2/06	Second draft, clarifying scope.	
15/3/06	10/3/06	Third draft, incorporating comments from Jenny Gates.	
31/3/06	15/3/06	Fourth draft.	

Approvals This document requires the following approvals.
Signed approval forms are filed in the project files.

Name	Signature	Title	Date of Issue	Version
T Phillips		Executive		

Distribution This document has been distributed to:

Name	Title	Date of Issue	Version
Project Board			

Purpose

To define the project, to form the basis for its management and the assessment of overall success.

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Background

Both the current webmail client, Silkymail, and desktop email client, Mulberry, are no longer commercially supported. Silkymail is not compatible with the student Portal currently under development, and it is recognized that email capabilities are crucial to the success of the Portal. Both clients need to be replaced.

Project Definition

Project objectives

1. To provide the University's staff and students with new, functional and easy to use clients (or client – see Assumptions below).
 2. To provide a webmail client that can be used by the Portal.
 3. To ensure that the email system supports and enhances the work of the University.
 4. To provide a secure, reliable and trustworthy system.
 5. To reduce the support burden on both users, trainers and IT support staff.
 6. To do so with due regard to the financial implications and limitations.
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Defined method of approach

The project divides naturally into two parts:

- selection of a new webmail client to replace Silkymail
- selection of a new client to replace Mulberry

which can proceed as independent strands and have independent terminations. However, there are some common elements that can be done at the beginning in terms of requirements gathering.

An important part of the replacement process is to involve the end-users and allow them to provide input into the decision making process. To this end an end-user consultation is to be carried out. This will involve creating a focus group to include a good cross section of the user community and thereby ensuring that all requirements are identified for the various types of users.

The consultation process will be conducted as follows:

- a list of expected requirements will be drawn up and priority rated.
- end-users will be contacted and asked to confirm the requirements, and associated priorities, are relevant to them. They will also be expected to suggest any other requirements that are relevant to their current use of email.
- a survey of users will be conducted
- the combined end-user requirements, along with business and technical requirements, and results from the user survey, will be used to assess a short list of potential replacements. From this short list two or three will be selected for practical demonstration.
- the focus group will be given the opportunity to use the proposed replacements and provide feedback.
- The project team will make recommendations to the project board. One Webmail application will be chosen to replace SilkyMail. One application, or possibly two, will be chosen to replace Mulberry.

The project will proceed through the following steps:

1. Requirements definition
2. User feedback
3. User survey

Then for each of webmail and desktop clients:

4. Shortlist clients
5. Technical evaluation

6. User evaluation
7. Decision on client
8. Plan and create user documentation
9. Plan and create training package
10. Install software
11. Testing
12. Release
13. User training

The decision point on the webmail client will also be a decision point for whether to proceed with the desktop replacement in light of what is then known about the user requirements and the available webmail clients. There are various reasons why this may be the case: for example, it may be that we have found a webmail client that is a suitable desktop replacement, or that the desktop requirements are so wide-ranging that the replacement is outside the project scope and has to form part of a larger project that involves other collaboration software.

These steps will vary in complexity and effort according to whether it is in the desktop or webmail strand. For example, training and documentation requirements are expected to be less for the webmail client.

There will also be a communications task that will run throughout the project.

Project scope

This project is focused on the client side and on email functionality. It is necessary to address some particular, pressing, needs for replacing email clients for reasons of security, portal compatibility and supplier support. It is not intended that matters relating to the back-end server functionality will be addressed unless necessary. It is expected that the replacement(s) will have increased functionality over Mulberry and Silkymail, though this is not a project objective. With limited time and resources, it will not be possible, or appropriate, to add new groupware or collaboration tools or remote/mobile access tools (see Exclusions), though it will be the intention to ensure that the chosen software packages use open standards, will work with the existing software, and provide interfaces that can be used by mobile devices.

Project deliverables

- Installed webmail client software
 - Desktop client software (but, see Assumptions)
 - User requirement survey and user acceptance testing
 - User training needs analysis
 - Training setup (eg: accounts that can be reset)
 - User documentation
 - User training
 - Communication / publicity / recommendations to users
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Exclusions	<p>The email back-end infrastructure is expected to remain unchanged.</p> <p>Provision of calendar software or other collaboration tools is excluded.</p> <p>Specific software for remote/mobile access is excluded.</p> <hr/>
Constraints	<ul style="list-style-type: none">• Webmail client is required by Summer 2006 for use by Portal project• Clients must be compatible with existing email back-end and related infrastructure• Clients must be available for Windows, Red Hat Linux and Mac• Webmail clients must run in IE and Firefox browsers.• There is no allocated budget; any costs will need approval.• The software must fit with the ICT strategy. <hr/>
Interfaces	<p>Portal project, for delivery of webmail client compatible with portal.</p> <p>IT Help Desk, for support of clients</p> <p>Client Services, for provision of training and documentation</p> <hr/>
Assumptions	<p>Webmail clients have become significantly better in recent times, and if one could be found that were good enough to remove the need for a desktop client there would be a number of advantages in terms of support and maintenance. However, it is thought that it is unlikely that the need for a separate desktop client can be removed at this juncture.</p> <p>There is a need for email client selection to be aligned with a long-term strategy for collaboration tools.</p> <hr/>

Project organisation structure

Executive:	Tim Phillips
Senior Users:	Stephen Brooke, Medical & Veterinary Sciences Richard Abraham, Medicine & Dentistry Christine Hall, Arts Cathryn Gallacher, Information Services Colin Knowles, Social Sciences and Law Stephen Gundry, Engineering Vacancy for rep from Science
Senior Supplier:	Henryk Glogowski
Project Manager:	John Richards

Communication Plan

Produce a web site to contain project news.
Produce highlight reports for the board at monthly intervals.

Project Quality Plan

**Customer's
Quality
Expectations**

The new client(s) will be easy to use, provide better functionality than the current clients, and will meet the project objectives.

**Acceptance
Criteria**

- Compatibility of web client with the portal
 - Receives positive feedback from user evaluation sessions
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Standards

PRINCE2 will be used for project management.

**Quality
Control and
Audit
Processes**

A test plan will be produced for each client to determine how it will be judged to be working effectively in our environment.

**Change
Management
Procedures**

Changes will be managed using a PRINCE2 approach.

Once products are approved, they are considered to be controlled. Any changes are treated as Project Issues. Project Issues may be raised at any time during the project, by anyone with an interest in the project or its outcome.

A Project Issue can be raised by sending an e-mail to the Project Manager. The Subject field of the e-mail should state "Project Issue: <name of project>". The e-mail body should contain a brief summary of the issue, followed by a more detailed description. Supporting documentation may be included as attachments.

The Project Manager will enter the Issue in the project's Issue Log. He/she will assess and assign an initial priority to the Issue. The Project Manager will return a copy of the Project Issue to the author to acknowledge its receipt and entry in the Issue Log.

Any Project Issues that are questions or based on misunderstandings should be answered directly. A reply is sent to the author, a copy filed, and the Issue Log updated to reflect the action.

The Project Manager will then arrange for an impact analysis. A change may impact the customer, or supplier, or both. The priority is then re-evaluated. If there is any doubt or if the change would cause the plan tolerances to be exceeded, the Project Manager will ask the Project Board to confirm the priority.

The Project Manager can decide whether to accept, reject, or put an Issue in 'pending' status and will inform the author of the decision and update the Issue Log. If the author disagrees with the decision, then he/she can appeal by asking the Project Manager to submit it to the Project Board.

For Off-Specifications or Requests for Change that can be resolved within the stage tolerances, the Project Manager attempts to solve them, whilst ensuring that the Senior User and Senior Supplier are kept informed of anything that will affect them.

If stage tolerances would be exceeded by a change, the Project Manager will invoke CS8 (Escalating Project Issues).

Project tolerances

Time: Time: +/- 2 weeks.
Cost: 0.

Attachments

[Initial Project Plan](#)

[Initial Risk Log](#)
