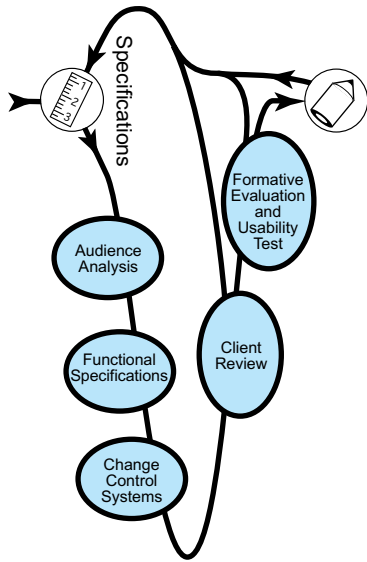


Specifications





		Initiation	Specifications	Design	Production	Review and Evaluation	Delivery and Implementation
Development	Generic	The overall strategy for product development is determined by the initiation of ideas for MM projects which may come from a variety of sources, the client's expectations and budget.	Detailed specifications are derived from the client's expectations, the user's requirements and the capability of the production unit or organisation.	The design solution identifies the key components, and relationships between, the technical, interface and educational requirements reflecting the primary purpose of communicating effectively with the end user.	Production of quality MM requires the utilisation of development environments and media integration strategies linked to the specifications and design solution.	Client review and user evaluation occurs at periodic intervals in the development process, and ensures that the final product meets the needs of the clients.	Delivery and commissioning processes outlined at the planning stage are implemented.
	Online	Providing on-demand access to interactive education/training requires a documented account of not only hardware, software and bandwidth, but also the requirements of the user.	Course design for online delivery focuses on the objectives to be achieved and not on the technology as the means of achieving them.		Delivering course material online requires knowledge and understanding of technical issues so that the end user is not impeded by the limitations of the medium.	The review, assessment or evaluation, and modification of online course material will reflect the faster and more cost-effective process.	Once the course is operational, on-going management and maintenance strategies are implemented to ensure currency, correctness and applicability.
Management	Legal	Costs associated with copyright and rights negotiations need to be incorporated into the budget to ensure that legal complications do not jeopardise the project financially.	The diversity of inputs to multimedia means that there are more rights involved than in traditional software development and therefore more clearances to obtain for both production and/or delivery of product.	Endeavour to incorporate a significant proportion of original material in online resources, and that linked materials are attributed to the respective authors.	All copyright restrictions and encumbrances are resolved before production commences.	Arrange any non-disclosures for outside parties involved in evaluation or acceptance testing.	Confirm that all licencing agreements have been finalised and that liability and insurance coverage has been arranged for the delivery of the product.
	Project	Project scope and contract requirements are reviewed. The client is briefed on change control procedures, review and approval procedures, and confirms the	Stated and implied needs of the client are matched with appropriate development methods, tools and skilled resources to supply a quality product.	A global overview of the project is derived once revisions of cost estimates, schedules, team participants and other matters are conducted in accordance with the concept brief and the detailed design	Each skill group, such as graphic artists, animators, programmers, goes about their tasks with appropriate guidance/support from the project manager.	Provide evidence that the project achieved what it was designed to do. Obtain independent evaluation of the expected outcomes from the use of the product.	Provide the handling, storage, packaging, preservation, and delivery mechanism to guarantee the product is shipped as built. Release notes and instructions for installation and setup are provided.
	Risk	The scope of the risk management (business, technical and project risks) to be performed is identified.	Potential risks are identified, analysed and assessed, and mitigation strategies, metrics and corrective actions outlined.	Identified risks are quantified and qualified and corrective strategies are validated.	Mitigation strategies and error trapping techniques are employed to reduce the impact of technical risks and risks associated with interface complexity and creativity.	Confirm that risk management strategies have achieved their purpose in all previous phases and that potential risks are minimised for on-going delivery and implementation.	Strategies to reduce technical risks from version control, documentation development, and pre-testing will be employed.
Support	Change Control	The project deliverables and their associated supporting documents, are identified, presentation standards are defined and change procedures established.	A baseline for the user's requirements for the system is established and defined, and changes to the baseline are agreed through a formal process.	The design solution is traceable to the requirements baseline, and agreed changes are reflected in both.	The integrity and consistency of the developed system is ensured through the enforcement of agreed standards and control of change.	Changes to the user's requirements identified during evaluation of the multimedia system are agreed through a formal process.	The configuration for the developed multimedia product to be implemented and distributed is defined and agreed, and placed under formal controls.
	Quality Assurance	Planning for the project assures key sponsors that the plans, procedures and standards outlined will be followed, and that the work products will meet the requirements for quality.	The QA group confirms that the specification of user requirements has been reviewed for completeness and feasibility, and that any issues previously raised are addressed.	Confidence is established that the design solution accurately reflects the user's requirements, and that the agreed standards are followed.	The developed system will be shown to be derived from the agreed design using defined actions and agreed standards.	The agreed steps for addressing issues raised in evaluation will be shown to have been followed.	The planned tasks for implementing and distributing the final product will be shown to have been followed.
	Validation & Verification	A strategy, including tools, techniques and activities, is defined for determining whether each work product functions correctly and meets the user's requirements for the product.	Criteria for verifying the system specification, and for demonstrating that the requirements have been satisfied, are defined and applied.	The correctness and appropriateness of the design solution will be demonstrated through a process of design review.	The developed system and its components will be shown to be a robust and accurate reflection of the user's requirements.	Evaluation and testing will confirm that the user's requirements have been fully addressed as well as identify and rectify technical and other errors.	Verify that the implementation criteria have been fully addressed and that the product meets the client's and/or end user's requirements in an operational environment.

SPECIFICATIONS

Development	Generic	Detailed specifications are derived from the client's expectations, the user's requirements and the capability of the production unit or organisation.
	Online	Course design for online delivery focuses on the objectives to be achieved and not on the technology as the means of achieving them.
Management	Legal	The diversity of inputs to multimedia means that there are more rights involved than in traditional software development and therefore more clearances to obtain for both production and/or delivery of product.
	Project	Stated and implied needs of the client are matched with appropriate development methods, tools and skilled resources to supply a quality product.
	Risk	Potential risks are identified, analysed and assessed, and mitigation strategies, metrics and corrective actions outlined.
Support	Change Control	A baseline for the user's requirements for the system is established and defined, and changes to the baseline are agreed through a formal process.
	Quality Assurance	The QA group confirms that the specification of user requirements has been reviewed for completeness and feasibility, and that any issues previously raised are addressed.
	Validation & Verification	Criteria for verifying the system specification, and for demonstrating that the requirements have been satisfied, are defined and applied.

Overview of the Phase

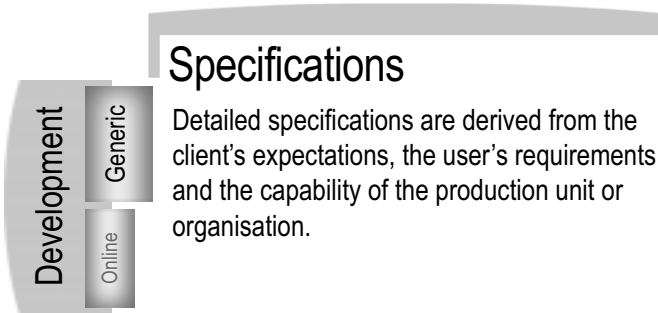
The functional and performance requirements flow on from the Feasibility Study and mirror the Concept Brief with more specific outcomes. A detailed list of the project parameters are compiled either by the Project Manager or the client or as a joint activity.

Requirements define what is to be designed, built and implemented, and they are gradually refined throughout the duration of the project. It is necessary to analyse the requirements that must be met in order to develop the product and create a set of criteria for the management, evaluation, and delivery components against which they will be measured. These typically include as complete as possible information about detailed tasks, user profiles, learning objectives, resources, content in greater detail, interface design, hardware, software, level of interaction and the general look and feel of the product. As the list of requirements may change during the life of the project, the requirements specifications should be general and flexible at this stage. An evaluation strategy plan, quality control, review budget and a mechanism to incorporate changes should also be included.

The importance of documenting the specifications cannot be overstated as they serve as the blueprint for the project. The specifications act as targets for designers, assisting them to determine whether the system will support the user, given constraints on cost and resources.

Key Features

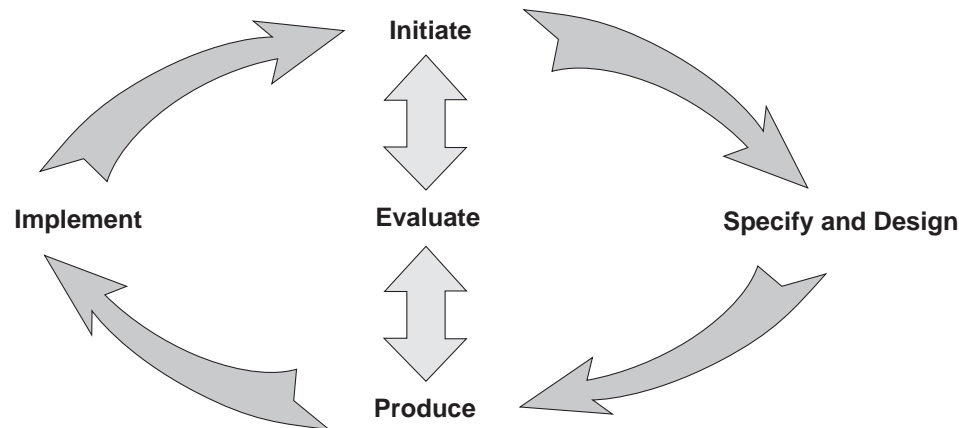
- The feasibility of the project is reassessed in terms of the desired goals.
- The needs of the target audience are analysed and evaluation strategies are planned.
- Detailed specifications of functional and, where appropriate, performance requirements, content and objectives or learning outcomes are developed.
- The focus of the product and creative direction is refined, the development environment is determined and required skills and resources are acquired.
- The development team is formed.
- A proof-of-concept or paper prototype is developed which addresses issues such as content, interaction, navigation, and the general look and feel of the product.
- Testing and usability criteria are established.
- The Project Plan is approved as is the establishment of deadlines for client written acceptances.
- The Change Control System and the Problem Reporting System are established.
- A date is nominated, if appropriate, for content freeze.



Description

The purpose of the requirements specifications is to clearly define the functionality and scope of the project with agreement on both needed to be reached between client and developer. The specifications are interlinked with the Feasibility Study and evolve as the design cycle progresses. They include a specification of the user interface, technical requirements, navigation pathways and media elements to ensure that the planned system meets the client's expectations and the development team's understanding of all required resources available. At this stage in the project it is necessary to perform a comprehensive analysis of the audience, environment, content, system, cost and have it reviewed by a product evaluation committee. Once agreement is reached on the specifications, they should be 'signed off' to formalise their status.

All team members are thus provided with a firm understanding of the scope and requirements of the project. System specification of human and technical resources, can be delayed until the comprehensive needs analysis is completed.



Tasks

Analyse audience and environment

Complete a profile of users including age, level of education, background, existing technological skills, attitudes towards course content, and special needs. Establish where and how the product is going to be used, the likely number of users at a given time and what maintenance may be needed.

Provide an overview of the content

Specifications do not usually describe content in detail, however, they can provide an overview of topics or other details which will assist in defining navigational strategies.

Nominate subject matter expert(s)

The client should have nominated a subject matter expert(s) (SME) who identifies all the content or analyses what is already readily available for inclusion. The level of knowledge and understanding the SME has about multimedia can be crucial to the success or failure of the project. Not only should the SME(s) be able to visualise

how the content will appear in multimedia format and guarantee its accuracy, they also need to have an understanding of the users and their requirements.

Outline system functionality and scope

The functionality and scope of a multimedia product can be detailed in two tiers depending on the complexity of the project and the level of detail required by the team and/or the client. The first tier is outlined in detail and includes: the user interface, the navigation structure, the production, design and other tools, screen layouts, the role of the media elements, the programming standards, hardware requirements and delivery capabilities. The second tier of detail involves storyboards which may then be used to define the product on a screen-by-screen basis including the text, draft graphic sketches, screen links, integration of media elements, version numbers and other relevant information.

Specifications

Course design for online delivery focuses on the objectives to be achieved and not on the technology as the means of achieving them.

Description

General functional requirements applied to traditional multimedia development are still valid for online versions. However, the nature of the hyperlinked and dynamic information available via the Internet (or Intranet), the global audience and unique system requirements offer challenges to both the developer and user.

Online developers need to understand not only how to create the elements but how to deliver them for different browsers and special plug-in/player vehicles. Well designed, professionally managed web based instruction composed of a combination of text, images, audio and animation should also be sensitive to the user and their bandwidth limitations.

Tasks

Analyse audience and environment

The needs analysis should also focus on cultural differences and the dynamics of a global learning environment whether the end-users of the online courseware are located within Australia or around the globe. Results of the needs analysis should substantiate the benefits of creating education/training materials for online delivery as opposed to traditional multimedia delivery platforms.

Determine courseware requirements

The current limitations of the World Wide Web impact on the function and design of multimedia courseware. Online materials can include: coursework; help manuals; Frequently Asked Questions with functional specifications outlined for each. In addition, specifications may be required for: feedback and other types of forms, online testing/assessment, supported by storage of secure student data and student records.

Specify online communications requirements

Plan for the bandwidth of the end user's Internet/Intranet connection. Identify the type of connection on the server end and determine whether the server is capable of transferring multimedia files (speed, connection, and document size are major concerns). Examine the diversity of browsers and platforms - try to optimise the multimedia content for a quality experience by the majority of end users, for example, review the advantages/disadvantages of using a browser specific environment in view of the broadest number of end users. Determine what levels of security are necessary - security being easier to maintain in an Intranet than on the Internet.

Consider the documentation of specifications for online products. For example, flow charts may be most useful for this delivery medium as the interaction hierarchy can be quite complex.

Specifications

The diversity of inputs to multimedia means that there are more rights involved than in traditional software development and therefore more clearances to obtain for both production and/or delivery of product.

Description

In a multimedia development project, the dependence on so many different sources of inputs can often justify specific resources allocated to the task of their management. For ISO 9000 accredited organisations, a 'goods inwards inspection' process will already exist. Prudent Project Managers should set up a similar procedure within the project. There will also need to be a process to register and control materials supplied by the client for use on the project. Quality 'gates' can be established to check and register any item or resource coming in to the project, and similarly, every item or resource leaving the project can be reviewed and recorded.

In an online, distributed environment, the level of complexity increases dramatically.

The Project Manager needs to negotiate with the client to ensure that adequate qualified resources are available to manage the legal issues for the project. Consider the option of renegotiating various rights in case the scope of use changes (eg, timelines, content delivery and format).

Tasks

Identify inputs required

As the multimedia specifications are developed, items of a proprietary nature are identified and recorded. A 'make/buy' decision is made on each item. Where a decision is made to acquire proprietary items, clearance for use on the project, or incorporation into the product is required.

Investigate copyright ownership

Be aware of the numerous rights which may need to be negotiated for the project — reproduction, modification, distribution, retransmission, public performance, public display and moral rights. Confirm that no licence is required in special circumstances such as public domain works, factual material or use of ideas which do not replicate their expression elsewhere.

Allocate resources for clearance approval

Where qualified resources are required to obtain the necessary clearances, the Project Manager can obtain and allocate the necessary staff. Ownership issues with casual staff or subcontractors must be resolved.

Record and track incoming items

All incoming items used in the project should be recorded and their use monitored.

Obtain clearances for use

Where proprietary information and materials are to be incorporated in the multimedia product, obtain clearance to use the information or material, and any associated considerations required. Record these details in the project filing system.

Review status of proprietary items

From time to time review the status of the proprietary items and return items no longer required.

Conduct project audits

Where the Project Manager assesses that the risks warrant such activity, independent audits of the use of proprietary items may need to be conducted.

Specifications

Stated and implied needs of the client are matched with appropriate development methods, tools and skilled resources to supply a quality product.

Description

To manage the quality of the project's products and services and to ensure that they satisfy the client and end user, a clear understanding of the stated and implied needs is required. Implied needs are turned into stated needs using project scope management.

The development environment and the required skilled resources are also identified.

The Project Manager uses this information to determine the development strategy, select the life cycle model for the project and product, select the development tools, and establish a quality agreement with the stakeholders.

The Project Manager communicates the requirements for the supply of a quality product to the client and other stakeholders.

Tasks

Identify development environment requirements

Identify the access security, backup and recovery, file sharing, and associated tasks to be performed.

Identify human resource needs

These needs may be met by training, recruitment, or other activities.

Determine development strategy

On the basis of risks and opportunities, select the development strategy. This may involve the development of the multimedia product using internal resources, or by subcontracting, or by off-the-shelf products, or by a combination of these.

Select life cycle model

Select the life cycle model appropriate to the project.

Determine development method

Where appropriate, use the methodology outlined in this document.

Select tools

Select the appropriate tools, or as directed by the client.

Establish quality agreement

Based on client requirements, establish quality goals for the product and project that can be evaluated during the project.

Ensure that the agreed goals are reasonable and achievable within the resources allocated to the project.

The structure of the performing organisation often constrains the availability of, or terms under which resources become available to the project. Organisational structures can be characterised as spanning a spectrum from functional to project oriented, with a variety of matrix structures in between. Project organisation structures offer the lowest risk for project teams, and have proven to be more effective for the development of complex systems.

Specifications

Potential risks are identified, analysed and assessed, and mitigation strategies, metrics and corrective actions outlined.

Description

Risk identification consists of determining which risks are likely to affect the project and documenting the characteristics of each. Risk identification should be performed on a regular basis throughout the project and address both internal (within the development group) and external (outside the development environment) risks. In the project context, however, risk identification is also concerned with opportunities (positive outcomes) as well as threats (negative outcomes).

Responses to threats generally fall into one of three categories: Avoidance—eliminate those risks which can be avoided; Mitigation—reducing the expected monetary value of a risk event by reducing the probability of occurrence (eg, using proven technology to lessen the probability that the product of the project will not work); Acceptance—accepting the consequences. Acceptance can be active (eg, by developing a contingency plan to execute should the risk event occur) or passive (eg, by accepting a lower profit if some activities overrun).

Tasks

Identify risks

Identify sources of possible risk events. Estimates are made of the:

- probability that a risk event will occur
- range of possible outcomes
- expected timing
- anticipated frequency of the risk events.

Identify risk symptoms or triggers

Risk symptoms or triggers are indirect indicators of actual risk events. For example, cost overruns on early activities may indicate poor estimates.

Analyse and prioritise risks

Assess the probability of occurrence, impact, time-frame, causes and interrelationships of risks for determining the priority in which to apply resources to neutralise the risks.

Develop risk response strategies

Define and document appropriate strategies to manage each risk or set of risks.

Define risk metrics

For each risk (or set of risks) define the metrics that measure the change in the risk state and the progress of any mitigation activities.

Document Risk Management Plan

The Risk Management Plan documents the procedures that are used to manage risk throughout the project. The plan may be separate or part of the Project Plan and include:

- results of the risk identification steps and quantification process
- who is responsible for managing the areas of risk
- how the initial identification and quantification outputs will be maintained
- how contingency plans will be implemented, and reserves allocated.

Document contingency plans

Contingency plans define the actions to be taken should an identified risk event occur. Generally included in the Risk Management Plan, they can be integrated into other parts of the Project Plan.

Specifications

A baseline for the user's requirements for the system is established and defined, and changes to the baseline are agreed through a formal process.

Description

The primary focus of change control in the specification phase is the development of an agreed set of documented user requirements for the project. Given the nature of multimedia development, this will normally be achieved through prototyping, with progressively clearer definition of the needs of the client as the phases of Specification—Design—Production are iterated.

The understanding of the requirements will be low in the early stages of iteration, and the baseline defined here may be intentionally incomplete. There should still, at the conclusion of each Specification phase, be a conscious attempt to document the current status of the known requirements, and to maintain this as a baseline through that iteration of the Design and Production phases. Once a baseline has been documented and agreed, changes to these requirements should be controlled. The control may be quite informal in the early stages of prototyping, but will become more formal as the understanding of the requirements evolves and becomes more complete.

Tasks

Document the known requirements

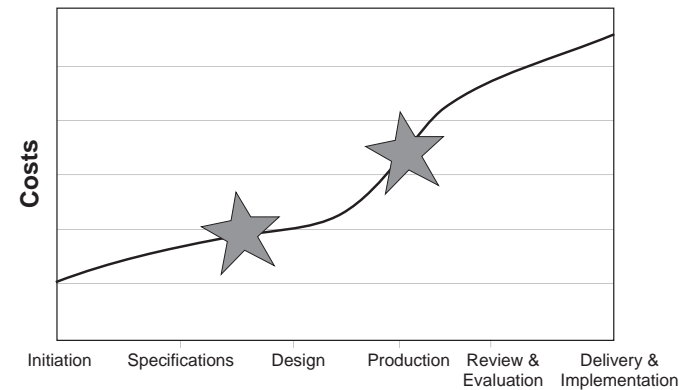
Set out the known requirements for the system in documented form, following the agreed standards. The requirements will include both functional and nonfunctional aspects of the system; issues such as usability, reliability and portability (the operation of the system in different computer environments) should be evaluated and the user's expectations justified.

Agree changes to requirements

Where the result of prototyping has been to identify proposals for changes to the requirements, these should be processed through a formal process of approval.

In approving these requests for change, there should first be an evaluation of the impact of the change in requirements, both in terms of the effect on the technical tasks of the project, and in terms of the project economics. A change proposal should not be accepted without an appropriate review of the associated costs and benefits.

Relative costs to correct specification errors



Register the documented requirements in the Configuration Library

Once changes to the documented requirements have been agreed and approved, the new specification of requirements forms a revised baseline for the next cycle. The specification should be formally configured as a new version of the requirements, and controls on access to the document should be imposed.

File ownership privileges in many networking arrangements can be used to reinforce the controls; the documents can be limited to read access only for all parties not specifically authorised.

Control access to the defined requirements

Access to the defined requirements - after the process of review, agreement to changes and baselining - must be restricted, so that unauthorised changes are not possible. This does not imply limiting access for the purposes of study, technical work or evaluation; the limits and controls are on the modification of the requirements documents.

Specifications

The QA group confirms that the specification of user requirements has been reviewed for completeness and feasibility, and that any issues previously raised have been addressed.

Description

The tasks in this phase address the issues of the review of the requirements, and of ensuring that the documentation of the requirements follows the specified standards and correctly reflects the agreements with the user.

It is important that QA is unbiased; in order to achieve this, the people responsible for these tasks need to have the freedom and authority to function independently of those directly responsible for the multimedia development.

The task of the QA group is not to perform the reviews of requirements, or any related direct control activities; rather, their function is to perform audits and reviews of the processes and products in the project, to confirm that the proper control actions have been taken, and that the product - in this phase, the requirements statement - is of adequate quality for the purposes of the project.

Tasks

Identify audit requirements

Identify the requirements, either contractual or other, for the conduct of audits. While audits are normally required in large contracts, it is sound practice to use internal audits even for quite small projects, to ensure that no important aspects of management have been overlooked.

Confirm results of specification reviews

The review of the specifications is one of the key tasks in this phase. The purpose of the review is to confirm that the requirements, as specified, are consistent, correct and complete, and provide a good basis for the ongoing development of the system.

Check outcome of change requests

The QA personnel confirm that requests for change have been processed in the correct way. Evidence is sought that proposals have been evaluated in terms of their impact on the project, and that associated risks were identified and taken into consideration.

The assurance activities confirm that, following approval, the documented requirements were modified in line with the approved changes, and the new version of the requirements has been placed under effective configuration control.

Review resolution of problems and issues

Problems and issues may be raised throughout the project, distinct from the matters requiring changes to the requirements. An effective system needs to be in place to ensure that these problems are adequately addressed and resolved.

The QA tasks confirm that all problems reported and issues raised are dealt with in accordance with the defined procedures, and that resolutions have been put in place wherever possible. The specification phase is a good opportunity to review the resolution of all problems raised during the iteration of development.

Specifications

Criteria for verifying the system specification, and for demonstrating that the requirements have been satisfied, are defined and applied.

Description

The focus of verification and validation (V&V) activities in the Specification phase is on verifying the description of the user requirements contained in the Specifications Document. In achieving this, the project team defines criteria for the suitability of the requirements. These criteria will not only form the basis for reviewing the specifications; they will also, at a later stage, provide acceptance criteria for the completed system.

Following definition and acceptance of these criteria, the developed specifications are reviewed, and any identified problems recorded and resolved. As the Specifications phase is revisited in iterative developments, the review criteria are examined, to ensure that they reflect any agreed changes in the requirements.

During the Specifications phase, also, planning for later stages of V&V should be undertaken. In particular, the plan for system acceptance should be developed, and test scripts and cases based upon the specification can be developed.

Tasks

Establish review criteria for system specifications

The first stage in any verification process is to define the criteria for correctness. In the Specifications phase of development, this means developing criteria that the specifications have to meet. There are several 'dimensions' to the desirable review criteria: First, the specifications have to be unambiguous and testable. Vague terms lead inevitably to problems. Second, the specifications have to be consistent. Where different requirements present apparent conflicts - for example, between resource usage and performance - this must be identified and resolved. Third, the specifications must address the key functions of the desired system. This means ensuring that the specifications address the nominated learning objectives as well as the technical development issues.

Conduct reviews of specifications

Reviews are conducted in a formal and structured manner, using the defined criteria as a basis for a detailed analysis of the Specification Documents

under review. Issues identified should be recorded, and a resolution of the issues agreed at the conclusion of the review - this may involve correction of the specification (in the case of an identified error) or even the consideration of a proposal for change to the requirements.

Resolve problems raised in reviews

All of the problems and issues raised in reviews must be resolved. It is helpful if they are formally recorded in some form of problem management system; the details of resolution can then be recorded on an ongoing basis.

Evaluate effectiveness of verification

Verification is usually a resource intensive method, and if it is not effective, can represent a waste of resources. The effectiveness of verification approaches can be evaluated through maintaining records of problems identified and resolved, and of the effort involved in performing the reviews. Where reviews are not proving effective, in that deficiencies in the specifications are not being identified, it may be worthwhile to try different approaches to reviews, using walkthroughs or formal inspections.

Specifications

Work Products

Assignment of Copyright Agreement

This may be required for subcontractors or casual employees. The client may require one also.

Communication Mechanism

A way to distribute a clear description of what is being communicated to all with a need to know, and a mechanism for the recipient to respond when required.

Quality Agreement

This provides a simple vehicle for specifying the quality requirements for the project. It provides a stakeholders' view of product quality on this project.

Development Strategy

Evaluation of the options available for achieving the project goals is based on the associated risks and opportunities. This report documents the basis of selection for this project.

Development Environment Plan

Floor plan with work station requirements, tools and software, access controls, communications equipment, and special requirements.

Training Plan

Identifies current staff capabilities, skills required, skills gap, and relevant training courses to close skills gap.

Life Cycle Models

Dependencies, required inputs and outputs, key decision points (milestones), quality control points and phases are identified.

Development Methodology

Identifies the strategy (grand design, incremental, or evolutionary), the life cycle model, and the framework of phases, tasks, deliverables, and controls required.

Risk Management Plan

The project risks are recorded in priority as identified. Risks are tracked and the threshold criteria is identified to initiate a response.

Acceptance Test Plan

Once the acceptance criteria are documented, a plan to demonstrate acceptance can be developed; this would include representative test scripts.

Test Plan

A strategy for the extent and nature of testing of the components and integrated products should be developed.

Test Cases and Scripts

Test Cases based upon the Specification can be developed during this phase.

Needs Assessment

Determines the requirements of the target audience and the relationship with the content and tasks which may need to be performed.

Evaluation Plan

Details the methods for collecting data, the composition of the sample(s) and the evaluation instruments to be used.

Specifications

Questions to Confirm this Phase

Is the project still feasible?

Have the target audience needs been analysed?

What evaluation strategies are planned?

Are functional requirements complete and documented?

Are definitions of what the multimedia product must do to support system operational requirements clearly specified?

Has the content been agreed with the client?

Are the objectives or learning outcomes required well understood?

Are user's needs, wants and expectations known?

Does the staffing plan include a list of the key expertise areas and estimated number of personnel needed?

Do most of the project staff have experience with the specific type of system (business, educational, personnel, simulator, etc) being developed?

Do team members have a clear understanding of the content, the audience, educational design and the client's expectations?

Are the developers able to proceed without undue requests for additional time and cost to help resolve technical issues?

Has a Proof-of-Concept prototype been developed?

Has the client approved the Project Plan?

Is the change control system in place?

Has a problem/issue tracking system been put in place for this project?

Are specific acceptance and delivery requirements explicitly defined?

Have arrangements been made for version and configuration control?

Can access to approved and 'frozen' documents be controlled?

Have all change requests, outstanding problems and issues been addressed?

Have the requirements specifications been reviewed against agreed criteria?

Have all problems raised in previous review(s) been recorded and tracked to resolution?

Notes

