



## ***Project Definition:***

<Project Name:>

<Project Number:>

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**Client Approvals:**

*The undersigned have read and by signature below indicate acceptance of this Project Definition:*

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# Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1. Purpose of this Document .....	1
1.2. Project Identification.....	1
1.3. Project Objectives .....	1
1.4. Quality Responsibilities .....	1
<b>2. Project Details .....</b>	<b>2</b>
2.1. Work to be Done .....	2
2.2. Timescales and Milestones .....	2
2.3. Deliverables.....	2
2.4. Project Funding.....	2
2.5. Acceptance Criteria .....	3
2.6. Critical Success Factors .....	3
2.7. External Dependencies .....	3
<b>3. Project Organization .....</b>	<b>4</b>
3.1. Personnel and Responsibilities .....	4
3.2. Points of Contact and Locations.....	4
3.3. Skills Required.....	5
3.4. Organizational Chart.....	5
<b>4. Project Control.....</b>	<b>6</b>
4.1. Planning and Tracking.....	6
4.2. Change Requests.....	7
4.3. Meetings and Reports .....	8
4.4. Escalation.....	9
<b>5. Development Environment.....</b>	<b>10</b>
5.1. Development Approach.....	10
5.2. Project Development Equipment .....	10
<b>6. Standards.....</b>	<b>11</b>
<b>7. Quality Assurance.....</b>	<b>12</b>
7.1. Reviews.....	12
7.2. Audits .....	12
<b>8. Testing.....</b>	<b>13</b>
8.1. System Testing .....	13
8.2. User Documentation Testing.....	13
8.3. Configuration Testing.....	13
<b>9. Implementation .....</b>	<b>14</b>
9.1. Security .....	14
9.2. Training .....	14
9.3. Installation .....	14
<b>10. Quality Records.....</b>	<b>15</b>
10.1. Project Library.....	15
10.2. Fault Reports.....	15
<b>11. External Supplier Control.....</b>	<b>17</b>
11.1. External Supplier Organization .....	17
11.2. Progress Control .....	17
11.3. Acceptance Procedures.....	17
11.4. External Supplier's Quality Assurance .....	17
<b>12. Support .....</b>	<b>18</b>
12.1. Software Support.....	18
12.2. Hardware Maintenance.....	18



## **1. Introduction**

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### **1.1. Purpose of this Document**

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The Project Definition defines how quality will be built into both the product<sup>1</sup> and the process.<sup>2</sup> It specifies the Project Management structure and the responsibilities of all concerned. It defines how the project will be controlled and what meetings will take place and any escalation paths to be followed. It specifies the work to be performed, the deliverables and the acceptance criteria. It states the standards to be adopted on the project and the testing strategy, and when reviews and audits are to be carried out. Full details of the system, e.g. hardware, software, and documentation are contained in the Configuration Management Plan. The Project Definition is prepared by the Project Manager and where possible by the customer. It is issued at the start of the project and revised as necessary throughout the Project.

### **1.2. Project Identification**

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Specify the name of the Customer and official name of the Project or system within the Customer's organization. Include the formal Project Number as well.

### **1.3. Project Objectives**

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Define what is to be achieved.

### **1.4. Quality Responsibilities**

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The Project Manager is responsible for all issues relating to the quality of the Tiernon Strategies Inc. work carried out on the Project. In the case of 3rd party software, hardware, or systems being part of the overall offering, then the Tiernon Strategies Inc. responsibilities must be clearly stated. These may vary from Project to Project. It will normally include overall responsibility for integration within our offering but not necessarily the quality of the 3rd party participants and systems.

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<sup>1</sup> In this case, "Product" is the desired outcome of the project.

<sup>2</sup> "Process" is the method of delivering the project requirements (i.e. the product).



## **2. Project Details**

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### **2.1. Work to be Done**

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Give a brief overview of the work to be done for the Customer. State at minimum, the following points:

- whether Tiernon Strategies Inc. is the prime contractor for the Customer;
- whether this is a joint development Project with the Customer;
- whether this is a joint venture Project with the Customer and other organizations.

*Section 12 External Supplier Control to contain full details.*

### **2.2. Timescales and Milestones**

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Specify Project start and completion date. Identify distinct phases of work with target dates for key milestones and corresponding deliverables.

### **2.3. Deliverables**

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Identify what is actually being handed over to the Customer when the work is completed.

- feasibility study;
- analysis/design documentation;
- source programs;
- test documentation;
- program images.

Also specify any items not being released to the Customer, e.g. source programs, software test harness, etc. Identify who has the legal rights of ownership of the deliverables (e.g. copyright and royalties).

### **2.4. Project Funding**

---

Specify how the Project is funded:

- internally funded by Tiernon Strategies Inc.;
- other.

Identify how expenses and time are charged to the Project e.g. via weekly timesheets into the Tiernon Strategies Inc. time recording system.

<b>Note:</b> Internal budget allocation details are NOT to be disclosed here.
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## **2.5. Acceptance Criteria**

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Define the means whereby the Customer formally accepts the complete system. This may be as a result of observing a system test or by means of a separate acceptance test. This may be performed by the Customer alone or by a joint team. Acceptance may be phased for distinct system releases.

Note any significant acceptance criteria:

- That the test has to be performed by a certain date;
- Performed within a certain time limit;
- Specific performance criteria must be met, e.g. Specific job processing times;
- Response times and numbers of simultaneous users.

Identify who is responsible for accepting the system.

## **2.6. Critical Success Factors**

---

State the critical factors that will be used to determine whether the Project was a success. This will require consultation with the Customer.

They may be:

- quality of the end product or service;
- is implemented as originally scheduled, i.e. completed on time;
- is completed as originally costed, i.e. within budget;
- vital changes to specifications are accommodated;
- the system must cater for business expansion, i.e. allow for growth;
- the users find the system easy to use and understand;
- same Project team is maintained throughout the development phase

## **2.7. External Dependencies**

---

State all external dependencies. These are situations that are not under control of the Project Manager which you consider the Customer should be aware. These could be:

- Areas of work not yet fully defined or agreed;
- User requirements finalized by mm/dd/yy;
- Customer supplied resources available by mm/dd/yy;
- External suppliers commence on mm/dd/yy;
- Mainframe/network services available from mm/dd/yy;
- Availability of a test environment by mm/dd/yy;
- Integration of Customer system with Tiernon Strategies Inc. system by mm/dd/yy;
- Customer documentation review/sign off completed by mm/dd/yy;
- Customer testing completed by mm/dd/yy;
- Site preparation completed by mm/dd/yy.



### **3. Project Organization**

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#### **3.1. Personnel and Responsibilities**

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Identify the roles and responsibilities for key Project personnel:

- Project Sponsor:** who is normally responsible for general requirements and terms of reference. Budget allocation and approval.
- Project Board:** who are normally responsible for review of progress and approval of plans.
- Business Manager:** who is normally responsible for all commercial issues including negotiations with Customer during pre-sale, implementation and post-sale activities. Works closely with Project Manager to ensure overall system needs of Customer are fully met. Also responsible for ordering of hardware and software packages.
- Project Manager:** who is normally responsible for ensuring the Project is completed on time, within budget, and to a quality level as defined in the Project Project Definition. Establishes structure and composition of Project team, overall planning and co-ordination, and is the Customer's first point of contact for all technical issues.
- Project Team:** who are normally responsible for liaison with users, documentation and design of the system. Involved with quality reviews and audits.

Identify who is responsible for the key technical roles. For example, operating systems, configuration of systems, communications, databases, testing, etc.

#### **3.2. Points of Contact and Locations**

---

Specify who the primary points-of-contact are within Tiernon Strategies Inc. for the Customer. State full postal address and telephone number (include email address if applicable).

Identify where the Project team will be based during the various Project phases. Specify the full postal addresses.



### **3.3. Skills Required**

---

Identify the skills required for the Project. State whether they are currently available within the Project Team. State if there will be any specific training requirements. The skills may include:

- Project Management;
- Business knowledge;
- Application knowledge;
- Design methodologies;
- CASE tools;
- Systems knowledge;
- LAN/WAN/Communications knowledge;
- Database knowledge;
- Hardware knowledge;
- Programming and 4GL's;
- Windows;
- Knowledge of Tiernon Strategies Inc. products (hardware and software).

Specify how the project will be resourced:

- Internally within Tiernon Strategies Inc.;
- Recruitment;
- Contract Staff;
- Use of software house for specific area of software development;
- etc...

Also include details of Customer contribution/commitment in development/test phase in terms of number of people and time.

Specify whether any external consultants with specialized knowledge will be required.

### **3.4. Organizational Chart**

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Show all Project personnel in organizational chart format. Include Customer Personnel and External Suppliers where relevant. All personnel reporting to the Project Manager must be clearly defined.



## **4. Project Control**

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### **4.1. Planning and Tracking**

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Specify how Project planning and tracking is to be performed. Specify who will produce and maintain the Project plan. Where there is more than one Project plan, specify the inter-relationship(s)

For large-scale software projects, identify plans for machine usage. Also communication lines/modems, terminals, printers. Specify if machine time will be scheduled to accommodate different users.

Specify Project assumptions, e.g. 4-day week (allowing for holidays, training, sickness and administration). **Note** that, “assumptions” need to be clearly communicated to the customer.

Show external dependencies on the plan as identified in the External Dependencies section. Show areas of responsibility for dependencies, i.e. Tiernon Strategies Inc., Customer, External Supplier.

Specify Project activities against time.

Specify critical path activities.

The above may be met using a software package such as MS-Project. Specify all software packages used for controlling, planning and tracking of the Project.

The Project Manager will be responsible for producing and maintaining an accurate and up-to-date Project Plan. The plan will show what tasks are to be performed, by whom and when. Also, it will show the dependencies between the various tasks. Any tasks on the critical path will be **clearly identified**. These are tasks which if not completed as planned will seriously affect the completion of other tasks.

The Project plan will be used to monitor actual progress against planned progress from the weekly timesheets and progress meetings.

Whenever new tasks are identified, or change requests incorporated, or time are extended, the project plan will be updated and distributed accordingly.

The plan will be stored on a computer-based Project management package such as Microsoft Project. This allows changes to the plan to be incorporated quickly and to assess alternative plans to meet the required end date. The project plan has the following assumptions. That time periods are based on a e.g. 4-day week allowing for training, sickness and administration. Holidays greater than 3 consecutive days will be identified on the plan.

The Project plan, or relevant parts thereof, will be distributed to the Project Team, Customer and Account Manager.



## 4.2. Change Requests

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Identify how change requests will be processed during development, testing and the warranty period.

Specify who is responsible for setting up and managing the Change Request system, e.g. Tiernon Strategies Inc., Customer, External Supplier. **Note:** In most cases, Tiernon Strategies Inc. will manage the Change Request system in order to fully ensure quality control of the project.

Where Tiernon Strategies Inc. will manage the Change Request system, state if the Customer will have access to the change request log and change request forms or will the Customer be given a copy of the change request form as it progresses. i.e. copy sent to acknowledge receipt, copy sent to indicate change request closed.

The Change Request system normally consists of a Change Request Log and Change Request Forms. Change Requests will be recorded on the Change Request forms by the Project Team, Customer and users and will be returned to the Project Manager. These will be recorded on the Log and allocated by the Project Manager to the project team for investigation and assessment.

State when change requests can be initiated. Normally, this is following a successful review when the specification is under configuration management. Prior to this, any changes are part of the design process.

Where priority codes are allocated to each change request, state criteria and response. e.g.

Category	Investigate Within
1. Essential Requirement	1 Day
2. Major Requirement	5 Days
3. Minor Requirement	15 Days

Identify the criteria which determines when formal change control procedures must be followed. Usually, this is when the proposed change request affects system functionality, or project budget, or project completion date.

All change requests must be officially assessed to ensure unauthorized modifications do not take place and that the full significance of the proposed change is known **prior** to implementation. This assessment involves the Project Manager recording details of benefits, costs, timescales, and resources required.

State who authorizes the change request. Normally, this is the Project Manager, but also the customer, especially where the costs are being charged to the Customer, in which case the Quotations Procedure should be followed as appropriate. State any involvement that the Account Manager has in approving the Change Request, especially on major changes. Where changes are agreed the Project Plan and all appropriate specifications will be updated accordingly.

Specify how the layout of the change request form will be created. e.g.

- designed in conjunction with the customer, or
- use Tiernon Strategies Inc.'s form, or
- use customers change request form.



Change requests should be traceable through the system from the change request form to specifications and source code via the **change request number**.

Full details of the change control processes are defined in: Procedures Configuration Management Plan, Project Change Request Control.

**Note:** When proposing to use Tiernon Strategies Inc.'s Change Request Form, include a blank/void copy of the form in the quality manual for the customer.

**4.3. Meetings and Reports**

State the frequency of the Project Status Report. This must be at least monthly. The report will be distributed to Tiernon Strategies Inc. Management involved in the Project. Identify any other reports that will be produced.

Specify what meetings will take place throughout the Project. State the frequency of the meetings and who the main participants will be. State main objectives of each type of meeting. Typically they could be:

<b>Team Meetings</b>	
Specify frequency	As required
Specify attendees	Normally, Project Manager and team members
Specify objectives	To examine progress and raise technical problems. agree to solutions or escalate further.
Specify distribution of minutes	Attendees
<b>Progress Meetings</b>	
Specify frequency	As required
Specify attendees	Customer, Account Manager, Project Manager
Specify objectives	Review Project progress with Customer. Escalate unresolved problems to Project Board Meeting.
Specify distribution of minutes	Attendees and Project Board
<b>Project Board Meetings</b>	
Specify frequency	As required and at major milestones
Specify attendees	Quality Manager (if necessary), Project Manager, relevant team members, relevant managers, Project Board, External Supplier representative.
Specify objectives	Identify any deviation from plan and take appropriate action. Anticipate situations which could jeopardize the successful completion of the project. Review and approve/reject proposed methods and procedures. Bring forward issues from team meetings and agree to solutions or escalate further.
Specify distribution of minutes	Attendees, Management



#### **4.4. Escalation**

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Specify the escalation paths for resources, product and technical issues. Problems are initially escalated internally to senior management within Tiernon Strategies Inc. until the appropriate action/decision is taken. Where necessary, problems will be escalated to the relevant third-party organizations. State all organizations the problem will be escalated to. This is to include Tiernon Strategies Inc. and 3rd party products.



## **5. Development Environment**

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### **5.1. Development Approach**

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This section will vary from project-to-project and may involve Customer input with regard to preferred methodology or approach. e.g. Government contracts may insist on the use of specific project management development and control tools.

Identify the overall approach to development, e.g.:

- conventional development processes;
- package-based development
- prototyping

State what methods/techniques are to be used for distinct development phases, e.g.

1. Investigation/consulting/feasibility;
2. System design;
3. System implementation;
4. System testing/verification;
5. Finalization and customer acceptance;
6. Project closedown.

### **5.2. Project Development Equipment**

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Full details are specified in the Configuration Management Plan. it includes both development hardware and customer system hardware. These are not necessarily the same.



## **6. Standards**

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Specify all standards that will be used on the project.

Where the Customer requires their procedures or standards to be used, then they must be specified in the Project Definition. This requires the Quality Manager's approval. Consult with the Quality Manager if there is any doubt.



## **7. Quality Assurance**

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### **7.1. Reviews**

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State what documents will be reviewed, e.g. requirements specification, functional specification, software design specification, code, test plans, implementation plans. Specify how the review will take place, e.g. by an individual or a group of people.

**Note:** The outcome of the review must be documented.

### **7.2. Audits**

---

Audits may also be initiated by Tiernon Strategies Inc. Management, on an unscheduled basis, whenever any area of the Project is not performing satisfactorily or is of concern. This could cover unacceptable deviation from the project plan, risk situations, or ineffective escalation procedures. The prime objective is to identify the problem area, instigate corrective action and to ensure the Project is completed as planned.



## **8. Testing**

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### **8.1. System Testing**

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State what system/software testing will be carried out on the Project and by whom, i.e. Tiernon Strategies Inc., External Supplier, Customer. The following normally takes place:

- Unit/module testing;
- Link/integration testing;
- System testing;
- Acceptance testing.

State for which of the above will test records be produced.

State whether a System Test Plan will be produced which gives full details of all testing. Test records are maintained as evidence that the system has been tested. All test plans, records, and results should be stored in the Project Library.

Give details if a test bed/configuration will be setup of the Customer configuration. Specify the location and duration e.g. based at Tiernon Strategies Inc. throughout the development and maintenance period. State any limitations of the test bed/configuration compared with the Customer's full configuration.

### **8.2. User Documentation Testing**

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State how all User Documentation will be checked for correctness, clarity and completeness. Normally, they will be proof-read, by someone other than the author, and any corresponding screen, printouts, and messages will be verified.

### **8.3. Configuration Testing**

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- Specify what software installation, staging procedures, and configuration procedures will be carried out.



## **9. Implementation**

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Identify who is responsible for demonstration, pilot and full system for the following:

### **9.1. Security**

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Identify who is responsible for security issues such as:

- Access to computer rooms or office environments;
- Setting up of login accounts and passwords with procedures for frequently changing passwords;
- Anti-virus measures, especially if the computer is part of a network or additional packages are to be installed. Virus detection software should be frequently used, ideally before a package is installed and at least daily to detect any down-loaded bugs where the system is part of the network. All packages must be obtained from a genuine source. Regular backups are an essential part of these measures.
- Is there an audit trail of when users login and logoff of computers with date, time and user names.
- Can the security measures be bypassed if the system is booted from a floppy disk.

### **9.2. Training**

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Identify all user/Customer training requirements. If necessary, produce a schedule of various training courses required. Specify dates, number of attendees, and venue.

### **9.3. Installation**

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Identify who is responsible for:

- Site surveys for checking the physical environment and cabling;
- Requirements for installing the equipment;
- Arranging the initial supply of media and stationary;
- Setting-up of printers and terminals to correct characteristics;
- File/database creation/conversion. Accuracy and confidentiality of data must not contravene any Data Protection Act;
- Defining plans for use and rotation of backup media;
- Producing user documentation.



## **10. Quality Records**

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### **10.1. Project Library**

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State the location(s) of the Project Library. Full documentation for the Project consists of paper documents (forms, signed-off paper specifications) and other documentation stored on computer media.

The full list of specifications (i.e. business requirements, functional and program specifications) for the Project can be determined from:

- file directories on the server PC. The latest version of a specification can also be determined from the server PC.
- other specification not produced on the system, i.e. business requirements specification received from the customer. The names and version of these documents are recorded in the Project Library.
- Tiernon Strategies Inc. specifications will be clearly identified as to their status with draft specifications having a status of “draft” in the top right hand corner of each page. These draft specifications are either under development or for review. Following a successful review, they are signed off as an approved document and the status of “draft” is removed. Any changes to approved documents must then follow the change control procedure.

Documents taken from the library and removed from the office will be signed out and signed back in when returned.

### **10.2. Fault Reports**

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Identify how system faults will be processed during development, testing and the warranty period. Specify who is responsible for setting up and managing the Fault Report system, e.g. Tiernon Strategies Inc., Customer, External Supplier.

Where Tiernon Strategies Inc. manages the Fault Report system, state if the Customer will have access to the fault report log and fault report forms, or will the Customer be given a copy of the fault report form as it progresses, i.e. copy sent to acknowledge receipt, copy sent to indicate fault closed.

The Fault Reporting system normally consists of a Fault Report Log and Fault Report Forms. System faults will be recorded on the fault report forms by the project team, customer, and users, and will then be returned to the Project Manager. These will be recorded on the Fault Report Log and allocated by the Project Manager to the Project team for investigation and correction.

State when Fault Reporting will commence: during development, system testing, Customer Acceptance, or after handover.



Where fault severity and response priority codes are used, state the codes, e.g. Tiernon Strategies Inc. will endeavor to respond to the fault categories as follows:

<b><i>Fault Severity</i></b>	<b><i>Response Priority</i></b>
Urgent: System inoperable	2-hour Response
High: Major, but system still usable	8-hour Response
Medium: Minor, but loss of facilities	2 Day Response
Low: Minor, no loss but irritating to user.	5 Day Response

**Note:** These are response times to investigate the fault but not necessarily to effect a “fix”.

Where fault categories are used on the fault report form or fault log, then give details. Fault categories are typically: Configuration error, software errors, communication errors, new product errors, etc. This information will be analyzed for trends and to enable the appropriate corrective and preventive actions to be taken.

Where fault reporting is managed by Tiernon Strategies Inc. but performed by an External Supplier, state how the process is controlled, e.g. Tiernon Strategies Inc. may receive fault reports, log them and then allocate to the External Supplier for corrective action. The External Supplier must supply full details of the corrective actions undertaken on the “reply” section of the fault report form. This is to allow traceability of the modifications undertaken.

The Fault Report Log will be used to prepare a status report of all cleared and outstanding faults at the team or progress meeting with the Customer.

Specify how the layout of the Fault Report Form will be created, e.g.

- designed in conjunction with the Customer, or
- use Tiernon Strategies Inc. designed form, or
- use Customer’s fault report form.

Fault reports should be traceable through the system from the fault report form to the resulting corrective action report.

**Note:** Where Tiernon Strategies Inc. will manage Fault Reporting, include a blank/void Fault Report Form as an example for the Customer.



## **11. External Supplier Control**

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The following section only applies where system components or integration are being controlled or produced for Tiernon Strategies Inc. by an External Supplier.

### **11.1. External Supplier Organization**

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Name all other External Organizations involved on the Project, excluding the Customer. Specify all External Supplier locations that are actively involved with the Project (include full postal addresses). Specify key External Supplier personnel with telephone number, location and project related responsibilities.

### **11.2. Progress Control**

---

State whether the External Supplier will be working on-site with the Tiernon Strategies Inc. Project team and who they report to, i.e. Tiernon Strategies Inc. or the Customer. State whether the External Supplier will work under Tiernon Strategies Inc. supervision where Tiernon Strategies Inc. defines and monitors the work of their technical staff, or work independently of Tiernon Strategies Inc. and supply hardware/software to Tiernon Strategies Inc. requirements.

Where the External Supplier will not be working under Tiernon Strategies Inc. supervision, give a summary of the work they have been allocated. Specify start and completion dates and any significant milestones with deliverables, and state: -- how the work for the External Supplier will be defined, i.e.:

- Tiernon Strategies Inc. supplies the specifications such as Functional Specifications;
- The External Supplier will carry out the analysis, design, integration and testing, or
- The External Supplier will use their standard products and modify to Tiernon Strategies Inc./Customer specifications;
- Whose project plan the External Supplier will be working to, i.e. Tiernon Strategies Inc., Customer, External Supplier.
- How progress will be monitored and controlled, e.g. Specify the frequency of progress meetings and any project status reports that will be produced.
- How changes to their work will be controlled and authorized. Normally this occurs via the change request procedure.

### **11.3. Acceptance Procedures**

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Define how External Supplier deliverables will be formally accepted. Specify the integration/system/acceptance tests that will be carried out by Tiernon Strategies Inc. before acceptance of the External Supplier's deliverables.

### **11.4. External Supplier's Quality Assurance**

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Give details of the External Supplier's Quality System and any standards they work to. State what reviews and testing takes place. State whether the External Supplier has BS EN ISO 9001 certification.



## **12. Support**

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### **12.1. Software Support**

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Identify what is to be supported, e.g.

- All deliverable hardware/software and associated peripherals;
- User documentation;
- etc.

Specify how the software will be supported during development/integration and after acceptance where applicable, e.g.

- Telephone support from developers, and vendors
- Tiernon Strategies Inc. HelpDesk
- Customer HelpDesk;
- On-Site visits;
- Remote dial-in (using terminals, modems and telephone lines) from problem observation and corrective activities.

Identify how any third-party software will be supported.

### **12.2. Hardware Maintenance**

---

Specify how the hardware will be maintained after acceptance e.g.

- Hardware maintenance contract with engineers on call..
- Remote diagnostics where fault identification is determined by a remote computer. This dials in to a special port on the faulty computer and interrogates the system. The engineer then arrives to replace the faulty hardware.

Summarize the main details of any maintenance contract with reference to service hours, response times and escalation paths. Identify any Third Party maintenance (TPM) organizations that will be used.