

## PROJECT INITIATION DOCUMENT

**Project name** *Business Change and Training in  
Seamless Flow Programme*

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**Release** Draft  
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**Author:** Team Leader Co-ordinator

**Owner:** Senior Responsible Owner (SRO)

**Client:** Seamless Flow Programme Board

## Document History

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**Document Location** Hard copy versions of this document are only valid on the day that they are printed

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**Revision History** Date of next revision:

| Revision date          | Version | Summary of Changes       | Changes marked |
|------------------------|---------|--------------------------|----------------|
| April 2006             | 0.1     | Initial draft            |                |
| 20 <sup>th</sup> April | 0.2     | Amended                  | No             |
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| Role                     | Form of Approval | Version | Location                          |
|--------------------------|------------------|---------|-----------------------------------|
| Senior Responsible Owner | E-mail           |         | <i>Insert Objective link here</i> |
| Programme Manager        | E-mail           |         | <i>Insert Objective link here</i> |
| Programme Director SF    | E-mail           |         | <i>Insert Objective link here</i> |
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### Distribution

An Objective link to this document has been sent to the following individuals or groups.

| Title           | Role             | Date of Issue | Version |
|-----------------|------------------|---------------|---------|
| Project Manager | Technology Watch |               |         |
| Project Manager | Transfer to TNA  |               |         |

|                 |                              |  |  |
|-----------------|------------------------------|--|--|
| Project Manager | Preservation and Maintenance |  |  |
| Project Manager | Metadata and Cataloguing     |  |  |
|                 |                              |  |  |
|                 |                              |  |  |

## Purpose

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

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## Contents

This publication contains the following topics:

| Topic                          | See Page |
|--------------------------------|----------|
| Background                     | 3        |
| Project definition             | 4        |
| Project organisation structure | 8        |
| Communication Plan             | 10       |
| Project Quality Plan           | 11       |
| Project tolerances             | 11       |
| Project controls               | 12       |
| Initial Business Case          | 12       |
| Initial Project Plan           | 12       |
| Initial Risk Log               | 12       |

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## **Background**

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- The objective of the Seamless Flow Programme (SFP) is to develop a process of seamless flow for the acquisition and management by the National Archives (TNA) of born digital records from their creation in Other Government Departments (OGDs), to their preservation in the Digital Archive (DA) and to their eventual presentation on the web.
- Business change is a key element of this programme. In order to successfully introduce the automated applications into the mainstream business function of the Office, we need to carefully analyse, design and plan for the operational business change for staff to support the new systems. Business change will affect many areas of our current operations and also how we work with OGDs in the accessioning and transfer of born digital archive records. It will also introduce many new areas of work for the OGDs that will be transferring records to us, involving changes in their working practices as well as drawing new individuals into contact with TNA over a period of time.

This project seeks to address the above requirements.

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## Project Definition

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### Project objectives

The objectives of this project are as follows:

1. To identify, establish and bring into operation the necessary business change across the Office to accommodate the introduction of systems to support the Seamless Flow initiative, and to support OGDs in introducing any necessary changes in their organisation, operations and staffing.
2. To identify training requirements – OGDs
3. To identify training requirements – TNA
4. To compile training schedules in conjunction with key managers / Human Resources (HR)
5. The production of application software user documentation
6. Start the Benefits Management process by establishing baseline information (refer to Benefits Management Strategy and Plan)

### Defined method of approach

Resources and the timing of other projects indicate that a phasing approach should be taken. Phases may run sequentially or concurrently depending on targets and dependencies

- Phase 1:
  - Project initiation
- Phase 2:
  - Identify key OGD and TNA staff / PMs in selected processes
  - Work with key staff / PMs to compile process maps
- Phase 3:
  - Conduct impact assessment (high / medium / low) on identified processes
  - Establish any baseline benefits measurement
- Phase 4:
  - Compile Business Change plans in conjunction with OGD representatives, HODs, HR and key staff
- Phase 5:
  - Deliver Business Change plans in conjunction with OGD representatives, HODs, HR and key staff

**Project  
scope**

TNA

- to identify processes likely to be affected by the Seamless Flow Programme (SFP)
- to assess the level of impact (high / medium / low) on those areas of the business :
  - volume
  - resource
  - cost
  - inputs
  - outputs
  - job change
  - baseline benefits measurement
- prepare, in conjunction with others (HODs, HR), action plans to address areas identified
- design 'new' processes
- identify training requirements
- maintain a corporate view of the impact of business change on our external stakeholders
- actively seek buy-in for business changes
- communicate to all interested parties

OGDs

- work with client managers, other RMCD staff and OGD representatives to identify processes likely to be affected by the SFP and OGD staff not previously involved with TNA who will need to be involved in Seamless Flow business change planning and then implementation
- to assess the level of impact on those areas of the business taking into account of the wide variation in current working practices
- prepare, in conjunction with OGD representatives, action plans to address areas identified
- design 'new' processes
- actively seek buy-in for business changes
- communicate to all interested parties
- where OGDs have valid business reasons for declining to accept preferred business changes, to seek to identify and agree acceptable alternatives
- where OGDs are yet to implement EDRM solutions, to seek to incorporate necessary business changes in the OGD implementation plans

## **Project**

### **deliverables**

1. Business change operational process models comprising:
  - Transfer
  - Accession at TNA
  - Cataloguing
  - Record release
  - Redaction
  - FOI enquiry
  - Reader services
  
2. Business change (action) plans to include :
  - Affected processes
  - Impact assessment
  - Option appraisal
  - Resource implications
  - Consultation
  - Communication
  - Delivery plans / timetable
  
3. Training requirements schedule – OGDs
  - Identify staff
  - Agree skill gap
  - Identify training resource
  - Agree training plan
  
4. Training requirements schedule – TNA
  - Identify staff
  - Agree skill gap
  - Identify training resource
  - Agree training plan
  
5. Baseline benefits measurement

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### **Exclusions**

- Processes not relating to the life cycle of e-records

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### **Constraints**

- Resources available at OGDs
- Resources available at TNA
- Time
- Costs

## **Interfaces**

- All other projects in the *Seamless Flow Programme*
  - OGDs (records management staff, information officers)
  - Human Resources
  - Training (Learning and Development)
  - Client managers
  - Other RMCD staff (accessions, catalogue)
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## **Assumptions**

- That sufficient staff resource is available for all aspects of the project to meet the declared timescales
  - Support from OGDs
  - Support from other Seamless Flow Project Managers
  - Support from managers in business areas affected by change
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## Project organisation structure

### Project Management structure

The project will report to a Project Board which in turn reports to the Programme Board

- The Project Board to consist of :
  1. Senior Responsible Owner
  2. Temporary team Leader Co-ordinator
  3. Team Leaders (Cataloguing, Redaction)
  4. OGD representative
  5. HR/Training representative
  6. Reader Services representative
- The Project Team to consist of :
  1. Temporary team Leader Co-ordinator
  2. Team Leaders (cataloguing, redaction, accessioning, transfer, user documentation)
  3. HR / Training representative
  4. FOI representative
  5. Communication representative
  6. Project Co-ordinator

### Role Definition

- Transfer (complete before Transfer pilot)
  - Identify key processes
  - Assess level of impact
  - Design new processes
  - Identify training requirements
  - Compile business change action plan
  - Identify any baseline benefits measurement
- Cataloguing (complete before Transfer pilot)
  - Identify key processes
  - Assess level of impact
  - Design new processes
  - Identify training requirements
  - Compile business change action plan
  - Identify any baseline benefits measurement

- Accessioning (complete before Transfer pilot)
  - Identify key processes
  - Assess level of impact
  - Design new processes
  - Identify training requirements
  - Compile business change action plan
  - Identify any baseline benefits measurement
- Software user documentation
  - Agree key processes with team
  - Compile user documentation
  - Agree with team
- HR – training plans
  - Identify training requirements with team
  - Compile training plans
  - Agree plans with team
- Training – training delivery
  - Agree training plans with team
  - Compile training schedules
  - Agree schedules with team
  - Deliver training schedules
- Redaction
  - Identify key processes
  - Assess level of impact
  - Design new processes
  - Identify training requirements
  - Compile business change action plan
- FOI representative
  - Identify key processes
  - Assess level of impact
  - Design new processes
  - Identify training requirements
  - Compile business change action plan

It will be the responsibility of the team leaders to ensure continuity across interfaces between teams. The project coordinator will ensure regular project team meetings are held to facilitate such control.

## Communication Plan

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| <b>Audience</b>                      | <b>Information</b>  | <b>Owner</b>           | <b>Frequency</b>       | <b>Method</b>  |
|--------------------------------------|---|------------------------|------------------------|--|
| Project Board                        | Progress against time, quality and budget; risks and issues | Project Manager        | Every 2/3 months       | Presentation, highlight report                               |
| Programme Manager                    | Progress, Impacts, Issues and risks                         | Project Manager        | Monthly                | Meeting; highlight report, issues and risk logs for projects |
| Project Team                         | Progress  | Project Manager        | As required            | Meeting and email  |
| Other Seamless Flow Projects         | Progress  | Project Manager        | Weekly/as required     | Meeting and email  |
| PAC (Project Assurance Co-ordinator) | Progress. Impacts. Issues and risks                         | Programme Board        | As required            | Meeting; highlight report, issues and risk logs              |
| Internal Staff                       | Programme Scope and progress                                | Communications Manager | Monthly or as required | Internet, email  |

## Project Quality Plan

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**Quality Controls**

The Project Manager is responsible for ensuring the quality of the products produced.

Standards

- Project management (PRINCE 2)

Change Management

- All changes will be raised as Request for Change (RFCs), reviewed by the original project team. These will then be passed to the Programme Manager to assess for cross project impact and to take to the Programme Board for acceptance as necessary.

**Quality Assurance**

The project assurance co-ordinator (PAC) will provide independent QA to the Programme Board

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## Project tolerances

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The Programme Board will agree tolerances

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## Project controls

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PRINCE2 methodology

This project will have a formal project board

The Temporary Team Leader Co-ordinator will hold checkpoint meetings with the project team every month

A formal highlight report of progress will be produced for the Programme Manager each month.

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## Attachments

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- Initial Business Case – refer to Programme's business case.
  - Initial Project Plan – see separate project plan
  - Initial Risk Log – see separate log
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