

2.7 Implementation Plan Document Method to Materialize the Objective Result of the Organization

2.7.1 Introduction

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2.7.1 Introduction

In this subsection, we explain the Implementation Plan Document made to realize the objectives of the organization.

For an organization to realize a new objective, an agreement on the system and procedures to materialize it are necessary. The implementation plan document creates the system and procedures to do it.

(Note) The implementation plan and the implementation plan document are different. The former is a concept, whereas the latter is a confirmed document to proceed with the project.

2.7.2 Procedures

(1) When trying to improve the present conditions, prepare a Phase-0 Implementation Plan showing the divisions of 3-5 Phase Improvement, and its system and procedures. Next, obtain the approval signature of the chief of the organization, and operate according to the procedures prepared (as in Subsection 2.3.3).

The implementation plan of the Phase countermeasures in the Phase -0 Implementation Plan are equal to those given below in this subsection. Also, in the case of development, there is the case of an independent implementation plan.

(2) When phased decision-making is necessary to realize the objective, as in research and development, prepare a steplist to fix the framework of decision-making and an implementation plan document to show the procedure system for its realization. After that, obtain the approval signature of the chief of the organization, and operate according to the realization procedure system given there.

Note: As for the approval of the implementation plan document, it should come in the post-assurance column of the output item of the first step in the steplist contained in the plan.

(3) In (1) and (2) above, when two or more organizations work together, (e.g., the public and private sectors)

procedures and systems should be prepared so that a single implementation plan document containing one steplist allows phased decision-making. Then, the heads of the organizations should give their approval. (This incorporates the idea of "One Set of Standards" set forth in the preface of MIL-STD-499A of the US DoD, called the bible of system engineering.) With this procedure, both organizations can rationally and effectively combine and utilize each other's decision-making process. This relation is shown in Fig. 2.7-1.

(4) State clearly the various management techniques and creative procedures in the reference items of the implementation plan document, and allocate them to the most appropriate phase or input/output relation.

(5) An example of the table of contents for the implementation plan document is shown in Fig. 2.7-2.

2.7.3 Supplementary notes

(1) The procedures of the implementation plan document should be made according to the table of contents of Fig. 2.7-2.

(2) After preparing a draft of the steplist on line 7 of the table of contents, write out the summary of each step on line 8. As a result, the items in the steplist which require revision will become clear. Revise the steplist accordingly.

(3) Make a work schedule chart (GANTT chart). This creates a junction where priorities and parallel work are settled, and a well-adjusted implementation plan document results.

(4) As shown in Fig. 2.7-3, by making the implementation plan document as above, one can divide what was lumped together in conventional plans into three pieces. Lumping together the pieces made conventional plans awkward to maintain. One piece is the Implementation Plan Document, which does not change much once it is decided on. Another is the Concept Sketch, which changes with additional opinions or progress in the work. (This should be regarded as a phased output of the implementation plan document.) The last is the Financial Plan, which changes as necessary. By separating the three, we can avoid situations where constant revisions are necessary, making unclear which parts should be kept, and resulting in untidy plan management.

When project management proceeds with these three documents, a program plan or a Phase-0 Implementation Plan, which defines the three documents above, is necessary. Needless to say, they should remain independent documents.

(5) The process up to the approval of the implementation plan document

The sequence of making the implementation plan document is shown in Fig. 2.7-4. First the task team makes the pre-pre-draft according to the rules of the RO Method. Next, the pre-draft is made by the team

through interfacing. This pre-draft is handed over to the committee, and made into a draft. The chief of the organization approves it, and makes it formal.

(6) The case where a hierarchical implementation plan becomes necessary is discussed in Chapter 3.

(7) The cover of the implementation plan document

An example of the cover of an implementation plan document is shown in Fig. 2.7-5. The important thing is that the implementation plan document be properly maintained by observing the following:

- i) Register the document number
- ii) Obtain approval of the document from the highest authority
- iii) Mark clearly who made the document, inspected it, and approved it on the cover and revision pages.
- iv) Collect the signatures of agreement from the chiefs of related organizations on the page following the cover.
- v) When the chief, team leader and so on change, their successors must put their signatures and the date on the document. The responsibility for this lies with the predecessor.
- vi) Responsibility for maintenance is assigned to a person in the secretariat, the Promoting Officer.

2.7.4 Use of the implementation table format

(1) To make a one-page summary of the implementation plan document and make it easy to understand, it is convenient to use the Implementation Plan Table Format shown in Fig. 2.7-6.

(2) The format is also useful for daily projects which do not require a detailed implementation plan document.

2.7.5. Considerations

The Implementation Plan Method can be used successfully as an embodiment of the philosophy of MIL-STD-499A [1] of the US DoD, the bible of system engineering.

<References>

[1] US DoD, MIL-STD-499A System Engineering (1974) (Reprinted in Appendix C)

Fig. 2.7-1 Position of the implementation plan document between two organizations

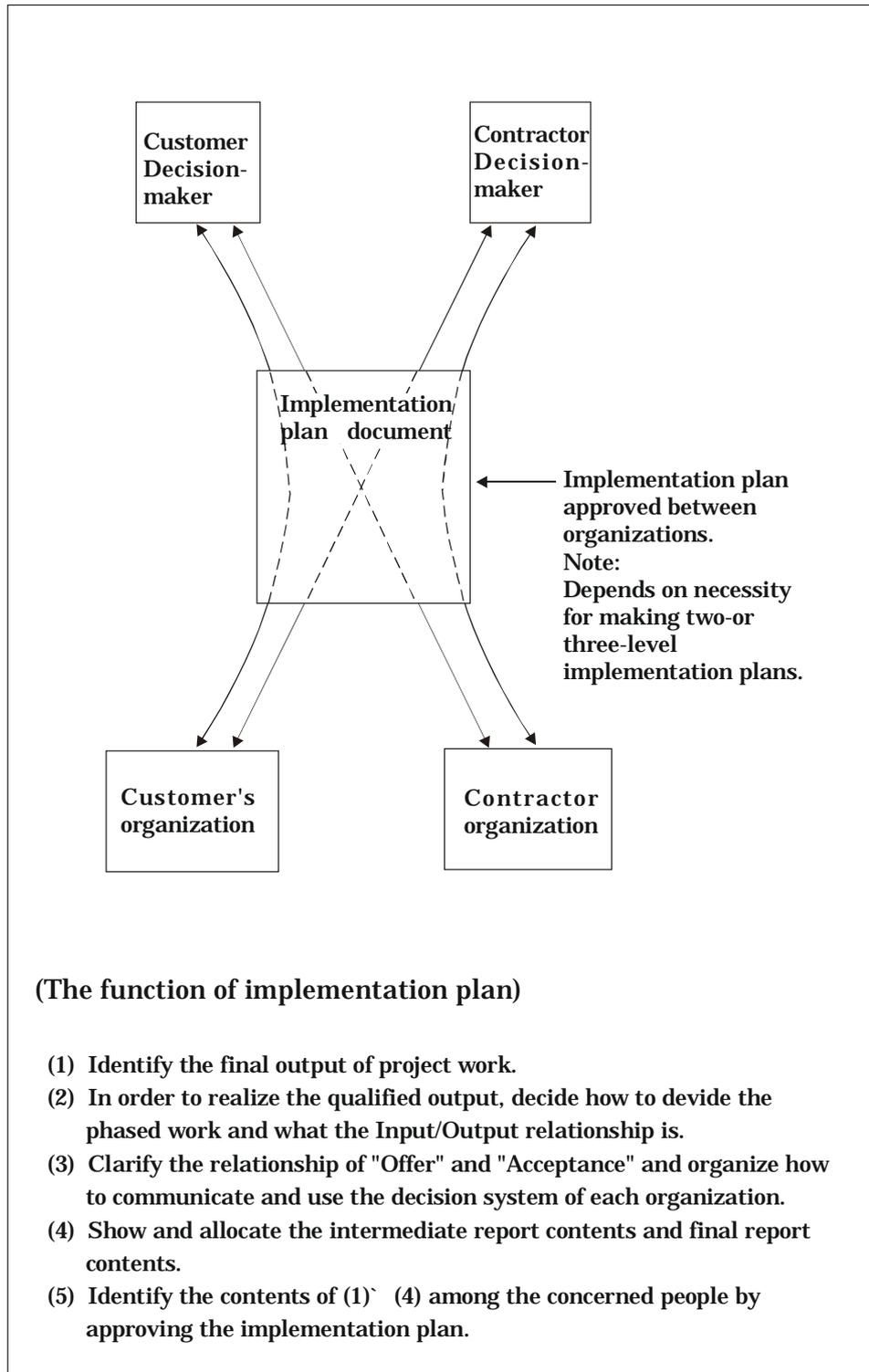


Fig.2.7-2 Contents of implementation plan

Table of contents	
1. Purpose of this document	This document specifies the organization and procedures to realize the objective of the project.
2. Objective of the project	-State the objective result using the expression of "in order to do, what to do" with the fewest adjective and adverbs.
3. Basic policy	-State briefly, the policy to realize the objective result "by the expression of verb and non with the least adjectives and adverbs."
4. References	
5. Target and Conditions	-State fixed year cost when cost is concerned.
6. Organization	
7. Steps and activities-by Steplist form	
8. Key statement of each step in steplist	
9. Format and contents of the intermediate report	
10. Format to be used	
11. GANTT chart and/or PERT chart of the schedule	
Annex:Verification and evaluation procedure(If it is especially necessary for government)	
Appendix	
1.PMD	
2.WBS of objective(DRAFT)	This is the output drafts of the implementation plan.
(Note)In some cases, this WBS will be allocated between paragraphs 2 and 3 in the implementation plan if it is defined.	
3. Conceptual drawing (draft)(If necessary)	
4. Others	

Fig.2.7-3 Thinking way to divide the plan document into three document

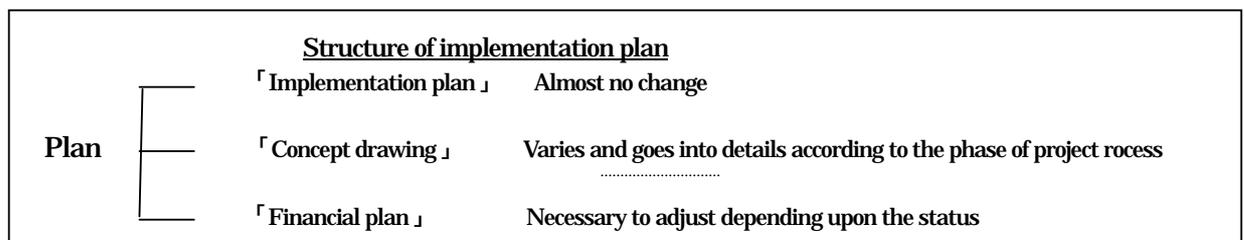


Fig.2.7-4 The process up to improvement of implementation plan

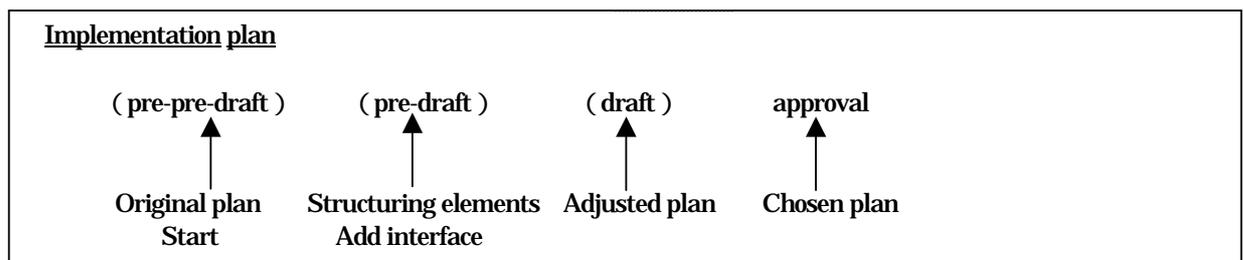


Fig.2.7-5 Cover of implementation

Document No.	
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Development of Implementation plan

Customer's Stamp

Approved	Agreed by	Inspected by

Years Years month date revised
 month month date original

Approved by	Inspected by	Drafted by

AAAA Co.Ltd.

Fig. 2.7-6 Format of Implementation plan table

DATE:

IMPLEMENTATION PLAN

SUBJECT		DEPT. CHIEF	MANAGER	CO-ORDINATOR
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Detailed Process Items and Contents	Scheduled Serial No. or Lot No.	Target	Implementation Plan Schedule	Personnel concerned and assigned

Necessary conditions and notes to attain the object	Results of adjusted conditions
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