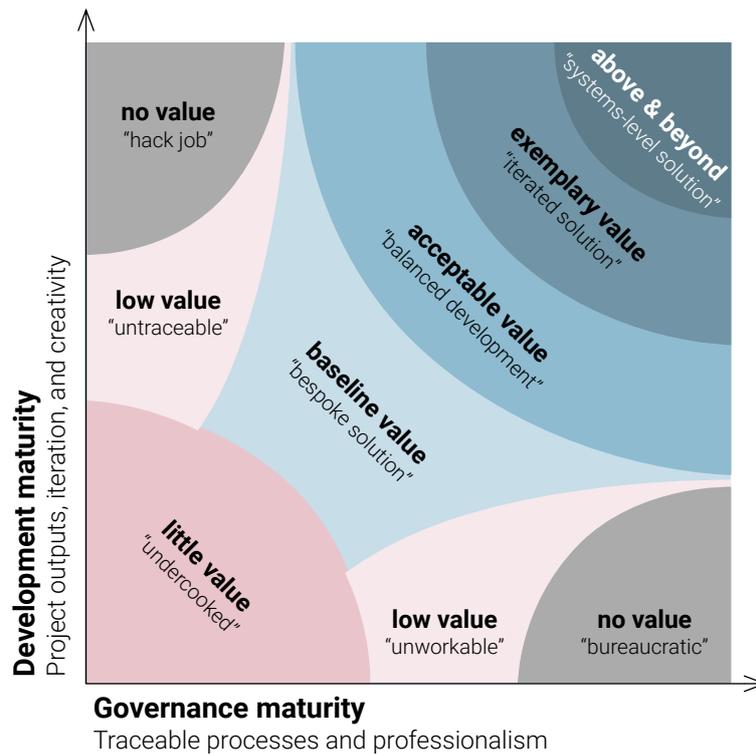


In Capstone Project, teams should only be doing activities that help them to deliver value.

Value

The goal of Capstone Project is to deliver real value to the client, project team, and to other teams in Capstone Project. We consider ‘value’ as the complementary development of your project outcomes and governance of the project, both at a systems level. There is no prescribed outcome for projects, and each project will have different goals and challenges to overcome.



Project Audits & Progress Indicators

Projects will work at a different difficulty and quality levels. Harder projects may see less progress, easier projects might be difficult to extend. Projects will not be ‘punished’ or ‘promoted’ because of this ‘difficulty level’ - instead, we will look at everything holistically and make the best judgements possible given the evidence we see.

No grades will be awarded during the Project Audits, allowing time for the best teams to experiment, hopefully fail, and most importantly learn. Progress indicators will be given at each audit by the teaching team, and the awarding of a final group and individual grade will be negotiated in considered congress with tutors and conveners.

Progress Indicator	Description of Action	Indicative grade band
Unsalvageable	Terminate or restructure the project	Fail
Unacceptable	Do not proceed—repeat the review when ready	Fail-Pass
Baseline	Acceptable with reservation, respond to feedback, proceed	Pass-Credit
Acceptable	Proceed with the next stage of the project	Credit-Distinction
Exemplary	Outstanding, systems-level activity	Distinction-HD

Audit Progress criteria

Progress indicators for this assessment task will be determined using the Many Eyes Process. When evaluating a team against the following criteria, it is important to recognise that every team is different. This means that the factors considered under each criteria will differ. The audit process is designed to encourage teams to discuss and reach consensus as to what factors are appropriate at each stage of their project.

Project Outputs [superficial <-> substantial]

How valuable are the team's outputs to key stakeholders, given the level of effort and other resources available to the team?

- **Baseline:** MVP/proof of concept given to clients, tested by team and other internal stakeholders, benchmarked outputs against requirements, technically rigorous solutions
- **Acceptable:** outputs endorsed by client, prototypes, development, user testing, design validated against requirements, presentation back to the client organisation
- **Exemplary:** system-level solutions, real-world user testing and validation, iterated prototypes, technically rigorous design, commercialisation, research papers accepted for publication, grant funding, externally validated reports, work validated by experts, evolved solutions, conference presentation

Decision Making [disorganised <-> clearly traceable]

How are the team's processes for making, implementing, evaluating and learning from decisions?

- **Baseline:** recording decisions, maintaining a decision-log, coherent and accurate meeting minutes, transparent communications, centralised communication, document revisions, [requirements meet INCOSE guide for writing requirements](#)
- **Acceptable:** broad stakeholder engagement, systematic version control, alignment with ISO/ANSI standards, industry-aligned processes, pro-active engagement with externals, invoking model-based systems engineering (MBSE) to manage projects
- **Exemplary:** inclusive decision-making processes, certification against standards, evolutionary decision systems, seeking advisory boards and reference groups, traceable MBSE

Teamwork [non-functioning <-> peak performance]

How is the team working together to achieve project outcomes?

- **Baseline:** designated specialist roles, rotating functional roles, team position descriptions, sorting out differences, learning from failure
- **Acceptable:** engagement with mentors, embracing diverse skill-sets, building opportunities for personal development, embracing lessons from failure, reducing uncertainty, building support teams around the project
- **Exemplary:** evolutionary roles, engagement with experts from specialist fields, transcending disciplinary boundaries, supporting to develop new skills with other team members

Communication [unclear <-> clear]

How is the team communicating with, and managing the expectations of key stakeholders?

- **Baseline:** transparent, relevant, timely, professional, respectful, effective, using a systems vocabulary, navigable
- **Acceptable:** systematic processes, facilitated communication between team and stakeholders, strategic communication to stakeholders, modelling of professional communication, active listening
- **Exemplary:** building a shared vision, trust between all stakeholders, common mental models of practice, communicating and listening with outside audiences, empowering members to engage with new audiences

Reflection [ignorant <-> transformative]

note: not considered formally in PA1. How is the team reviewing feedback and acting on it to improve their performance?

- **Baseline:** acting on feedback, incorporating systematic reflection, respecting diverse viewpoints
- **Acceptable:** establishing external benchmarking processes, deliberate seeking of mentoring
- **Exemplary:** constructing processes to gain external validation, additional review processes including external stakeholders, helping other teams to reflect and improve