1. Introduction

Where did your project come from?

Was it....

- A response to a business need?
- Driven by technological change?
- A desire to maximise use of services we already have?
- Commercial pressures.
- Competition (they're doing it so we have to)?
- Self-promoted – your very own bright idea?

Wherever it was, at the end of the day someone has decided that we need a project, and it is fallen to you to kick that project off. You are probably feeling a little nervous at this stage - will your project succeed? Is your heart really in it anyway – it might be so much easier to keep your head down and carry on with business as usual mightn't it?

With this toolkit, we hope to allay some of these fears and give you some of the tools you need to get the project off the ground. Once it is up and running, you’re probably going to need some more help, and that’s what PPU is here for, and our Support for Project Managers website …but we’ll get to that later.

Project Start-Up is marked by the completion of three main documents - the Project Definition, the Risk Log and the Project Plan. However, this is a lot more than a form-filling exercise – the work that you do to prepare these documents defines the aims and objectives of the project and the course it will take. We hope the toolkit will help you take a step back and consider the project in all its aspects before you embark upon the Golden Road that will take you a successful completion.

The Flow-chart on the next page suggests a route through from initial conception to Active Project stage. For more on Project Approval see Appendix 2.
2. Project Start-up Flowchart

- Discuss with PPU
- Initial Meeting - Brainstorm Benefits etc
- Draft Project Definition & Project Board defined
- First Board Meeting – Project Definition refined
- Project Definition, Risk Log, Project Plan
- Detailed plan for first phase
- Service Strategy Board approves resources
3. Project Start-up – Some Aspects to Consider

Support for you
PPU offer a range of documents to help you get started. In the M:\Projects\PROJECTS SUPPORT\Standard Documents area you will find the following templates and advice notes:

- Project Definition & Notes
- Project Managers Diary
- Project Plan
- Project Web Page
- Quality and Test Log & Notes
- Risk Log

The CiCS Projects website offers further assistance at www.shef.ac.uk/cics/projects/projectmanagers.html including:
- Planning Toolkit
- Benefits Management – Toolkit for Project Managers

For further assistance please contact the Programme and Project Unit – by phone, by e-mail at cics-ppu@sheffield.ac.uk, or come to 340 Glossop Road.

Once your project is up and running PPU will offer you regular 1:1 sessions to give you an opportunity to talk about the project, bounce ideas around and feed back on issues.

Outline Requirements
Bear in mind that when you propose a project what you are really trying to do is define where you want to be and how you intend to get there. A project proposal that merely says “install piece of software x” will not gain approval unless the reasons for selecting that particular piece of software are fully justified.

Where the procedures for selecting that particular solution have already been followed, then it may be perfectly reasonable to specify the solution you wish to adopt – in other cases you should merely specify what you want to achieve and what the benefits of that objective are likely to be, not the deliverables themselves.

At the Project Definition stage you will have to define objectives that are SMART - Specific, Measurable, Agreed, Realistic and Time-based - but not yet.

What have you done to gather user requirements, and limit user expectations?

Benefits and Risks

Benefits
If a project doesn’t deliver benefits it is not worth doing. The benefits you identify should be owned by somebody on the project group – normally the customer although you do not have to specify this at this stage. The benefits should be organisational and should be distinguishable from features – for example “XYZ Capable” is not a reason to do something, but “makes service available off-site” may be.

Benefits are all about making sure full advantage will be taken of the project’s deliverables. Benefits should have an owner who is responsible for benefits delivery, i.e. making sure the new capabilities the project has delivered will be used.

If you can answer the following set of questions you will be well on the way to understanding the potential benefits the project can bring.

1) Who will be affected by the requested change (stakeholders)?
2) Have they been consulted?
3) What value (benefits) will the change bring (doesn’t have to be financial):
   – for you?
   – for the University?
   – for the other stakeholders?
4) When (quarter or year) would the benefits be realised?
5) Will the benefits also depend on other changes?
6) What are these changes?
7) Who owns these changes?
8) What are the risks of not achieving the benefits?
9) How will you know it has been successful (measures)?

The Benefits Management – Toolkit for Project Managers document will help you in this area.

Risks
Risks - the great imponderable. You should identify the risks you can, but be aware that there are other risks ‘out there’ that may not be apparent at first. Also be wary of over-stating the risks – your stakeholder may well say, well if it’s that risky, why bother?

Risks can be positive as well as negative, and the perception of a risk may vary according to the perception of the stakeholder.

Having identified the risks, you have to ask yourself – how likely are these risks? What will the impact of the risks be, if they do occur?

Use the Risk Log template to help identify the highest priority risks and what you need to do about it.

Looking at the Project Proposal
Most projects are approved on the basis of a Project Proposal. If your project is one of these you are off to a flying start with the Project Definition.

Consequences of Non-Implementation
This should give an indication of what would happen if we continued with the ‘do nothing’ option.

Proposal
This is the kernel of the project. What does the project actually want to do, and how can it be done? There may be alternative approaches defined – if not it is still worth considering this.

Cost & Time estimates
Costs are very difficult to estimate in a University environment. Where there is software or hardware to be bought, it’s fairly easy to get a costing. However, very often you will be using existing infrastructure to develop a new system. The proportion of the costs of the entire infrastructure you will be using is hard to quantify, and the developers you are working with will find it very hard to tell you how long the system they are working on will take to complete, so person-hour figures are hard to obtain. The only time that estimates for projects are accurate is at the end – hopefully the proposer has given it their best shot.

The costs should have included a proportion of the schedule for roll-out, documentation, change management and so on – this is usually much more arduous than expected.

In costs, if a resource is needed to look after the system once it is rolled out, This should have been stated clearly. Is your project a replacement for an existing system, in which case the people currently looking after the system will need to be retrained, or is it a new system requiring a completely new resource? If so, where is this new resource going to come from? You need to make the CiCS Service Strategy Board aware if this is an issue.

Other Aspects of the Project Definition
The Project Definition format was rationalised in 2009 to make it clearer and easier to use. There are 'Project Definition Notes' on the website which will help you with drafting it.

Scope
Like Service Level Agreements, scoping is as much about what you are not going to do as what you are. You need to take a long hard look at what it is going to be feasible to do with the resources you have and the time you have available.

Beware ‘scope creep!’ As the project progresses you may well find that there are other tasks that follow on from your project and you might want to take them on, or you might have to do them if your project is going to be a
success (an infrastructure improvement to support your new software for example) Here you need to use your
judgement – can you afford to take this extra task on, or can you afford not to?

Bear in mind that if the additional work is going to need another project, there is going to be a high administrative
overhead in setting up and running it and it might actually be less work to include the extra work in the Scope – to
save you having to go through the whole thing again.

Standards
Does the product you propose to deliver meet University standards, e.g. inter-platform operability, accessibility?

How does your project fit in to the University’s strategy? Is it aligned with our aims and objectives? It may seem a
long way from the installation of a widget to developing our international standing, but our web-based systems are
available world-wide and have to be fit for purpose. See Appendix 1 for more about the CiCS portfolio of projects.

Time constraints
University business is cyclical, based on the Academic Calendar. For many projects there are only certain periods
when work can be done. You may need to get the project completed for registration, or you may find that no work
can be done during the registration period as staff are busy elsewhere.

There are other periods when certain sectors of personnel are unavailable, for example the exams marking period.
It may be unwise to roll out a new product during these periods.

This should be discussed with everyone involved, including the customers who will probably be doing the testing
and undertaking the roll-out.

Deadlines
Is your project being driven by an external deadline, or are you able to set the deadline yourself? If it is the former,
then you should consider carefully whether the project is appropriately resourced to achieve that deadline. If it is
the latter, extrapolating through the Project Plan should enable you to set a realistic deadline.

Interaction with Other Projects
If you have a Project Proposal this may already have been defined there. However whether it is or not we
recommend you have a look through the current Portfolio Plan and see whether there are any other projects you
are reliant upon, or which are reliant upon you. There may also be overlaps with other projects, or even projects
that are due to deliver the product you require – need a new online calendar anyone?

The Product
- What are you actually going to produce?
- What form will it take
- A large product may be broken down into ‘deliverables’. Each deliverable can be signed-off individually by
  the customer.

Planning Project Phases and Resources
So far the trend in CICS has been to provide estimates that are unfeasibly optimistic. You could try using the PERT
technique, as follows:

<table>
<thead>
<tr>
<th>Optimistic (Shortest) Time to complete – Days</th>
<th>Pessimistic (Longest) Time to complete – Days</th>
<th>Most likely Time to complete – Days</th>
<th>PERT Estimate Formula</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>90</td>
<td>60</td>
<td>Shortest + (4 x Most likely) + Longest</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
<td>8</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>

If you feel this type of approach would be useful please talk to PPU about it before attempting it.

The PPU has produced a Planning Toolkit to signpost the common phases and tasks and how to approach
planning.
Resource management
As part of the Project Definition you need to identify what resources you will need and when you will need them. This will go to the CiCS Service Strategy Board who will discuss with you whether you need to alter the plan or the scope to fit in with what, or who, is available. You don’t of course need to wait until the next monthly CiCS Service Strategy Board meeting to talk to the relevant people.

A Financial Business Case
It is generally hard to make a financial case for the kinds of projects we undertake. That is why we have focused on benefits rather than financial gain. However, there are tools available to assist you to make a financial business case should you find yourself with a project that will produce something with a clear income stream (the student printing service is an example) Estimates of when a project is likely to ‘break even’ should take into account current and projected inflation levels.
4. Working With People

*Project Management is about People Management.*

Clarifying Roles

The Project Definition allows for a set of standard roles that people should fit into, although it may be necessary for some projects to establish other roles. There is an Appendix at the end of the Project Definition template which defines the main roles – adapt it for your project if necessary.

The standard roles are:

- **Project Sponsor:** See the section on Sponsor Management below
- **Project Manager:** This will be decided by the CiCS Service Strategy Board. The person who has written the Proposal need not be the PM. This will depend on other priorities and commitments
- **Project Customer:** Who are you doing the project for?
- **User representatives:** This should be a cross-section of the potential user base, and users should be prepared to take part in pilots.
- **CiCS Service Manager:** Will consider how the resulting service will work within CiCS and will help ensure a smooth transition.
- **Technical representatives:** People with an in-depth knowledge of the technical area
- **Systems Developers:** In IT projects, crucial members of the team – the people who will do the work to provide the system you need.
- **Comms representative:** The Customer Service and Communications team member for the appropriate service area will handle the communications aspect of the project, in conjunction with the Service Manager, and can advise on training and documentation. Don’t expect your developer to be the first point of contact with the user population. We have professionals to do that for you.

Sponsor Management

**Are you choosing the right sponsor?**

The CiCS Service Strategy Board may have suggested your Sponsor and Customer to you at start-up. If not you should make your choice of sponsor carefully. We tend to choose the most powerful and influential people we can. This makes sure your project gets the highest profile possible and can guarantee resources, but can also mean that your sponsor doesn’t have much time to devote to your project. It might be worthwhile finding out whether your proposed sponsor has a right-hand person and either appointing them as sponsor or sponsor ‘deputy’.

Your Customer may take on some of the roles of the Sponsor, particularly in realising the benefits of the project once it has closed.

**Sponsors should:**

- Be aware of their full responsibilities
- Own the benefits of the project *
- Be prepared to ‘evangelise’ the project/product - sell it to users.

This role, clearly, extends beyond the project life-cycle. You have to consider, right from the start of the project, what will happen when the project ends.

* Under the APM methodology, benefits are clearly owned by the sponsor. The PRINCE2 methodology we use is less clear on this point, and in practice at the University Benefits are often owned by the Customer. The main point is that someone on the Project Board should be prepared to take the product forward beyond the life-span of the project, and report back at the six-month review and beyond stage how well the product has been received. By doing this we should be able to learn lessons where we got things wrong and re-use techniques that have worked well.

The Project Board

All too often Project Board members are selected by the ‘finger in the air’ technique, and you are likely to end up with the ‘Usual Suspects’. Customer Service and Communications are responsible for ‘user engagement’ and can help you identify suitable Board members.
Where staffing resource is from other departments, you will need to discuss it with the relevant Board member who of course may well need to take this back to their department in order to agree the commitment with you. Again this may mean adjusting the project schedule.

During the project talk to line managers as well as team members about the allocation of tasks, particularly if pressure of other work is preventing team members from getting on with the project work. Diplomacy is needed here, particularly for staff in other departments – the relevant Board member may be able to assist.

Have regular one-to-one meetings with team members, to talk about the work previously allocated and perhaps to help them with it.

Hold regular meetings where team members can share ideas, follow up on action from previous meetings, report back on the work they are doing and generate new actions.

As always, where problems cannot be easily resolved you should bring them back to the Project Board where the options can be discussed – perhaps extending the time-scale, or trimming the deliverables, or getting more resource from elsewhere. Remember to alert the CiCS Service Strategy Board in your monthly reports, and ask for advice or assistance if needed.

Assigning responsibilities
Members of the Project Board should be clear that they are there to do some work and take responsibility. Some larger projects may have a Project Board where the some members just have an advice and consultancy role, or there may even be a senior ‘Steering Group’. It is the PM’s responsibility to make sure that everyone knows their roles.

Getting the group to gel
*Before we start, have you notified your group’s team leaders that you would like them to work on the project?*

There is a known process that has to be worked through as the project group comes together. During this period the PM has to adopt differing strategies for different phases.

Once you have selected your project group, you need to get them to work together. Some kind of facilitated session might help to get things started – a benefits realisation session, is an example of this and is also a useful way of clarifying the objectives of the project.

**Forming**
The team need to get to know who each other are, why they are here etc.

**Storming**
Your team may have differing views about the project. Some will be enthusiastic, others more cautious, and some may be antagonistic. You need to be a bit of a politician to manage these conflicts and you may need to enter into negotiations to resolve differences.

**Norming**
Once this stormy period is over you should be able to agree on common goals and clearly defined roles for each project group member. Bear in mind the importance of giving each project group member some responsibility for an aspect of the project – if someone has no role they will start to wonder why they are on the project and possibly drop out. The Project Plan and Work Breakdown Structure, if required, should come out of this phase

**Performing**
You should emerge with a group who have gelled, have a clear common purpose and are ready to get on with the job. If you’ve been really effective your group will be grief-stricken when the project closes, and eager to get back together to get on with the next one!
With luck, you will get through this process in one meeting, although you should be aware of potential conflicts that may flare up as the project progresses. PPU is willing to help facilitate this process, and a Benefits Realisation session has been shown to be one way achieving this, in addition to the core purpose of focussing members of the project group on the objectives of the project. The Benefits Management – Toolkit for Project Managers document will help you in this area.

User Groups and Stakeholders.

User Groups are the people who will make use of the product you deliver. Bear in mind that this may be a wider group than it at first appears. For example, there are around 100 users of the timetabling software but everyone who ever attends an event that has been scheduled using the software is a user of the service.

What is a Stakeholder? Basically anyone with an interest in the Project. Typically in an IT Project your stakeholders will include the following:

- Users (or Customers)
- Head of Service
- Project Team Members
- Suppliers
- Students
- Sponsors
- Front-line Support/Helpdesks
- Whoever will be responsible for the system after go-live

You should consider the following:

**Stakeholder attitude to project**

This will affect your project's success. People’s attitudes will vary greatly – some people will welcome the improvements you want to bring about, others will feel threatened. You need to manage stakeholder expectations – few systems will deliver everything that every user will want to see, whilst no system is as much of a potential disaster and threat to existing practices as the most sceptical of users will suggest, especially if the project is well managed.

**Stakeholder’s influence over project**

This is the flipside of stakeholder attitude. If the person who has the most negative views has the least influence, then you don’t need to make winning them over your highest priority. However, there is more to influence than status - if that most negative person is actually the key user for the system then they can put your project most at risk by refusing to use the deliverables or even deliberately sabotaging operations.

You can use the following chart to assess your stakeholders:

![Stakeholder Assessment Chart](image)

Clearly people on the Against the Project/High Influence are the ones you have to pay attention to most, whilst you can use the High ‘For the Project’/High Influence people to help promote and develop your project.
Communications strategy
This leads on from your Stakeholder management - now that you know who the project will impact you need to
work out how to communicate

Who, Why What When Where and How are the things to consider when it comes to telling people about your
project.

Who – do you need to communicate with?
Why - do you need to communicate with them?
What - will you communicate? Project successes, milestones, or overall objectives for example
When - will you communicate?
Where and How – what means will you use for communication?

We have a number of communication networks at the University: email, MUSE groups, newsletters, the web site,
presentations for groups such as the CiCS User Group . . . It is up to you to take advantage of them. Projects News
is a good way to keep people up to date, but again it is up to you to make sure it is updated through the monthly
reports.

Silence is a valid communications strategy – if it seems that demand for a service is so high that you will be
swamped with enquiries if you make any announcements about it, it might be better to keep it under wraps until you
have the systems, procedures and resources available to cope with the demand.

The Customer Service and Communications team are responsible for 'user engagement' and can help you not just
with communications as such but also with much more in depth user involvement such as focus groups.
5. Project Start-up Meeting

A major hurdle at project start-up is the task of producing a Project Definition - there will be some information available regarding the overall purpose of the project (see Project Proposal), but not enough detail to enable a Project Definition to be drafted.

A start-up meeting gives the Project Manager a means of gathering information from relevant stakeholders prior to the first meeting of the project board

**Aims of the meeting**

These may include:

- To generate sufficient information/outputs to enable a first draft of the Project Definition to be produced
- To brainstorm the work/tasks that need to be done
- To gain an understanding of stakeholder expectations of the project
- To gain an understanding of the possible scale of the project
- To identify priorities
- To identify benefits
- To identify membership of the Project Board
- etc…

**Issues to consider**

A start-up meeting provides an opportunity to bring together a group of people with an interest in the project and to gather as much information as possible from those attending. It may be that this is a once only opportunity, so the event should be carefully planned to get the most from it. It is important to be clear about the outputs required from the meeting, how these will be obtained and who will participate.

**Who to involve?**

You need to identity and involve a representative sample of relevant stakeholders in order to get a realistic picture…

**Format**

Many ideas will be generated from a group of stakeholders in the early stages of the project and this raises the question of how to capture all of the issues/information generated during discussion. In this situation, a traditional style meeting could be difficult to control/steer and also difficult to minute. An alternative approach would be to make use of a more interactive ‘workshop’ and to use hands-on exercises that will generate some kind of written outputs from those attending (e.g. capture participant ideas on flipchart paper…)

An example format could be:

1. **Start with a quick exercise to get the group thinking**

   For instance:
   
   **Looking into the future** (exercise in forward thinking)
   
   How will we describe our support for ‘system x’/‘service y’ in a year’s time? Key words and phrases that will sum up what we are aiming for in an IT solution.
Example output from this exercise:

<table>
<thead>
<tr>
<th>Integration</th>
<th>User friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective</td>
<td>Efficient</td>
</tr>
<tr>
<td>Retains personal touch</td>
<td>Well supported technically</td>
</tr>
<tr>
<td>Speedy (response/system)</td>
<td>Trends reporting</td>
</tr>
<tr>
<td>Easily updatable</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Consistent/looks joined-up</td>
<td>Accessible (disabilities/technology)</td>
</tr>
<tr>
<td>Relevant to the user</td>
<td>Does what it says on the tin</td>
</tr>
<tr>
<td>Affordable/realistic</td>
<td>Responsive/consultative (all users)</td>
</tr>
<tr>
<td>Cutting edge/competitive</td>
<td>Intelligent</td>
</tr>
<tr>
<td>Availability of info/delivery (e.g. mobile technologies)</td>
<td>Minimises duplication (records/info and workload)</td>
</tr>
<tr>
<td>Customer self-service</td>
<td>Robust</td>
</tr>
<tr>
<td>Excellent reporting options</td>
<td>Customer-focused</td>
</tr>
</tbody>
</table>

2. Group exercises
Plan the number of groups & mix of people beforehand - e.g. may want to split IT, Finance, Academic Department staff etc between groups.

For instance:
- **Group Exercise 1** – Identify up to four priorities for this project, such as ‘What features/functionality do we need from ‘system x’/’service y’?’
  → Participants to write each priority on a separate sheet of flip-chart paper

- **Group Exercise 2** – Identify the benefits & risks that may apply to each of the priorities identified in exercise 1.
  → Participants add benefits & risks to each sheet of flip-chart paper

- **Group Exercise 3** - Each group to identify their top priority and to present an overview/summary

3. Finish off with a closing discussion
Record details so key points are clarified.

Example output from this exercise:

**Key issues**

- The need to consider and define the roles and responsibilities required to deliver a service
- The need to address how we deal with multiple questions from a customer
- The need to recognise the UG/PGT/PGR split and have appropriate strategies for dealing with each of these groups - in essence the need for a clear, overarching strategy
- The need to address issues with current business processes/working practices prior to software implementation (noted that the general advice is that approx 20%-20% of an implementation is attributable to technology and 80%-90% to process and people)
6. Housekeeping

Once your project is approved a folder will be set up for you under M:\Projects. The Project Management folder is for the Project Management documents such as the Project definition, not for project outputs, which should be put in the Documents folder. All the project document templates, and loads of support material, are available from the Support for Project Managers section of our website.

Whilst the project is running you will be asked for monthly reports. These go to the CiCS Service Strategy Board (consisting of the Head of Department and Assistant Directors, the Development Portfolio Manager and the seven Service Managers). They do get read and if you raise an issue under the ‘Issues Needing Decision/Action/Feedback by CiCS Service Strategy Board’ section someone will get back to you – contact Pablo if they don’t (p.stern@sheffield.ac.uk).

A uSpace space is a good way of keeping everyone up to speed, especially if your project is cross-departmental. You can collaborate on documents, share files, initiate discussions, blog etc, all of which can inform people and help to keep them interested in the project. Email the PPU to get one set up for you in the top level CiCS Projects area. One thing though. The central filestore project directory (M:\Projects\YourProject) must still hold the ‘gold’ copies of essential documentation, ie the Project Definition and other project documents, Board meeting minutes, and key reports: If you want these on uSpace you could put them there as pdf's to ensure it is clear these are copies.

Emailing everyone in the group with papers as attachments is not necessarily a good idea as it leads to proliferation of copies and eats up filestore. uSpace and network storage allows to you make available a single file, which group members can make a copy of if they wish.

Pay attention to version control – having different versions of a document in circulation is a bad idea. Version the docs, e.g. Draft 1, Draft 2, V1, V2 etc. Only make available the latest copy of a document. Once your document has been approved, archive earlier draft versions. It’s always possible that someone will say “I don’t remember us approving that change” and you will have to look up the change in earlier versions. The Project Definition itself has a simple change tracking section at the beginning to identify major project changes. The ‘track changes’ facility in Word can also be useful and the Livelink document management system may offer some advantages for PM’s once it is fully rolled out.
7. Outputs of the Startup Process
From your deliberations you should be able to complete the three main documents, using the standard templates and guidance notes which are with them.

Project Definition
This will expand upon the outlines that set out in the Proposal.

The Project Definition shouldn’t be set in stone – it should be an active document that changes as the project progresses – make different versions and archive the old ones. You do need to track the major changes as you go along, or you’ll never be able to answer the “how did we get to here?” question later on.

Risk Log
Important to discuss this at the Board meeting. There are supporting notes and an example Risk Log on the web.

Project Plan
You will need this either as a Microsoft Project Plan (using the template) or as a task list with dates and resources, for smaller projects. For very small projects the table in the Project Definition may be enough.

Further Documentation
These are some of the documents you should consider using at start up or as the Project progresses

- Issues Log
- Quality and Test Log
- Budget Plan
- Milestone Report
- Service Launch Checklist
- Project Managers Diary
8. **Further assistance**

The Programme and Project Unit is there because

- We want successful projects – effective and well controlled.
- We want to see the products you deliver used properly.
- We want to support you and help you with your work.

If you have any problems getting your project off the ground please contact us for assistance – by phone, by e-mail at [cics-ppu@sheffield.ac.uk](mailto:cics-ppu@sheffield.ac.uk), or come to 340 Glossop Road.
Appendix 1: Project Approval

It can be confusing to know exactly who you should seek approval from for a project proposal. The exact route it takes depends on the type of project it is. But broadly speaking a proposal should go to the relevant Service Advisory Group for prioritisation, after which it goes to the CiCS Service Strategy Board.

The main point about this is that many projects have an impact that goes beyond CiCS, and it is important that stakeholders beyond CiCS have an input to the project.

Do send it to the PPU as soon as it is ready though, as we may be able to help expedite matters – and may be able to assist with drafting too.