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| GENUS INNOVATION LIMITED |
| Project Monitoring and Control Procedure |
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| **Genus** |

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| This procedure covers monitoring and controlling the progress of a project. This includes Senior Management Reviews, Milestone Reviews, Project Status Reviews, communicating Status, and determining needed Corrective Actions. |

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# Overview

This procedure covers monitoring and controlling the progress of a project. This includes Senior Management Reviews, Milestone Reviews, Project Status Reviews, communicating status, and determining needed Corrective Actions.

# Objective

To provide an objective analysis of the progress of a Project and to take corrective action when performance deviates significantly

# Scope

This process applies to all development Projects.

# Inputs

* Baselined Project Plan
* Risk Matrix
* Change Requests
* Issues and Actions
* Measurement Plan
* Measurement Data Reports

# Entry Criteria/Triggers

* Approved Project Plan
* The practitioners have undergone QMS trainings with focus on performing their processes.

# Tasks

| Sr. No | Task | Owner/Role |
| --- | --- | --- |
|  | **Update Project Status** |  |
|  | Timesheet  The project team members fill up timesheet against the project tasks in GIL.ef [[1]](#footnote-1)  Task approval  The Project manager uses the task approval workflow in GIL.ef to approve the tasks. They review the timesheet entries logged against the task, get them revised if necessary, identify the start and end dates of the task( typically from the timesheet entries), and approve the task with suitable approval comments. | Project Manager |
|  | **Monitor Project Status** |  |
|  | Monitor Project Parameters regularly to ensure that their progress/status is in accordance with their associated plan. Use the project management reports in GIL.ef [[2]](#footnote-2)to monitor project parameters. Items may include   * Schedule * Efforts * Risks * Stakeholder commitments * Team Training * Internal Audits * Measurements’ analysis * Issues and Action Items resolution   Refer “Project Management Starter Guide for Non-Admin Users” for details on use of Project Management Reports in GIL.ef.  Refer “Earned Value Management System (EVMS)- a Qualitative Overview” for information on interpreting the EVMS report.  Update the current status of specific tasks using the comment section of task approval page in GIL.ef. The recommended format of comments is <dd-mm-yy> <current status> | Project Manager |
|  | **Analyze Project Status / Issues** |  |
|  | Analyze the Project Metrics. Refer “Measurement and Analysis Procedure” (PRCD\_MEASUR) - Project Metrics Section for details. Also analyze raw data for the metrics that will only be generated at the end of the project, for potential metrics goal violations, planned for in the Project Plan.  The effort variance for the Requirements development phase, calculated at the end of the requirements development phase—before the planning phase— will use the preliminary effort estimates arrived at the start of the project.  The Metrics reports generated after the planning phase will use the effort estimates derived using the lifecycle estimates, in addition to the variances generated using the preliminary estimates for the RD phase. | Project Manager |
|  | Analyze the current status of Project and determine if there are significant deviations from the documented Plans.   * Compare actual project results against planned estimates through measurement activities, periodic team reviews and status of major identified risks. * Assess the deviations in the schedule and plan in case of any requirement changes. | Project Manager |
|  | Log the issues using “Incident Management” module of GIL.ef with the issues identified during Project Monitoring. | Project Manager |
|  | **Conduct Team Meetings** |  |
|  | Schedule and conduct Periodic (weekly/fortnightly) meetings to discuss current status of the project, and plan for further Milestone defined in the documented Project Plans. Agenda may include discussions related to:   * Individual & Team Tasks * Addressing action items * Project related Issues * Project Risks * Variances * Requirements status and creep * Quality of Work products and Deliverables * Process related concerns and findings * Technical and Technological aspects * Critical decisions * Project Baselines * Project data backups and restoration | Project Manager |
|  | Update and discuss the current status of the Project and seek clarification of the queries / issues. | Project Team Members |
|  | Update the status of the issues identified in the meeting. | Project Manager |
|  | Identify the action items and schedule them using GIL.ef | Project Manager |
|  | **Handling Non compliance issues** |  |
|  | Close all the major NCs before milestone review. Close all the minor NCs before the end of the subsequent phase. | PPQA member and Project Manager |
|  | **Conduct Milestone Reviews with Senior Management** |  |
|  | Schedule and Conduct Milestone Reviews with Design Head/ Senior Management after completion of each phase. Use “Gate Review Checkpoints” during review. Record the Minutes of Meeting using “Minutes of Meeting” (TMPL\_MINMET). Communicate the “Minutes of Meeting” (TMPL\_MINMET) to relevant stakeholders and seek their consensus. Review the Incidents learnings with regards to their applicability to the project under review.  Milestones Reviews are typically conducted based on the gates defined as a part of the selected project category.  Ensure that all applicable audits are completed and the findings satisfactorily closed before the milestone reviews. | Project Manager |
|  | Update and discuss the current status of the Project and seek clarification of the queries / issues. | Project Manager |
|  | Provide guidance and decisions which may include, but not limited to   * Escalated issues * Approvals like budget, tools, project priorities etc. | Senior Management |
|  | Update the status of the issues identified in the meeting. | Project Manager |
|  | Identify the action items and schedule them using GIL.ef | Project Manager |
|  | **Issue Analysis and Escalation** |  |
|  | Analyze the Issues. | Project Manager |
|  | Select issues with high impact and unclear root cause. |  |
|  | Identify and involve the appropriate team for analysis. |  |
|  | Analyze the issues. The techniques that can be used for root cause analysis are Fishbone diagram (Ishikawa Diagram), Why-Why Analysis, FMEA, and others. Identify and document the root causes. Use template “Root Cause Analysis” (TMPL\_ROCSAN). |  |
|  | **Corrective Actions** |  |
|  | Resolve the issues in consultation with the relevant stakeholder. | Project Manager |
|  | Take suitable corrective actions   * Review the changes with all affected stakeholders and negotiate approval of any changes with Design Head & Customer. * Revise Project Plan parameters (e.g. Cost, Schedule, Resource Allocation, Product/Project Requirements, Project’s Process Improvements, Tooling, Testing, and Team Training) needed for corrective action. | Project Manager |
|  | Escalate the unresolved issues to the respective stakeholders   * Budget – Senior Management * Schedule – Customer, Senior Management * Quality – PPQA Manager * Training – Training Coordinator * Technical – Customer, Senior Management | Project Manager |
|  | Incorporate approved changes into Project Plans. | Project Manager |
|  | Mark the significant issues as Incident learnings.  Use the provided workflow for incident learnings to document those for future reference. | Project Manager |
|  | Ensure that the revised documents are placed in the Configuration Management System. | Project Manager |
|  | **Project Closure** |  |
|  | Ensure that Technical Data Package includes all the required contents.  Refer Guidelines for Contents of Technical Data Package in “Configuration Management and Release Procedure” (PRCD\_CONFIG). | Project Manager |
|  | Intimate and involve Configuration Administrator for taking backup of Technical Data Package of the Project.  The Configuration Administrator audits the Technical Data Package for correctness and completeness, as well as the status of the baselines. Configuration Audits confirm that the baselines and documentation conform to the project’s plans and requirements.  It must be ensured that the configuration audit is performed objectively and that the Configuration auditor is not the one who is responsible for the project’s work products. The project manager cannot perform configuration audits. | Project Manager / Configuration Administrator |
|  | Capture the lessons learnt and best practices and submit them to the Process Engineering Group (PEG) using “Project Learnings” log. Also, submit the records of root cause analysis of defects and issues to the PEG. | Project Manager |
|  | Send the “Risk Matrix” (TMPL\_RSKMTX) to PEG to maintain the same at organizational level in “Suggested List of Risks” Document (INFO\_RSKLST). | Project Manager |
|  | Update “Suggested List of Risks” Document (INFO\_RSKLST) at organizational level for future planning efforts. | Process Engineering Group |
|  | Prepare the “Project Closure Report” (TMPL\_CLOSRE) and archive it with the project data. | Project Manager |

\* Improvements/Suggestions are solicited on “Process Improvement Proposals Database”.   
\* For details on the Roles and Responsibilities of the practitioners, Refer "Roles and Responsibility" document in the QMS.

# Verification

* Review of the process and its work products by Senior Management.
* Review of the process and its work products by PPQA members.

# Guidelines

Refer "Configuration Management and Release Procedure" (PRCD\_CONFIG) for Access Rights, location of work products, naming convention and types of controls.

## Frequency of Project monitoring

|  |  |  |
| --- | --- | --- |
| Sr.  No. | Description | Frequency |
| 1. | Senior Management Milestone Review  (SMR) | At each Phase Milestone |
| 2. | Status Review Team Meeting | Fortnightly |
| 3. | Preparation of Metrics report | At each Phase completion |
| 4. | Filling-up of timesheet | Daily |
| 5. | Tracking of Schedule | Daily(By PM, using timesheet entries for the previous day) |
| 6. | Tracking of Risks identified | Weekly status review meetings |
| 7. | Tracking issue log | Weekly status review meetings |
| 8. | Tracking project resource availability and budget | At each Phase Milestone |
| 9. | Project Closure Review | Project Closure |

## Incident Management

PURPOSE

The purpose of incident management is to

1. Create a workflow for effectively communicating and tracking incidents
2. Ensure that the incidents and the resolutions are usable for prevention

FRAMEWORK

The following need to be set in order to effectively tailor the incident management workflow.

INCIDENT STAGES

**Navigation:**

Framework >> Incident Management >> Incident Stages

Graphical user interface, text, application, email

Description automatically generated

Figure 237: Incident Stages

INCIDENT CLASSIFICATIONS

**Navigation:**

Framework >> Incident Management >> Incident Classification

Graphical user interface, application, Teams

Description automatically generated

Figure 238: Incident Classification

INCIDENT SOURCES

**Navigation:**

Framework >> Incident Management >> Incident Sources

Graphical user interface, application, Teams

Description automatically generated

Figure 239: Incident Sources

INCIDENT REPORT TYPES

**Navigation:**

Framework >> Incident Management >> Report Types

Graphical user interface, text, application

Description automatically generated

Figure 240: Incident Report Types

INCIDENT RESOLUTION TYPES

**Navigation:**

Framework >> Incident Management >> Resolution types

Graphical user interface, text, application, email

Description automatically generated

Figure 241: Incident Resolution Types

CAPTURE

**Navigation:**

Data Capture >> Lean Innovation >> Incident Management

Graphical user interface, text, application, email

Description automatically generated

Figure 242: Incident Capture - Landing Page

LOG AN INCIDENT

Graphical user interface, application

Description automatically generated

Figure 243: Log an Incident

Graphical user interface, application, email

Description automatically generated

Figure 244: Viewing a logged incident

Assigner and his/her supervisor can edit Incident and will be allowed to change field “Incident Classification”. Alog will be maintained for all edits with details like edit date, edit by, edit value.

RESOLVE AN INCIDENT

Graphical user interface, application

Description automatically generated

Figure 245: Resolve an Incident; Propose Learnings

Assignee and Project Manager (if Project related Incident) will have the right to close the Incident.

Graphical user interface, text, application, chat or text message

Description automatically generated

Figure 246: Enter notes to an incident

Assigner, his/her supervisor, Assignee and Project Manager (if Project related Incident), are allowed to add status update to the Incident. A log will be maintained with all status updates visible in a thread with details like update date, update by and update text.

INCIDENT LEARNINGS

Graphical user interface, text, application, email

Description automatically generated

Figure 247: View and Approve Learnings

Graphical user interface, application

Description automatically generated

Figure 248: Approval of learnings and capturing appropriate notes

REPORTS

Graphical user interface, application, Teams

Description automatically generated

Figure 249: Incident reports, can be filtered by any combination of the fields

Graphical user interface, application

Description automatically generated

Figure 250: Report for approved learnings

# Applicable Measurements

NA

# Exit Criteria/Outputs

* Minutes of Meetings
* Updated Issue Log
* Technical Data Package
* Process Improvement Proposals

1. https://gil.einframe.com [↑](#footnote-ref-1)
2. https://gil.einframe.com [↑](#footnote-ref-2)