

Module 7 : Communication , Note de cadrage Programme Portfolio

Cours Pilotage Projet ING1 2019

Course Agenda & Organization

- Module 1: Introduction, Definitions, Concepts
 - Module 2: Product Scope: Concepts
 - Module 3: Project Scope: Deliverables & WBS
 - Module 4: Schedule Management
 - Module 5: Risk Management
 - Module 6: Resources, Costs,
 - **Module 7: Communication, Note de cadrage, Program and Portfolio management.**
 - Module 8: AGILE methodology introduction
- **Fil Rouge:** Tender Yakasserole (YAKA*)
 - Requirements Table
 - Scope Baseline : WBS – Deliverables Matrix
 - Time line
 - Risk Matrix
 - Evaluations:
 - QCM: Vocabulary – semaine des partiels
 - YAKA*: Phase de PROPAL
 - Retour sur PROPAL

COMMUNICATION Management



Communication in project is **key**

Most of project failure are linked with poor communication.

- Example of Communication importance:
 - Lack of information may result in errors in results
 - Motivation of project members goes through clear view of project objectives and project progress
 - Communication is required to refine requirements, to check that projects stays in line with customer real expectations
 - Very often conflicts appears in project, communication is the only way to overcome problems by sharing the point of views and find a satisfactory compromise.
 - Communication enable to rationalize emotion

- Communication is **not natural**: it needs to be planned and managed
- Lot of inhibitors**
 - People are lazy in communicating
 - People are focused on their tasks
 - People does not naturally communicate,
 - People don't think that doing well their work is to share information
 - Customer and Management are very busy and often think that signing a contract or naming a Project Manager is enough to get the result...
 - Some time People like to keep information for themselves
 - People often consider they loose their time in meetings or reporting tasks

Planning Communication



How To Plan communication

Identify the stakeholders

Identify the nature of the
information for each
interaction

Adapt information needed
to project phases (start,
execution, crisis, closing ...)

Evaluate the frequency
for information sharing

Evaluate the appropriate
communication media
and form

Build a Communication
plan and get approval

Stakeholders and **nature** of information

Stakeholder	Typical information expected
Your Project team	Global project organisation and objectives , My role and my work in the project Technical and functional information related to my work Project status during execution , problems met , actions plans in place
Your Management	Clear view of the project Baseline Progress reports , any shift in cost and margin ; customer satisfaction status ; risks status
Customer Project Management Team	Project progress report , Information to coordinate customer tasks with project, risks evolutions, problems met .
Customer Management	Clear view of the project Baseline; Progress reports , any shift in planning , any change, quality information and risk status
Customer business user representative	Information about the features of the project product , project planning
Customer technical teams	Information about technical and functional specification of product , project progress to coordinate action with project teams.

0Project Phases or Situations

Project Start

- All Stakeholders share same vision of Project baseline
- All Stakeholders gets a clear view of their contribution in project
- People learn to know each other

Execution

- Project progress status and reporting of the work done and to be done
- Coordination of work of different contributors
- Technical and functional exchanges

Crisis/Change

- Clear escalation process to manage crisis
- Clear process to manage Project Changes

Example of Synthetic Project Plan Project START

Communication event	Type	Participants	Frequency	Nature of information	Prepared animated and reported by
Kick Off Meeting	Physical Meeting + Social event	ALL	Once at Project Execution Start	Project presentation (objective, scope, planning ...) Presentation of the contributeurs and rôle	Project Manager + Customer Management team
Letter of mission	Document	Each of your team member	Once at Project Start	Individual letter of mission stating the role and the expected work	Project Manager

Example of Synthetic Project Plan Project Execution

Communi. event	Type	Participants	Frequency	Nature of information	Prepared animated and reported by
Internal Project Progress meeting	Physical meeting	Your team	Weekly or upon specific	Review of work done and what's next ; problem identified	Project Manager
Customer project meeting (comité projet)	Skype meeting	PM and excution main + Customer Project management	weekly	Progress of week, what's next; coordination of actions with customer, identification of change situation...	Project Manager
Executive Meeting (comité Pilotage)	Physical Meeting	PM + one of your management Rep.+ Customer management	Monthly	Project Status report ; Risk status; Action submitted to decision; Management Recommendations to follow	Customer PM , and PM
Internal exec. meeting		Follow internal practises			
Technical Meetings		To be detailed according to each WBS			

Project Crisis .

- Generally an escalation process is described in the plan .
- For instance :
 - Crisis identified in project management meeting and is declared as such
 - Project Manager has 2 calendar days to propose a workaround
 - Solution proposed is discussed with Management level 1 at Customer's
 - IF not approved, an Extraordinary Customer Executive meeting is held with Provider Management within 1 week

–Project Change

- Similarly, a process to instruct Change may be described.

Managing Communication



Advices for Management of the communication.

Communication within your TEAM APPLICABLE TO YAKA* PROJECT.

- Plan a regular meeting for your team: e.g. : Every Tuesday from 4PM to 5PM. Identify if it is physical or via a tool (SLACK , SKYPE..)
- Log the important topic in a convenient format: Excel, Notes
- Review the work that each of you has performed and what is the work to be done for next week + all technical questions
- Share all information in detail one with each others .
- The more you are in urgency to finish a key deliverable, the more you must have frequent meeting (DAILY) and written action detailed action plans.

Advices for Management of the communication.

Communication with CUSTOMER APPLICABLE TO PFEE ING02 PROJECT.

- **YOU NEED TO FORCE CUSTOMER TO HAVE REGULAR MEETING WITH YOU**
- Formalize a communication plan (may be as simple as table presented in this training) with CUSTOMER PROGRESS MEETINGS, TECHNICAL MEETINGS and potentially MANAGEMENT REVIEWS.
- Get approval of Customer on the plan
- Plan the Dates far in advance for every meeting and invite the participants
- Prepare the agendas of the MEETINGS and an appropriate presentation or a document sent in advance
- Write Meeting minutes and distribute to participants and interested people
- Log Actions decided on your side or customer side in an Action following table (Excel Sheet) that will be reviewed next meetings
- **Log all communications with customer** (meeting minutes , interesting mails ...) in a document that can be used as reference .

Note de cadrage



Recap of Project Planning Steps

Product Scope Definition

(Requirement Matrix
+Discussion with
Customer)

Project Scope Definition

(Project Deliverables
matrix , WBS)

Technical Solution Outline
(Produced by the Solution
architect)

**Planning Baseline and
Resources**

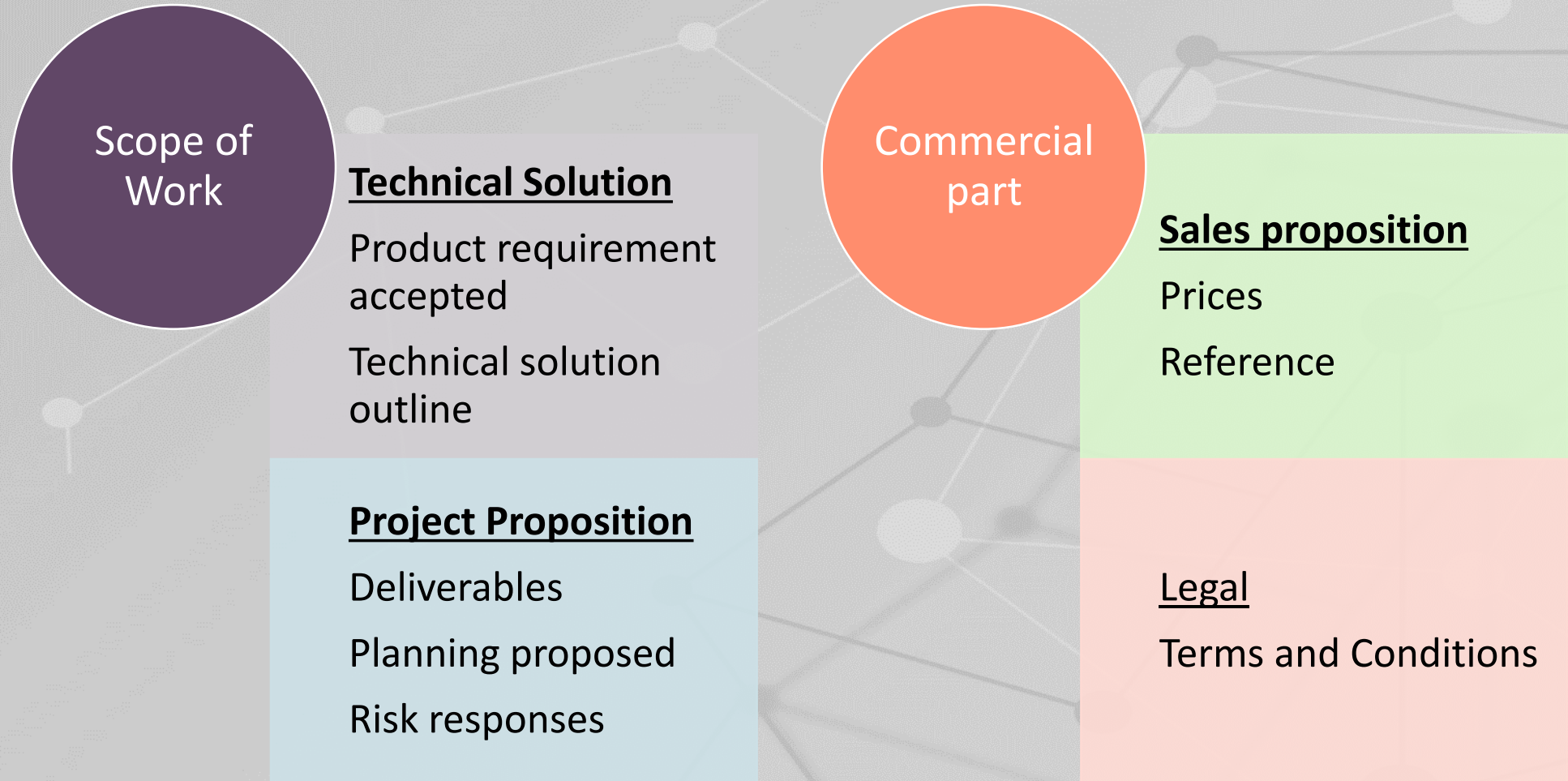
**Cost Baseline and Initial
Risk response Plan**

(Risk Matrix)

Communication Plan

**READY TO BUILD AN
ANSWER TO THE
CUSTOMER**

Typical Proposal to a Customer



Framing Agreement ; « Note de cadrage »

- Note de cadrage is simpler than a Formal Commercial Proposal and well adapted to Student Project (YAKA* or PFEE)
- This note aims at
 - Define a common agreed frame document with Customer for project realization
 - GET a GO from Customer: it commits both parties on what will be performed by the project.
- This note shows that we understand the Project Objectives and the product we want to realize.
- This note provides a clear view on Deliverables, Planning, Organization, Communication, as well as anticipated risks.
- This note must be synthetic = approx 10 Pages

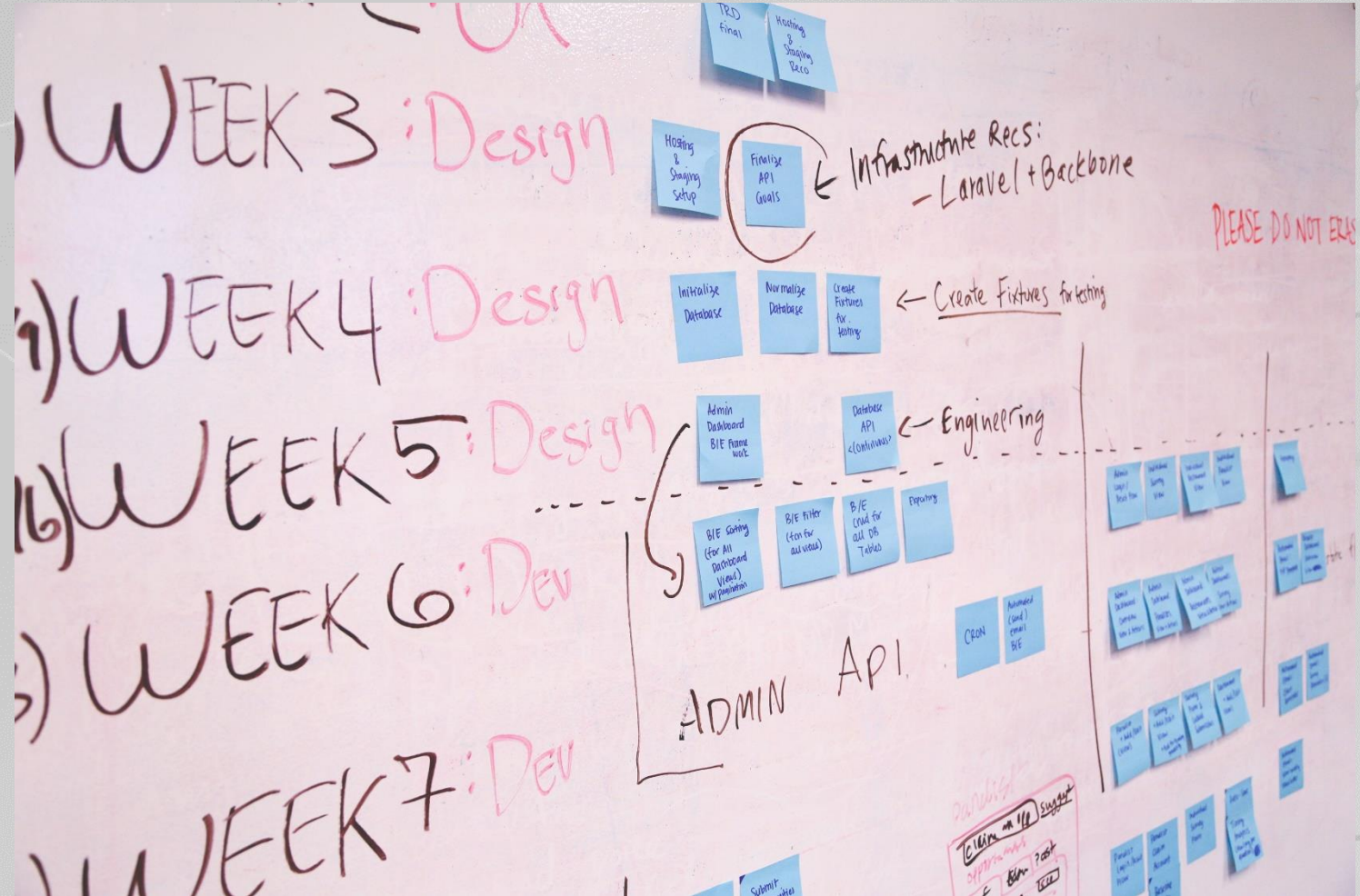
Exemple de contenu de la note de cadrage (1)

- **This document:** dire qu'il s'agit d'une note de cadrage et que l'on attend une validation du client sur son contenu
- **Les objectifs du projet/mission :**
 - business case: Problème à résoudre, changement amélioration attendue
 - Attentes: but final de la mission, les attentes d'échéances ...
 - Objectif: relater quelques objectifs principaux qui résument ces attentes
- **Périmètre:**
 - **Périmètre technique et fonctionnel:** reprendre les éléments essentiels et marquants des fonctions attendues, des contraintes techniques: renvoyer sinon, au tableau d'exigence qui sera établi pour recueillir le besoin détaillé . Préciser les exclusions explicitement.
 - **Démarche Projet employée :** Expliquer le principe de déroulement de la mission (E.g. Découpage en lot , Methode AGILE, fréquence des sprints ...)
 - **Périmètre de la mission - Livrables :** identifier les livrables que l'on propose de fournir, leur contenu, le phasage, se référer au tableau de suivi des livrables

Exemple de contenu de la note de cadrage (2)

- **Macro planning:**
 - Identifier les milestones principaux de la mission
 - Les échéances de vos livrables
 - Les actions clients attendues (validations, fournitures essentielles ...) .
 - Timeline
- **Ressources:** si pertinent, quels sont vos besoins pour mener à bien la mission ? (matériel par exemple)
- **Organisation projet :**
 - Chez le client: Quels interlocuteurs ?
 - Chez vous: Quels sont les contacts/ rôles ...
 - Matrice de contact
- **Pilotage et communication :**
 - Règles de suivi de la mission (coproj , copil..?) / fréquence
 - Méthode de com . (skype ...)
- **Difficulté et risques :** si pertinent les points à suivre avec le client , notamment s'il y a des fournitures critiques du client les mettre en lumière comme un risque de décalage.

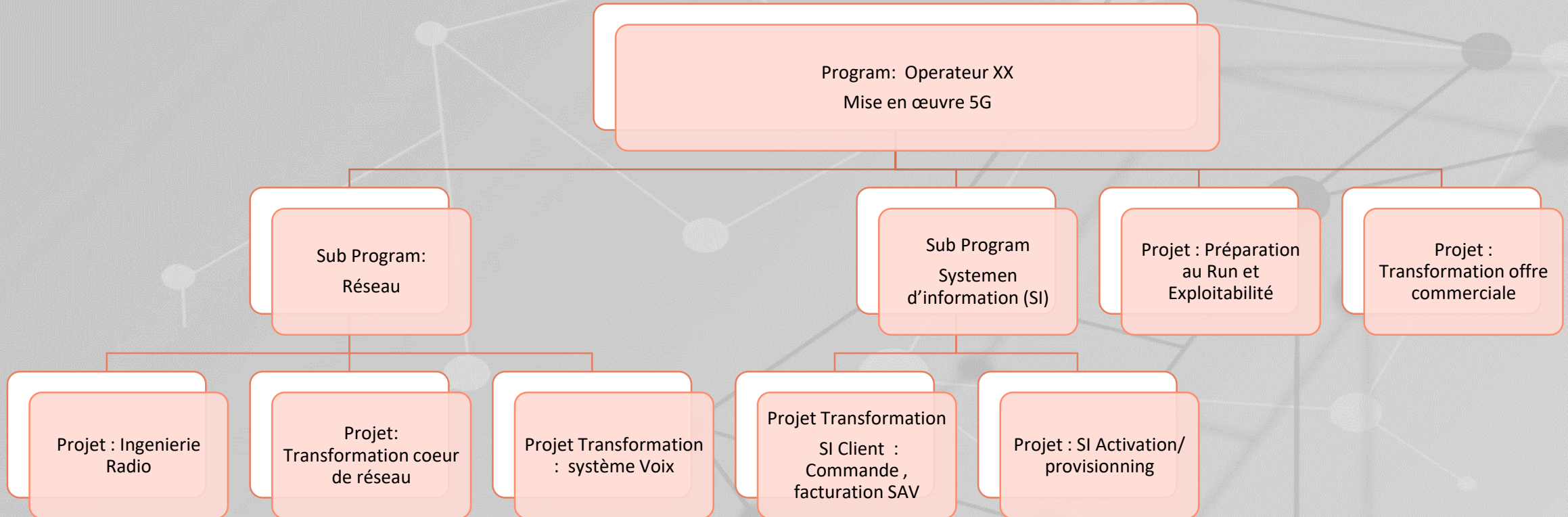
Program - Portfolio



PROGRAM – Definition

- a PROGRAM is a group of **related projects**, subsidiary programs, and program activities that are managed in a coordinate manner to obtain benefits not available from managing them individually.
- Program is not a big project (big project aims at a unique result/product)

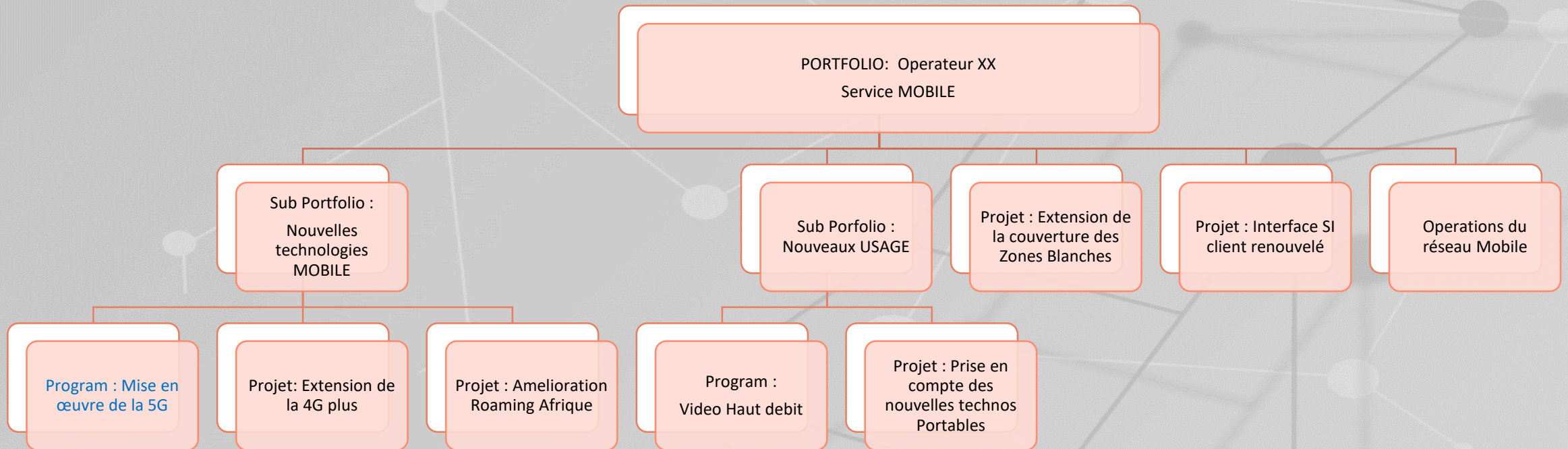
Example of a Program: introduction of GSM 5G at a Telco operator.



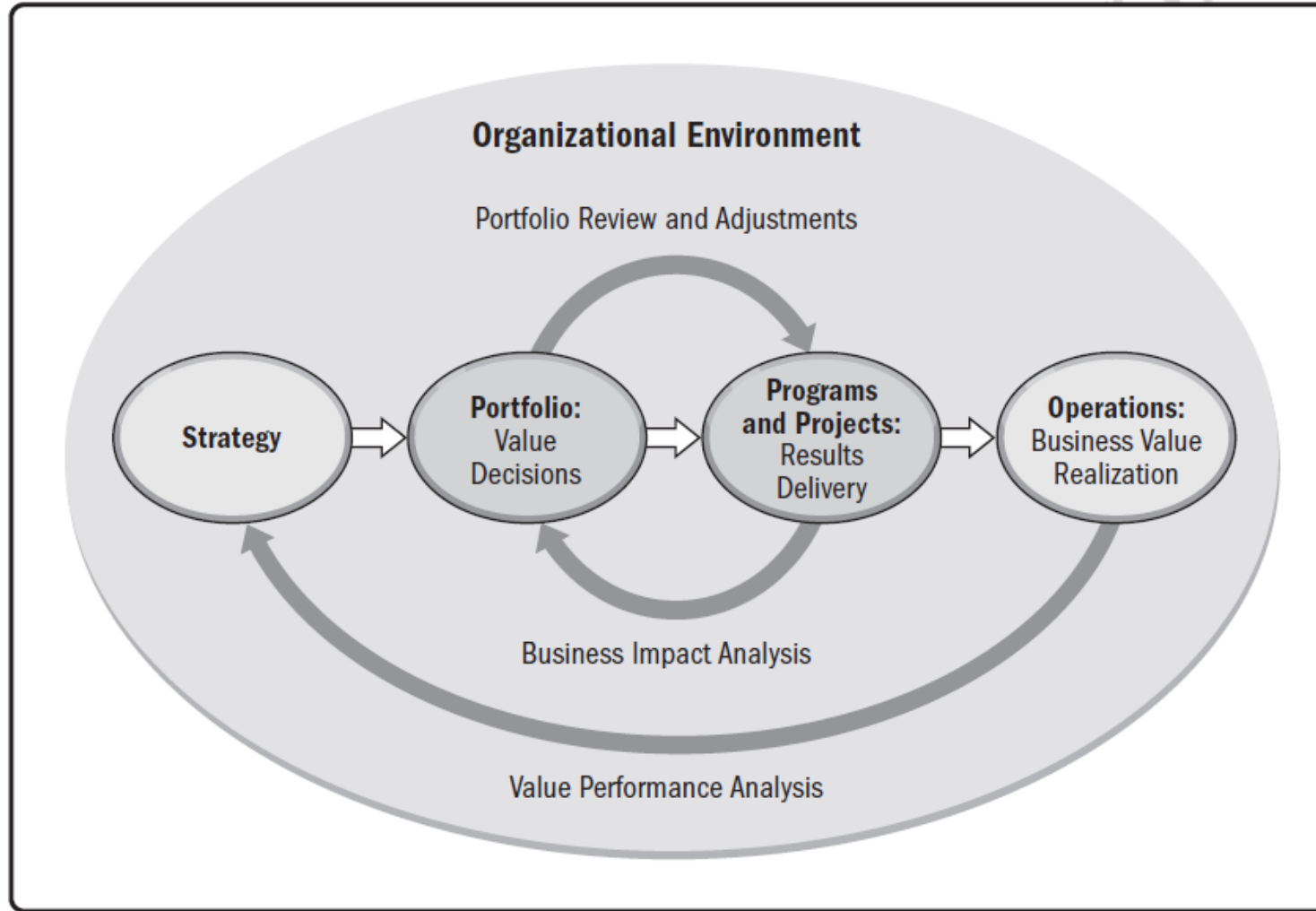
- PROGRAM MANAGEMENT is A Coordinating Effort
 - Defining the outcomes and benefits
 - Defining how the work will be organized and delivered
 - Coordinating integration between the component parts
 - Managing Communications, visibility and understanding

- A PORTFOLIO - is a **COLLECTION** of Projects, Programs, subsidiary Portfolios and Operations Managed as a Group to achieve Strategic objectives
- A set of interrelated techniques and/or activities, undertaken to maximize project investment decisions.
 - project demand management,
 - project ranking,
 - portfolio balancing,
 - enterprise resource planning
 - master scheduling.
- Difference with Program: Program manage related projects to get a result, Portfolio manage **all the projects** of a given organization

Example of a Portfolio: introduction of GSM 5G at a Telco



Organizational Project Management



The background of the slide is a deep blue with abstract, low-poly geometric shapes in lighter shades of blue. These shapes resemble stylized mountains or a network of interconnected triangles. In the upper center, the EPITA logo is displayed, consisting of the word 'EPITA' in a large, white, sans-serif font, with the text 'ÉCOLE D'INGÉNIEURS EN INFORMATIQUE' in a smaller font directly below it. The logo is partially overlaid by the geometric shapes.

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