



Project Management Principles

[Olivier ESNAULT](#) 2024

Project phases : PLAN

Organization : RACI

Responsible : In charge of doing the work
Accountable : Authority, takes decision, ultimately responsible
Consulted : Consulted before decision, SMEs
Informed : Informed after decision

(2)		(3)	Phase	Task	Product Manager	Business PM	Product Owner	Team Agility Coach	Team	Business SME	User Acceptance Test	Technology Delivery Manager	Application Development Manager	Lean-Agile Coach
Project planning Prepare techn. Documentation Meeting protocols Customer negotiations Assist customers Prepare contract Sign contract	Iteration 1-N			Conduct iteration planning meeting	I		R	A	R	R		C	C	
				Conduct daily stand-ups	I		R	R	A			I	I	
				Monitor the progress of work being completed	R	R	R	R	R			A		
				Maintain the product backlog	A	R	R	R	R			R		
				Communicate release scope changes to management	A	R	R	R	R			R		
				Review and update artifacts required by organization	R	R	R	R	A			R	R	
				Complete story tasks			R		A			C		
				Provide architectural and design concepts					A			R		
				Ensure all features and stories are completely scoped (description, validation, size)			R		A					
				Update front line charts / metrics / reports		R	R	A	R			R		
				Conduct iteration demonstration	R	R	A	R	R	R		R		
				Conduct iteration retrospective	I	R	R	R	A			I	I	
				Prepare for next iteration	A	R	R	R	R			R	R	
				Review / update Lean-Agile process improvements	R	R	R	R	A		C	R		
				Update maturity assessment		R		R	R	C	R	R		A

Project phases : PLAN

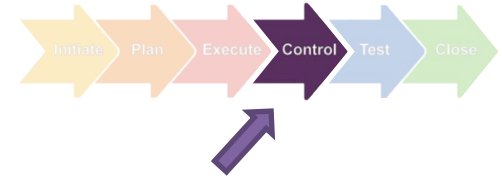
Process : Method & Quality



→ Process is here to ensure

- You are doing the **right** project, through “Project Portfolio Management” practice and Gating process
- You are doing the projects **right**, through Method & Quality guidelines and standards, to deliver projects OTOBOS, while complying with expectations in terms of architecture, procurement, security, risk management, resilience, financial management, data privacy ...

→ Application of process will be controlled all along the project



Project phases : PLAN

Management System : Governance

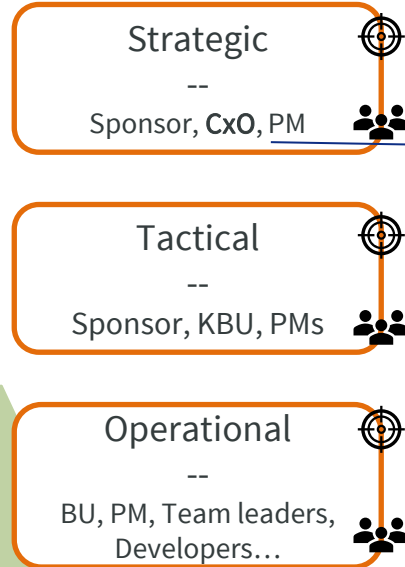
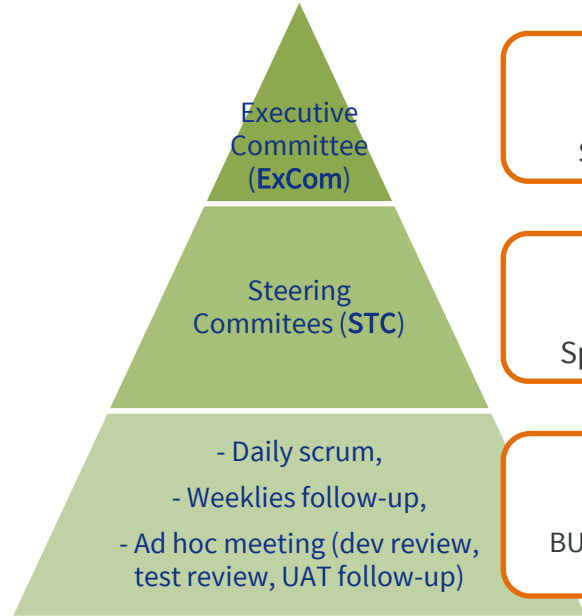


DEFINITION

“The system by which entities are directed and controlled. It is concerned with structure and processes for decision making, accountability, control and behavior at the top of an entity. Governance influences how an organization's objectives are set and achieved, how risk is monitored and addressed and how performance is optimized”.⁽⁴⁾

Project phases : PLAN

Management System : Governance



CxO can stand for:

- ➔ CEO Chief Executive Officer
- ➔ CIO Chief Information Officer
- ➔ CSO Chief Security Officer
- ➔ CISO Chief Information Security Officer
- ➔ CFO Chief Financial Officer
- ➔ CTO Chief Technical Officer
- ➔ CPO Chief Procurement Officer
- ➔ CDO Chief Data Officer
- ➔ CHO
- ➔

Project phases : PLAN

Management System : Governance

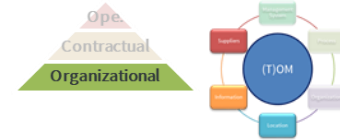
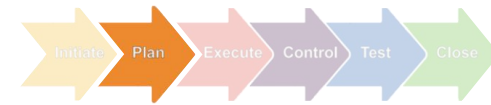
Terms of Reference / Steering Committee



Frequency	Duration	Quorum	Voting rules	Reports to
Monthly	2h30 – 3h30	Half + Project Sponsor	Decision from Project's Sponsor Expectation that most decisions will be made based on a consensus	ExCom
Chair	Secretary	Members – IT implementation team		Members – Business representatives
Project's Sponsor, Company's COO	Company's COO Executive Assistant	<ul style="list-style-type: none">• Program Manager• IT Project Manager• Other attendees if relevant		<ul style="list-style-type: none">• Company's COO• Business Project Manager• Stream Key Business Users
Role and responsibilities				
<ul style="list-style-type: none">• Develop and sustain the plan for the [NAME OF ORGANISATION] and approval [NAME OF MANAGEMENT BODY OR BOARD]. In order to accomplish its activities ITC Steering Committee will:<ul style="list-style-type: none">• Collect related information from any business area of the [NAME OF ORGANISATION] as required;• Coordinate the necessary components of the project plans from all units across the [NAME OF ORGANISATION]• Develop and recommend [NAME of ORGANISATION] policy with relation Internal implementation team.			<ul style="list-style-type: none">• Review and recommend on ICT project development plans within the context of ICT plans.• Create ad hoc committees to address strategic ICT issues, as required.• Review, coordinate and arbitrate major ICT activities across the [NAME OF ORGANISATION].• Provide an annual report to [NAME OF MANAGEMENT BODY OR BOARD] that details ICT activities.• Report to [NAME OF MANAGEMENT BODY OR BOARD] at each necessary.	

Project phases : PLAN

Suppliers, Information system, Location



Suppliers

Following the RFI, identify the suppliers to whom address an **RFP** for supporting the delivery of the project

- ➔ Service providers
 - ➔ Expertise through SMEs (specialist Lawyer, trainers..)
 - ➔ T&M, FP
 - ➔ Could be internal providers (IT services..)
- ➔ Manufacturers
 - ➔ Goods (computers chips, steel, raw materials...)
- ➔ Hiring equipment
 - ➔ Tools (cement mixer, premises,..)

Location

Where the work has to be done.

- ➔ Location is obvious for Civil Engineering projects
- ➔ For Manufacturing projects, depends on several constraints :
 - ➔ Costs optimization (manufacturing costs, transportation costs, ...)
 - ➔ Legal requirements to address specific markets (China...)
 - ➔ Strategic, geopolitical reasons
 - ➔ TTM
- ➔ For Management projects
 - ➔ Depending on the sourcing strategy and resources availability

Information System

All the means to ensure the work can be done

- ➔ Workplace, digital workplace
- ➔ Network
- ➔ Premises
- ➔ Security

4.2.2

Engaging a project – Costs estimations

Project phases : PLAN

Operational pillar : Costing, pricing, margin

Basic financial notions embedded in projects

1. $\text{Gross Profit} = \text{Revenue} - \text{Cost of Goods Sold}$

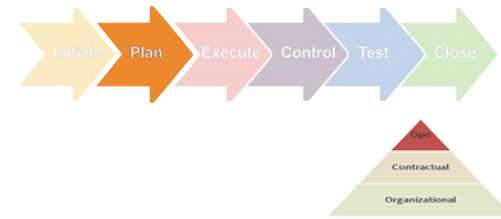
Margin

Pricing

Costing

FP

$P * Q$



Project phases : PLAN

Operational pillar : Project budget estimation

Cost estimation is based on 2 notions :

1. n-FTE

- Raw material
- Manufactured goods
- Electricity, water
- Hardware, Software, licenses
-

- Purchasing
- Hiring

- RFP
- Existing MSA

2. FTE

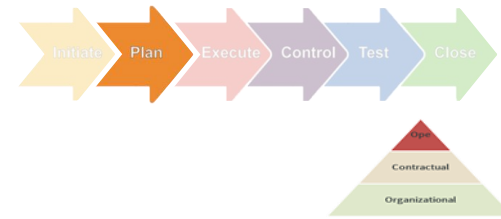
- Services
- Expertise

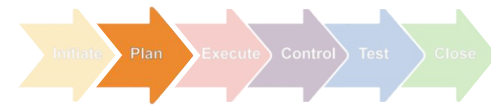
- FP
- T&M
- Internal workforce

- RFP
- Existing MSA
- MDR

Workload

Internal



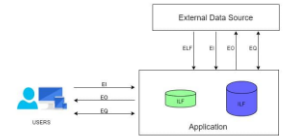
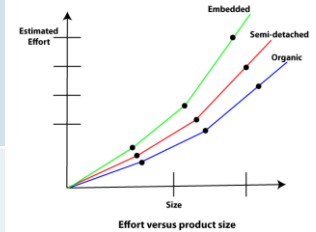


Project phases : PLAN

Operational pillar : Different workload estimation methodologies



Method	Description	Type
COCOMO Constructive COSt MOdel	Regression method based on the number of Lines Of Code. Analysis based on the REX of 63 different project (2k – 100k LOC). Useful when HLD is done to have an idea of the #LOC.	Statistical
Function points	Function points measure the size of an application system based on the functional view of the system. The size is determined by counting the number of inputs, outputs, queries, internal and external files in the system.	Functional analysis
Delphi	The process of the Delphi method involves asking multiple rounds of questions to the target group of experts. They do so until they arrive at a common consensus.	Expertise, Analogy
Proportional repartition	Ratios per projects activities are applied on development and unitary tests estimations.	Abacus



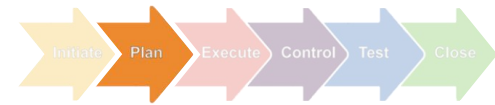
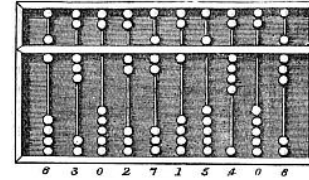
Delphi Method



Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus

Any mechanical tool
facilitating calculation

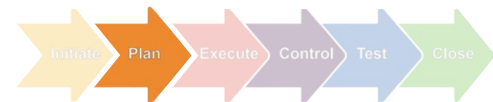


$$\text{Workload} = \text{Unitary estimations} * \text{Activity ratios} + \text{Contingency}$$

Parkinson's Law : « Work expands to fill the time available for its completion".

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



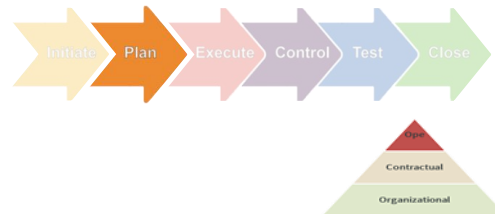
Création							
Unités d'œuvre	Charge pour une UO (en jours)			Nombre d'UO par complexité			TOTAL
	Simple	Moyen	Complexe	Simple	Moyen	Complexe	
Interfaces entrantes	4.00	6.00	8.00		4.00	1.00	32.00
Interfaces sortantes	2.50	4.00	7.00	3.00	4.00	3.00	44.50
Formulaires	1.00	2.00	3.00		6.00		12.00
Programmes de formulaires	2.50	3.50	4.50		6.00		21.00
Tables Spécifiques, vues, Matchcodes	0.25	0.33	0.50				0.00
Reportings et programmes	1.50	3.50	7.00	4.00	25.00	7.00	142.50
Batch input	2.50	3.50	6.00				0.00
Querys	2.00	3.50	5.00				0.00
TOTAL	13.50	160.50	78.00	7.00	45.00	11.00	252.00

Modification							
Unités d'œuvre	Charge pour une UO (en jours)			Nombre d'UO par complexité			TOTAL
	Simple	Moyen	Complexe	Simple	Moyen	Complexe	
Interfaces entrantes	1.00	1.50	2.00	6.00	4.00	1.00	14.00
Interfaces sortantes	0.50	1.00	1.50	16.00			8.00
Formulaires	1.00	1.50	2.00				0.00
Programmes de formulaires	0.50	1.00	2.00				0.00
Tables Spécifiques, vues, Matchcodes	0.25	0.33	0.50				0.00
Reportings et programmes	0.75	1.25	2.00		30.00		37.50
Batch input	0.50	1.00	1.50				0.00
Querys	0.25	0.33	0.50				0.00
TOTAL	14.00	43.50	2.00	22.00	34.00	1.00	59.50

Total Unitary workload
=
311.50 md

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



➔ Applicable ratio can depend on the project nature and complexity

➔ Business project

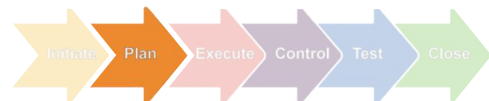
Business Project Activities	Ratios
Framing	8%
High Level Design HLD	10%
Low Level Design LLD	25%
Development + UT	100%
Integration	30%
Project Management	20%
End-to-end Testing	15%
UAT	7%
Warranty	5%
Contingency	15%
TOTAL	235%

➔ Technical upgrade project

Technical Project Activities	Ratios
Framing	3%
High Level Design HLD	
Low Level Design LLD	30%
Development + UT	100%
Integration	30%
Project Management	15%
End-to-end Testing	15%
UAT	
Warranty	
Contingency	8%
TOTAL	201%

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



Applicable ratios

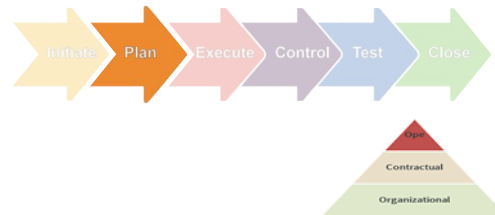
Dev +UT workload

	Project Abacus		
	Ratio/Dev	Simulation	Project
Framing	8%	24.92	3%
High Level Design HLD	10%	31.15	4%
Low Level Design LLD	25%	77.88	11%
Development + UT	100%	311.50	43%
Integration	30%	93.45	13%
Project Management	20%	62.30	9%
End-to-end Testing	15%	46.73	6%
UAT	7%	21.81	3%
Warranty	5%	15.58	2%
Contingency	15%	46.73	6%
TOTAL	235.00%	732.03	

Total project workload

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



➔ Cost per Profile matrix

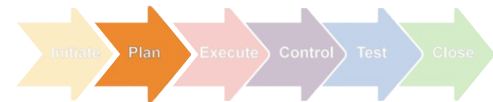
	Role	Description	INT / EXT	Manday rate
Transversal	PROG-M	Program Manager	INT	1 200.00 €
	ARCHI	Architect	INT	880.00 €
	QE	Quality Engineer	INT	650.00 €
Project team	PM	Project Manager	INT	880.00 €
	BA	Business Analyst	INT	650.00 €
	T-EXP	Technical Expert	EXT	880.00 €
	DEV-I	Developer - Interfaces	INT	350.00 €
	DEV-F	Developer - Formulaires	EXT	380.00 €
	DEV-R	Developer - Reporting	INT	350.00 €
	TEST	Testing	INT	350.00 €

Internal MDR costs if available

External MDR in T&M

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



➔ Activity repartition

		MDR ==>	1200	880	650	880	650	880	350	380	350	350	
	Activity type	Mix MDR	PROG-M	ARCHI	QE	PM	BA	T-EXP	DEV-I	DEV-F	DEV-R	TEST	Total
FRA	Framing	736.0 €	1%	20%	3%	5%	61%	10%					100%
HLD	High Level Design	582.0 €	1%	10%	3%	5%	44%		10%	10%	10%	7%	100%
LLD	Low Level Design	573.5 €	1%		3%	10%	50%		10%	10%	10%	6%	100%
DEV-I	Development	494.7 €	1%	2%	3%	12%		10%	67%			5%	100%
DEV-F		514.8 €	1%	2%	3%	12%		10%		67%		5%	100%
DEV-R		494.7 €	1%	2%	3%	12%		10%			67%	5%	100%
INT	Integration	489.9 €	1%		3%	5%	12%	10%	23%	23%	23%		100%
INT	Project Management	960.0 €	25%			75%							100%
E2E	End-to-End Testing	486.2 €	1%		3%	6%	11%	10%	3%	3%	3%	60%	100%
UAT	UAT	484.0 €	1%		3%	2%	35%		3%	3%	3%	50%	100%
WAR	Warranty	417.5 €	1%			2%	5%	5%	23%	23%	23%	18%	100%
WAR	Contingency	657.0 €	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	100%
	Total	562.8 €	26.5	19.0	22.9	107.6	97.3	53.1	108.7	64.8	163.3	68.8	732.0

	Project Abacus		
	Ratio/Dev	Simulation	Project
Framing	8%	24.92	3%
High Level Design HLD	10%	31.15	4%
Low Level Design LLD	25%	77.88	11%
Development + UT	100%	311.50	43%
Integration	30%	93.45	13%
Project Management	20%	62.30	9%
End-to-end Testing	15%	46.73	6%
UAT	7%	21.81	3%
Warranty	5%	15.58	2%
Contingency	15%	46.73	6%
TOTAL	235.80%	732.03	

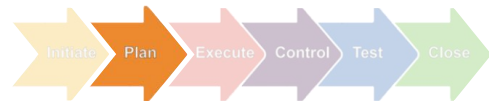
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Workload spread by profile

Internal

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus



➔ Project COSTS summary

	Activity type		Mix MDR	MD	Ratio	Costs
FRA	Framing		736.0 €	24.9	3%	18 341 €
HLD	High Level Design		582.0 €	31.2	4%	18 129 €
LLD	Low Level Design		573.5 €	77.9	11%	44 661 €
DEV-I	Development	Interfaces	494.7 €	98.5	43%	154 762 €
DEV-F		Formulaire	514.8 €	33.0		
DEV-R		Reporting	494.7 €	180.0		
INT	Integration		489.9 €	93.5	13%	45 781 €
INT	Project Management		960.0 €	62.3	9%	59 808 €
E2E	End-to-End Testing		486.2 €	46.7	6%	22 718 €
UAT	UAT		484.0 €	21.8	3%	10 554 €
WAR	Warranty		417.5 €	15.6	2%	6 503 €
WAR	Contingency		657.0 €	46.7	6%	30 698 €
		Total	562.8 €	732.0	100%	411 955 €



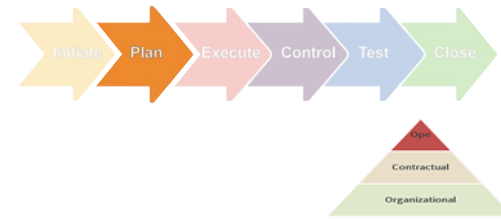
Next step is
PRICING

Project phases : PLAN

Operational pillar : Workload & Costs estimation by Abacus

➔ Summary

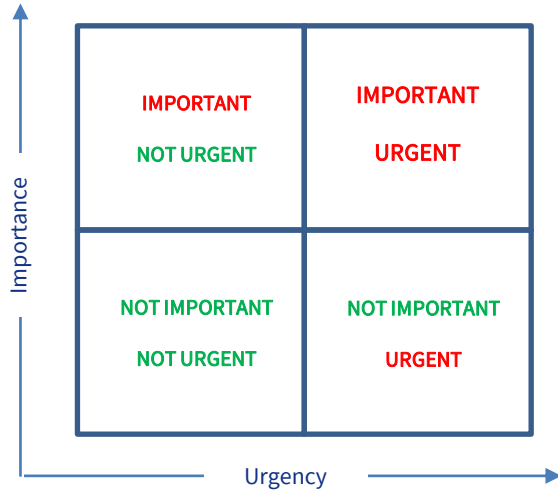
1. Unitary workload with Abacus – DEV + UT
2. Type of project to define the ratios
3. Apply abacus to evaluate global workload
4. Identification of cost per profile
5. Standard activity repartition per profile
6. Cost summary



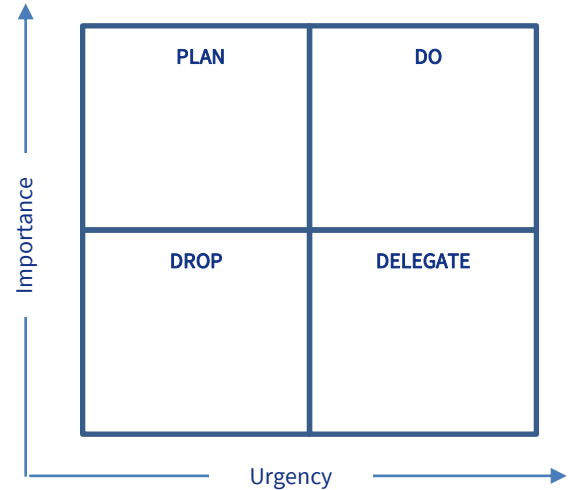
Organizational tips & tricks : The EISENHOWER MATRIX



1 Categorize the tasks of you to do list



2 Prioritize your work



French correspondance of covered concepts

#4.2 Engaging a project

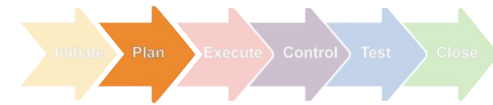
Concept	French correspondance / usage
KBU: Key Business Users	1. Utilisateurs principaux 2. Utilisateurs clés
BU: Business User	Utilisateur (métier)
SME: Subject Matter Expert	Experts (généralement Experts Métiers)
CxO CISO: Chief Information Security Officer CEO: Chief Executive Officer CFO: Chief Financial Officer	Directeurs RSSI : Responsable Sécurité des Systèmes d'Information Directeur Général DAF : Directeur Administratif et Financier
TOR: Terms of Reference	TOR

4.2.3

Engaging a project - Planification

Project phases : PLAN

Operational pillar : Planification

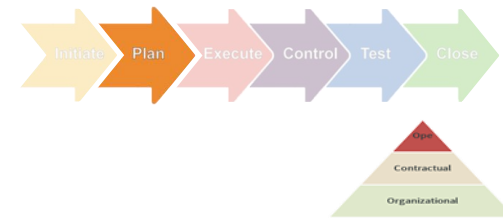


“Failing to plan is planning to fail”



Project phases : PLAN

Operational pillar : Planification

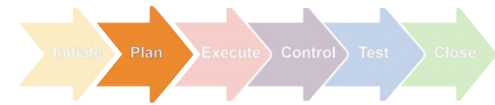


→ 6 steps to plan your project

- 1 Determine the Work Breakdown Structure (WBS)
- 2 Identify and allocate the resources
- 3 Setup capacity planning
- 4 Organize tasks and dependencies with PERT
- 5 Determine the critical path of the project
- 6 Create GANTT planning

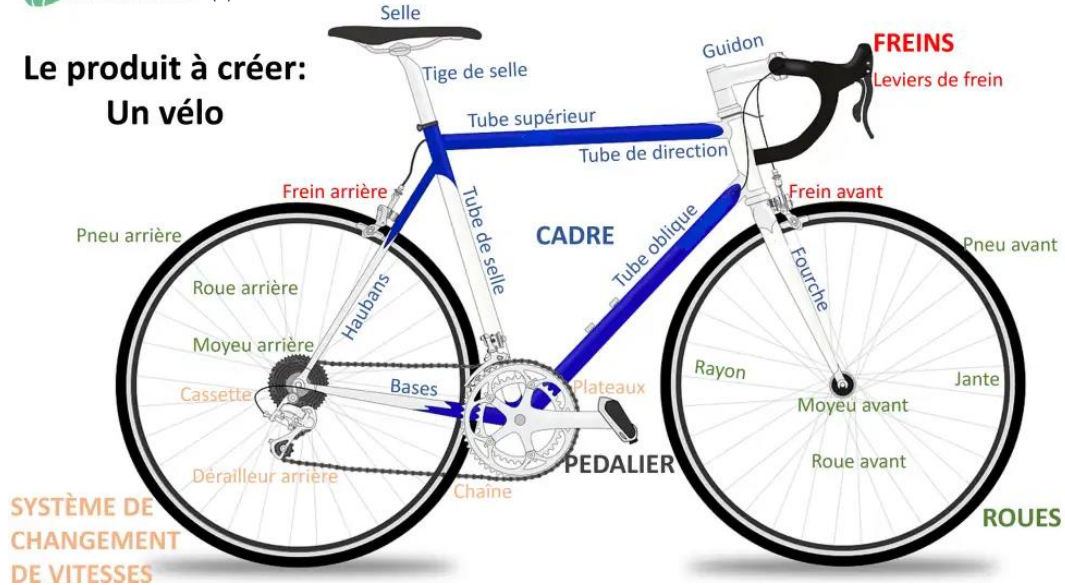
Project phases : PLAN

Operational pillar : Planification – WBS 1



 Blog Gestion de Projet (2)

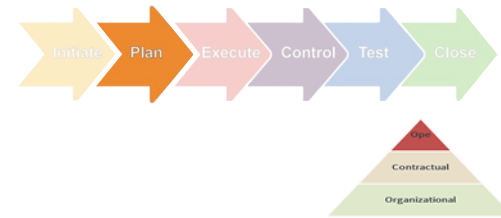
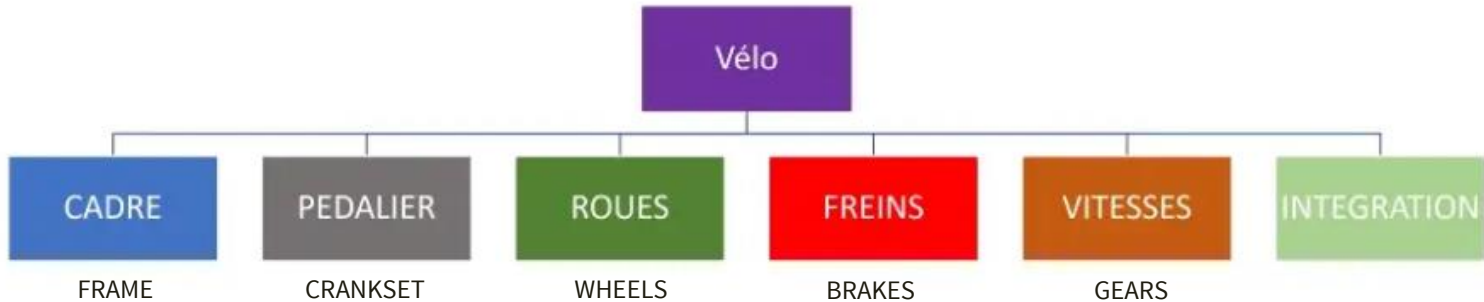
Le produit à créer:
Un vélo



Project phases : PLAN

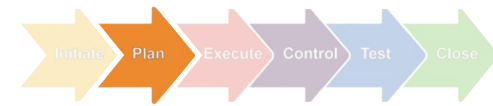
Operational pillar : Planification - WBS 1

- ➔ First step of WBS is Product Breakdown Structure definition
- ➔ This analysis led to 6 deliverables, o.w. 5 “sub-products”

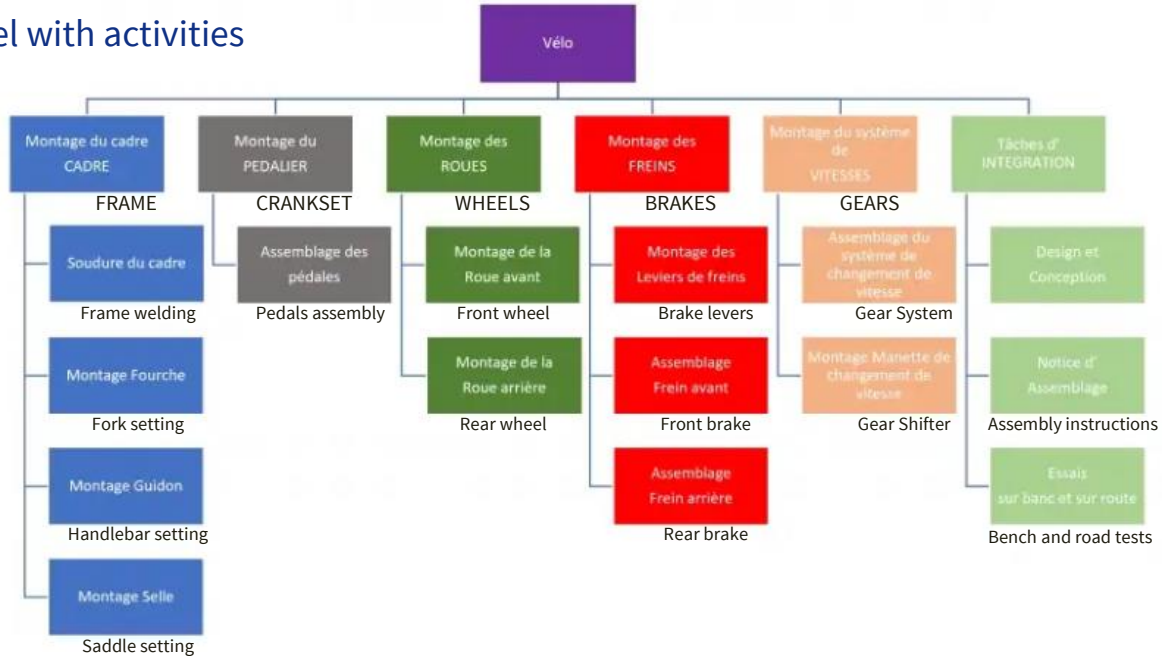


Project phases : PLAN

Operational pillar : Planification - WBS 1

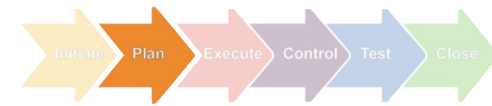


→ WBS 3rd level with activities

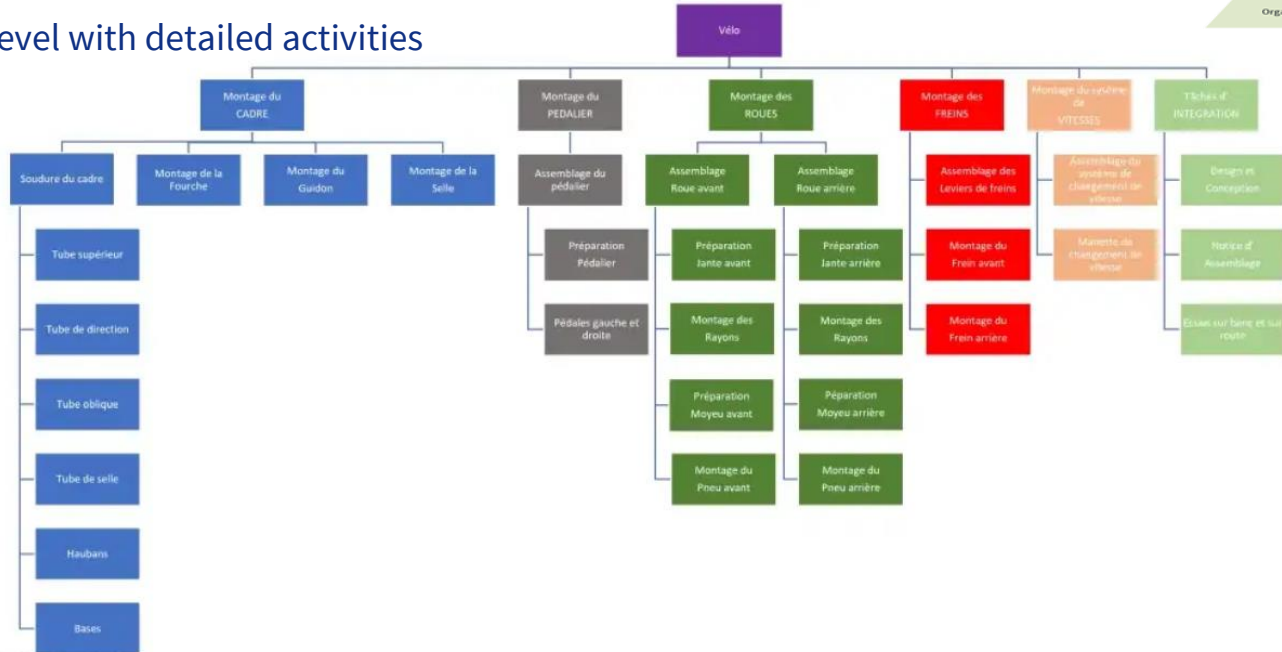


Project phases : PLAN

Operational pillar : Planification - WBS 1

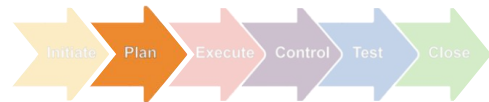


➔ WBS 4th level with detailed activities



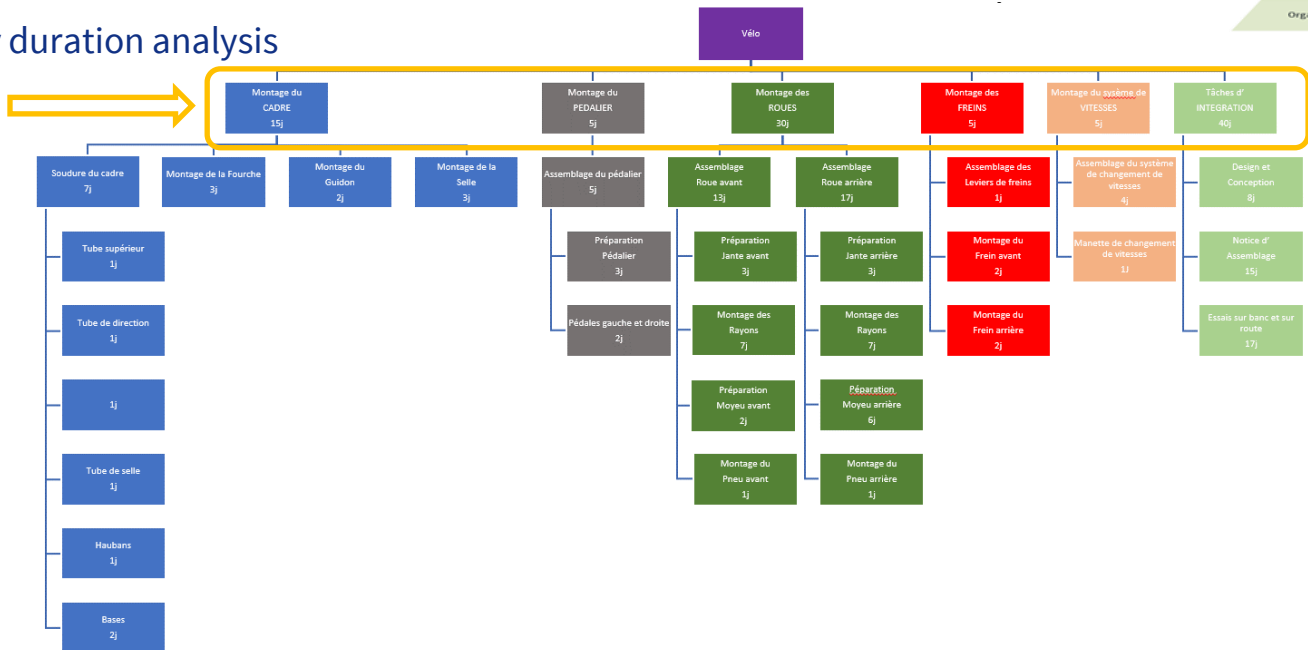
Project phases : PLAN

Operational pillar : Planification - WBS 1



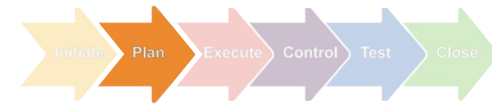
➔ Activity duration analysis

100 days



Project phases : PLAN

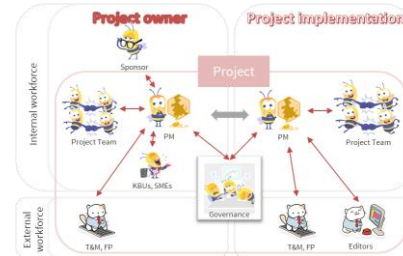
Operational pillar : Planification – Resource allocation 2



	Time & Material	Fixed Price
Description	Capacity based	Results oriented
I buy	People and Expertise	A project team
I pay	Number of Mandays per Manday Rate	A lumpsum
I manage	People, activities, budget, perimeter, risks	A contract and relationship with a Provider
My advantages	Flexibility on the project scope, design-to-cost	Commitment on scope, planning, budget
My disadvantages	Heavy involvement, no guaranty to deliver OTOBOS	Rigid format, long preparation time, tricky negotiations for amendments

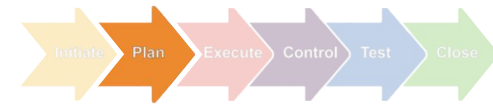
Resource Allocation

(3)		Product Manager	Business PM	Product Owner	Team Ability Coach	Team	Business SME	User Acceptance Test	Technology Delivery	Release Management	Development Manager	Lean-Agile Coach
Iteration 1.0	Conduct iteration planning meeting	A	A	A	A	A	A	A	A	A	A	A
	Conduct daily stand-ups	A	A	A	A	A	A	A	A	A	A	A
	Monitor the progress of work being completed	A	A	A	A	A	A	A	A	A	A	A
	Maintain the product backlog	A	A	A	A	A	A	A	A	A	A	A
	Communicate release scope changes to management	A	A	A	A	A	A	A	A	A	A	A
	Review and update artifacts required by organization	A	A	A	A	A	A	A	A	A	A	A
	Complete story tasks	A	A	A	A	A	A	A	A	A	A	A
	Provide architectural and design concepts	A	A	A	A	A	A	A	A	A	A	A
	Ensure all features and stories are completely scoped (decomposition, validation, sized)	A	A	A	A	A	A	A	A	A	A	A
	Update front line charts / metrics / reports	A	A	A	A	A	A	A	A	A	A	A
	Conduct iteration demonstration	A	A	A	A	A	A	A	A	A	A	A
	Conduct iteration retrospective	A	A	A	A	A	A	A	A	A	A	A
	Prepare for next iteration	A	A	A	A	A	A	A	A	A	A	A
	Review / update Lean-Agile process improvements	A	A	A	A	A	A	A	A	A	A	A
	Update maturity assessment	A	A	A	A	A	A	A	A	A	A	A



Project phases : PLAN

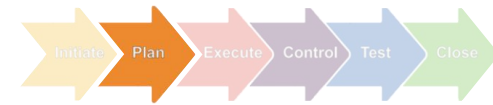
Operational pillar : Planification – Capacity planning 3



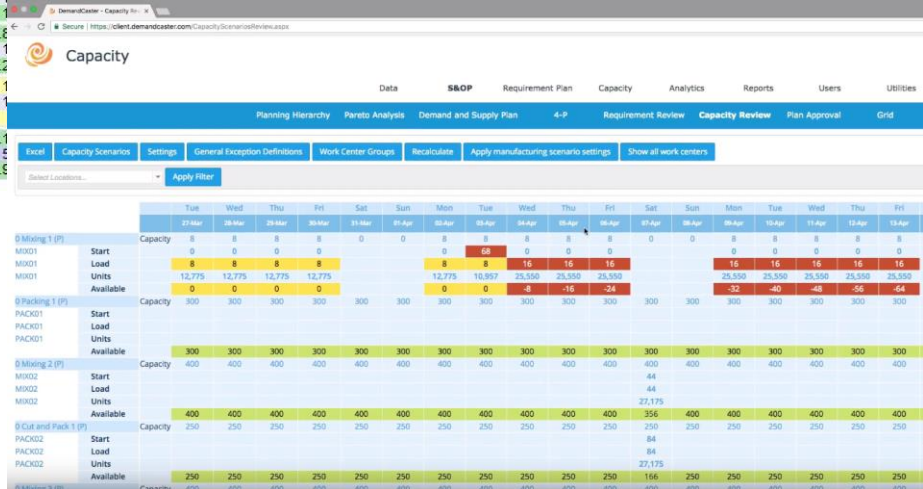
Project phases : PLAN

Operational pillar : Planification – Capacity planning

3



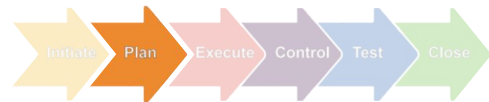
Department	Skill/Role	Resource	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 7	Mar 14	Mar 21	Mar 28	Apr 4	Apr 11	Apr 18	Apr 25
IT	ANALYST	ANALYST				0.8		0.4	1	1	1	2.2	3	2.6	2.8	0.4				
		Headcount:																		
	Kris King	Spare capacity:				-0.8		-0.4	-1	-1	-1	-2.2	-3	-2.6	-2.8	-0.4				
		Headcount:	1	1.6	1.1		0.1	0.5	0.5	0.1		0.1								
	Larry Lamb	Spare capacity:	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		Headcount:	1.1	1.2	0.6	0.8	0.8	0.8	0.8	1	0.6		0.8	1	0.2					
	Nat Nolan	Spare capacity:	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		Headcount:	-0.1	-0.2	0.4	0.3	0.3	0.3	0.3		0.4	1								
	Pat Pringle	Spare capacity:	0.8	0.6		0.6		0.6	1.0	1.6	1	0.8								
		Headcount:	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Total		Work:	2.9	3.9	2.7	3.2	1.9	3.3	4.2	4.7	3.6	4.1								
		Spare capacity:	2.2	1.2	2.3	1.9	3.2	1.8	0.8	0.3	1.4	0.8								



Other examples : (3)

Project phases : PLAN

Operational pillar : Planification – PERT 4



- ➔ *PERT Method* (Program Evaluation and Review Technique) was first developed by the US Navy SPO (Special Projects Office) in 1967 during the Polaris missile development program then it was applied to the other industries⁽⁴⁾.

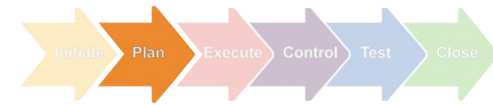
- ➔ Example of a power plant Project

1. Create dependencies ➔

Activity	Description	Predecessors	Optimistic Duration (To)	Pessimistic Duration (Tp)	Most likely Duration (Tm)	Expected Duration (To + 4Tm + Tp)/6
O	Start Milestone	-	0	0	0	0
A	Select Technical Staff	O	12	18	15	15
B	Site Survey	O	6	12	9	9
C	Select Equipments	A	9	15	12	12
D	Prepare Designs	B	6	18	9	10
E	Bring Utilities to the Site.	B	18	36	30	29
F	Interview Applicants and Fill Positions	A	9	15	12	12
G	Purchase the Equipment.	C	36	42	36	37
H	Construct the Power Plant	D	42	54	48	48
I	Develop an Information System.	A	6	18	12	12
J	Install the Equipment.	H,G,E	3	9	6	6
K	Train the Staff to Run the System	F,J,I	3	9	6	6

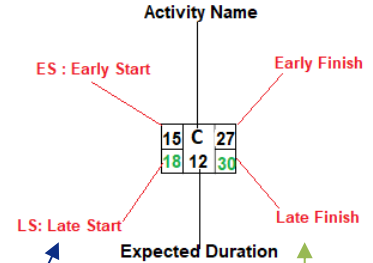
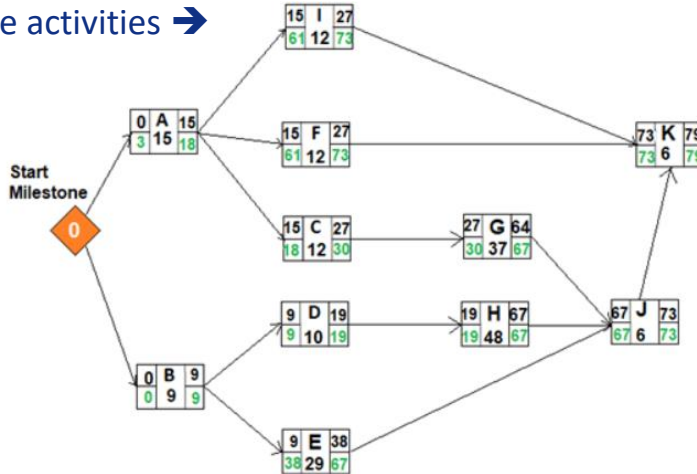
Project phases : PLAN

Operational pillar : Planification – PERT 4



➔ PERT visual view

2. Organize activities ➔

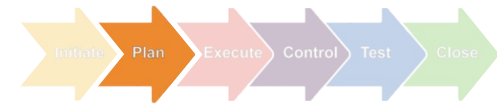


Forward Pass Calculation

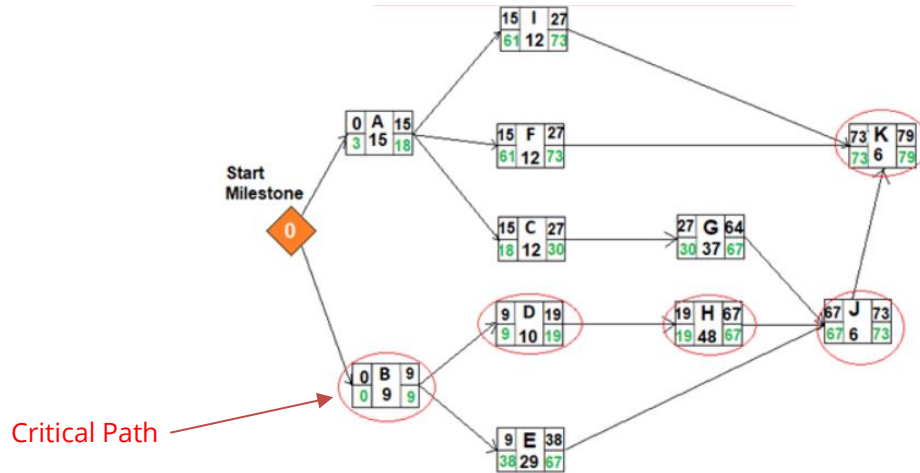
Backward Pass Calculations determine the latest dates by which each activity can be performed without increasing the project's minimum duration.

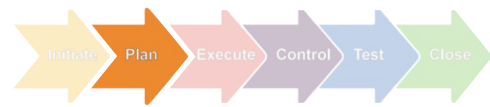
Project phases : PLAN

Operational pillar : Planification – Critical path 5



➔ The critical path is the longest path in the network diagram with no contingency

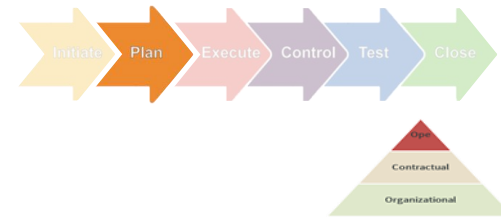




Project phases : PLAN

Operational pillar : Break....

- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break
- ➔ Break

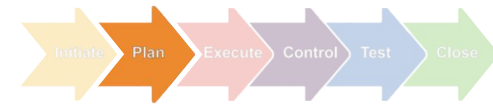


4.2.4

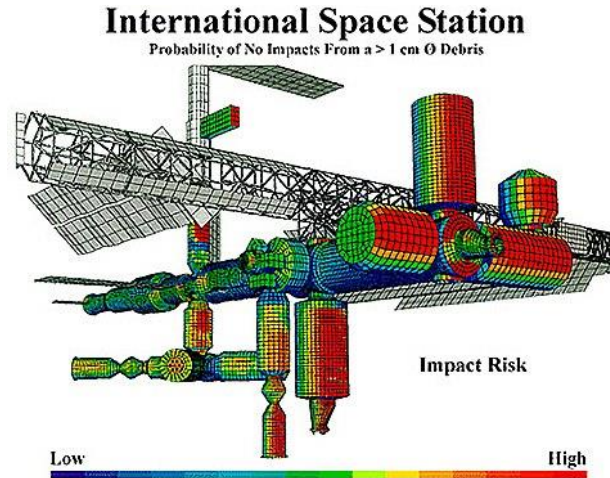
Engaging a project - Risks

Project phases : PLAN

Operational pillar : Project risks assessment

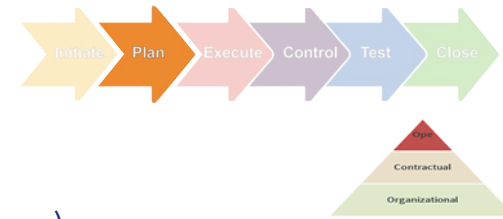


➔ Risks (defined in ISO 31000 as the effect of uncertainty on objectives)

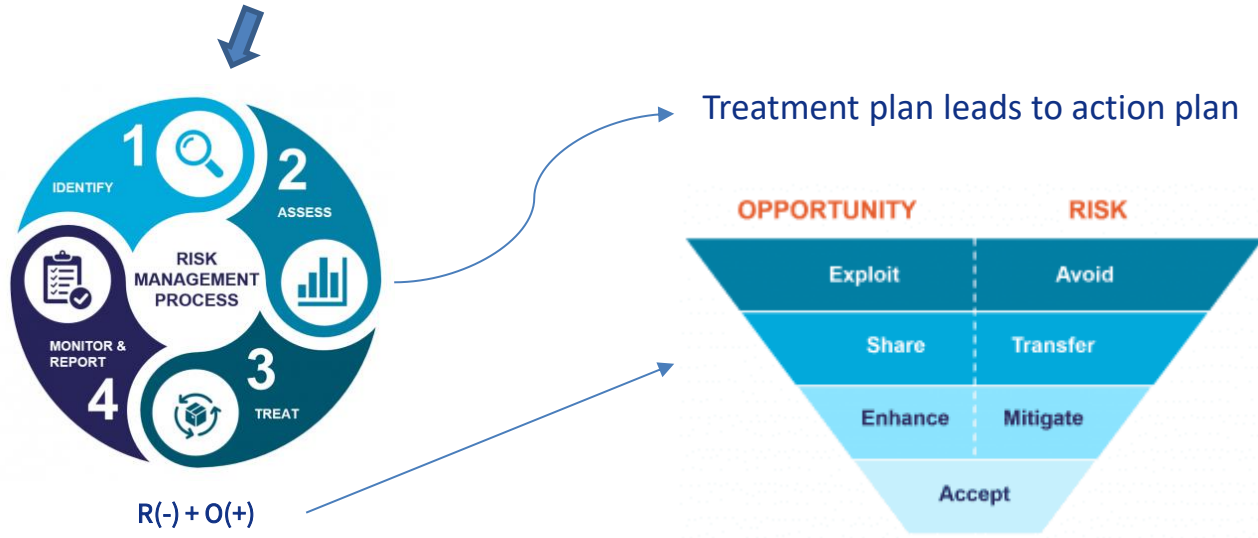


Project phases : PLAN

Operational pillar : Project risks assessment



➔ Risks (defined in ISO 31000 as the effect of uncertainty on objectives)

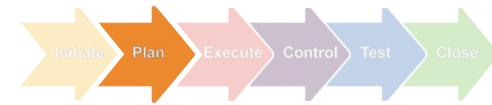


Project phases : PLAN

Operational pillar : Project risks assessment

➔ Criticality assessment

$$\text{Criticality} = (\text{P})\text{robability} * (\text{I})\text{mpact}$$



RISK ASSESSMENT (WITH ILLUSTRATIONS)



A person enters into the cage and is feeding the lion
Possibility: 5
Severity: 5
Possibility X Severity = 25

EXTREME RISK



A person wearing protective devices enters into the cage and is feeding the lion
Possibility: 4
Severity: 5
Possibility X Severity = 20

MODERATE RISK



A person is feeding the lion through a specially designed feed opening
Possibility: 3
Severity: 5
Possibility X Severity = 15

TOLERABLE RISK

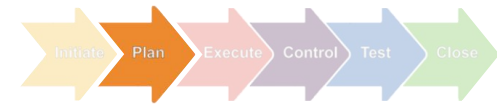


A person is feeding the lion in a specially designed feeding cage
Possibility: 1
Severity: 1
Possibility X Severity = 1

MINIMUM RISK

Project phases : PLAN

Operational pillar : Risk rating matrix



Very frequent					
Frequent					
Infrequent					
Remote					
	E Not Significant	D Minor	C Serious IMPACT	B Very Serious	A Extremely Serious



Low risk

Minor risk

Medium risk

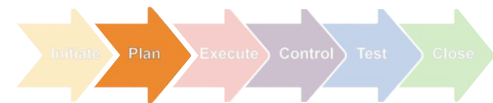


High risk

Critical risk (Black)

Project phases : PLAN

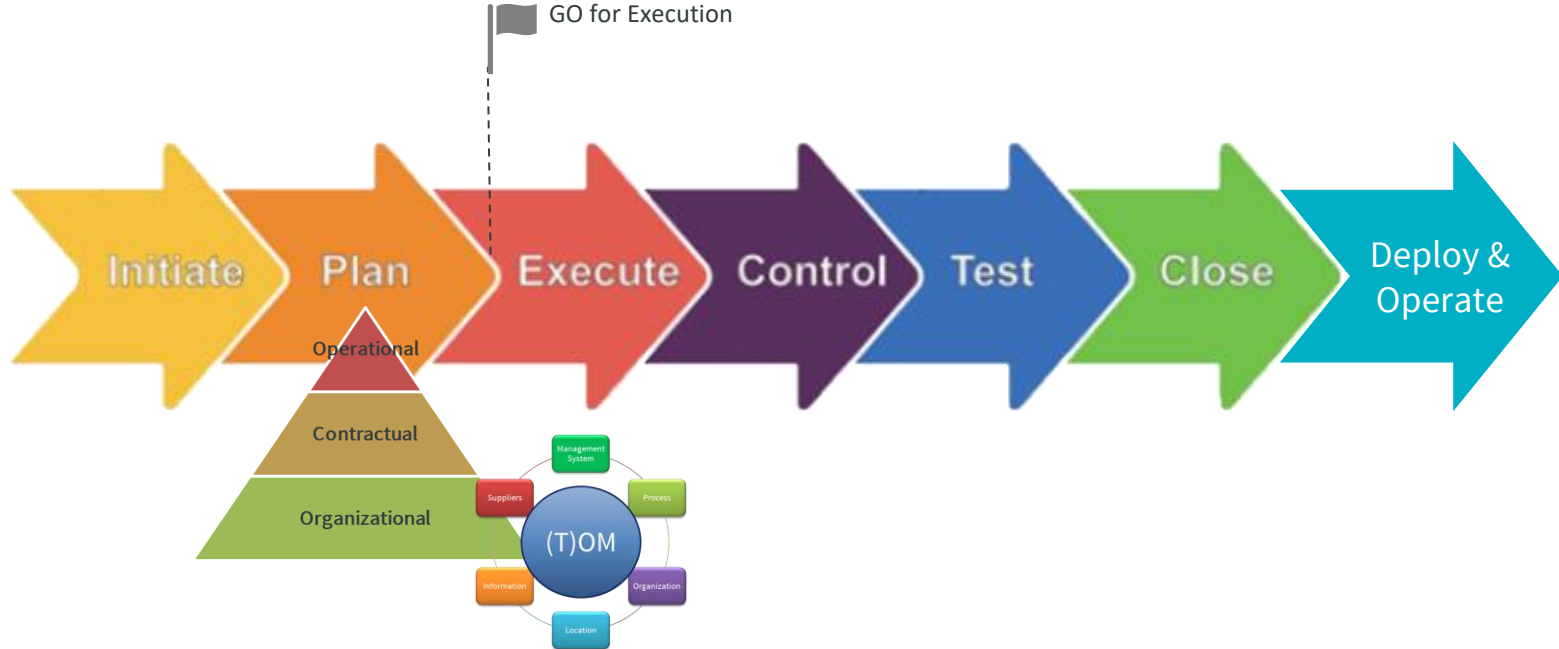
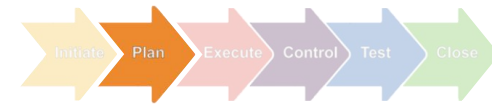
Operational pillar : Severity Assessment Table



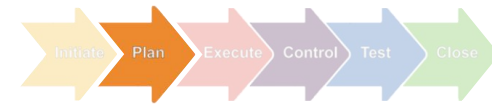
		Extremely serious	Very serious	Serious	Minor	Not Significant
Financial impact (P&L, revenues...)	Finance Audit	≥ 500 M€ Group Operational risk appetite Limit level	≥ 300 M€ Group Operational risk appetite Alert level	30 M€ Group Audit most severe threshold	≥ 1 M€	Less than 1 M€
Reputational impact	Communication Marketing	International media coverage Complete loss of trust Irrecoverable reputation	National to international media coverage Trust never fully recoverable Serious and lasting impact on reputation	Local to national media coverage Trust diminished Impact on reputation btw. 1 & 3 months	Local complaint / trade magazine Minimal change in stakeholders' trust Impact on reputation less than a month	Minor local complaint No change in stakeholders' trust No impact on reputation
Legal impact	Legal	Litigation above 500M€ (annually)	Litigations between 250M€ and 500M€ (annually)	Litigations between 100M€ and 250M€ (annually)	Litigations between 10M€ and 100M€ (annually)	Litigations below 10M€ (annually)
Regulatory impact	Compliance	Exemplary sanctions	Very relevant sanctions	Significant sanctions	Regulation breached	No regulatory impact
Sales impact	Distribution Sales	1 year delay In XXXX Strategic Plan yearly objective on 1 business line (Life / P&C)	9 months delay In XXXX Strategic Plan yearly objective on 1 business line (Life / P&C)	6 months delay In XXXX Strategic Plan yearly objective on 1 business line (Life / P&C)	3 months delay In XXXX Strategic Plan yearly objective on 1 business line (Life / P&C)	Less than 3 months delay In XXXX Strategic Plan yearly objective on 1 business line (Life / P&C)
Operating impact	Operations	More than 100% additional backlog above tolerance level (monthly)	Between 50% and 100% additional backlog above tolerance level (monthly)	Between 10% and 50% additional backlog above tolerance level (monthly)	Between 5% and 10% additional backlog above tolerance level (monthly)	Backlog at tolerance level (monthly)
Productivity impact	Human resources	Loss of more than 50% of staff (annually)	Loss of 25% to 50% of staff (annually)	Loss of 15 % to 25% of staff (annually)	Loss of 15% of staff (annually)	Loss of less than 15% of staff (annually)
Project impact (* reduction in scope relevant for waterfall projects only)	Project governance	AR Project write-off No achievement of key objectives	AR Project severe delay (more than 10%) Failure to achieve key objectives or reduction in scope (*)	AR Project significant delay (between 5%- 10%) Failure to achieve key objectives or reduction in scope (*)	AR Project limited delay (below 5%) Failure to achieve key objectives or reduction in scope (*)	AR Project no impact on timing
Data impact	Data Privacy	Personal data: Breach of confidentiality > 1M of individuals / clients impacted	Personal data: Breach of confidentiality > 300k of individuals / clients impacted	Personal data: Breach of confidentiality > 100k of individuals / clients impacted	Personal data: Breach of confidentiality > 1k of individuals / clients impacted	Personal data: Breach of confidentiality < 1k of individuals / clients impacted



Project phases : PLAN



Project phases : PLAN

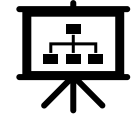


GO for
Execution
Deliverables

DELIVERY MODEL : Organizational pillar

DELIVERY MODEL : Contractual pillar

DELIVERY MODEL : Operational pillar



TOM



SOW



RFP



Planning



Project
Budget



Risk Matrix

Appendix

Table of Reference

#4.2 Engaging a project

- (1). [Project planning for Beginners](#)
- (2). WBS Projet, <https://blog-gestion-de-projet.com/wbs-projet/>
- (3). [Resource Demand vs Capacity - Innate Management \(innate-management.com\)](#)
- (4). projectcubicle.com/pert-method-definition-examples/
- (5). ganttexcel.com/documentation/tasks/task-dependencies/

French correspondance of covered concepts

#4.2 Engaging a project

Concept	French correspondance / usage
Framing HLD: High Level Design LLD: Low Level Design	Cadrage SFG : Spécifications Fonctionnelles Générales SFD : Spécifications Fonctionnelles Détaillées
Abacus	Abaques