**[HVT][WS-10] Project Management-20250512\_093558-Meeting Recording**

0:02  
OK, so today workshop is about product project management.

0:12  
I've invited today Gabriel Chimoka, who is system architect, but I think he knows also about project management, OK.

0:31  
I don't have anything to show you at the at the start, so I will let you put the questions and maybe let me share my screen.

0:42  
So hi, good morning, Gabriel.

0:44  
Hello.

0:46  
Hello.

0:47  
Good morning all.

0:49  
Are you able to see my screen?

0:53  
Yes, it's yes.

0:56  
OK.

0:56  
So for today's session mainly it is about the project management.

1:00  
So what we would like to understand from project management point of view, so that which tool that you are using for your project planning mainly like you mentioned that overall project level and then further at the software planning level.

1:17  
And if you are using a different tools for a system or yeah, so that also you can mention and then the project execution metrology.

1:27  
So are you following the agile way of working or it's a waterfall or it's kind of hybrid?

1:32  
So that is what we would like to start from the project planning and then further how you track your milestones, track tasks, how you perform the resource management, how you kind of manage your risk and mitigations for the project.

1:49  
Then the deliverables specifically how you link with your project planning and what kind of different report dashboards that you maintain.

1:58  
And then finally, if any customization or any automation you created for project management and the the pain areas and the limitation while using tools.

2:08  
So that is what we would like to understand in a today's session.

2:13  
So if you start sharing this information, OK, I'm sorry, but when I made the software project management was 10 years ago.

2:28  
The tools and the process evolved since that time and here we should have an SPL or the team manager of SPL who can show.

2:44  
So from what I know, but it's light, light knowledge thing like that, no problem.

2:53  
So we generally the project planning is managed by a project, but we have a project planning at different levels.

3:07  
So at engine project level there are dedicated person who build and maintain the project planning in GPS.

3:27  
GPS is a tool.

3:31  
Yes, GPS is a tool, but I don't know it's GPS are the the acronym It's something GPS global project system, something like that.

3:50  
It's a it's a tool developed by I don't know with external poem, I don't know Anyway.

4:00  
So this is a general project planning after that on SPL level, I know that they also interact with the people who maintain the planning in GPS to add the specific software activities.

4:27  
But also on SPL level they work with Excel.

4:34  
So planning is in Excel where they put all the task, but clear here we we should have an SPL software project leader.

4:54  
So you mean to say few of the activities are managed in GPS for software, but SPL prepared to manage it in the Excel sheet?

5:06  
That's what that's what I know.

5:13  
OK, But it can be different between SPL also, I really don't know what they use today.

5:25  
I'm sorry for that, but and from a system level like what your level, how you perform the project management, in which tool you use, we also use.

5:45  
So as reference, we take the project planning from project.

5:53  
I don't know if if it is clear to you how we have project management because there are different layers, many layers of project management.

6:08  
I'm looking just for an example.

6:11  
Yeah, yeah, that that will be helpful.

6:14  
Maybe if you explain how you do the project management, which tool you use.

6:18  
So that will also help us to get some idea Excel.

6:23  
Ohh, OK.

6:26  
But we are starting from project planning received from from CPA CPO.

6:37  
CPA means adaptation project manager.

6:42  
So he's responsible with the power train, which includes hardware and software and based on that planning, we build our planning so.

7:04  
So that part of the project manager that is CPA, he's mainly responsible for power trend level project planning.

7:13  
So he's kind of a prepare the plan, high level plan for hardware and software.

7:18  
And based on that further you decompose or detail out the you are like you, you will detail out your level activities.

7:27  
But that is in Excel, right?

7:30  
Yeah.

7:30  
So it's a little I'm looking for.

7:33  
OK, for an example of project planning, sure.

8:36  
OK, so I'm sharing my screen.

8:48  
Do you see it?

8:49  
Yes, yes.

8:51  
Oh yeah.

8:51  
So this is a PowerPoint file which is sent by Project Responsible CPA and Amy GSO is the partner which is in charge with project planning, building and maintaining.

9:23  
And these are some screenshots took from.

9:30  
I thought they are took from GPS but no they are not.

9:33  
They are built directly here in OK in PowerPoint.

9:38  
So this is the main planning where we have the mother project as forgot the the linked projects and brother and child and each project has the project line code and my stones the main milestones from V3 P.

10:05  
So generally on system we work on mother because all system development and also almost all software development is linked to the mother project.

10:22  
So this is the the input from for us, we took a mother.

10:30  
We look to dates of the main, the main milestones and we know for example, for CM Contra motor engine contract, we need to grant SDR 4.

10:48  
So we plan SDR 4 before CM.

10:55  
We know that for PPC we must grant SDR 5.

11:00  
So we plan SDR 5 before PPC and after that in Excel we build, Yeah, our detailed planning.

11:11  
So it's something like that.

11:16  
So this is a example.

11:19  
Here is another one.

11:23  
But yes, so all these plannings are directly in Excel from what I see.

11:29  
No, not in Excel in PowerPoint.

11:31  
But I know they used also GPS.

11:35  
OK, several years ago when it was ICM I had such kind of PowerPoint but with direct screenshots from GPS.

11:46  
But here I see this is built here in PowerPoint directly.

12:00  
So what is the difference between green green dots or diamonds and brown diamonds or red diamonds?

12:14  
Think green are oh, wait a little.

12:19  
So yes, so this is an example from week 2415, so one year ago.

12:33  
And here we see update last update in week 2412.

12:38  
So normally all the green squares or diamonds are for granted milestones and orange are for planned milestones, but which are not grant OK.

12:59  
And maybe yellow, green are some milestones which were granted partially, yes, IUSOP limited.

13:10  
So they granted a limited SOP milestone and they planned the full SOP milestone 3 weeks later for these 2 lines.

13:24  
That means they gave the approval to build, I don't know, 100 cars or something like that, but they didn't have the the full milestone approval.

13:52  
So you're again, yes and they think so the this plannings are industrial, industrial plannings because for mother project is if I come back here for mother project they started contract but before contract we have a lot of milestones used for development, but they're not here maybe I can't find another for example, I know I will look to on an older document to see how the planning was took here.

15:16  
So here you can see another example of planning.

15:20  
So where we can see start of project concept freeze technical definition freeze go development, pre contract, contract.

15:31  
So see here it's contract is it?

15:35  
Yeah, I.

15:46  
So here we have CM Contra motor is the first planning in this industrial project planning.

15:56  
Here you see contract is at the right side.

16:00  
So before contract we had 5 milestones where we had system design reviews.

16:13  
So SDL Zero was synchronized with start of project, SDR 2 with technical definition freeze and SDR 3 with P contract.

16:29  
So this was in the old V3 P Now we don't have the TDF milestone was removed.

16:41  
And here between startup project and the concept freeze, we have preconcept freeze where we have also an SDR preconcept.

16:53  
So and the the project framing was changing.

16:59  
So here what I understood is maybe you will get a main project level milestone planning.

17:06  
So from that you do the SDR level planning, system level planning and then further the software team do the SCDR level planning.

17:18  
So is that it works or system and software level planning done together.

17:27  
So each one at his level builds his own project planning.

17:33  
But of course, this project plannings are synchronized because we system level, we discussed with project manager in order to obtain the project planning the project milestones, because also the project milestones can be modified.

17:57  
Generally we have delays.

18:01  
So the the milestones, the project milestones are pushed on the to the right.

18:07  
But we have also cases where the the project is advanced, maybe it receives a higher priority and we move resources from one project to another one in order to accelerate one project and maybe put other projectings and by so this project milestone can move right or left.

18:33  
So This is why we need to have a regular contact with project manager in order to have update.

18:41  
After that we update also our SDR planning and once we have SDR one granted we can start to discuss with algo team in order to plan SDR zero.

19:02  
But of course, even from the beginning of of the project, we already start to build the the whole planning with the main milestones.

19:17  
But and after that this is updated function of novelties and that appears the collaboration part you do through the meetings, the kind of weekly meetings or something?

19:36  
Yes.

19:36  
So there are project meetings and also system level.

19:44  
We have a weekly meeting.

19:46  
So there is there are a lot of meetings.

19:49  
OK.

19:51  
So meetings you created SDR zero SDR one, so that high level timeline you fix and then further detail planning you use Excel sheet, yes.

20:06  
So is it possible to show that example and like how you manage the resources or how you calculate the F or no, the resources is not because I have one PFS, last year I had 4 PFS and when I had 4 PFS yes.

20:28  
I I managed the the workforce, no, the workload between the 4 PFS, but now with one PFS we must do all OK, you or Excel yes.

20:48  
So this works for workforce management is made that by project managers which are responsible of power train or more how to say more perimeters.

21:09  
So for example, the CPA, if I come back here, No, not that this one.

21:21  
So for example, CPAD adaptation project manager, he works with CPO.

21:30  
CPO is power train or organ.

21:34  
How to say that in English?

21:41  
Because the engine project manager.

21:43  
So generally the the CPO engine project manager is responsible for the mother project.

21:51  
So he has his P2 project meetings weekly.

21:59  
After that in his team he has a few cpad who are responsible of derivate.

22:13  
I don't know if in English we use derivated OK the child projector project child or brother and child project.

22:22  
Yes.

22:22  
So they are so CPID are responsible for a brother and child.

22:30  
A CPID can have one or few brother and child projects.

22:38  
So on their level, a CPID manages design who has in charge the development of hardware parts and a lot of people working on that.

22:56  
He is also responsible of software and tuning.

22:58  
So he's he survey the resources working on software development in parallel he surveys also the resources for tuning.

23:13  
He's in charge also with process and proto parts.

23:21  
So he has he must manage a lot of perimeters and of course he has a lot of people working in each perimeter.

23:31  
So on their level they have a resource management but but my level on system side I have my PFS and I work with him.

23:43  
So it depends.

23:48  
So it depends also on the period.

23:50  
As I said last year I had 4 PFS OK between 4I shared the the different topics.

23:59  
Maybe in few weeks or months I will have 2 more PFS and I will again start to to split the jobs.

24:08  
But it depends on the and after that in the project for a workload management we have also quotation, but this is again software project leader.

24:29  
And on tuning side there is the ISM who must quote each project line in a tool called Esteem.

24:43  
Can you repeat I will write here in chat.

24:53  
I don't know how long they will work with esteem.

24:58  
Ah, I see here Adriana delcom.

25:01  
So I think he can he can explain you better how he manages his software project planning.

25:09  
But I will write here in chat.

25:13  
So for workload quotation we use this esteem where SPL makes quotation for software undeveloped and and I SIM makes quotation for tuning and validation.

26:02  
Tuning Proton and validation.

26:15  
OK, so Adriana, I showed them how is the project planning that we receive from CPAD or CPO.

26:27  
I know in the past this plannings were managed in GPS, but I now I see their build directly import point and the question was how we build the software project planning in details starting from this project milestones.

26:51  
Which tool do you use?

26:54  
Excel or another tool I use, I use Excel as Excel.

26:58  
It was initially was provided to me by another previous SPL that was on the projects.

27:06  
So I've I've continued building by by Excel and adding.

27:11  
It was not a rule.

27:12  
Everybody's adding how it wants on one Excel.

27:17  
So if you plan, if you compare my Excel with HR 12 for example, you will not have any other than the milestones that they are clear there.

27:28  
The software deliveries are freestyle to select that.

27:33  
Can you show on your Yes, I have, I think I have one or one.

27:38  
Yes, I will.

27:39  
I will show my screen.

27:39  
Let me give me just one second.

27:44  
Yes, I will.

27:45  
I will show my screen then.

27:52  
So yeah, as you said, which SPL it's adding the the important information on on on his Excel.

28:10  
So maybe if I make a plus here, so the important milestones and after, after that we are trying to build the the software delivery for for each milestone according to the milestone.

28:21  
So as you can see, I have a lot of notations here that are linked with the software.

28:31  
So for example, in my, in my, in my Excel file, what it is with red with the red dot, it's the software delivery from the supplier and another activities that are before that that are internally done in, in, in horses.

28:49  
This one with yellow.

28:50  
After that is the the green part that the integration means that the supplier it's working on it, the software received by us, the validation.

29:02  
But of course there are also other information that are necessary, but I don't want to put it here because it will be very hard to to, to, to, to watch it closely.

29:13  
But here also there are deliveries to the map team deliveries to the APF.

29:18  
But this I have only in my mind.

29:20  
So they are not visible here.

29:22  
I think it's a good idea if you can put it here it is, or at least as a check mark or something like that, that we have to deliver software on each to different teams.

29:35  
And additionally to this Excel file, what it's really important, I have another sheet with all the, all the new functionalities to select that that are coming into a software.

29:53  
So I'm keeping it in another Excel file.

29:57  
And I'm trying to note here in which software loop is included because we receive a lot of information.

30:05  
Where did you integrate that part?

30:08  
And it's very hard for us to if we do not have this separate sheet to, to establish in which software loop will include different, different things.

30:19  
So yes, the the road map, it's, it's an Excel, but there are also other sheets that are connected with this.

30:31  
And yes, please here any script or macro is written prepare this or it is completely manual.

30:39  
It's completely manually for me.

30:41  
There is no no macro to add or software loop put it in.

30:46  
It's quite also tough to to have or maybe this possible, I don't know because each each software loop is as you can see, is not quite standard definition.

30:59  
Software loop can be, I don't know if we have a look in time, can be bigger or smaller, depends on the content, depends on the negotiation that is taking place with the supplier and is not quite a standard, standard one.

31:19  
And any modification in this, it is again painful, right?

31:23  
If you need to modify the timeline or just shift the left or right shift the activities.

31:30  
So you have to spend up more time considering the connectivity and the impact.

31:38  
Sorry, can you can you say again, I, I didn't catch the question.

31:42  
Yeah.

31:42  
So loop you have the each software loop like different timeline.

31:48  
Let's say yes, you have one software loop get changed.

31:51  
So you need to kind of change the time for and there is a dependency on other software loop.

31:57  
Yes, of course in that case if you need to modify this Excel, so it is a very kind consuming that is what I understood.

32:05  
So is that correct?

32:06  
Yes, yes, yes, yes, of course they are linked together.

32:08  
If we postpone one of the software as you can see I have to postpone also the this mock up, Yeah, because it will not be very close on to each other.

32:19  
They are linked together.

32:20  
Yes, you're perfectly right.

32:22  
OK.

32:22  
And that you need to manually check like which one is going to impact there is no way to it will tell you automatically.

32:30  
OK if you are changing this then no, no, no, there is no you need to modify.

32:35  
No, no, exactly this XL file is not linked.

32:38  
There is no marker to make some checks or so I can put this loop over that one and we will not have any warning if this is the question.

32:46  
No, yeah.

32:47  
And the left hand side you are maintaining the task for activities, right For the software project, the task that are very important for us that we're around here is the delivery of the of the software.

33:00  
So we are firstly deliver a specific part.

33:06  
We named the specific part that the the the supplier has to code it manually.

33:11  
It will be the first, the first things to be delivered, sorry.

33:16  
And at the end around here we are delivering the entire package, the code everything for them to be available.

33:23  
So this first part, the important, the important one is the CR one that is final delivery to the supplier CR one.

33:33  
And around here if we have something specific, we name Sofs.

33:37  
Sofs is named and it's delivered 2 or 3 weeks before for them to have time to code everything inside and and after that, just to add the just just to add the, the, the C code that is delivered from us.

33:57  
And this is delivered now in 2 parts.

33:59  
I don't know if this is the the discussion for today.

34:02  
So we have as a horse, we have one part and also we have to synchronize and also for us to deliver the the amber side.

34:10  
So the can in this part can be 2 different.

34:14  
But this is not the case for the for the for the road map because it will be just one activity.

34:22  
But I don't know in the future if we have to put this also into the planning.

34:29  
And I don't know how we'll, but yeah, for for the moment, there are 22 main activities, yes, Sofs as a first delivery and the CR one that it's named CR One and it's everything inside it.

34:42  
So after that, yeah.

34:45  
And for software activity, so that could be CR One or SF 710, that example you mentioned.

34:52  
So in that multiple activities are happening.

34:54  
So where you track those say again, where my I didn't where you track those tasks.

35:04  
So under the CR one or SOF 710, the example that you are showing.

35:09  
So there are some task additional task are there right for us after CR one, there is no, no task after no, no, we didn't CR beginning of the CR one beginning of the CR one.

35:24  
Usually this task there are kept and made by a standard.

35:31  
I think it's a standard for the SPLD.

35:33  
I'm the SPLD, SPLD has some task to do it from here from the SOF until the CR one.

35:40  
So this is another process, a very, I say complex one because there are 3 main activities here.

35:49  
Is the Co flu the flux inside and he has to to do it according to the standard and the precompilation.

35:58  
But they are not kept by me.

36:00  
They are kept by the SPLD and yeah, they are not noted here.

36:08  
OK, So do you know will they use maybe by any chance if I know what, which tool they are you're using for track?

36:18  
To be honest, I'm not very up to date, but I know there are specific tools that there is the M set that are doing it.

36:26  
There are markers.

36:28  
And for the precompilation, I don't know it's, it's in, in, in the NTBCI.

36:34  
But I, I don't know exactly what tools they are using for precompilation.

36:38  
Back in the days there was a tool, but now I, I, I don't know exactly.

36:45  
OK, OK.

36:47  
And again, how do you estimate this timeline?

36:52  
No, for yeah, it's, it's quite, it's quite tough.

36:55  
I understand the question.

36:57  
It's quite tough to understand what is happening here because you, you know, for us, until we will start the Co flu, nobody knows what it is and what the software will need.

37:09  
What is the software need before starting the Co flu?

37:12  
As soon as the Co flu will started and we saw problems or new requirements.

37:17  
This is the the hard part to estimate to what is needed, when it will be ready, if it is needed, maybe it is not needed.

37:24  
But this part from here it is.

37:28  
It is quite tough to estimate it you yeah, there could be if you don't know, there could be some methodology, right.

37:36  
So for 4 weeks, 3 weeks yeah, it it depends it depends on the software content.

37:45  
So if the content is big, yes, maybe there will be who is who is responsible for that The SPL SPLD, SPLD is doing this.

38:01  
So, yeah, but, but usually it's like I've estimated here, usually there are usually 3 to 4 weeks, something like that.

38:10  
But as I said, if you find a big problem and you, you are missing a module or something like that and the module is not delivered and you needed it, yeah, the activity will stop and this time will increase, of course, and you have to take it over and over again.

38:30  
So each time you correct something, the flu, you run it again, correct something and run it again to make a cool flow.

38:38  
I think it's usually it's 2 days, something like that just to receive the results.

38:44  
This is the very standard one.

38:46  
But analyzing the results, it's another thing.

38:55  
Yeah.

38:55  
But yeah, understood.

38:58  
It depends on the software package, but you might have the different programs running, right.

39:04  
So for example, it's big program for one and a half years something.

39:09  
So the medium one with maybe 6 to 9 months or the small one maybe for 2 to 3 months.

39:16  
So that would we would be interested if you have that information maybe with yes, I, I, yes, I will let me check if my SPLD can come with us now maybe I can invite him just to explain us a bit if he has something standard or yeah, but that just know, just know the timeline, right.

39:45  
So, so that would be interesting for us.

39:46  
You know, you said you are sending it to supplier given that should send it back to you supplier should agree with you, right.

39:54  
So those kind of parts are very much important in project planning, overall project learning, OK.

40:07  
And also how many resources are required for the particular development?

40:12  
Maybe 3 or 4 who will be delivering what kind of module.

40:18  
So if you have that kind of chart available with you, let's say person A is expertise in this and he will be working on this.

40:25  
He's available for yeah, I will try to build something because I think this is the important part.

40:31  
This part is not, it's not really for us.

40:34  
So usually, usually I'm going with the supplier.

40:37  
So this, this part is fixed.

40:39  
Usually they, I don't know, I don't know how it is for the other suppliers I'm working with, With Bosch, usually they want 3 or 43 or 4 weeks for their side.

40:50  
So this is quite standard.

40:51  
So I will try to prepare you something from here with the exact standards that we have and to be to be more precise.

41:00  
OK, OK, I think yeah, that's all for for the for the normal to select that.

41:27  
OK.

41:27  
And this is you are, you are following your mother timeline as Gabriel said, right.

41:35  
So it's kind of a waterfall thing.

41:37  
You are not following the agile or Sprint methodology.

41:41  
Is that understanding that yes, no, no, we are not, We don't, yes, we don't use agile, Agile as it is defined in standard.

41:57  
So we use agile techniques because we are always adapting our planning, updating and as Adrian show, each software loop is adapted to the content, to the planning constraint and other other things.

42:22  
So we don't have a standard planning for software loops.

42:27  
So we are in an agile, but not what it is understood by Agile in the standard.

42:36  
OK.

42:37  
So you're not using the terminology that or that, but you try to embed those some of the concepts in your waterfall method like changing the timeline or performing the parallel activities.

42:52  
So that way, OK.

42:55  
Yeah.

42:55  
So what we generally observed in other industries is that they are doing the similar kind of thing what you are doing for the main project, the mother project, what you call it as.

43:07  
And when it comes to the software level, they are following the Ajay the spring that that methodology.

43:16  
OK.

43:16  
So that is quite easy to adopt.

43:18  
That is what we have on search.

43:20  
So then currently software.

43:30  
Yeah, please go ahead.

43:31  
Yeah.

43:32  
What I wanted to say is that Dennis, this will the that is handling the project is here with us and OK, maybe I can present to him what is really interested, what you are really interested.

43:43  
So, Dennis, if we have something as a standard definition of the activities that are happening starting from here for SOF until year one, do you do we or it's possible to estimate in days each activities that is taking place in this part and make a short presentation in order to to be shared here?

44:11  
Do you think it's possible there is Hello everyone.

44:15  
For today, do you want to to make the presentation or not for today?

44:22  
We are really interested if it's there is a standard timeline that is happening from SOF and 3 CR.

44:29  
One, we did not have a standard, the standard process.

44:37  
It depends if the new software, in this case 700 or 710.

44:46  
Basically if we have some basic software modification, some variable interfacing update and so on, we need to, we must send to the supplier an SFS, next specific SFS.

45:07  
If not, we can bypass this, we can bypass this.

45:13  
This type of the process and basically what you put there as here one is basically the SFP which contains also duplicative part, our duplicative software part, which means all the modules and the specs that are generically ran over course for Ampere.

45:40  
That is also including if it's the case or not.

45:44  
The SF is the basic software, but but, but I think we can make a short presentation now with the worst scenario to select that when we have to make also the and to estimate it in the timeline.

45:56  
I don't know for flu 2 or 3 days, something like that pre compilation 3 days analyzing interval.

46:03  
So I think we can do something like that.

46:05  
It depends a lot when we are doing the SFP, if we have all the specs already delivered in case of one ACR that is new, basically what we have the situation that we have now on North Weeks, I know it's has hash here, but yeah, I, I can do it.

46:28  
I can, I can make a generic, generic process and I I will share with you.

46:34  
OK, thank you so much.

46:38  
What are the steps for, for finishing the delivery to the supplier?

46:43  
Yeah, I can do it surely.

46:45  
And Dennis suggest one more question.

46:48  
You you also maintain this task or activities in Excel or do you use any specific tool?

46:56  
In the past we were using Excel, but now we are, we must work and build our content in my IMS tool.

47:05  
OK, yeah, one second.

47:10  
Maybe I can just to check if I have something on to to share with you.

47:18  
Yeah, please.

47:40  
I can share with you a really relevant slide.

47:43  
Let me know when it's visible on your side.

47:45  
Yes.

47:46  
So basically these are the the several types of the SUF for each software loop, each official software.

47:55  
Basically here we we can start with the middle or next wave middleware function in which we are grouping all the series function per function.

48:07  
We need to make a let's take an example.

48:09  
We need to to take a serious from all the series from our project from after treatment, combustion and so on and group it.

48:21  
Afterwards.

48:23  
We have an SWF middleware project in which we are merging all the SWF created previously afterwards what I I've said previously with the Sufs, the SUF specific which contains the n -1 step plus the safety models which are coded by by by the supplier.

48:48  
Also we have the SUFP as SPLD which contains the Sufs plus the applicative software content, all the modules from applicative side and here are all the steps that an SPLD must make it in my Ms in that tool.

49:09  
Afterwards, we need to make a Co flux to see and to ensure that all the variables that are are produced are also consumed.

49:21  
And afterwards the SF supplier, which is the package delivered from airing TBCI to supplier in our case Bosch.

49:30  
This, this is specific for errant BCA delivery.

49:36  
And that's all.

49:37  
Afterwards, it will be the integration on supplier side, which can list I think one week, 2 week and it depends from case to case.

49:46  
But basically, these are all the steps that an SPLD must make and construct the all the SUF each SUF in my Ms tool.

49:58  
OK.

50:00  
Yeah, this should be MPG.

50:05  
Please go ahead.

50:06  
Please go ahead.

50:07  
Please.

50:08  
No, no.

50:08  
So here you are talking about the SOF creation that you are doing in my Ms, but planning activity for this SOF like for SOF MWF.

50:19  
So you need a 10 days or 2 weeks then the further MWP specific time.

50:25  
So that task or activity where you track, it's really easy to to build the content each each content.

50:36  
I think in one day, if the tool is working properly, we can make the SFS the all the steps from from middle wave function to to the SFS.

50:49  
If we have all the all the CRS, all the safety models already delivered.

50:55  
If not, we must delay the, we must delay the DSS wave because they are not available and we cannot introduce them in the in my mess and we cannot send them afterwards to the supplier.

51:12  
But these 3 steps are really easy to do.

51:16  
I think in 112 days, if the tool is working properly.

51:22  
Here I think we need another one day because if we have a lot of modules, applicative modules, we need to to complete it manually in my Ms and afterwards this is the safe supplier delivery.

51:39  
But from here to here it should be around the one week, 55 days.

51:48  
Because from here when we have this finished, it should be a Co flux with all the variables that are that should be produced should be also consumed.

52:01  
And afterwards 3 days only and TBCA side to deliver to supplier.

52:07  
And for me, here is the the the tricky part because the software can contain modification if the Co flu is not is not OK, not agreed basically on course, sorry, Adren on call flux side.

52:24  
We can also stop some variables that will be also stopped in the in the official software.

52:32  
So to add no content.

52:34  
Yeah, content then you will start once again the entire process.

52:39  
OK.

52:40  
But here my question is mainly related to like these activities.

52:43  
Are there you estimate that you provided the time, but that start date ended, who is going to perform this activity?

52:52  
So do you maintain any tracker or the task tracker for these activities?

53:01  
You do not have a tracker then it's no, not, not a tool.

53:03  
You have only.

53:04  
No, no, I did not have.

53:07  
Yeah, we don't have.

53:08  
Yeah, I did not have a tool, planification tool or something like that.

53:12  
Key point also here on the SFS rule is that we should send the Sufs to the supplier, I think 2 weeks earlier to this point of SUF delivery.

53:28  
Why we are doing like that because it contains the safety models that are coded manually by the supplier.

53:35  
So it takes, it takes some time for them.

53:40  
Yeah.

53:41  
So, yeah, yeah, this should be a key point for the Sufs.

53:47  
So we should deliver to the supplier with with 22 weeks at least earlier that the SF supplier delivery.

54:02  
OK.

54:02  
And you track this in Excel like you mentioned there is no tool.

54:07  
So you just mentioned that dates when you are going to send this to SOF supplier or when you are going to complete SOFP or SOFS.

54:17  
So those dates and activity you manage an Excel file, right?

54:22  
Yeah, basically in Excel file and a lot of discussion with with my spell, which is Adrian and yeah, we have just a a meeting, a meeting minutes take each week and we are writing these activities and if it's done, yeah, it's okay.

54:39  
If not, yeah, I'm going to the supplier once again say I will get one week delay, have some specific problems.

54:47  
So, yeah, we are trying to to make it fixed at the beginning and afterwards it depends, depends on the availability, exactly like Denny said of different parts, the full problem, the precompilation problems.

55:07  
And yeah, yeah, when each problem, when I see a problem, maybe this CRS is not available for the moment, it will be available in one week.

55:19  
I need to alert Adrian and also to to update his planning accordingly with the new delivery.

55:26  
So delay of plus one week.

55:30  
So here is no tool, OK, but here risk tracker.

55:35  
So here you just give the example that CRS is not going to available in next one week.

55:42  
So that is going to change your planning and there is a definitely some risk associated with that, right.

55:48  
So are you managing whether that risk is kind of OK, this is the risk, this can be mitigate and there is a impact or no impact on the timeline.

55:59  
So do you maintain this kind of document, this type of in fact, as I said, we are managing with with an Excel file.

56:13  
I'm trying to push the dates with the project team.

56:17  
If the dates are agreed, yes, we will do it like that.

56:20  
If not, I'm coming back to the to the guys that needs to be delivered.

56:25  
And I said, OK, we cannot deliver.

56:27  
We as a project, we cannot, we cannot delay and we have to do it right now.

56:32  
So, yeah, it's quite, it's quite a negotiation to say like that.

56:40  
But as I said, if this is the question, there is no specific tool.

56:44  
All of us, all the projects are watching my file And yeah, all the guys that are impacting are seeing everybody's in, they are interested about the software delivery.

56:57  
If the software delivery is not shipped, nobody has any questions.

57:01  
If the software is shipped, yeah, everybody starts to alert everybody and we have different meetings when we present this software shift from one week to another.

57:12  
OK, so maybe I'm just sharing my screen.

57:15  
So based on the discussion, I just want to reiterate what information that we discussed.

57:21  
So here what we understood from the project planning and mainly from software level planning is that system level planning like you have the main mother project where the gate phases, milestones are defined from that the system level gates are derived and that activity happen in PPT PowerPoint.

57:42  
So from that that further the software level SDR, sorry SCDR level planning you are developing and that is again with the PPT and Excel, there is no specific tool and your project execution methodology is mainly the waterfall.

58:00  
But you are not using the the actual agile standards of the way as per the definition.

58:05  
So that you are not using then the task and milestone.

58:10  
So that we just discuss it is on the Excel sheet where you have the specific milestone date and accordingly you back, back calculate and arrange your activity to complete that specific deliverable within that milestone.

58:26  
And source code management, I think there is no specific tool like based on the this resource availability you manage at your project level and mainly if it is a sub project or project level, so that resources got allocated and accordingly you plan the workload.

58:47  
So is that understanding correct related to the resource management?

58:55  
Yes, I think it's correct.

58:56  
Yeah.

58:57  
OK.

58:57  
Then next question I that that is just I ask related to the risk management.

59:02  
So when you define the project timeline, normally we list down the associated risk and their mitigation.

59:11  
So in your case like you just give the example, let's say that particular activity is not not getting started within certain timeline and it is going to delay.

59:23  
So you normally have those discussion within a project meetings and accordingly you adjust the project timeline, but you are not maintaining any separate document where you are listing that particular risk and the mitigation.

59:37  
So is that understanding correct?

59:41  
Yes, it's correct.

59:41  
That risk only remains in the meeting minutes and everybody is in front by way.

59:48  
OK.

59:49  
And now the next question is related to the deliverables that you are creating for a software level.

59:58  
So for NPD project plan linking to that NPD project plan is a manual way like you have that the project packing meetings and the respective milestones.

1:00:09  
So there you simply present OK for this milestone, this is what deliverable and kind of you perform that review.

1:00:17  
But there is a number different tools or the actual linking.

1:00:24  
Happens through tool which will tell you that OK, this is the software deliverable kept in this particular location for this particular milestone or do you have any specific methodology to handle?

1:00:38  
Yes, you are quite right.

1:00:40  
I'm just thinking if the tool that we are sharing with everybody is the record when image record, it's a tool that the I'm I've putting the I'm I'm in charge of the software, but it's with the software, you cannot do nothing.

1:00:59  
You have to have a data set of worth and the data set it's important.

1:01:03  
And I'm putting in the in that record, the data set that it's shared for everybody just to know what each milestone there is a BL named.

1:01:14  
And I am putting there in the, everybody is, is taking the information from there.

1:01:21  
But it's not the SPL side.

1:01:24  
On the SPL side, I'm just helping me because I have access.

1:01:27  
It's more on the PSV side to share the calibration.

1:01:31  
So I'm not in charge of sharing the calibration, but I'm just giving a hint and I'm helping it in order to, to be able to share the data set because you cannot do nothing with the software without the calibration.

1:01:44  
So the important part is the calibration that has to be shared with different teams.

1:01:50  
But on this part is the PSV.

1:01:52  
So I think I think a PSV knows better how it's managing the data set between all the teams and and so on.

1:02:02  
So what role you mentioned PSV, right, PSV, PSV I will write in the chat.

1:02:07  
Yeah, yeah, that's so it's a it's another actor.

1:02:09  
Yeah.

1:02:10  
PSV is not position is managing.

1:02:13  
And what is your full form for PSV?

1:02:16  
Say again please, what is a full form for PSV?

1:02:21  
Ohh, I don't know exactly.

1:02:24  
I don't know the happening.

1:02:25  
Maybe pilot, pilot system, it's system validation, pilot system, pilot OK, Pilot validation system from France.

1:02:43  
OK.

1:02:43  
And now the next point is specifically reports and dashboard.

1:02:49  
So this is what we would like to understand from project management point of view, how you manage a different type of reports dashboard or is there any other reports available or the Excel or the PPT that you shown that is kind of your, the dashboard for tracking purpose For us, for the software, we, we have a report his name, Tableau Duboard and that file we are managing all the issues that are fine that we found into the into a software.

1:03:28  
So that database that we're extracting is the SBM.

1:03:34  
It's another tool.

1:03:35  
We're extracting it and we see which issue impacts our software and we are listing it in this in this Excel file.

1:03:44  
And after that we will start analysing to see when that issue can fit.

1:03:50  
And yes, but that issue, so sorry, Adrian.

1:03:54  
So issues are problems which are discovered after the software is delivered and we start to validate it.

1:04:05  
But risk management is something we must prepare before.

1:04:12  
So during the analysis, we can identify some risk and put them into a table and after that manage a build an action plan to mitigate this risk.

1:04:26  
So Gabby, as I know there is a risk management done by ISM.

1:04:33  
Yes, it's by ISM and the PSV like you said.

1:04:37  
And there are some standard templates they had in Excel of Force.

1:04:43  
So they must build the safety plan and also there is another template for the risk for risk management.

1:04:59  
There is also an NRL non non recurrence list and in this NRL we list all the problems which are identified during development or in Syria life and we still don't have a standard or clear solution.

1:05:32  
So all these problems are put into NRL and the PSV must check this NRL to each milestone and discuss with the impacted people in order to take into account the solution which can be temporary or final solution which is specified in.

1:06:01  
So did this part is on ISM team which is in tuning department.

1:06:16  
OK.

1:06:17  
So so the they they discuss also because for example in the safety plan or in the NRL there is an item impact in the software.

1:06:28  
The PSV will come to the SPL Adrian and we'll discuss with him in order to plan the to build the action plan.

1:06:40  
But there are other risk related to tuning or to product I don't know and the PSV must manage that with each stakeholder.

1:06:52  
OK.

1:06:53  
So that process you just mentioned related to risk mitigation plan, it is more from the your product side, not the project management side, right.

1:07:04  
Yes, it's project management.

1:07:06  
But on the tuning side, tuning we have, we have software and tuning.

1:07:12  
So on software side we have SPL which is software project manager.

1:07:18  
On the tuning side we have the ASM mechatronic synthesis architect.

1:07:27  
And in his team where he has tuning leader, he has also the PSV system validation pilot and the PSV must must pilot the risk for the whole software and tuning teams.

1:07:52  
OK, got it.

1:07:53  
And just so before to that related to the issue dashboard, what I understood is from issues are managed in SBM.

1:08:01  
So from SBM you extract that into the Excel format and from there you import that into the Tableau software where you will get a different dashboard related to issue.

1:08:12  
So is that understanding correct?

1:08:23  
So the question was for Adri and I think yeah, yeah, yeah.

1:08:27  
Can you say say again, please, sorry.

1:08:30  
Yeah.

1:08:30  
So you mentioned that you are managing issued software issues in SVM, right?

1:08:34  
Yes.

1:08:35  
And SVM you extract those issues into Excel and that Excel you failed to the Tableau and there you create a different types of report, right?

1:08:47  
Yes, yes, yes.

1:08:50  
In fact solving an issue is managed also by SBM.

1:08:56  
We are trying to fulfill the SBM with all the informations necessary and who is in charge and of course to send the issue to the person who has to solve it.

1:09:07  
And yeah, it's not managing in that Excel file.

1:09:10  
That Excel file is just to to extract the issues.

1:09:13  
But the the solving of the issue, the deliveries that will come after the issue all are managed in SBM in, in this world.

1:09:24  
OK.

1:09:25  
And our next question I would like to ask is related to the lesson learns in the project.

1:09:30  
So have you are you managing the project lesson learns like once you completing the project, are you managing any document?

1:09:45  
I don't think, no, I don't think there is no no file like that where we are other than the upload the board.

1:09:55  
As I said in SBM, I know that in SBM there is a, there is also after each issue there is a red text, the reason of why the issue appeared and everybody's fulfilling this red text just to have in mind or not, OK, do the mistake once again.

1:10:13  
So also the SBM is doing that, OK, for the red text, yes, for this repeatedly like that mistake should not happen again.

1:10:24  
OK, Yeah, yes, for me for the software part, yes, the red text.

1:10:31  
And is there any automation based on that discussion at least I don't see any automation or script that you are using.

1:10:40  
But still any automation or any scripts that you are using from the project management point of view, if we are talking about the road map.

1:10:58  
Now if we are talking about, I don't know Confluence, yeah, there are automatic tools that are doing something, but I don't know the the question is too general to no.

1:11:08  
It is especially from project management point of view of no for the project going to you know, yeah.

1:11:18  
And the last part I would like like I would like to discuss the pain areas or limitation like where your majority time gets spent like that is kind of like you want improvement in that particular process from the project management point of view.

1:11:48  
I don't know how to say the limitation or using the tool.

1:11:52  
There is not a tool.

1:11:53  
There is of course we have limitations with with Excel file.

1:11:57  
For me the biggest limitation is that you saw as I had on my on my road map.

1:12:02  
It's it's impossible for me to describe their all the activities that are happening in in one week with just a small, small dot there.

1:12:11  
And if I'm going into detail to explode everything, it will not it will be very hard to see the global picture.

1:12:17  
So for me this is the domain end.

1:12:20  
Of course, as you said at the beginning, there is no check mark to see if one activity it's is completed.

1:12:26  
For me it's very hard to do without asking Dennis.

1:12:30  
I have to ask each time did you make the Co flu and so on because there is no mark there just to make a green light to say OK, that that's that is done.

1:12:42  
So maybe here maybe I can summarize pain areas is maximum activities are manual that is you perform on the Excel and there is no way to like you don't have that options to detail out your daily task.

1:13:01  
Yeah, the status and what other team status on the collaboration point of view also you face the difficulty, you need to connect manually to the respective more person to understand where they are and is there any impact on that.

1:13:16  
So, yeah, that kind of things currently is a pain area.

1:13:19  
And if you get a tool where you can handle all your project planning milestones and specific to like at your level detail activities in a single tool with the traceability, then definitely that is going to helpful for you, right?

1:13:35  
Yes, it will help me and the first everybody that is looking or the on the on the file.

1:13:42  
OK, yeah, yeah.

1:13:48  
Maybe anyone else would like to add any other pain areas or challenges?

1:14:09  
So Gabriel, you would like to add anything or you are also agree with the activities or the pain areas that we just discussed?

1:14:20  
I'm sorry, I was not hearing no issue.

1:14:25  
So related to the project management pain areas we just discussed.

1:14:29  
So mainly a lot of manual activities then you don't have the visibility to see all the activities, what other teams are doing and the traceability with the your the mother activities, then your level and then child activities, the child.

1:14:48  
Yeah.

1:14:49  
So that part we discussed.

1:14:50  
So if you get a tool where all things can manage in a single tool with all traceability, that is going to helpful, right.

1:14:57  
So that is what you, yes, it sorry, it should help, but it depends, it depends a lot on the complexity of the tool.

1:15:10  
Because as I said, we had GPS, GPS, but GPS is a very complex tool and also it's a very slow tool.

1:15:20  
OK, so 10 or yes, more than 10 years ago we tried to put all project managers or all devas in GPS.

1:15:34  
But after that we saw it doesn't work because it is too complex, too slow.

1:15:41  
We lost a lot of time with that.

1:15:45  
But our time must be spent with important activities, not to update the GPS and to wait.

1:15:54  
So This is why, yes, on my side, if we can have an integrated platform to have all project planning is at each level in the same tool to have links, it would be great.

1:16:10  
But if this tool is too hard, too slow, it will be not used and will come back to Excel.

1:16:22  
Yeah, OK, got it.

1:16:24  
So that is the main reason like still you are using the Excel files and the PPT, OK, Yeah, I think we got a poor all the good information maybe but Tata Technologies team, if you have any other questions, anything we missed out.

1:16:44  
Yes, the problem I don't know, I don't know how other companies work, but or on our side and the plannings are very, very flexible and we change a lot.

1:16:59  
So OK, almost every week there is a change in the planning.

1:17:04  
So if we need also very flexible tools, because if we have rigid tools which impose, I don't know, Standard Time for each activity, that will not work because maybe I don't know, I don't know how other companies work.

1:17:35  
But on our side the plannings are very flexible.

1:17:40  
We extend, we compress, we extend, we compress, we change a lot.

1:17:46  
Yeah, correct.

1:17:47  
And considering that, yes, other companies also have the similar way of working, but they the based on our experience, like some companies use the like single tool where they manage the complete, there's top level activities till the software level in same tool.

1:18:07  
Some companies prefer to have the the NPD timeline like gate phases at main level and the software level, they prefer to use the separate tool where the daily activities task can be tracked.

1:18:20  
And that particular tool is kind of delivering the activities or the deliverables at the milestone to the main tool.

1:18:29  
So, but that way we observe some purely on the Excel base.

1:18:35  
But yeah, it's based on the complexity and the kind of activity management level.

1:18:42  
But they those tools provide them ability to handle the resources resource loading so that also they manage within that tool and that will give you the complete Clearview.

1:18:54  
And like if you want to change like you mentioned that the planning is getting changed frequently.

1:18:59  
So those tools are designed such a way that you can create an interdependency.

1:19:04  
And if you change the specific task, definitely you will able to see the impact where you need to do the further changes and accordingly you can easily manage or address that the connected time lapse.

1:19:18  
That is also this, this was also, this was also the aim with the GPS.

1:19:25  
So we had a lot of links between activities, but also these links on one side, they can happen on the other side.

1:19:39  
When we have, for example, we make a first planning, we put all the links what we think it should be.

1:19:51  
After that we receive a news, some cars will be late by 3 months.

1:20:01  
After that we have to compress the planning.

1:20:03  
After receiving the cars, we have to parallelize a lot of activities.

1:20:10  
So we must break all the links and rebuild the planning.

1:20:14  
And that takes a lot of time in GPS.

1:20:20  
Yeah, it's just just an example.

1:20:24  
Got it.

1:20:25  
Yeah, yeah.

1:20:25  
Because every tool have their different way of working like maybe the GPS app, like we haven't seen that GPS, but based on the the input provided by you, yeah, that may take, it's taking more time to break the link.

1:20:40  
But yeah, some tools are in a market which will like you can easily modify, change the possibility or the connectivity, make it parallel.

1:20:48  
So yeah, that possibility is definitely there.

1:20:50  
Yeah, but we'll note this specific point that like change the activities very quickly so that that tool should able to perform these things.

1:21:03  
Yes.

1:21:05  
So here I found an old email with an extract from GPS, but it's only the the big milestones.

1:21:17  
But I can but I didn't see this GPS extract since long time.

1:21:28  
So do you see my screen?

1:21:32  
OK, OK, so, so this GPS yes, global planning systems it this was an application.

1:21:44  
I I'm not sure it if it was developed internally by Reno or if it was both from someone and adapted to Reno it's but anyways, so this was the the standard planning tool, but there were specialist.

1:22:10  
So Amigeso is the long time partner who has specialized people working in GPS and these people which are called project planners specialist, they update planning in GPS for each project.

1:22:34  
So, but here as you can see, we so the project manager who made extract filtered and Muskie had a lot of lines.

1:22:48  
So he took only the domain lines with the principal projects.

1:22:55  
So in the first line we have the V3 P milestones.

1:23:01  
After that he put on the second line the dates for the protocols deliveries.

1:23:09  
After that that it will MPT one and then I don't know what that means for him.

1:23:25  
He also put homologation planning, CTD.

1:23:29  
CTD means the the end of homologation.

1:23:32  
But before CTD we have a lot of activity for that.

1:23:37  
But because he was responsible of the powertrain planning, so he put only the CTD.

1:23:47  
So this was for the vehicle, yes.

1:23:51  
So standard vehicle platform.

1:23:54  
After that he put another 3 other 3 lines for power train for power train milestones where again we have Jalan motoring engine milestone and passages just 2 yes, so Jalan motor.

1:24:26  
So on this line, he put the dates where he wanted to grant the milestone with the with his teams, the people working for him tuning software proto.

1:24:42  
And on the second line passage, DS 2, it's the was the date where the milestone was granted by the higher level because this was the and this still the the working processing, you know, and horse of first, the project manager with quality team discuss and review all the deliverables.

1:25:12  
And when they have the full and the complete file, they present the milestone to the higher directors in order to agree and make it official.

1:25:27  
So as you can see, the DS 2 milestones are 2 weeks later than the the mety milestones.

1:25:38  
After that he put here the validation trips called Hot FRA sure.

1:25:47  
So these were the the important activities from his level.

1:25:51  
But if we would but it's not possible because here is PDF.

1:25:58  
But in GPS if we click on the plus, we could detail for each line a lot of sub activities correct.

1:26:09  
Thank you.

1:26:09  
So Gabriel, like are you like, can you confirm whether this tool is still new or you're not sure on that?

1:26:17  
I'm not sure because as I said, since few years, I don't see this kind of planning.

1:26:25  
I I see this one, which is build PowerPoint in PowerPoint.

1:26:32  
Yes, by the same team Meg So but I know more extract from GPS like here.

1:26:41  
So is there any way to confirm whether maybe it's with someone?

1:26:45  
Do you know who can confirm whether this GPS is used or not?

1:26:51  
I don't know.

1:26:53  
Adrian, do you know your ISM or cpad?

1:26:59  
Do they still use GPS or not?

1:27:02  
As I know they are using it.

1:27:07  
They are using the GPS, but I think for the GPS they are using more to to plan Calgary tuning activities.

1:27:15  
Yes, the the main milestone, yes, yeah, 101012 years ago when GPS was introduced to Reno.

1:27:25  
So the initial will was to put all the plannings here, but it didn't work.

1:27:32  
It became too complex, too hard to slow, not possible.

1:27:41  
OK, got it.

1:27:42  
So it is currently used only to manage your main milestones?

1:27:45  
Not yes, yes, yeah, I think yeah, this is good information.

1:27:56  
No, I think, Yeah, I think yeah, we are good from the project management point of view.

1:28:02  
We received the required information.

1:28:05  
So we will review this and if we need any further clarification or if we need to revalidate some information, we will like connect with you again maybe through email or maybe we can have the quick call to discuss that.

1:28:26  
So is that fine?

1:28:34  
Yes, OK, OK.

1:28:37  
Yeah, I think yes, OK for me.

1:28:40  
Yeah.

1:28:40  
And thank you.

1:28:41  
Thank you for joining today's call and providing this information.

1:28:46  
Thank you too for help you work to help us.

1:28:52  
Yeah.

1:28:53  
Yeah.

1:28:55  
So basically it's a it's a joint effort.

1:28:57  
Yes, from your side as well as from our side.

1:29:00  
So together we will make it successful.

1:29:05  
Yeah.

1:29:06  
OK.

1:29:06  
Thank you so much.

1:29:08  
Stephen, you want to say something?

1:29:10  
No, they're OK.

1:29:12  
I'm OK.

1:29:14  
OK.

1:29:16  
Yeah.

1:29:17  
So we'll conclude this session for today then.

1:29:19  
Yeah.

1:29:19  
Thank you.

1:29:20  
Thank you all.

1:29:21  
Thank you.

1:29:21  
Have a good day.

1:29:21  
Have a good day.

1:29:22  
Thank you.

1:29:23  
Have a nice day.

1:29:23  
Thank you.

1:29:23  
Bye.

1:29:24  
Bye.

1:29:25  
Thank you.

1:29:26  
Bye.

1:29:26  
Bye.

1:29:29  
Thank you.