



Enterprise Project Management Office Policy

Version 1.0

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1 Covering Memo**

The objective of this document is to define the EPMO Policy. The Policy will reinforce the checks and controls, & ensure that due diligence is done while developing new products effectively to achieve TCS business goals. The Policy serves as a guideline for the management and the development teams. By planning, managing, and executing projects using this policy, we can leverage best practices, communicate clearly across functional disciplines, and move decision-making authority to the most appropriate level.

2 Objective:

The EPMO addresses projects where a new product or product enhancement is brought to market or developed for internal use. Typically, these projects include development/modification/update of IT Systems. Additionally, the development of standalone application products is also governed by this policy.

3 Scope

This policy applies to all TCS personnel participating in the development of new/existing application through the NIR Process.

4 Ownership

The original, signed and approved Policy will be kept in the safe custody of the BPR & QA Manager. Un-editable soft copies shall be made available to the Rosetta with appropriate security and version control

5 Data Classification

The contents of this Policy are strictly confidential. No information regarding this Policy must be disclosed to outsiders without the written approval from the Policy Owner and Head of BPR & QA, except to regulators.

6 Custody

The custody of the original signed policy document (signed off by the above mentioned reviewing authorities) would lie with the originator of the document

7 Dissemination

A scanned copy (searchable format in pdf) of the approved policy document must be uploaded onto Rosetta (Document Management System) by the BPR & QA unit and an intimation of the same would be sent to the originator of the document. It is the responsibility of the originator to further disseminate details of the uploaded document (location of the policy document in Intranet, the path, etc.) to all concerned personnel

8 Periodicity of renewal

The periodicity of renewal of policy documents should be biennial (once in two years). However if there is a change in processes due to the strategy, replacement / upgrade of systems and or change in practices, etc.; an earlier renewal would be warranted. Minor, interim changes can be done

through an additional memo by the owners.

NOTE: BPR & QA unit should notify the concerned owner about the expiry of the policy before 30 days of its expiry date

9 EPMO Policy

The Enterprise Project Management Office (EPMO) helps ensure the success of every project with respect to the quality, time, and cost dimensions of the project. Within the IT Department EPMO is responsible for alignment of project and program with the BizMoM and TGP strategy, establishing and ensuring appropriate enterprise governance, and management of functions to ensure strategy alignment and benefits realization. EPMO is also responsible for providing Project Managers/Business Analyst, that perform requirement assessment including support for data management, coordination of governance and reporting, and administrative activities to support the project or project team. EPMO provides continuous NIR/project status updates to management throughout the organization with Weekly Portfolio Review and Weekly Project Scorecards.

More specifically, the purposes of the project management office include:

1. Supporting and Managing NIR activities including submission, assessment, and coordination between sponsor and other stakeholder from Initiation to Completion.
2. Appointing Project Managers/Business Analyst for approved NIR for each minor/major project.
3. Supporting of Project Managers/Business Analyst and their teams in the effective communication of project status to the management to achieve project success.
4. Ensuring that each project has an accurately defined and mapped project scope defining goal, task, resource, budget and schedule.
5. Manage Change Process Request for every project executed under the EPMO product development cycle.
6. Supporting Project Managers in establishment of a project timeline, allocation of project resources and setting project goal.
7. Performing project management process audits and act to correct process deficiencies.
8. Training needs for Project Managers/teams to follow the established policies and procedures.
9. Responsibility for building, maintaining, and improving the project management system.
10. Creating approaches to establish priorities across multiple projects and methodologies to apply those priorities to the project planning and control processes.
11. Creating project planning templates (charters, work breakdown structures, precedence networks, schedules, budgets, etc.)
12. Managing **changes** to project management policies and procedures, project management software tools, standard report formats, etc. in the organization.
13. Implementation, integration and maintenance of project management tools.

9.1 Weekly Project Scorecards

Project Managers are required to send out a weekly scorecard for their assigned Initiatives. EPMO uses the scorecard as a tool in conjunction with Project Level Indicators in providing a snapshot update to all concerned members of the organization with the current status, project risk and timelines.

9.2 Weekly Portfolio Review

The EPMO initiatives are sent out on weekly basis by the EPMO Office. The Portfolio Scorecard is categorized by their business unit. The Portfolio review card in conjunction with Project Level Indicators highlight the submission date, initiator and current status.

10 EPMO Process

The EPMO process is an integrated, flexible approach to product development that involves all functional groups at all levels within TCS. It provides direction for successfully managing the development of products. The EPMO process consists of two basic elements: New Initiative Request, and Product Development.

10.1.1 New Initiative Request

10.1.1.1 Request

The New Initiative Request is requested from the Project Initiator. The request is made on a NIR template approved from the EPMO. The form submission requires email approval from the department head before being considered for evaluation.

10.1.1.2 Evaluation

The New Initiative Request Evaluation is facilitated by the EPMO team with the Initiator/Sponsor and other relevant stakeholders. The process is a preliminary assessment of the scope, business and technical feasibility.

| Step | Process |
|-----------------------|--|
| NIR Submission | <ul style="list-style-type: none"> • The Sponsor submits a NIR formally through the EPMO template • The EPMO requires the submitter to get approval from Department Head • The form requires the following information to be filled appropriately: <ul style="list-style-type: none"> ○ Purpose/need/reason of the proposal ○ Include any dependency, compliance, rationale ○ Quantify the benefits of the proposed changes to the system ○ Suggested timeframe for the implementation |
| NIR Assessment | <p>NIR Review meeting is held by the EPMO team to determine the following:</p> <ul style="list-style-type: none"> • Business purpose/need of the initiative • Determine the benefits for the NIR and highlight any initial dependency • Discuss Technical Feasibility • Investigate Alternate Solutions • Assess time estimation of the effort |

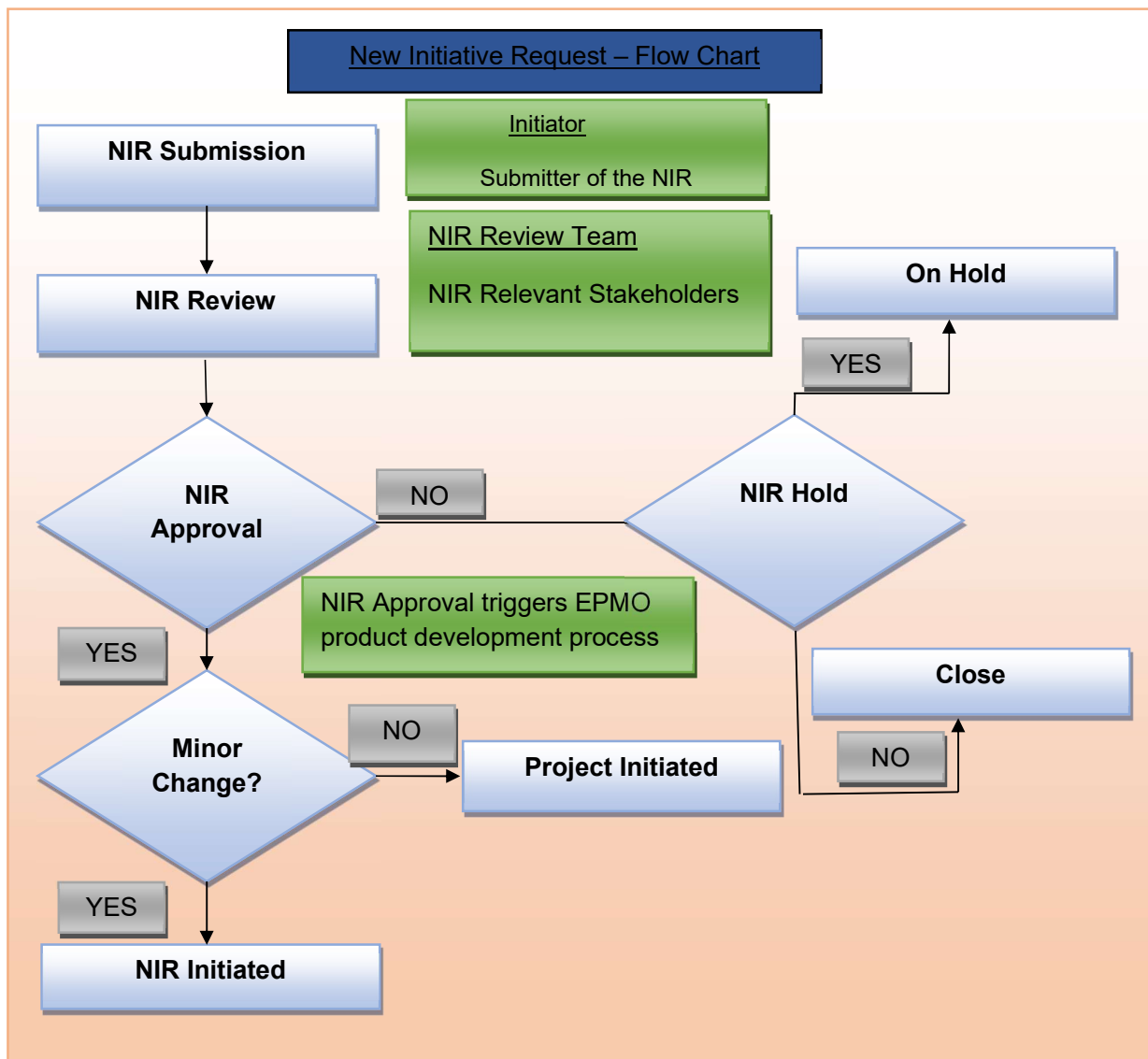
The NIR Evaluation team finalizes the course of action for every NIR into the following:

| Action | Description |
|-----------|---|
| Initiated | Formal start to program either as project/minor change. |
| On Hold | Put on hold for future. |
| Closing | No Further action required. |

10.1.1.3 Approval

The New Initiative Request once approved is assigned to the EPMO to allocate a Business Analyst/Project Manager to investigate the proposed solution with the Initiator and relevant stakeholders. The EPMO assignee gathers the necessary requirements to lock down the scope of the requested change either in a Solution Document/Business Requirement Document.

10.1.1.4 New Initiative Request Workflow



10.1.2 Project

The initial assessment of the NIR decides the effort required to fulfill the request.

Minor Change:

For a minor change it is handled using the NIR Process. The NIR process involves the following steps:

1. Solution Document

The requirements are gathered by a Business Analyst working with the Initiator/Sponsor to develop the TO-BE Workflow with support documents including mockup screens. Once the document is formally approved by the Initiator, it is handed over to Dev Team.

2. Development

The information captured in the Solution Document provides the developing team enough information to access the changes in detail and provide an estimate on completion of the task. The changes are then implemented as part of this phase of the NIR. The Development team works with the Business Analyst to ensure that the product is developed according to the requirement documents.

3. QA

The QA team develops protocols based on the Solution Document. The protocols are executed in this phase. Bugs identified are managed through builds provided by the development team.

4. UAT

The confirmation of the change from the QA team enters the final phase of the validation testing from the Initiator and his team. The successful completion of the UAT confirms the intended use of the NIR. The last step involves closure of the NIR.

Major Change:

Every request that translates into a major effort is handled through a project. The development of the NIR in this case is done using the product development process. There are seven phases: Requirement Initiation, Project Planning, Design & Development, Quality Assurance, UAT, Cutover, and Closure. Each phase has specific objectives and deliverables. The completeness of deliverables for each phase is considered the point of entry for the next.

| Phase | Phase Objective |
|--------------------------------|---|
| Requirements Initiation | <ul style="list-style-type: none"> Clearly define the product based on the initiator/sponsor needs and/or market opportunity. Complete high-level design activities for product, process, and support. Define Risk Items Associated with the Product. Develop end to end workflows to define the behavior of the product. |
| Project Planning | <ul style="list-style-type: none"> Fully plan the project. Identify & Plan needs for development, infrastructure, testing, servicing and support. Identify & Document Work Breakdown Structure to complete each activity. Assess key product technical feasibility. |
| Design and Development | <ul style="list-style-type: none"> Design and develop the product. Begin QA protocol development. |
| Quality Assurance | <ul style="list-style-type: none"> Verify product functionality and performance. Begin UAT protocol development. Deliver a frozen product design. |
| UAT | <ul style="list-style-type: none"> Validate the production processes and ramp-up production. |
| Cutover | <ul style="list-style-type: none"> Make preparations for product release/launch. Release/Launch the product and begin volume delivery. Ensure that distribution and customer/technical support processes are adequate. |
| Closure | <ul style="list-style-type: none"> Achieve stable operations and transition product to sustaining activities. Capture project learning for future use |

10.1.3 Procedure and Deliverable Description

The product development process requires several deliverable for each phase that need to be delivered for the completeness of the phase. The description below provides an overview of the deliverable for each phase.

10.1.3.1 Phase 0 – Requirement Initiation

- Initiator/Sponsor requirements**

Input: Prioritized NIR, Market Research, Serviceability and Environmental Sustainability Requirements.

Output: Business Requirement Document (**BRD**)

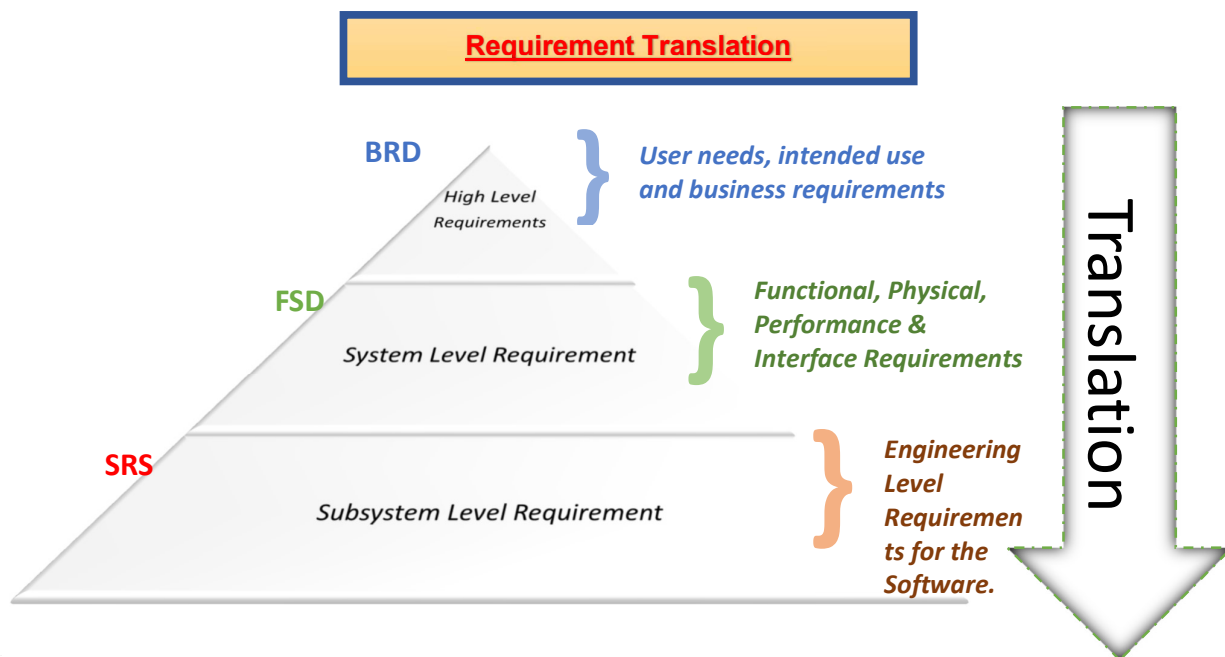
Process: It is preferred that the initiator needs are captured as a partnership between Initiator/Sponsor, other functional groups represented by the Project Team. Participation of all affected stakeholders in the development of the BRD is highly encouraged.

- **Functional Specification**

Input: Customer use cases or scenarios, Business Requirement Document, User level context diagrams, Functional, User interface requirements, System Level Use Cases, System level Test Plans, Risk Analysis, system analysis and design documentation including system architecture.

Output: Functional Specification Document (FSD)

Process: The original sources of NIR Data should be used, but as the outputs to this process are developed, additional Input Data may be necessary, especially from internal sources such as Operations, Development team, etc. The Business Analyst works with the development team and extended team members to define interface requirements. The FSD needs to be vetted early preferably by the Sponsor during the Requirements development process. Periodic reviews of the process and outputs should be performed as deemed necessary by Business Analyst.



- **System Architecture**

Input: Business Requirements, Functional Requirements, Interface Requirements, & Workflows.

Output: System Architecture Document

Process: A conceptual model is documented that defines the structure and behavior of a system. An architecture description describes the system, the structure of the system components, the properties and relationships between these components. It can consist of a textual document including descriptions and diagrams or an interactive software model showing different views of the system. The system architecture may be part of the Functional Specification Document.

10.1.3.2 Phase 1 – Project Planning

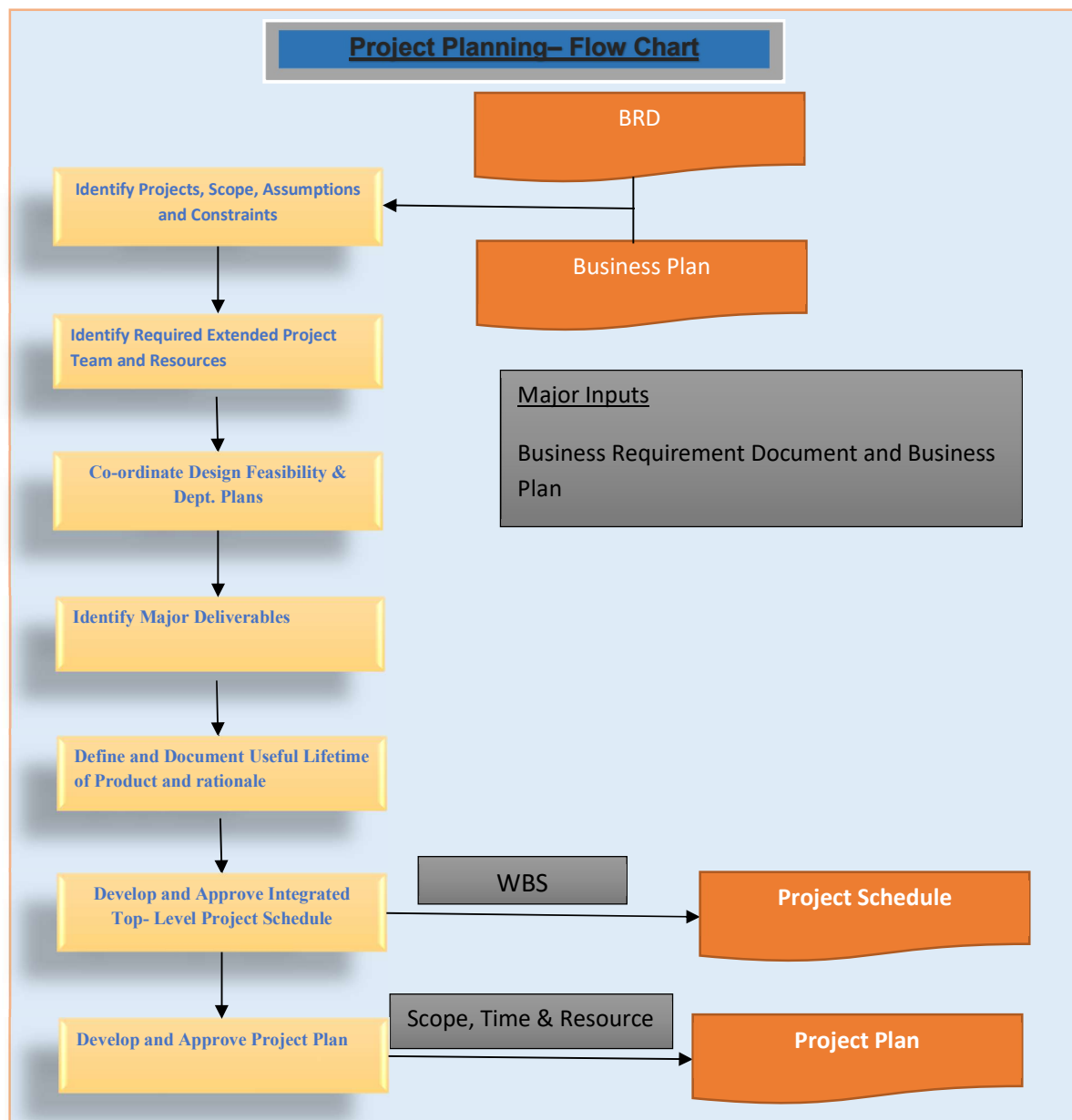
- **Design and Development Plan**

Input: Monitoring Plan, Communication Plan, Project Assumptions, Timelines Estimates, WBS, Resource Planning, Cost Input, Stakeholders Role and Responsibilities

Output: Project Plan

Process: The plan should clearly be documented with the program scope and integrate timelines into consideration. Each task should be closely coordinated with the activities planned to minimize disconnects in assumptions. The personnel and resources needed for the project tasks

should be described in the Plan. All Monitoring and Controlling measures need to be documented.



10.1.3.3 Phase 2 – Design and Development

- **Build Release**

Input: Business Requirement Document, Functional Specification Document, Solution Design, Packages

Output: Development Build

Process: Every build release has a release note associated with it for tracking changes. The final build includes all the features, functionality and User Interface Experience requirements mentioned in the BRD and FSD.

- **Development Documentation**
Input: Business Requirement Document, Functional Specification Document, Solution Design, Packages
Output: Unit Test Cases
Process: Unit test cases are developed to ensure the boundaries, limits and integrity of the code.
- **Test Cases Development**
Input: Business Requirement Document, Functional Specification Document, Solution Design
Output: QA Test Cases
Process: The QA test cases need to be developed, understanding the behavior of the changes/new modification from the FSD Documentation.

10.1.3.4 Phase 3 – Quality Assurance

- **Test Case Execution and Report**
Input: QA Test Cases
Output: QA Test Report
Process: Demonstrate that the FSD requirement are met by executing the QA test cases. Evaluate against the system performance; track defects and non-conformances. Document all results as part of a report indicating the success/failure of scenarios.
- **Validation Test Case Development**
Input: Business Requirement Document
Output: UAT Test Cases
Process: The Sponsor develops user experience test cases that validates the build by executing scenarios.

10.1.3.5 Phase 4 - UAT

- **UAT Execution and Report**
Input: UAT Test Cases
Output: UAT Test Report
Process: The Business validates the new build according to the user needs. The execution of the test cases & results are documented in a report.

10.1.3.6 Phase 5 - Cutover

- **Cutover Plan and Checklist**
Input: UAT Test Report, QA Test Report and Production Setup
Output: Cutover Plan and Checklist
Process: The final checklist is prepared to confirm acceptance of build including production setup and Go Live activities.

10.1.3.7 Phase 6 - Closure

- **Project Signoff**
Input: UAT Test Report, QA Test Report and Production Setup
Output: Project Signoff
Process: The Sponsor accepts the build, with the changes requested through the NIR. Roll out plan and Project Signoff are made to conclude the project.

- **Closing**

Input: Project Signoff, Deliverables accepted

Output: Code Check-in

Process: The Development team performs check-in of the code and attach any documentation that provide details of the changes in the code.

10.1.4 Project Management Role Deliverable Chart

The following table identifies the Project Management deliverables and the roles responsible for their completion.

Responsible (R) – assigned to execute the activity. The degree of responsibility is determined by the Accountable person (R's can be shared).

Accountable (A) – ultimately accountable for completion of activity. There is only one 'A' for an activity and it cannot be delegated.

Consulted (C) – must be consulted before decision or activity is finalized.

Informed (I) – must be notified about completion or output of decision or activity.

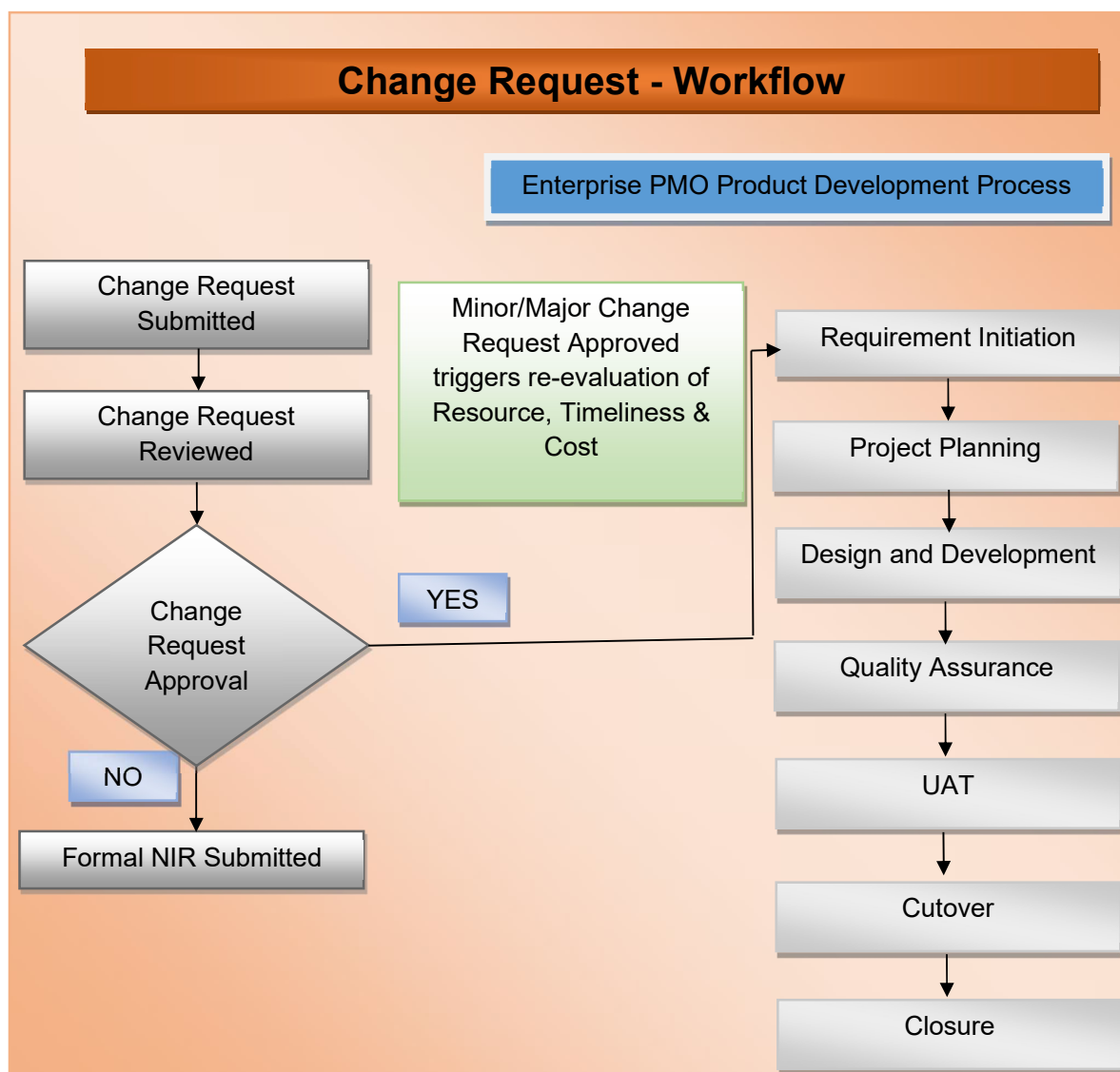
The description below provides an overview of the deliverable for each phase.

| Stakeholders | Project Manager | Business Analyst | Sponsor | Development Lead | QA Lead |
|-----------------------------------|-----------------|------------------|---------|------------------|---------|
| Deliverables & Processes | | | | | |
| Business Requirement Document | R | A | C | I | I |
| Functional Specification Document | R | A | C | C | I |
| Project Plan | A | I | C | C | C |
| Build Release | R | I | I | A | I |
| Unit Test Case | R | I | I | A | I |
| QA Test Cases | R | C | I | C | A |
| QA Test Report | R | C | I | C | A |
| UAT Test Cases | R | C | A | C | I |
| UAT Test Report | R | C | A | C | I |
| Project Signoff | A | I | C | C | C |
| Code Check-in | R | I | I | A | I |

10.1.5 Change Request Process

Process change requests may be submitted for review as shown in figure below. The figure depicts the life cycle of process change requests.

- The Project Team manages records and track Change Request through the Project Scorecards.
- Each Change Request record should have a unique identifier.
- A Change Request is submitted to the Project Team.
- The Project Manager chairs the changes stated and evaluates the request with the team.
- The evaluation of the submitted change request is either approved or rejected.
- If approval, the Project Manager assigns the changes to the Business Analyst.
- The changes are then assessed & documented in the Business Requirement Document and Functional Specification Document before any implementation is done.
- Once approved, then it is marked complete in the Project Scorecard.



10.1.6 Project Control Measures

The EPMO implements all project control measures including time tracking, communication and project visibility.

10.1.6.1 Time tracking

Time tracking is managed through the WBS, this enables a Project Manager to prioritize task for efficiency. The time tracking system helps in discouraging untracked work and collect project data consistently.

10.1.6.2 Communication

The importance of regular and sufficient communications for the stakeholders and the desire to communicate to them as they would like us to do with other stakeholders is the most essential element of project management. The project manager is responsible for:

- Improving the effectiveness of communications overall, including frequency and quality
- Keeping individuals engaged in the initiative through open communications
- Getting stakeholders involved in communications through enabling for more effective two-way conversations

10.1.6.3 Weekly Project Status Meeting

Status review meetings need to be regularly scheduled to exchange information regarding the progress of the project. The Project Manager meets as often as necessary however, Project Manager is required to conduct a mandatory weekly meeting to review the progress on current assigned task, plan future task and identify any risk associated with the project.

10.1.6.4 Risk Register

Risk Analysis and Management influences the entire product development process. The Project team records details of all the risks identified at the beginning and during the life of the project within a Risk Register. Each identified risk is categorized as Low, Medium and High based on their grading in terms of likelihood of occurring and seriousness of impact on the project. The Project Manager assigns an owner for each identified risk to be monitored and managed.

10.1.6.5 Design Trace Matrix

Design Trace Matrices shall be generated to match the User Needs documented in the Business Requirement Document and the Functional Specification Document. The Design Trace Matrices shall also extend to Design Verification (QAT) and Validation tests (UAT) to ensure that User Needs (BRD) have been satisfied.

10.1.6.6 Product Documentation

EPMO requires each project to maintain design records (e.g., plans, risk analyses, meeting minutes, BRD, FSD, trace matrices, and most notably the records of QAT and UAT activities) are encompassed or referenced in the respective project repository

maintained on the shared drive allocated to EPMO. Product Documentation Audits are performed at the end of each phase by the EPMO team to ensure compliance.

10.1.6.7 Phase Exit Review

The review includes a summary of key deliverables for each phase demonstrating completeness & consistency while highlighting any risk & constraint entering into the next phase. The key goal is to gain consensus from the team and the business that the project is viable, and should proceed to the next phase.

10.1.6.8 Requirements and Design Document Control

Requirements documents are revision controlled starting with the first approved version. After the phase exit review, requirements documents may only be changed through the Change Request Process. System design documents are also revision controlled and stored in a central location identified in the Project Plan. Any enhancements to the configuration controls of these documents should be detailed in the Project Plan.

10.1.6.9 System Configuration Control

The system configuration is a collection of its subsystem and component configurations. Before formal testing begins, the system hardware configuration should be established and tracked. This is important for bug analysis, corrective actions and regression test efforts. It is equally important that the system configuration traces to its associated requirements and design configurations. Any additional details of how the system configuration will be maintained and tracked should be described in the Project Plan.

10.1.6.10 Project Visibility

Project status is communicated through the Scorecards to the entire company. The scorecard is used to establish performance objectives for each project. The indicators on the scorecard represent the status for the deliverables.

| Indicator | Action | Description |
|-----------|-------------|--|
| Black | Not Started | Not been initiated |
| Green | On Track | Successfully progressing within defined time, budgeted cost and allocated resources. |
| Purple | On Hold | Work is temporarily stopped |
| Yellow | At Risk | Warning of potential future problem |
| Red | Delayed | Unsuccessfully progressing outside defined time |
| Blue | Completed | Formally closed activity |

The snapshot provides the stakeholders, functional managers, the ability to concentrate their attention on areas for improvement in a timely and concise manner to guarantee project success.

10.1.6.11 Project ON-HOLD

The EPMO puts the project ON-HOLD only when one of the following conditions:

10.1.6.11.1 Initiator/Sponsor Request

The Initiator/Sponsor can request a formal request to freeze the project. The Project Manager then formally sets the project On-HOLD by communicating the update to all relevant stakeholders. The last step involves assigning the project to EPMO until the project is requested to be re-initiated. EPMO may assign another resource for that project based on availability.

10.1.6.11.2 Unavailability of Initiator/Sponsor

During the project, if at any point the Initiator/Sponsor is unavailable for a period of 2 weeks without any formal communication to the EPMO/Project Manager. The Project Manager then formally sets the project On-HOLD by communicating the update to all relevant stakeholders. The last step involves assigning the project to EPMO until the project is requested to be re-initiated. EPMO may assign another resource for that project based on availability.

10.1.6.12 Meeting Minutes

The Project manager are required to report up-to-date information to all stakeholders. Therefore, meetings scheduled during the project lifecycle needs to be documented. These activity updates need to be documented formally and sent out to all relevant stakeholders. The minutes need to be sent out the same day capture the following:

- Decisions/Discussion
- Action items assigned/closed

10.1.6.13 Documentation Management

Different types of documents are produced during the phases of the Project. These documents may include feasibility studies, resource plans, financial plans, project plans, supplier contracts, post-implementation reviews, change request forms and project status reports and several types of development documents. The Project Manager is therefore required to apply the following best practices when managing Documents.

10.1.6.13.1 Document Capture

Effectively capture electronic and paper documents of different formats in a central repository aligned with the IT Policy. This enables the Project Manager the ability to easily retrieve relevant documents/software information, and archive historical data.

10.1.6.13.2 Version Control

Set rules for check-in and check-out by implementing version control elements on documents and builds at different levels in a repository; to ensure the integrity of the data that resides in the stored documents/builds.

10.1.6.13.3 Approval Matrix

Document all design/deployment/maintenance decisions and apply configurable workflows that maps to the business processes and approval matrix of documents in the organizations.

10.1.6.13.4 Reporting and Analysis

Exchange information between documents, as well as consolidate data in multiple documents for reporting and analysis purposes to provide better visibility across the organization.

10.1.6.13.5 Collaboration

Setup a mechanism to share documents among relevant stakeholders, as well as restrict the documents to those who should have access.

11 Responsibilities and functions

11.1 Initiator

An Initiator can typically come from any department within the TCS Business.

- The Sponsor can also be the initiator of the NIR.
- The Initiator is responsible for providing the business rationale and scope of the submitted NIR.
- The Initiator works with the team and functional management to ensure that the project has a strong business justification.
- The Initiator is a key stakeholder on the Project team, he/she co-ordinates with the Business Analyst to develop the BRD and lead the effort to perform the UAT.

11.2 NIR Evaluation Team

The NIR Evaluation team is led by the EPMO representative and comprises of the Initiator/Sponsor and all other relevant stakeholders relevant to the request.

The team has the following responsibilities:

- Review the identified NIR to ensure that the business rationale and correct project scope is documented.
- Preliminary technical assessment on the magnitude of effort required for the specific issue.
- Establish clear project objectives and assign it either as Minor change, Major change or Closed.

11.3 Project Manager

- The primary responsibility of the Project Manager is successful implementation and completion of the project.
- The Project Manager is responsible for the execution of project activities, resolves team and functional conflicts, coordinates the overall project schedule.

- The Project Manager manages the expectation of all stakeholders, providing adequate communication.

11.4 Business Analyst

- Responsible for understanding the business issues and challenges and conducting requirements gathering sessions.
- Work with the Initiator to develop proposed solution by documenting requirements, specifications, & business processes.
- Communicate needed changes to the development team in a timely manner.

11.5 Stakeholders

- A Stakeholder represents specific functional areas on a project, manages associated project activities, and makes project decisions when necessary to complete tasks and deliverables.
- Stakeholders are responsible for support of other resources and form extended teams.
- Stakeholders are responsible for providing leadership and direction to extended team members.

Project Teams may reassign these responsibilities by internal agreement based on team member availability and capability.

11.6 Project Team

The Project Team has several responsibilities to ensure project excellence:

- Identify and ensure development of all project deliverables and ensure approvals.
- Direct and execute project activities to meet quality, functionality, cost, and schedule objectives.
- Act as a focal point for project communications to the Management

11.7 Extended Team Members

- The extended team is comprised of the individual contributors from various functional areas that are involved in the project. They are resources that the Project Team member can turn to for functional support and typically are involved with the project as needed.

Extended team members typically do not attend Project Team meetings.

11.8 Functional Managers

Functional managers, in relation to a development project, are all managers and directors who have responsibility for people and/or resources necessary for successful execution of the project. While Project Team member's direct day-to-day activities are for specific projects, functional managers provide leadership across all projects. The functional manager's role includes a variety of cross-project management and organizational development activities. Specifically, functional managers play several roles:

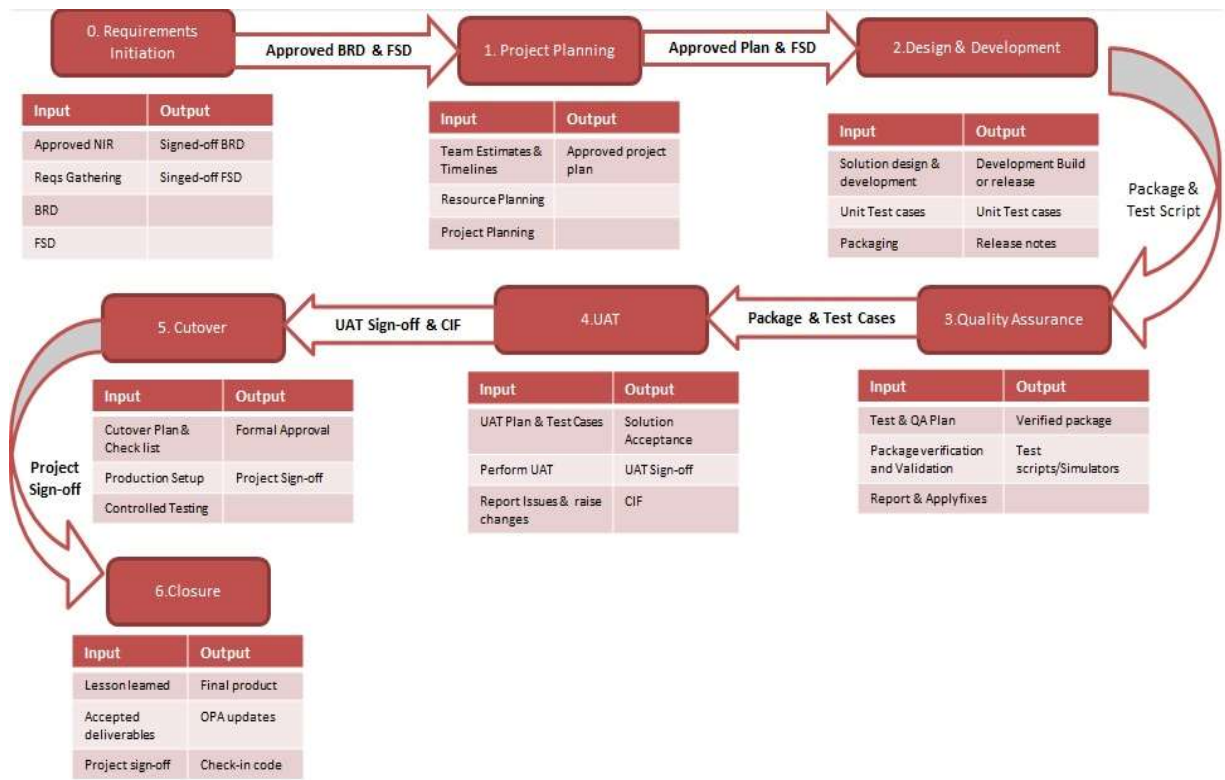
- Leverage functional knowledge and facilitate cross-project technology coordination and sharing.

-
- Manage resources strategically and tactically. Recruit, develop, and train talent by identifying and fulfilling staffing (e.g., technical skill mix) and staff development requirements.
 - Support project oversight. Mentor, coach, and act as a technical resource for the function's personnel.
 - Support Project Teams.

12 Adherence to legal, regulatory and compliance requirements

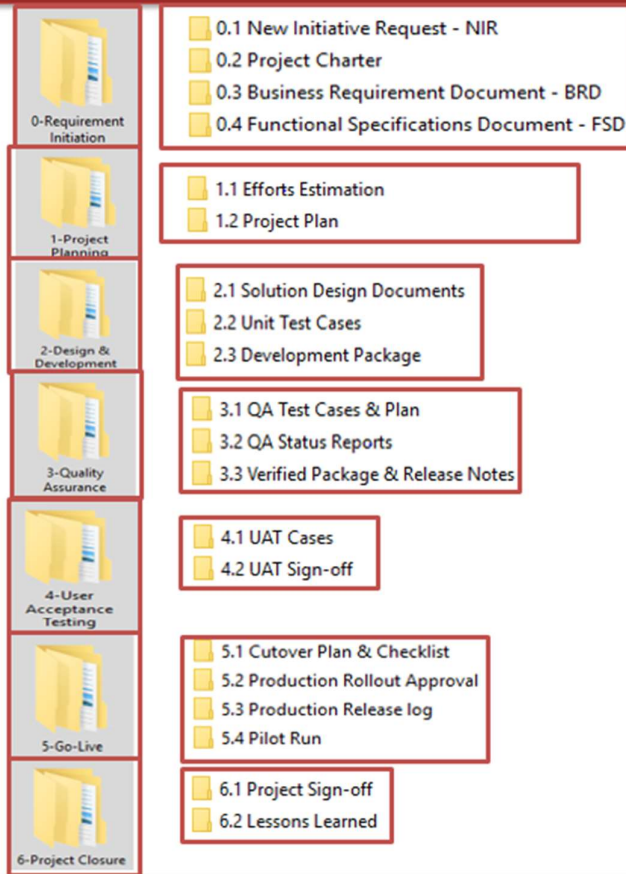
The compliance of EPMO policy is mandatory for all Projects within the IT Department (TCS) that involve new designs, design modifications, or design improvements. Unless otherwise specified in the Project Plan.

Appendix A



Appendix B

OPA Structure



Appendix C (NIR Form)



New Initiative Request (NIR)

Section 1: To be filled by requestor

1. Basic Information

| | | | | |
|------|---|---|----------------|-----------------|
| i | Request Title * | Please provide short and meaningful description of request, just one liner | | |
| ii | Request Initiator * | Please provide full name of person initiating the request | Dept. * | Department Name |
| iii | Type of change * | New Software <input type="checkbox"/> Modification <input type="checkbox"/> MIS/Report <input type="checkbox"/> | | |
| iv | Category of change * | Corporate Customer <input type="checkbox"/> Revenue (Internal) <input type="checkbox"/> Cost Savings <input type="checkbox"/> Service <input type="checkbox"/> | | |
| v | Importance * | High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> | | |
| vi | Justification (if importance is High) | Please provide brief justification only if Importance is High | | |
| vii | Impact of change * | Within one function <input type="checkbox"/> Cross functional <input type="checkbox"/> Whole network <input type="checkbox"/> | | |
| viii | Potential impact to other functions (if any) | Operations <input type="checkbox"/> Finance <input type="checkbox"/> Audit/Legal <input type="checkbox"/> Innovation & CS <input type="checkbox"/> Consumer <input type="checkbox"/> Corporate <input type="checkbox"/> ECom <input type="checkbox"/> International <input type="checkbox"/> | | |

2. Business Need *

Briefly describe only the current problem / issue for which this new request is being initiated

3. Solution Proposed *

Briefly describe your expected solution that will help support teams to do high level estimations. This is a critical piece, so please provide clear and final information

4. High level benefits *

List down anticipated benefits resulting directly from the initiative

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

5. Proposed Timeline

Mention the proposed time frame to implement the change. Please note final timelines will come from IT

6. Projected Financials (savings, ROI, NPV etc.)

Please provide revenue numbers if category of change is "Revenue (internal)" or cost savings

Appendix D (Change Request Form)



Change Implementation Form (CIF)

| | | | |
|---|--|-------------------------------------|--|
| | | CIF Number | |
| | | (To be allotted by IT EPMD) | |
| Part A) Change Details – To be filled by Change Initiator (Fill in with appropriate information) | | | |
| Requestor Name | Write name of person initiating the form for deployment | | |
| Request Date (dd/mm/yyyy) | Date of requisition | Related CIF Number | |
| NIR/RFC Number(s) | Only in case of RFC | Project Code | Only in case of project |
| Brief Description | Just write brief description of change moving into production | | |
| Change Impact (should list the details of deployment build i.e. application and database objects required to be deployed – use additional sheet(s) if required) | List down details of objects, e.g.: 1. Folders creations on application / web server 2. Compiled Forms and reports/GUI Files (# of files as well) 3. Database scripts with number of objects being created/modified | | |
| Rollback Steps (list down steps required to roll back the deployment in case if any issue occurs) | List down steps to perform for moving back to original state in case of any issues during deployment | | |
| Priority | Planned <input type="checkbox"/> Emergency <input type="checkbox"/> (Planned – for projects and RFCs, Emergency – in case of any production issues) | | |
| Deployment Date & Time | Planned date and time for deployment | | |
| Initiated By (Name, Signature & Date) | Name, signature and date of person initiating CIF | Supervisor (Name, Signature & Date) | Name, signature and date of person supervising CIF |
| Part B) IT System Admin. & Databases (Fill in with appropriate information) | | | |
| Comments | Comments of Lead IT System administrator and Database against the deployment | Scripts shared? | <input type="checkbox"/> |
| | | Additional Storage? | <input type="checkbox"/> |
| | | Additional Server? | <input type="checkbox"/> |
| Administrator (Name, Signature & Date) | | | |
| Part C) IT Networks & Messaging (Fill in with appropriate information) | | | |
| Comments | Comments of Lead IT Networks & messaging against the deployment | Network access open? | <input type="checkbox"/> |
| | | Additional Bandwidth? | <input type="checkbox"/> |
| Administrator (Name, Signature & Date) | | | |
| Part D) Implementation | | | |
| Status | Successful <input type="checkbox"/> Rollback <input type="checkbox"/> Rollback reason: mention reason for rollback the deployment due to any reason like technical or business decision | | |
| Resources(s) | Name of resources involved in deployment | | |
| Date & Time | Actual date and time of deployment | | |

Appendix E (Project Weekly Scorecard)

| Weekly Project Status Report | | | | Not Started ● On Track ● On Hold ● At Risk ● Delayed ● Completed ● | |
|---|---|------------------|----------------|---|--------------|
| Report Date | 20-Feb-18 | | | | |
| Project Name | Automation of Account Opening | | Project Code | [P1710-07] | |
| Sponsor Name & Title | Sohail Shaikh - Director Innovation & CS | Project Manager | Ashar Irshad | Change Requests Received | |
| Scope Status | ● | Category | Efficiency | Approved / Rejected | 0 / 0 |
| Schedule Status | ● | Start Date | 25-Oct-17 | Received in last | 0 |
| Budget Status | N/A | Planned End Date | TBD | Financials (in PKR) | |
| Objective | To utilize BPM system, which will act as a Rule Engine and a System of Record (SOR) for all Account opening Process Workflow, Activities, Documentation and capturing Roles and Responsibilities of different TCS wide team members associated with Corporate Account Opening (from a Lead to a Customer in the system). Currently this is an untracked manual process with no hierarchy of account/approval authorities/roles setup. The effort requires redefining functional Roles and Responsibilities of Credit Analyst, BDM/Sales, Finance, Area Accountants and Approving Authorities along with visibility into the | | | Budgeted | N/A |
| | | | | Spent to date | N/A |
| | | | | Estimate to Complete | N/A |
| Phase | Key Milestones | Start | Planned Finish | Actual Finish | Status |
| Planning | Requirement Gathering sessions | 1-Nov-17 | 15-Nov-17 | 17-Nov-17 | ● |
| Planning | Business Requirements (Prep/Review/Sign Off) | 16-Nov-17 | 30-Nov-17 | 15-Dec-17 | ● |
| Planning | Functional Requirements (Prep/Review/Sign Off) | 18-Dec-17 | | | ● |
| | | | | | |
| Risks | | | | | |
| Sr #. | Description | | Owner | Severity | Final Status |
| | N/A | | | | |
| Issues (requires management intervention) | | | | | |
| Sr #. | Description | | Owner | Due Date | Status |
| | N/A | | | | |
| Key Updates (current cycle) | | | | | |
| Sr #. | Description | | | | |
| 1 | CRM --> BPM --> OMS link will be achieved via a Staging table per Atif Ali. CRM to pass data to Staging table, BPM to approve or disapprove in the Staging table before passing to OMS. Account will be opened and circulated back to BPM/CRM via the Staging table. | | | | |
| 2 | Sales CRM Test access received. Confirmation that Tariff Calculator already built in CRM. EXP/OLE/INTL product logic exist and 2-way integration between CRM and BPM can be setup. Project team working to consolidate Data set that will be needed from CRM to flow through BPM for the approved workflows | | | | |
| 3 | Revised To Be Process flow created and reviewed to incorporate end-to-end Account Opening Process | | | | |
| Change Request Details (current cycle) | | | | | |
| Sr #. | Description | Raised By | | Date | Status |
| | N/A | | | | |

Appendix F Portfolio Status (Portfolio Update)

| International - Projects/NIR Weekly Status | | | | | | | | <div>Not Started/Dropped ●</div> <div>Initiation (BRD, FS) ●</div> <div>On Track ●</div> <div>At Risk ●</div> <div>Delayed ●</div> <div>On Hold ●</div> <div>Completed ●</div> | |
|--|---|-----------------|-----------------|-----------------|------------------|--------------|---|--|--------|
| Report Date | 23-Feb-18 | | | | | | | | |
| Other Initiatives | | | | | | | | | |
| Sr# | Initiative Name | Requestor | Type | Submission Date | Current Activity | Closure Date | Planned End Date | Remarks | Status |
| 1 | Import Billing | Feroze Ahmed | Project | 15-Jun-17 | Live | | 7-Feb-18 22-Jan-18 15-Jan-18 27-Dec-17 13-Oct-17 18-Sep-17 | Changes have been implemented by Shakeel and required from Saad to confirm closure | ● |
| 2 | PDP International | Feroze Ahmed | Project | 1-Jul-17 | UAT | | 12-Jan-18 29-Nov-17 11/1/2017 | As per Shakeel, Application is developed and ready for QA. Required email address from which he could send the proposed tariff to customer. | ● |
| NIR - New Initiative Requests | | | | | | | | | |
| NIR # | NIR Title | Requestor | Submission Date | Review Date | Current Activity | Closure Date | Planned End Date | Remarks | Status |
| 197 | Cash reconciliation against Duty & Taxes | Adeel Rehman | 20-Oct-17 | 25-Oct-17 | Development | | 6-Feb-18 12/1/2017 | Development In Progress till 28-Feb-18. QA estimations awaited | ● |
| 269 | Customer tariff Portal & Uploading of Customized Tariff | Aleem Ahmad | 22-Jan-18 | 24-Jan-18 | Development | | | Development In Progress till 5-Mar-18. QA estimations awaited from Hassan/Farooq | ● |
| 272 | Request FOR CUSTOM DUTY AND VAT INVOICE FORMAT IN OMS | Muzammil Hassan | 23-Jan-18 | 24-Jan-18 | Not Started | | | BA will be assign to capture the requirements for solution document | ● |
| 277 | EMPOST REPORT Modification and detail data from JULY 2017 to DEC | Muzammil Hassan | 25-Jan-18 | 24-Jan-18 | Not Started | | | BA will be assign to capture the requirements for solution document | ● |
| 278 | Request for re-rating for oms and coloader customer data for VAT | Muzammil Hassan | 25-Jan-18 | 24-Jan-18 | Live | | | Confirmation awaited from Muzammil to close NIR | ● |
| 289 | Request for Process Making Mechanism for Rates (Dom & INTL) Updation for OMS & LHR Customers from DXB | Muzammil Hassan | 30-Jan-18 | 31-Jan-18 | Not Started | | | BA will be assign to capture the requirements for solution document | ● |
| 301 | Request For Invoice register as per Given Format | Muzammil Hassan | 12-Feb-18 | 14-Feb-18 | Not Started | | | Iqbal will get the modification done with Ashique Rasheed – estimated timeline end of | ● |

Appendix G Closure Form



Project Closure Report (PCR)



| | | | |
|--|--|--|-------------------------|
| Project Name | Name as mentioned on charter | | |
| Project Sponsor | Name of sponsor as mentioned on charter | | |
| Project Manager | Name of person managing the project | | |
| Initiation Date (dd/mm/yyyy) | Project initiation date | Completion Date (dd/mm/yyyy) | Project completion date |
| Outcome | Outcome of the solution in terms of customer experience, operational efficiency, controls etc. | | |
| Lesson Learned | Lessons learned during the project cycle in terms of issues, planning failures, coordination challenges, stakeholders' interests, risks etc. | | |
| Recommendations for future projects | Recommendation for improvement for future projects in light of lessons learnt and general observation or feedback from stakeholders | | |
| Attachments | 1. Attachment 1 2. Attachment 2 Mention list of documents enclosed with PCR | | |

Approvals

Name, Signature, Date

Name, Signature, Date

Name, Signature, Date

Name, Signature, Date