Organizational Process Management - Procedure

Revision History:

Version	Date	Prepared by / Modified by	Significant Changes	Approved By	Approved On
1.0	3-May-2017	Steve Sommers Rakesh Solleti	First Draft Made	Anitha T G	18-May-2017

1.0 Purpose:

- The purpose of this process is to define the standard way of performing the organizational process activities to ensure that the organizational objectives are met and always focus towards continuous improvements. The Organizational Process Group (OPG) is responsible for establishing, maintaining, improving, and reviewing the effectiveness of organizational policies, processes, and procedures.

2.0 Scope:

- This process is applicable for the projects that are executed in ePathUSA. This process is applicable for the departments/functions also other than projects.

3.0 Entry and Inputs

- **Entry Criteria:** This process is a continuous process and runs across the projects and functions as planned in their respective plans.
- **Inputs:**
    - Internal Audit Feedback
    - Customer Feedback
    - Management Inputs
    - Business Objectives
    - Any organizational wide analysis
    - Inputs from project / teams

4.0 Activities:

4.1 Identify the organizational Objectives and Goals

- Review the organizational strategies with the senior management and organizational past project performance.
- Based on this the management will come out with the organizational objectives and update in the organizational objective document.
- The management with the help of OPG team will identify the project teams who should be part of the brain storming session to identify the objectives.
- The team will brainstorm and come out with the set of objectives, associated metrics and its definitions. The team will take help from the OPG team to understand the availability of the existing data that can help us knowing the current status.
- Based on the inputs the management will come out with the targets for the year and the OPG team will periodically provide the analysis based on the actual projects results to compare against the goals set for.
- Based on the deviations the team will come out with RCA (Root Cause Analysis) and actions that address these deviations.
- The trends and patterns of these objectives will be presented and discussed during the quarterly and yearly management reviews.

4.2 Plan for the Organizational Process Activities

- OPG has to plan for the organizational activities for the Year and update it as and when required. This plan includes the organization wide process management activities including
    - Process Trainings
    - Process Improvements
    - Organization wide Analysis
    - Data Collection
    - PAL maintenance
    - QMS releases
    - Organizational wide initiatives like tool deployment etc.,

- OPG plan has to be reviewed by the head of the OPG to ensure that it addresses the organizational requirements.
- OPG Plan should include the goals and activities for the entire Year. These goals are to be reviewed and approved by senior management.
- OPG has to come out with the tailoring guidelines for the projects to use based on the organizational environment and customer expectations. These tailoring have to be documented in the tailoring guidelines.
- Identify any additional processes that needs to be defined or weakness in any processes that needs to be addressed in the organization and document these in the OPG plan.
- Define the routine activities the OPG team has to do including training, management reviews, audits etc.,
- Estimate the overall requirements in terms of efforts for the team to manage the process management activities.
- Identify any tools to be used for process management activities
- Identify any training's required for the process group team to have more effective process activities.
- Plan for the prioritization and implementation of the process improvement logs raised by the project teams and that needs to be addressed as appropriate.
- Define the roles and responsibilities including the team details in the OPG plan.
- Schedule and hold monthly OPG meetings to discuss the status of process improvements
- Provide the ongoing status of process management activities, measurements, and process improvement to senior management

4.3 Develop Specific Process Model

- OPG team has to develop an organization specific process model that has to be used for defining any process in the QMS. The model includes the following:
  - Objective of the process
  - Entry & Exit criteria for the process
  - Various inputs used by the process
  - Various outputs produced by the process
  - Tasks to be performed to produce the output
  - References - Guidelines, checklists, Templates and Other Procedures
- Develop organizational policy for defining and managing these procedures across the organization
- Get these processes reviewed by the identified SMEs and the approvals from the required stakeholders before being published in the Quality Management System.
- Collect the feedback from the practitioners periodically to assess how the process helping the project teams.

4.4 Define / Update the Organizational Procedures

- The Organizational Process Group procedure defines how the organizational standard process is managed.
- The OPG defines and maintains the organizational standard process for projects as well as for the organization, considering project experiences, lessons learned, and continuous improvements.
- The OPG is responsible for establishing and maintaining the organizational standard process.
- Project teams will provide to the project experiences, lessons learned, and the results of analyzed measurements to help improve the process.
- Project personnel may also be assigned responsibility for defining new processes, based on the need.
- OPG team has to maintain the standard process elements including
  - Procedures
  - Templates
  - Checklists
  - Guidelines
  - Tailoring etc.,
- Assess compliance review results and organizational and project products and experiences to identify standard process improvements
- Maintain configuration/version control of organizational standard process elements
- Update process elements as improvements and corrections are approved by the OPG
- Study the types of projects executed and being executed in the organization w.r.t,
  - Different phases / stages in the project lifecycle

- o Deliverables produced at different phases
- o Verification / Validation methodology
- o Different processes to be used at different stages / phases
- Develop lifecycle model selection guidelines by mentioning

4.5 Process Tailoring

- OPG team is responsible to identify and define the tailoring guidelines and criteria for the projects
- This ensures that the organization, and each project implementing the standard process, maintains the integrity of the intended process.
- The project has to use the tailoring template during the project planning phase. The Tailoring Report Template contains the criteria for what is expected to be completed during project execution.
- OPG team will review the standard processes and determine the degree to which the process is to be implemented considering the project environment and update the tailoring guidelines.
- Once the Tailoring Report is completed, the project manager forwards it to the OPG for review and approval.
- The OPG is responsible for reviewing the completed tailoring report and approving. The OPG approves the tailored process as long as the "intent" of the process is the same as the standard process.
- If the process does not reflect the "intent", the OPG rejects the tailoring request.

4.6 Process Changes

- OPG team is responsible to regularly improve/change the procedures to organizational standard processes and ensure that the modified processes are implemented within the projects.
- Anyone within the organization may identify an improvement to the process using the Process Improvement Proposal (PIP) form.
- The OPG is responsible for reviewing, recording status, and determining the disposition of PIPs
- The OPG is responsible for implementation.
- Changes could be of two types
  - o Corrections – fixing the process issues
  - o Improvements – Enhancements to the standard processes
- The Project teams describe the process change, the analysis that was performed to justify the process change.
- Upon receipt of the PIP by the OPG, a PIP number is assigned and added to the PIP form. Information about the new PIP is also added to the Process Improvement Proposal Log for tracking
- The OPG reviews the PIP for feasibility, correctness, accuracy, and justification
- The OPG either approves and authorizes the PIP, disapproves and rejects it, or defers the PIP request
- Once the PIP has been approved and authorized, the person that has been identified as responsible for the implementation of the PIP is recorded on the PIP form and the PIP Log.
- OPG team with the help from project comes out with the action plan for implementing the process change, and the final disposition of the change. Identify any measurement or metric that may be associated with the implementation of the change
- Upon completion of implementation of the change, the person assigned to implement the change notifies the OPG that the change is implemented and ready for review.
- The change is presented for review to the OPG. The implementer provides any metrics that are associated with the PIP. The OPG documents the metrics collected and closes the PIP. If deemed necessary, the OPG requests additional information from the implementer or may ask for additional changes.
- When finalized, the OPG closes the PIP and records the final disposition on the PIP Form and on the PIP Log
- The OPG maintains completed PIP records. Improvements to standard processes are documented in the revision history of the appropriate Handbook. The OPG Measurement worksheet contains a PIP log, which enables the organization to establish metrics related to PIPs

4.7 Process Assessment or Evaluation

- OPG is responsible to ensure that the organization's standard process implementation is analyzed and improvements are identified and implemented.
- Review project documentation to identify best practices
    - Review project plans, work products, and support documents
    - Identify any candidate "best practices" and documents
    - Incorporate the "best practice" documents into the Process Asset Library
- Assess results of the project's implementation of the standard process for compliance as well as effectiveness. Identify any standard process modifications based on compliance results
- Review and analyze measurement results from process management, project management, engineering, and other processes
- Determine technology advancement needs
    - Assess technology changes and impacts that were implemented
    - Assess the impact of failing to advance technology
- Identify any gaps from a current appraisal and capture the intent to close the gaps as part of this activity

4.8 Process Assessment Library (PAL)

- The Process Asset Library contains the organizational assets are identified, maintained, and made available to projects and the organization.
- The OPG is responsible for establishing, maintaining, controlling, and making the Process Assets Library available to projects.
- The OPG team has to gather the data periodically from the projects to do the metrics analysis at the organization level. These documents / data are to be stored in the PAL.
- Establish and maintain a process asset library
    - Identify library components
    - Include reusable templates and documents (policies, plans, procedures, product and test documents, reports)
    - Include procedures
    - Include standards and guidelines (product and technical standards – e.g., coding)
    - Historical metrics (measures – e.g., effort, progress, defects)
- Select best practice documents and other assets and place in library
    - Review candidate documentation and other asset material
    - Select best practice documents and assets
- The process assets library is structured in two parts--the first containing all organizational process assets and the second is the project space
- The OPG team has to collect the work products from the projects and upload the min the PAL for future reference. The documents includes
    - Project Plan
    - Estimation Sheets
    - Risk Log
    - Engineering Documents
    - Root Cause Analysis
    - Defect Analysis
    - Metrics Analysis Reports
    - Reusable components
- The organizational process assets are structured in 5 distinct tiers:
    - ❑ Tier 0 – Archives of first generation process related documents
    - ❑ Tier 1 – Defining Documents, including the OPG Charter and organization level plans
    - ❑ Tier 2 – procedures for all activities
    - ❑ Tier 3 – Templates contains reusable templates, forms, and plans for each of the activities
    - ❑ Tier 4 – Work Products and Artifacts is a placeholder for OPG and project work products and artifacts

4.9 Lessons Learned

- Organizational Process Group (OPG) identifies lessons learned, maintains them, and makes them available to other projects and the organization.
- The OPG establishes the organizational lessons learned repository in the Process Assets Library
- Projects record lessons learned
- At the end of each project/sprint, the project team conducts a lessons learned meeting that identifies opportunities to improve any aspect of the process.
- All improvements are captured in the organization's controlled Process Assets Library (PAL).
- Provide access to lessons learned assets through the Process Assets Library. Personnel contact the OPG and the OPG makes the requested information available in accordance with the PAL control processes.

4.10 Work Environment Standards

- Provide necessary work environment for employees based on the designation / role which includes:
  - Work location (Developer / Manager / GH cube)
  - Computer (Desk top / lap top) with network connectivity (the option of Laptop or desktop and machine configuration will be decided based on the role, project specific requirements and GH recommendation)
  - Software (standard software Mail, Antivirus, MS / Open office and other software based on GH recommendation)
  - Access card
  - Security and responsibilities
  - Mail usage
  - Antivirus usage
  - Backup and recovery
- Periodically review and update the work environment standards
- Refer to work environment guidelines in the QMS for more details

4.11 Establish Teams

- The OPG is responsible for the creation and maintenance of the Establish Teams procedure.
- Executive/Senior management (CEO) funds projects and project teams and has ultimate authority over the allocation/utilization of resources.
- The Project Manager (PM) has responsibility for the day-to-day operations of the project and is responsible for the budget, schedule, and quality of project work products and named project deliverables.
- The Team has responsibility for developing and implementing the technical solution. Team members are responsible for completion and delivery of their assigned tasks and for reporting progress and obstacles to performance to their Project Manager.
- Refer to the Roles and Responsibilities document in PAL
- When staffing a project, Management and the Project Manager must consider the minimum skills and education requirements defined in the SOW/contract, and obtaining the right mix of team member skills to produce high quality project deliverables
- The Director provides recruiting support for the project, when necessary.
- Team and their roles and responsibilities are defined in the Project Management Plan.

4.12 QMS Release

- OPG team lists out the changes made to the Quality Management System from the previous release. These changes might have come from
  - Process Improvement Proposals
  - New procedures
  - Any issues with the existing procedures
  - Audit feedback etc.,
- The team will ensure that the changes made are appropriate reviews and revision history updated
- The modified procedures will be uploaded back into the Quality Management System
- Circulate the release note to all the stakeholders, release note includes

- o What are the changes made
- o Background / reason for the changes
- o Impacted functions/teams
- o When the new changes to be implemented in the projects
- If required the OPG team will plan for separate walk through sessions to the respective stakeholders' to explain the changes made
- Get the feedback about the modified processes in the upcoming audits

5. Exit Criteria and Outputs:

Exit Criteria: This is a repeated and continuous process planned and executed throughout the Year.
Outputs:
- Meeting Minutes
- Process Improvement Proposal
- Process Improvement Logger and tracker
- QMS Release Notes
- Updated Process Documents
- PAL
- Lessons Learned (Retrospection)
- Organizational Analysis

6. References

- Guidelines
    - o Work Environment Guidelines
- Templates
    - o Minutes of Meeting
    - o OPG Plan
    - o QMS Release Note
    - o PIP
    - o PIP Logger and Tracker
    - o Lessons Learned (Retrospection)