Introduction to PM4U
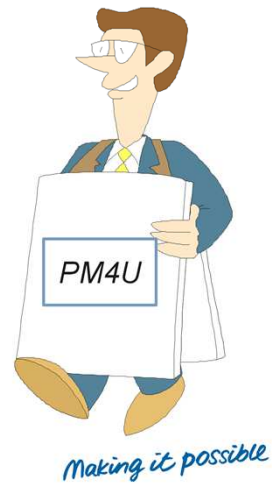## Targeted Extended Delivery Centre

Nordea
Group IT
IT Strategy, Architecture and Methodology
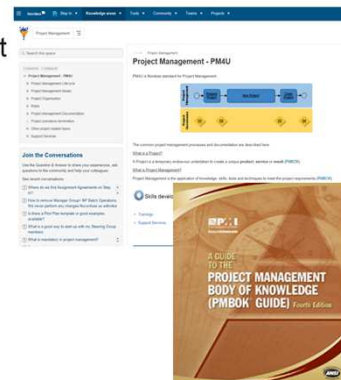Project Academy

making it possible

"PM4U" is Nordea's common Project management standard.

The common project management processes, documentation, organsiation, roles and responsibility are overall described in this presentation.

The aim is to acquire general and overall knowledge about PM4U and to get introduced to the foundation and content of PM4U.

Detailed information about PM4U is available at "Step In".

"Step In" is the Nordea site for "Methods, Tools and Support" related to Nordea change initiatives and IT deliveries. "Step In" is available for all Nordea employees via "Intra", "Applications" and "Tools".

Detailed information about PMI is available within the "PMBOK 4. Edition", published by the Project Management Institute (PMI) or at www.PMI.org.

PM4U consists of two elements:

1. Nordea specific guidelines published at Step In

- Project Management Lifecycle
    - Project Management
        - Phases
    - Project Governance
        - Decision points
- Project Management Model
    - Process Groups
    - Project Management Knowledge Areas
- Project Management Documents
    - Mandatory and recommended documentations
    - Supporting templates and descriptions
- Project organisation
    - Roles and responsibilities
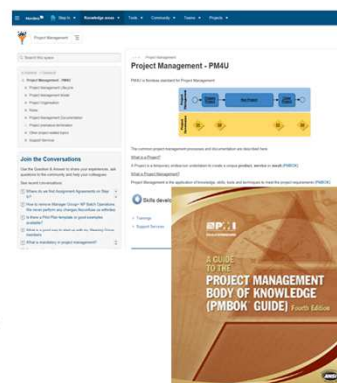
2. Project Management Body of Knowledge (PMBOK Fourth Edition)

- An industry standard known world wide and maintained by Project Management Institute (PMI)

Nordea

3 •

PM4U consists of two **main** elements:

First

1. The Nordea specific and corporate guidelines are all described and published at Step In

- The Project Management Lifecycle consists of
    - Project Management part - phases and
    - Project Governance part - Decision points

- The Project Management Model describes the collection of necessary knowledge needed to perform Project Management. The Project Management Model includes a description of Process Groups and Project Management Knowledge areas
    - Find detailed description of the Process Groups and Knowledge Areas in the PMBOK ® Guide 4. edition chapter 3-12.

- The Project Management documentations are all documents where the Project management activities are documented. Some documents are mandatory to use and other documents are recommended to use.

- The Project Organisation contains roles and responsibilities as well as suggestions on how to organise the project depending of types of projects.

Second

2. The Project Management Body of Knowledge - PMBOK

Nordea Project Management Standard - PM4U - is based on the international (good practice) standard described by The Project Management Institute (PMI) in the Project Management Body Of Knowledge (PMBOK) 4. edition.

The PMBOK is an industry project management standard known world-wide.

- The Nordea Project management standard is based on the PMBOK ® Guide.

- The PMBOK contains fundamental practices that all project managers needs to attain to, to ensure high standards for project excellence
- The PMBOK describes practices "How to manage the project" and "How to carry out the project management activities".

Programmes and Projects are fundamentally different.

A **Programme** is established to help the business area in realising the Business Case - supporting the business strategy - created in the Strategy Planning Process.

- Programmes have a wide scope and are often executed over a number of years where the target is expected to move due to circumstances beyond the Programmes responsibility.
- This demands special management processes, organisation and close cooperation with the business area. The Programme Manager must have excellent leadership skills and extensive business area knowledge.

Projects on the other hand should - as a rule of thumb - have a more limited duration with faster results. Duration of 6 – 9 months is recommended.

- Simplified one could argue that Projects are a temporary **delivery** oriented organisation where as a Programme is a temporary **change** oriented organisation.

Even though Programmes and Projects are fundamentally different both types of organising changes are:

- Governed by fixed deliverables, cost/benefits and schedule (= the Baseline)
- Measured against the Baseline
- Managed within the boundaries set by the Baseline
- Changed by subject of a Project Steering Group or a Programme Steering Committee decision to approve a new Baseline
- Managed in accordance with a Project plan or a Programme plan containing all deliverables

PMI is the framework for PM4U

Project Management Institute's (PMI) Body of Knowledge (PMBOK®)
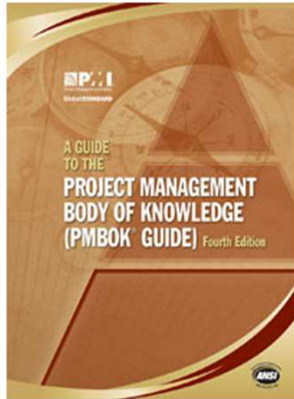
- ✓ Has been a leading tool for the project management profession and an essential reference for the library of every project manager

- ✓ Is recognised as the global standard for project management and is one of the best and most versatile resources available for the professional

- ✓ Contains the fundamental practices that all project managers need to attain high standards for project excellence

- ✓ www.pmi.org

Nordea

5 ·

PMI (The Project Management Institute) is the framework and foundation for the Nordea Project Management Standard - PM4U.

For more than 25 years, a guide to the Project Management Body of Knowledge (PMBOK) has been a leading tool for the project management profession and an essential reference for the library of every project managers.

The PMBOK Guide reflects the collaboration and knowledge of working project managers and provides the fundamentals of project management as they apply to a wide range of projects. This internationally recognized standard gives project managers the essential tools to practice project management and deliver organisational results.

Project managers in Nordea are all expected to be familiar with the PMBOK.

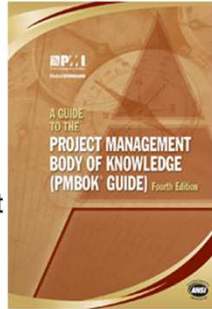Find further information at www.pmi.org.

The PMBOK is the essential tool and guide for every Nordea project manager.

Detailed description of the Process Groups and Knowledge Areas can be found in the PMBOK ® Guide 4$_{th}$ edition chapter 3-12.

The Project Management processes are grouped into Project Management Knowledge Areas. Each Knowledge Area includes a set of processes and activities concerning it's specific focus. The Project Integration Management has the specific focus of integrating the processes and activities in the other Knowledge Areas

- The **Project Management Knowledge Areas,** contains the knowledge you need in order to do Project Management;
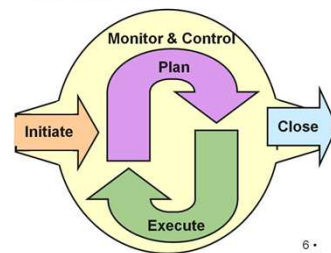- Project Scope management
- Project Time management
- Project Cost management
- Project Quality management
- Project Human management
- Project Communication management
- Project Risk management
- Project Procurement management
- Project Integration management

In each phase of the Project Management Lifecycle several different management activities are performed according to the **Process Groups**

- **Initiating processes** defines and authorizes the start of a Project or a phase
- **Planning processes** defines objectives and plans the best courses of action to attain the objectives and scope of the Project
- **Executing processes** coordinates people and other resources to carry out the work described in the Project Management Plan for the Project or phase
- **Monitoring and Controlling processes** requires that progress is regularly measured to identify variances from the Project Management Plan in order to be able to take corrective actions when necessary
- **Closing processes** formalises the acceptance of the product, service or result and ends the phase or Project.

PMI knowledge areas & process groups

Project Integration Management

Develop Project Charter	Develop Project Management Plan	Direct and Manage Project execution	Monitor and Control Project Work	Close project or Phase
			Perform Integrated Change Control	

Monitor & Control
Plan
Initiate
Close
Execute

Scope	Time	Cost	Quality	Human resource	Communi-cations	Risk	Procure-ment
Control Scope	Control Schedule					Monitor and Control Risks	
Verify Scope	Develop Schedule				Report Performance	Plan Risk Responses	
Create WBS	Estimate Activity Durations	Control Costs	Perform Quality Control	Manage Project Team	Manage Stakeholder Expectations	Perform Quantitative Risk Analysis	Close Procurements
Define Scope	Estimate Activity Resources	Determine Budget	Perform Quality Assurance	Develop Project Team	Distribute Information	Perform Qualitative Risk Analysis	Administer Procurements
Collect Requirements	Sequence Activities	Estimate Costs	Plan Quality	Acquire Project Team	Plan Communi-cations	Identify Risks	Conduct Procurements
	Define Activities			Develop Human Resource Plan	Identify Stakeholders	Plan Risk Management	Plan Procurements

Introduction to PM4U

Nordea

The Project Management processes are grouped into different Project Management Knowledge Areas. Each Knowledge Area includes a set of processes and activities concerning it's specific focus. The Project Integration Management has the specific focus of integrating the processes and activities in the other Knowledge Areas.

The illustration shows through the colour marking how the Project Management Knowledge Areas relates to the Process Groups.

Project Integration Management includes the processes and activities needed to identify, define, combine, unify, and co-ordinate the various processes and Project Management activities within the Project management Process Groups.

Integration, in the context of managing a Project, is making choices about where to concentrate resources and effort on any given day, anticipating potential issues, dealing with these issues before they become critical and coordinating work for the overall Project good.

Integration is primarily concerned with effectively integrating the processes among the Project management Process Groups that are required to accomplish Project objectives within an organisation's defined procedures.

Project Scope Management includes the processes required to ensure that the Project includes all the work required, and only the work required to complete the Project successfully.

Scope Management is primarily concerned with defining and controlling what is and what is not included in the project.

Project Time Management includes the processes required to accomplish timely completion of the Project.

The processes interact with each other and with other processes in the other Knowledge Areas. In practice they might be overlapping.

In some Projects Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating and Schedule Development are so tightly linked that they can be viewed as one single process.

Project Cost Management includes the processes involved in planning, estimating, budgeting and controlling managing costs so that the Project can be completed within the approved budget.

Cost Management is primarily concerned with the cost of the resources needed to complete Project activities. However, Cost Management should also consider the effect of Project decisions on the cost of using, maintaining, and supporting the product, service, or result of the Project.

Project Quality Management processes include all the activities of the performing organisation that determine quality policies, objectives and responsibilities so that the Project will satisfy the needs for which it was undertaken. It implements the quality management system through the policy, procedures, and processes of quality planning, quality assurance, and quality control, with continuous process improvement activities conducted throughout, as appropriate.

Quality Management must address both the management of the Project and the product of the Project.

Project Human Resource Management includes the processes required to organise and manage the Project Team (called 'Project Group' in Nordea). The Project Team is comprised of the people who have assigned roles and responsibilities for completing the Project. Project Members should be involved in much of the Project's planning and decision-making.

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of Project information. The Communications Management processes provide the critical links among people and information that are necessary for successful communications.

Project Managers can spend an inordinate amount a time communicating with the Project Group, stakeholders, customer and sponsor. Everyone involved in the Project should understand how communications affect the Project as a whole.

In Nordea, Group Identity and Communications (GIC) can assist the Project in making a Communication Plan and should always be involved if the Project has a need to communicate externally.

Project Risk management. In Nordea the Quality and Risk Assessment (QRA) process which Group Operational Risk and Compliance is responsible for must be used for Project Risk Management.

Project risks are an uncertain event or condition that, if it occurs, has a negative effect on at least one Project objective and through that the Project baseline consisting of Deliverables, Schedule and Cost/Benefits. A risk may have one or more causes and, if it occurs, one or more impacts.

The Project Risks are the responsibility of the Project Manager and these risks should either be reflected in a QRA Report attached to the Scope Statement or the most important risks from the QRA Detailed Analysis document should be reflected in the Scope Statement.

Project Procurement Management includes the processes to purchase or acquire the products, services or results needed from outside the Project to perform the work.

In Nordea, Sourcing in Group Services and IT Sourcing in Group IT shall be involved, whenever a purchase in a Project should take place and The Procurement Management processes will take place according to how Sourcing in Group Services and IT Sourcing in Group IT's procedures are determined.

PM4U lifecycle set in context with overall pre and post activities
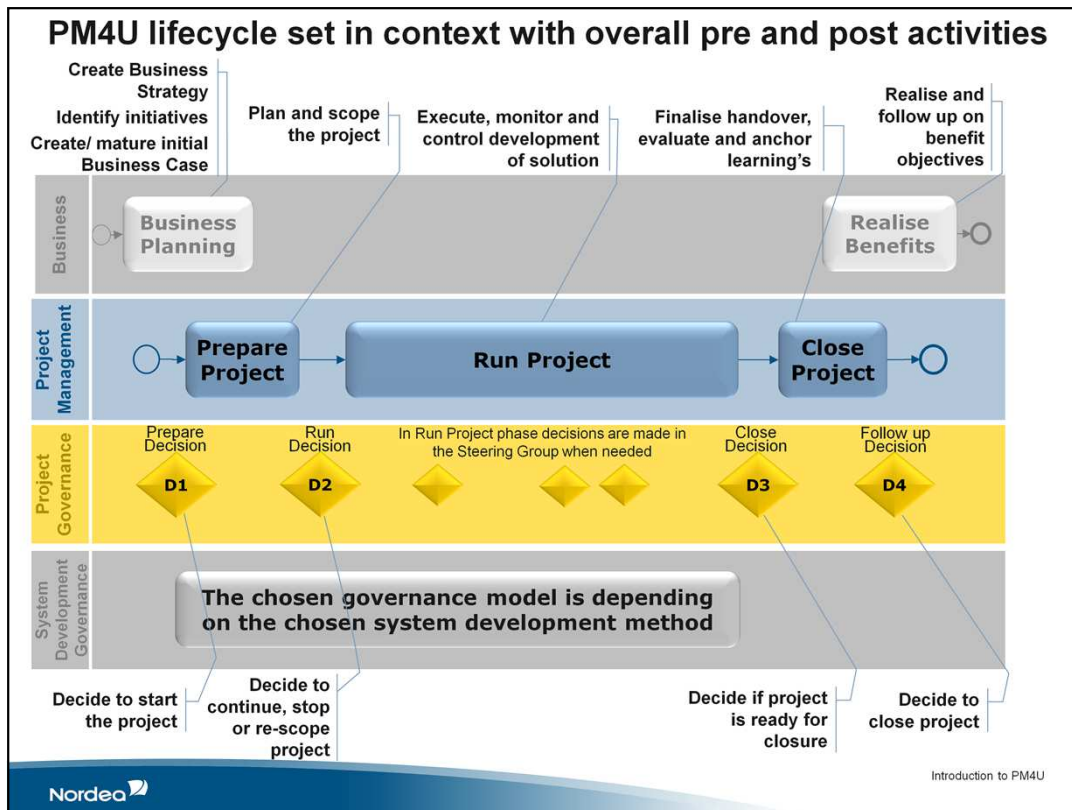
The Project Management Lifecycle consists of Project Management and Project Governance. The Lifecycle is the overall structure, which every Project in Nordea must follow.

The Decision Points and the phases are the decided Nordea customisation of the Project Management Standard, based on the international standard described by PMI in the PMBOK ® Guide 4th edition.

Here the lifecycle is represented in context with the overall pre and post activities + the System Development Governance. For Projects with IT release the Project Governance must be supplemented with the System Development Governance, depending of chosen way of working with your software development. Please understand that Project Governance and System development Governance is separated.

The Project Management part of the lifecycle consists of 3 phases.

- The System Development method used in a project often suggests more phases, which then are sub phases during the Run Project phase. During the Prepare Project phase the work on-going will be influenced by the chosen Development method.

The Project Governance part of the lifecycle consists of Decision Points from D1 to D4.

- The Decision Points D1, D2, D3 and D4 is mandatory and must be applied by all projects.
- For Projects with IT release the Project Governance must be combined with the System Development Governance either working Traditional (SDP = System Development Process) or working Agile.

D1

The **Decision Point D1** is the **Prepare decision**.

The purpose is to decide that the project should be started by approving the **Business Case**. It is

8

vital for the Project Governance that the Business Case is as stable and robust as possible when decided upon at the D1. Prior to D1 proper Business Case maturation should ensure this.

When it is decided to start the project, a decision is also made on forming the initial project organisation and granting authorisation for the Project Manager to use resources in the Prepare Project phase.

Prepare Project Phase

The **Prepare Project phase** is about **understanding the problem or the opportunity**.

The purpose of the phase is to scope and plan the Project and to create a basis for decision making. This is obtained through close cooperation with the stakeholders to understand the requirements and to get a common agreement on the Project's scope and possible solutions. Focus is on ensuring that the Project is worth doing and possible to do.

Baselines for the Project in terms of Scope, Schedule and Cost should be established and form the basis for the decision of executing the work in the Run Project Phase. The possible risks and their impact on the baselines should be taken into consideration.

Initial planning creates the prerequisites for the successful execution of the Project. The phase is a comprehensive top down iterative analysis and planning process for the Project.

In the Prepare Project phase the Development method to use in the project is also decided. The Development method influence which activities should be executed during the Prepare Project phase.

The main intention of the Prepare Project phase is to create an overall plan showing:

- **which** objectives the project should accomplish
- **what** deliverables should be made
- **how** the project will achieve these by developing the master schedule and the Work Breakdown Structure
- improved cost and benefit estimates.

D2

The **Decision Point D2** is the **Run Decision**.

The purpose is to decide if the Project should be continued. The decision is based on the Scope Statement (Traditional) or the Project Description (Agile) and the updated Business Case. For Projects with IT release additional mandatory documents must be approved prior to the Steering Group decision.

The decision to start the Run Project phase means that Project Manager is authorised to use the resources defined in the Scope Statement (working Traditional) or Project Description (working Agile) for the Project execution.

Run Project Phase

The Run Project phase is about **executing the solution**.

The purpose of the Run Project phase is to produce and deliver the Project outcome according to the Scope Statement. During the phase the Project Group will:

- **execute** the planned activities and deliverables of the phase within scope, time and cost
- **conduct** integrated change control, i.e. focus on changes in scope, time and cost
- **handle** risks
- **monitor and control** work according to the plan.

D3

The Decision Point D3 is the **Close Decision.**

The purpose is to decide if the Project is ready for closure. When the Project has delivered the Project outcome to the receiving organisations the Close Project phase can start. The decision is based on the updated Scope Statement (Traditional) or Porject Description (Agile) and Business Case. For Projects with IT there can be additional mandatory documents to be approved prior to the Steering Group decision depending on if development is done in a Traditional or Agile way.

Close Project Phase

The Close Project phase is about **stopping work in a Project organisation in an orderly way**.

The purpose of the phase is to ensure that new responsibilities taking over after Project closure are in place and the Project can be closed.

During the phase the Project Manager will ensure that:

- New responsibilities regarding open issues are agreed
- Necessary contracts after Project closure are in place
- Project is ready for administrative closure
- Lessons learned from the Project are highlighted and anchored in the line organisation
- Employees in the Project are released in a proper manner

The Responsible Business Partner will bring the on-going/remaining Benefit Realisation from the Project organisation back into the line organisation.

D4

The Decision Point D4 is the **Follow up Decision.**

The purpose is to close the Project formally and to ensure that the hand over to the receiving organisation has been performed and that all necessary responsibilities are in place.

- The Project organisation is released from its responsibilities
- Responsibility for Benefit Realisation is anchored in the line organisation by the Responsible Business Partner
- Old contracts have been closed
- Valid contracts for the future operational work have been signed.

The decision is based on the updated Business case and the Closure document.

A decision point is not only a decision as project reviews and approvals also are included

Review and approval
- Project results
- Documentation

Recommendation
- Resp. Business Partner, Resp. IT Partner and Project Manager make recommendation

Decision
Based on the recommendation and dialogue in the Steering Group, the Sponsor decides to re-do, stop or continue the project

Go

Stop

Re-do

Nordea

9 ·

A Decision Point is more than the decision made in the Steering Group Meeting

The **review and approval** should be both Project internal review of results and documentation (mandatory Governance documents and other Project documents) and external review e.g. by the receiving and the providing organisations or other Projects having dependencies to this Project.

The **recommendation** is an important input from the roles responsible to the sponsor being accountable and being the one making the decision. Based on the current situation, what kind of decision is preferred; continue, continue but with changes to the Project baseline, put on hold until certain things are in place, close.

At the Steering Group meeting the sponsor **decides** based on the input, the recommendation and the dialogue in the meeting.

When the decision is taken, updates should be made in the administrative systems.

Specifically for Projects with IT release

Projects with IT release should consider multiple releases rather than one big release at the end. In each release the governance connected to the Decision Points D2.1 and D2.2 must be applied.
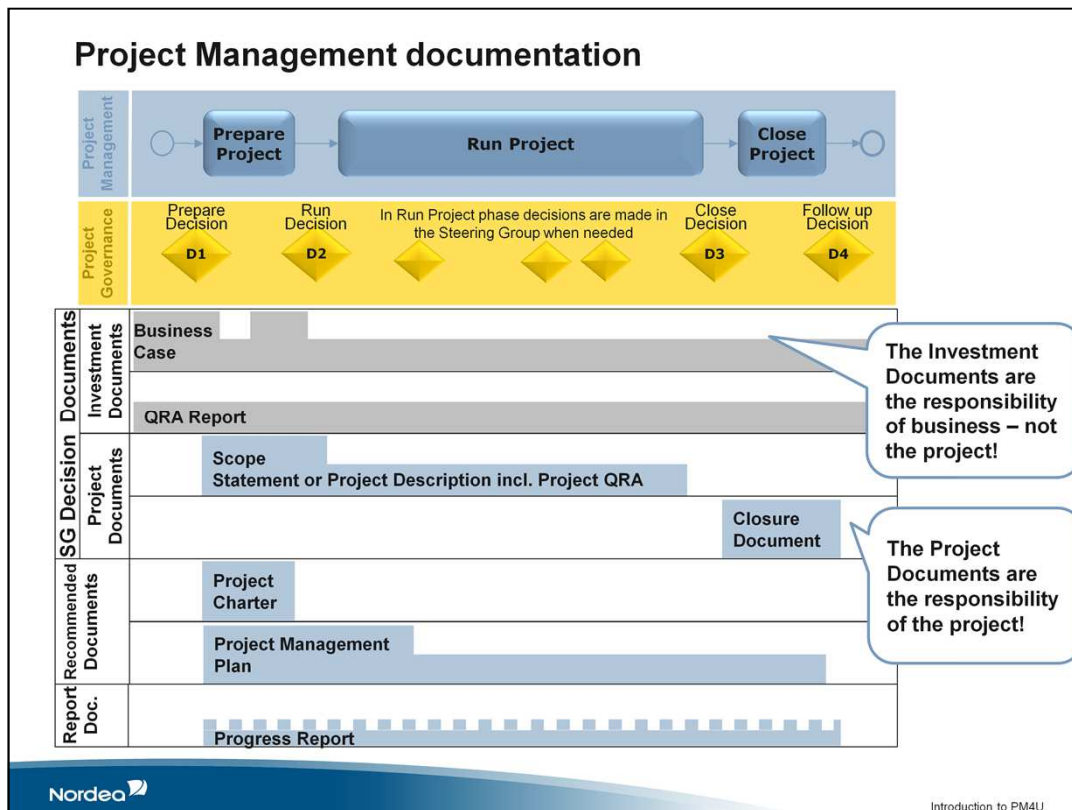
To ensure sufficient communication and decision making the key findings in the Project Management activities needs to be documented.

The nature of all Project documentation is that they mature during the progress of the project.

Within the Project Management Standard, PM4U, some documents are governance documents and as such mandatory to use in every project; the Steering Group Decision Documents and the Progress Report. Mandatory refers to such a document must be created/updated. It is optional to use the templates provided (can be found at Step In) as long as the principles behind are covered.

There are also documents, which are recommended to use; the Project Charter and the Project Management Plan. These documents are depicted in the illustration, where it is also shown when and relatively how much effort is put into creating and updating the documents.

The Steering Group Decision Documents should be presented in the Decision Points together with an updated version of the Progress Report. Sometimes it is not possible to keep the Project baseline within agreed limits and additional decisions in the Steering Group are necessary during a Project phase. The decisions will then be based on updated versions of the Steering Group Decision Documents.

- The **Business Case** and the **QRA Report.** The Business Case describes the business investment: Why the initiative is seen as a good investment containing the rationale for the investment including assumptions and explanations of cost/benefit

drivers. The QRA (Quality Risk Analysis) is the operational risks that can occour when/if changing the current business process.

- The **Scope Statement** (if working Traditional) describes the Project Manager's interpretation of the task and constitutes the definition of the Project. Describes what is delivered in terms of the expected product, service or result and how it is produced. It contains description of: Project objectives, strategy for execution, scope, high level schedule, risks, organisation and costs. The Scope Statement is the definition of the Project.

- The **Project Description** (if working Agile) describes the Project Manager's interpretation of the initiative, overall what to deliver and how to execute. Constitutes the detailed "How" and "When" description for the initiative. It is a kind of "operating model" for the Project working agile and keeps track on people working in the team, how the team is going to work incl. roles and resp., the events, overall plans; road map / master plan, release plan, sprint plan (if working Scrum), dependencies, severe project risks, and overall what is going to be delivered including drivers / goals via link to The Product Vision and the continuous prioritised scope via link to the Product Backlog. The Product Owner is responsible of the Product Vision and the Product Backlog.

- The **Closure Document** is the document used for official closing the Project in D4.

- The **Progress Report** is a monthly report and provides information about the current Project progress and the future possibilities.

- The **Project Charter** documents the agreement between the Sponsor and the Project Manager. Provide the Project Manager with mandate and limits around the Project baseline.

- The **Project Management Plan** document and defines how the Project is executed, monitored & controlled and closed.

Scope Statement
The document is the definition of the project

- Owned and made by Project manager

- Describes the expected product, service or result and how it is produced

- Defines
  - Project objectives
  - Project baseline (Scope, Schedule, Cost, Risk)
  - What limitations the project is dealing with (assumptions, constraints, boundaries, etc.)

- Must be reviewed and approved by the Steering Group at all decisions points

- Is the PM's interpretation of the task and what the project must deliver

The Scope Statement document is a mandatory decision document and it describes the Project Manager's interpretation of the task and constitutes the definition of the Project when working Traditional.

Responsible

The Project Manager is responsible of the Scope Statement.

Usage

The Scope Statement describes **what** is delivered in terms of the expected product, service or result and **how** it is produced. It contains description of: Project objectives, strategy for execution, scope, high level schedule, risks, organisation and costs.

The Scope Statement is the definition of the Project. This means that the document is initiated by the Project Manager during the Prepare Project phase and presented for approval to the Steering Group in D2.

If there are additional Decision Points during the Run Project phase applied by the chosen Development method the Scope Statement should be updated and approved in these Decision Points. When the Project has delivered the final update and approval of the Scope Statement should be conducted as part of the D3.

The Scope Statement is also updated and presented for approval to the Steering Group outside the mandatory Decision Points as part of the Integrated Change Control process e.g. when deliverables change or the schedule is changed.

Because the Scope Statement is a decision document the information must be on high level. The detailed information is in the Project Management Plan so Scope Statement is somehow the summary of the Project Management Plan.

Project Description (working Agile)

The document is the definition of the project

Project Description template

- Project Objectives
- Scope
- High level plans/Roadmap
- Organisation
- Ceremonies
- Quality criteria
- Dependencies
- Risks
- Cost
- Attachments

Project Manager:	< >	Date created:	< >
NIDS no:	> >	Date modified:	< >
Business Area (Sponsor's Department):	< >		

The Project Description is a decision document in the Steering Group and used for communication purpose (Sponsor, Stakeholders the development teams).

The content of the document is on a high level e.g. roadmap covering the whole project. If possible generate the information from tools used.

Project Objectives

(Value to create. Link to Epics in the backlog if possible)

Link to Epic	What	How much / when	Supporting benefit objective named

Scope

(Short verbal description if applicable)

Link to
- The Product Vision
- The Product Backlog

High level plans/Roadmap

(Should reflect the execution strategy, high level deliverables and milestones and release plan. Incert pictures of pla)

- Describes the "How" and "When" for the initiative. A kind of "operating model"
- Defines
  - Project objectives
  - Project baseline (Scope, Schedule, Cost, Risk)
  - High level plans/roadmap, events, quality criteria, dependencies
- Must be reviewed and approved by the Steering Group at D2
  - After D2 the document is updated and presented for approval when needed e.g. if overall priorities changes
- Is the PM's interpretation of the initiative and overall what to deliver

Introduction to PM4U

Nordea

If the Project work agile, the Project Description document is a mandatory decision document and it describes the Project Manager's interpretation of the initiative, overall what to deliver and how to execute, kind of an operating model.

Responsible

The Project Manager is responsible for the Project Description.

Usage

The Project Description constitutes the detailed "How" and "When" description for the initiative. The overall "Why" and "What" description of the initiative, which the project is providing solutions to, is described in the Business Case document. It is a kind of "operating model" for the Project **working agile** and keeps track on people working in the team, how the team is going to work incl. roles and resp., the events, overall plans; road map / master plan, release plan, sprint plan (if working Scrum), dependencies, severe project risks, and overall what is going to be delivered including drivers / goals via link to The Product Vision and the continuous prioritised scope via link to the Product Backlog. The Product Owner is responsible of the Product Vision and the Product Backlog.

The document is initiated by the Project Manager during the Prepare and presented for approval to the Steering Group in D2.

After D2 the Project Description is updated and presented for approval to the Steering Group when needed e.g. to adjust overall priorities or if architectural approval cannot be obtained and the Steering Group needs to decide whether to change scope or to provide more resources and money to accommodate the requests from ITAG.

Because the Project Description is a decision document the information must be on high level. Detailed information is in e.g. the Product Backlog, SAD and Sprint Backlogs so Project Description is somehow the summary of several other documents.

Please note that the document is containing vital information which can beneficially be used as part of team kick off and when on boarding new team members.

Closure document

The document officially closes the project

- Owned and made by the Project Manager

- Describes the handover of results to the line organisation

- Created during the Close phase

- Concluding workshop provides input

- Contains:
  - The final progress report
  - Project evaluation
  - Handover of deliverables and open issues
  - Lessons learned

The Closure Document is a mandatory decision document used for the official decision to close the Project in D4.
In addition to the continuous follow up on the Project progress a final follow up at the end of the Close Project phase is required.

Responsible

The Project Manager is responsible of the Closure Document.

Usage

Projects are recommended to conclude by means of a Concluding workshop, which both picks up the results of the project and also frames and uses the experience of the project in the correct context. The main purpose of the workshop is to learn.

Conclusions from the workshop are documented in the Closure Document which should include Financial Outcome and Future Responsibilities of the Business Case, Project Outcome, Lessons Learned and description of the Administrative Close down. It is important to note who the different conclusions are handed over to.

Because the Closure Document is a decision document the information included should be on a high level.

is a decision document the information included should be on a high level.

Progress Report

The document is used for monitoring and reporting the project progress

- Is owned by the Project manager

- Is used to compare the planned baseline with the actual scope, schedule, cost and risk at a certain moment

- Is used for monitoring and control and also forecasting

- Is made as often the Steering Group and the Project manager agree (as a minimum once per month)

The Progress Report is a mandatory report and it provides information about the current Projects progress and the future possibilities.

Responsible

The Project Manager is responsible of the Progress Report.

Usage

The Progress report is used for monitoring and reporting the Project progress and to consider the possibilities for future progress (forecasting).

The Progress report should be delivered as often as the Steering Group/Programme Manager requests but at least once a month. The Project Manager should include information on an agreed level.

Note! The financial information will normally be available only once a month.

The reporting should start as soon as it is relevant and required and should continue as long as necessary throughout the Project. If the Prepare Project phase has a duration of several months it is relevant to start reporting already during this phase.

The Progress Report is a project management deliverable and should be shown in the Project master schedule.

The Project Manager should comment and conclude upon Project progress. The reader of the Progress Report should be informed if all requirements to date have been fulfilled and if not what is the possible impact of missed deliveries.

Project Charter

The document is an agreement between the project manager and the sponsor

- Initially the Sponsor is responsible
- When the project is decided to start in D1 the Project manager is responsible
- Formal agreement between Sponsor and Project manager
  - For projects attached to a programme the charter is the formal agreement between programme manager and project manager
- Provides the Project manager with a mandate and the limits around the Project baseline within which the Project manager have mandate to make decisions
- Strongly recommended

The Project Charter is a recommended document and it is the formal agreement between the Sponsor as the customer and the Project Manager as the supplier.
For Projects attached to a programme, the Project Charter is the formal agreement between the Programme Manager and the Project Manager.

Responsible

Initially the Sponsor is responsible of the Project Charter. When the Project is decided in D1 the Project Manager is responsible of the Project Charter.

Usage

It is strongly recommended to create a Project Charter document for all complex Projects and also whenever the Project Manager is from outside the Nordea organisation.

The initial document is prepared by the Sponsor and presented for approval to the Project Manager. Any changes necessary later on in the Project lifecycle are prepared by the Project Manager and presented for approval to the Sponsor.

When accepted the Project Manager is committed to carry out the assignment as described covering the phase/s mentioned in the Project Charter.

The Project Charter contains description of overall Scope, Cost and Schedule, reference to Business Case, Roles and Responsibilities, Allocation, Progress Reporting and Baseline tolerances.

Project Management Plan

The document defines how the project is executed, monitored & controlled and closed

- Owned by the Project manager
- Is the Project managers tool to manage the project
  - Can be seen as the operation model for the project
  - Includes agreed Project management principles and combines all subsidiary plans for the project
- Initiated by the Project manager during Prepare Project phase and updated during Run Project phase
- Strongly recommended

The Project Management Plan is a recommended document and it defines how the Project is executed, monitored & controlled and closed. It includes agreed Project Management principles (Project related procedures) and combines all subsidiary plans.

Responsible

The Project Manager is responsible of the Project Management Plan.

Usage

The Project Management Plan is the Project Manager's tool to manage the Project. It is a map, which shows what will be done and when. It includes all the activities, deliverables, milestones etc. you need to monitor & control the Project.

It can be seen as an operating model for the Project and is also an important communication document when new people are introduced in the Project Group.

The document is initiated by the Project Manager during the Prepare Project phase. The document will be updated during the Run Project phase.

The content of the template is divided in three parts:

- Chapter 1. Detailed plans contains:

All detailed parts of the Project Management Plan. It contains references to the parts that have been described in other tools e.g.

      Detailed Project schedule in MS Project.

      Milestone list

      WBS dictionary in MS Project

      Cost Plan

- Chapter 2. Management principles contains:

All decided principles and project procedures on how to manage the Project. The principles will normally be written under each sub topic of this document. The principles don't contain any activities, only the principles.

- Chapter 3. Other plans contains:

It mainly contains references to other management plans.

For Projects with IT release you should consider the following plans:
- Requirement Management plan
- UI Design plan
- Configuration Management plan
- Iteration plan
- Master Test plan
- Level Test plan
- Deployment plan
- Go-live plan
- Hand-over plan
- Support plan

Roles and Responsibility of the Steering Group

- Sponsor
  - Accountable of the project
  - Responsible for project success and realisation of planned benefits.

- Responsible Business Partner
  - Accountable to sponsor for business case management, realisation of planned benefits and requirement management
  - Anchors project objectives and mission throughout the business organisation

- Responsible IT Partner
  - Accountable to Sponsor for quality of the IT solution and IT related issues including IT benefits
  - Anchors the project objectives and mission throughout the Nordea IT organisation.

Steering Group · *Reference Group* · *Project Group* · *Project Team X* · *Project Team Y*

Nordea

17 ·
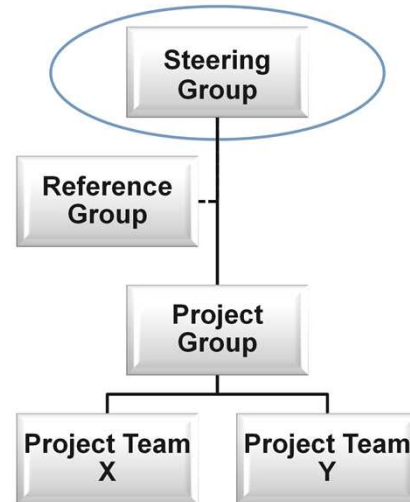
The Steering Group is the decision body of the standalone Project. The Sponsor is the chairman of the Steering Group and only he has the mandate for decisions.

Other Steering Group members are selected to ensure sufficient knowledge to challenge decision documents and to support the Sponsor in decision making.

The roles in the Steering Group are at a minimum:

- Sponsor
- Responsible Business Partner
- Responsible IT Partner (for Projects with IT release).

Other Business Partners, BCIOs and other parties might be included in the Steering Group when so decided.

The Project Manager is not a decision making member of the Steering Group but participates in the meetings and present topics.
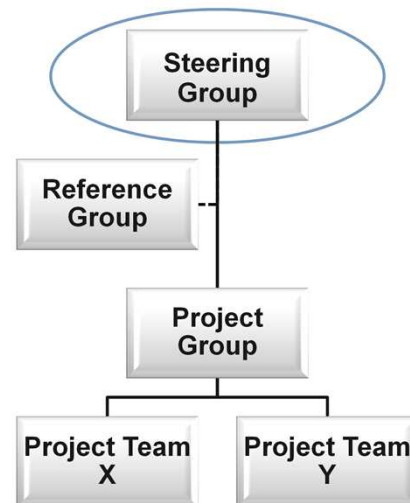
The Steering Group is **responsible for**:

- Providing decisions on start, continuation, rework, premature termination and/or closure of the project
- Providing decisions on mandatory documents and changes to baseline
- Ensuring Project resources
- Ensuring that Nordea Standards and instructions are followed
- Keeping a constant overview of the Project by primarily focusing on high-level planning, design and implementation issues and benefit realisation actions
- Ensuring hand-over of Project outcome to a receiving organisation

A Steering Group is a decision body – not a discussion forum or a stakeholder management body

Steering Group responsibilities:
- Provide decisions
- Stand behind the project and anchor the project objectives across the organisation
- Support, guide and coach the Project Manager
- Balance the Triple Constraint (time, costs, scope/quality)
- Follow up risks
- Ensure resources
- Ensure Nordea standards and instructions are followed
- Ensure that project outcome is handed over to the receiving organisation(s)
- Monitor and control the project
- Ensure sufficient communication with the Project Manager and project stakeholders

Steering Group

Reference Group

Project Group

Project Team X

Project Team Y

Nordea

18

The Steering Group is **responsible for**:

- Providing decisions on start, continuation, rework, premature termination and/or closure of the project
- Providing decisions on mandatory documents and changes to baseline
- Ensuring Project resources
- Ensuring that Nordea Standards and instructions are followed
- Keeping a constant overview of the Project by primarily focusing on high-level planning, design and implementation issues and benefit realisation actions
- Ensuring hand-over of Project outcome to a receiving organisation

Roles and Responsibility of the Project Group

Project Group
- Responsible for delivering the project outcome
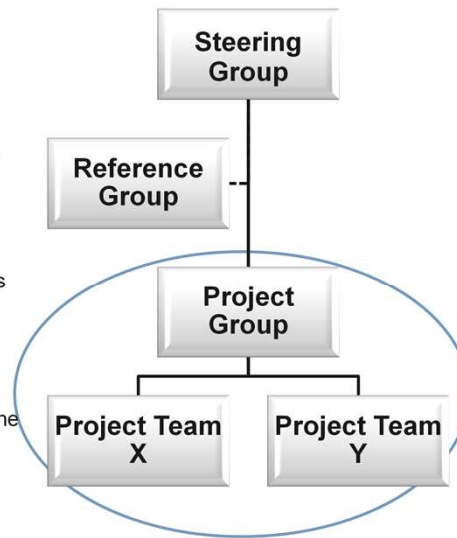
Project Manager
- Accountable to sponsor for successful delivery of project outcome according to the project objectives
- Manage and lead according to the project baseline
- Deliver the project outcome within the project baseline (triple constraints; time, cost, scope)
- Comply with the Nordea Standards and instructions

Project Team Leader
- Accountable to project manager for the successful delivery of team activities
- Lead execution of team activities and lead/ coach the team members
- Report team progress to Project Manager

Project Members
- Accountable to project manager or team leader for successful production of deliverables

The **Project Group** is the delivering part of the project organisation. It consists at a minimum of:

- Project Manager
- Project Member(s)
- If necessary the project can be divided into Project Teams with defined responsibilities in the project. Each Team has an appointed Project Team Leader who leads the work conducted in the Project Team.

The Project Group is responsible for delivering project outcome.

Project manager:

A Project has one Project Manager only. The Project Management responsibility cannot be shared meaning there should only be one person having the role. It cannot be recommended to have a business and an IT Project Manager running the same overall Change Initiative.

The Project Manager is accountable to the Sponsor or to the Programme Manager for the successful delivery of the Project outcome within the Project baseline (Cost, Benefit, Deliverables and Schedule).
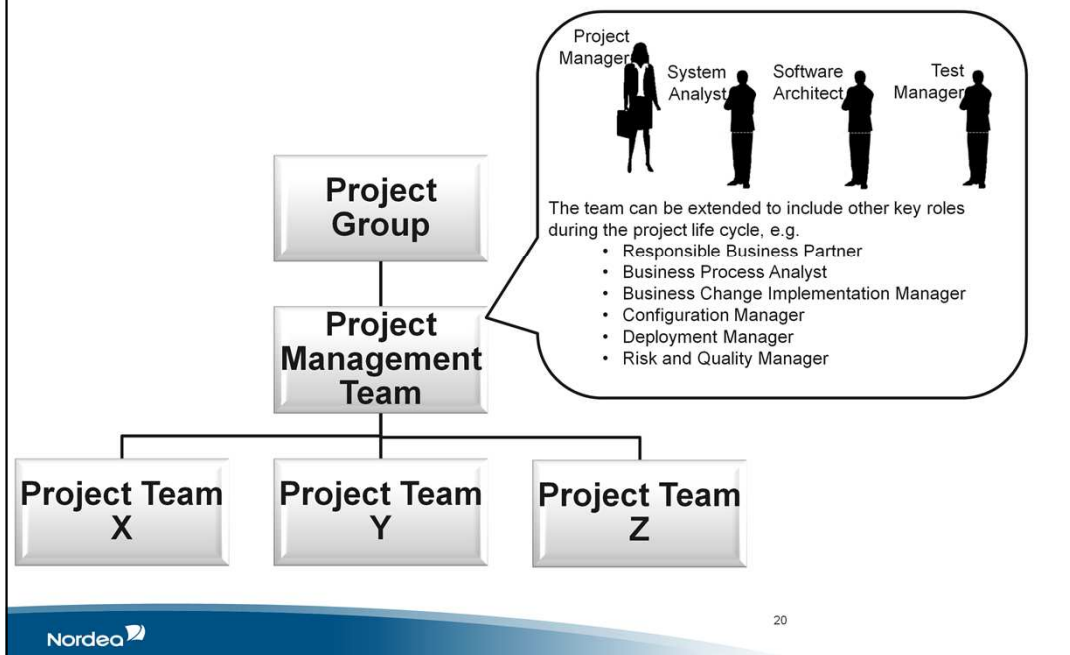
The project team leader

The Project Team Leader is accountable to the Project Manager for the successful delivery of the Project Team activities. This is an optional role.

The Project Member

The Project Member is accountable to the Project Manager or the Project Team Leader for successfully producing deliverables assigned to him/her.

Other roles might be attached to the Project organisation from time to time depending on e.g. size, complexity, cross border development/deployment or other factors. The roles are all accountable to the Project Manager or the Project Team Leader for successfully producing deliverables assigned to him/her. It can be stakeholders who represent interest groups, which will be effected by the Project work and consequently need to express their specific needs.

When running a project with IT release a Project Management Team with specific roles must be established

The Project Manager can decide to form a Project Management Team consisting of the Project Manager and key roles in the Project Group e.g. the Project Team Leaders.

The Team is beneficial in cross border and/or large projects to ensure managing of local or otherwise distributed teams in an efficient manner.

When running a Project with IT release, there should be appointed a Project Management Team, which is cross-disciplinary and works together in the Project to make the best plans and come to the best decisions regarding the solution.

The Project Management Team must at lease consist of:

- **Project Manager**
- **System Analyst**
    - The System Analyst is accountable to the Project Manager for providing the overall requirements management process and tools to be used, execute the requirements management activities and ensure that both the functional and the non-functional requirements are elicited and described.
- So**ftware Architect**
    - The Software Architect is accountable to the Project Manager for driving the major technical decisions, expressed as the software architecture. This typically includes identifying and documenting the architecturally significant aspects of the system, including requirements, design, implementation, and deployment "views" of the system. The architect is also responsible for providing rationale for these decisions,   balancing the concerns of the various stakeholders, driving down technical risks, and ensuring that decisions are effectively communicated, validated, and adhered to.
- **Test Manager**

- The Test Manager is accountable to the Project Manager for the successful delivery of all levels of test activities covering test of both the functional and the non-functional requirements for the system.

The Project Management team can also be extend to include other roles e.g.
- Responsible Business Partner
- Business Process Analyst
- Business Change Implementation Manager
- Configuration Manager
- Deployment Manager
- Risk and Quality Manager

The Project Management Team contributes to:
- Planning the project
- Scoping the project
- Risk analysis
- Assessing the project's progress and achievements

All employees in Nordea has access to Step In (Confluence). Find the application via the Application List at Intra.

Also remember to marked the **Project Manager competence network:**
Sign in: Group IT/IT Instructions and authorizations/Competence network

Step In:
- Is the Nordea site for methods and tools supporting the application lifecycle.
- Here you find e.g. project management, process modelling and system development.
- Is meant to be an interactive site where we can build knowledge together.