CMRL Project

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**SAP30 / CMRL - Quality Assurance Plan**

**SAP30 / CMRL**

**Quality Assurance Plan (PAQ)**

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| **Name / Project Code** | **SAP30 / CMRL** | |
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| **Reference** | **Strategy2022/CMRL** | |
| **[Which strategy, strategic objective, portfolio, or program is the project affiliated with?]** | | |
| **Project manager** | **Chantal Dupont** | |
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| **Service/Organization** | **Confassis S.A.** | |

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**Table of Contents**

[Framework and objectives 3](#_heading=h.30j0zll)

[Project scope 4](#_heading=h.1fob9te)

[Methodology 5](#_heading=h.3znysh7)

[Organization to put in place 6](#_heading=h.tyjcwt)

[Project plan 8](#_heading=h.1t3h5sf)

[Infrastructure guidelines 9](#_heading=h.4d34og8)

[Test management 10](#_heading=h.2s8eyo1)

[Risk and issue management 11](#_heading=h.17dp8vu)

[Communication 13](#_heading=h.3rdcrjn)

## Framework and objectives

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| **QAP objectives** |
| This Quality Assurance Plan has been developed for the SAP30 / CMRL project.  To begin with, it is important to differentiate between quality assurance and quality control.  Quality control includes all the steps and procedures to control the result by comparing it to standard or specific results.  For this, samples will be taken, or specific tests will be defined to verify if the result will be the one defined and expected.  The purpose of this Quality Assurance Plan is to define the methodologies, methods, procedures, rules and the organization to be put in place to ensure project delivery according to the agreements defined in the project charter while controlling the quality during each stage of the project and of course the quality of the deliverables.  In the following chapters, we will therefore define:   * Project scope * The methodology used for this project * The organization to be set up * The project plan, including the Work Breakdown Structure (WBS) * The infrastructures to be put in place * The organization of tests * Risk and issue management * Communication   Each of these aspects is of paramount importance in ensuring the quality of projects.  The SAP30 / CMRL project managers commit to document and maintain in detail all of these aspects. |

## Project scope

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| **Objectives and scope** |
| Our Regional Assembly Center in Lille is the last entity in the group does not install yet the SAP system.  It produces seats for our car manufacturer customers.  Existing IT solutions are outdated, expensive, and no longer maintained.  In addition, the integration processes with headquarters systems are mainly manual and generate errors.  Monthly closing procedures are lengthy and often incorrect, creating additional work.  Finally, the lack of flexibility of current solutions ties up the setting up of necessary applications for our expansion strategy.  For all these reasons, the Management Committee approved the transition to the group's SAP systems with a project start-up as soon as possible.  **The main objectives of the project are multiple:**   * Reduction of IT costs for the assembly center * Alignment of solutions with the head office's SAP standard * Improved data quality between CMRL and head office * Reduced support costs for data corrections * Elimination of the risk of control or negative audit * Implementation of backup solutions * Support of the company's expansion strategy (Strategy2022)   **Scope:**  The project will deliver a fully integrated system at headquarters as well as with other group entities.  Such as:   * Finance - all modules * Sales - including forecasting as well as B2B and B2C * Purchasing - including connections to third parties * Logistics - including automated inventory management * Production support - especially interfaces to technical servers.   Out of Scope:  The technical servers in the workshop are not affected by this project: they were recently updated and are at the latest level.  Applications recently deployed on sellers' laptops and digital tablets are not impacted either.  The increase in production as defined in our expansion plans is the subject of a separate project and is therefore out of the scope of this project.  *Please refer to the project plan regarding the objectives and scope of the project.* |

## Methodology

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| **What methodology to put in place?** |
| The SAP30 / CMRL project will use waterfall methodology in five main phases:   1. Initiation 2. Planning 3. Execution 4. Control and monitoring 5. Project closure   Each phase of the project will be detailed in the project plan.  It is essential that, before starting a phase and at the end of each phase, an official meeting of the Steering Committee is organized to review the detailed status and obtain an official agreement to move to the next phase.  If there are delays, major risks, or issues, or if another project requires a higher priority, it is quite possible that the management committee decides to delay a phase until the expected quality is reached or that resources are freed.  The switch from one phase to another is therefore not automatic but depends on the quality of the deliverables of each step.  The methodology followed is therefore focused on the quality assurance delivered by the project.  Some developments can be organized in Agile, but it is essential to respect all the stages and phases of implementation because SAP is an integrated software package, so many functions are interdependent. Therefore, we often cannot deliver slices of systems - this is the reason why we have chosen the waterfall methodology. |

## Organization to put in place

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| **Which organization can help with quality assurance?** |
| The organization of the project must be adapted both to the methodology and to the needs of quality assurance.  The steering committee, by example, is the high-level body that validates strategic documents and makes major decisions during the project life.  The project committee is the operational body for the execution and monitoring of project tasks.  It is made up of technical teams that are organized around each stage of the project, or by area of expertise.  The goal is to ensure that the quality of each step and each deliverable is aligned with the expectations of managers, customers, and users.  Governance of the SAP30 / CMRL project has been defined as follows:  • **Weekly project committee**  The mission of the project committee is to make the necessary decisions for the proper functioning of the project.  These decisions are taken based on detailed project progress reports documented by the various coordinators.  The project committee is authorized to make decisions in the technical, resource, integration, and application areas if these decisions do not negatively impact the agreements clarified in the Project Charter.  The members of the weekly project committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Olivier ROBESPIERRE (Sponsor) * Bernard DUPUIS - To be confirmed (Change and communication manager) * SAP process coordinators   **• Weekly technical committee**  The purpose of the technical committee is to control all the technical aspects of the project, which means the configuration, but also all the infrastructure aspects that must call on the IT department.  This technical committee's responsibilities are reviewing risks and maintaining the risk register, including detailed actions to prevent or correct risks.  The committee will also define the technical solutions making it possible to deliver the project in line with the quality and deadline agreements.  The technical committee may have to escalate risks or problems to the steering committee.  The members of the weekly technical committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Denise ATTALI (Sales Coordinator) * Monique DAVANT (Finance Coordinator) * Éric DUTEIL (Logistics Coordinator) * Jean ALBERT (Purchasing Coordinator) * SAP experts from the IT department   • **Monthly steering committee**  Each month, the steering committee will meet to review the progress of the project.  The Project Manager, Integration Manager, and Change Manager will report back to the committee and summarize progress against the plan, residual risks requiring action, and any other important communication.  The steering committee is the ultimate body for any major issue that may impact the scope, deadlines, or costs of the project.  This committee is also the one that confirms the transition from one phase of the project to another and which can accept any change from the original agreements.  The Steering Committee may be invited to special meetings when passing milestones or when urgent decisions need to be made.  The members of the monthly steering committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Olivier ROBESPIERRE (Sponsor) * Bernard DUPUIS - To be confirmed (Change and communication manager) * SAP process coordinators * Gilles PUCCINI (CEO) * Thierry GAVEAU (Director of CMRL) * o Daniel CHÂTEAU (IT Director) |

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## Project plan

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| **Project plan and WBS** |
| No project should start without a detailed schedule.  For SAP30 / CMRL we are developing a plan as detailed as possible by allocating resources and managing availability (working program).  During the initialization phase, this plan can be at a higher level (macro planning):    *Please refer to "Macro Planning" to see the list of project activities*  This level is sufficient to have the Project Charter approved, but of course, this macro-planning will not be sufficient to organize the work.  A much more detailed plan will be drawn up during the planning phase of the project, and its quality will depend on the quality of the implementation phase.  These plans must be presented and approved by the management committee.  *Please refer to the “Workload program” to see the detailed list of project activities assigned to the different resources according to their respective loads.* |

## Infrastructure guidelines

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| **What infrastructures to put in place to ensure quality?** |
| We are talking mainly about the successive stages of testing and quality control.  At Confassis, we have opted for a multi-level infrastructure, allowing testing the modifications and protecting our production systems and our customers as much as possible.  To do this, the infrastructure will be quintuple:   1. A “sandbox” copy of production systems, is completely disconnected and helps developers to perform unit tests of their modifications or developments. This copy will be made regularly, at the most quarterly. 2. An “integration” copy of productive systems. This system makes it possible to test new developments requiring integrated test scenarios, which means using functionalities unrelated to development or which are subject to parallel developments.   This copy will be made at a regular period, at the most quarterly.   1. A “consolidation” copy of the production systems. This copy should not be dated more than one month.   This is about testing our new developments in an environment equivalent to that used by our employees and customers in their daily work.  Often, several projects are carried out in parallel, and it is important to test them all at the same time.  The aim is to be able to ensure that the existing features and the new features work without problems.   1. A copy of "non-regression". This involves asking a selection of users to execute their daily transactions to ensure that no interference is created by new developments.   These tests are carried out in parallel with the tests of new functionalities, validated by the new users.   1. And finally, a production system, protected by previous systems, for which any modification is subject to intensive testing, coordinated and orchestrated by the systems' integration manager.   The purpose of this infrastructure is of course to facilitate development and testing without ever jeopardizing production systems.  Another critical rule: the switch to production must imperatively be done on a weekend or a public holiday.  The reason is that before switching the new developments into the production system, we will take a complete backup that can be used and “restored” if the modifications made do not give the expected results.  Also, after a cut-over, many users will be asked to validate the new system before its official availability.  If an unresolved issue leads to a rollback decision, the copy taken will help us to roll back to the prior situation to the changes.  This decision will be made by a special-purpose management committee, on the recommendation of the teams, the test manager, and the systems' integration manager whose role of quality assurance is essential. |

## Test management

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| **Testing is an essential part of quality assurance and control** |
| Taking into account our infrastructure, each project coordinator will be asked to document in detail all cases to be tested and validated.  Infrastructure and test management aspects are closely linked.  The subject documentation will contain a description of the input data, the different steps of the test, as well as the data or information expected at the output of the test procedure.  Each individual test or scenario will be established with key users who are experts in that particular field.  All these tests will be collected in a detailed test plan, coordinated, and followed by the test manager and/or the system integration manager.  There will be 4 test plans corresponding to the different steps explained in the "Infrastructure" paragraph, as well as a "non-regression" test plan which will be carried out a 1st time in a dedicated system and a second time during the switchover, in production, to be able to confirm the correct functioning of new systems as well as existing systems.  It is also imperative that every test result is accurately documented and that problems are immediately documented and assigned to experts for immediate correction. |

## Risk and issue management

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| **The importance of risk management** |
| Managing risks is one of the most important elements of quality assurance.  Indeed, risk management helps to face potential issues before they happen and therefore to put in place actions to mitigate, reduce the impact or eliminate the identified risks.  Good risk management is one of the quality assurances of the project and is essential for any project, large or small.  The management remains the same, the size of the registry will vary depending on the complexity.  The initial risks of the SAP30 / CMRL project are:   |  | | --- | | **Major risks** | | **Risks** | **Impact** | **Mitigation measures** | | Status-Quo | Catastrophic | Start of the SAP CMRL project | | Control/Audit | Severe | Accelerated SAP implementation | | Lack of support or interest | Major | Communication plan and assignment of a change manager | | Dependencies between projects | Major | SAP project and CMRL expansion project in the same portfolio | | Deadline December 2022 | Major | Accelerated SAP implementation |   These risks will be analyzed and updated every week.  The review will take place during the weekly technical committee and will be systematically put on the agenda.  All coordinators, the integration manager, and the Change Manager will be invited to this meeting.  A copy of the latest risk register will be communicated to the entire project team, including of course the Sponsor.  The documented risks will be the positive risks as well as the negative risks.  Positive risks are events that, when they occur, can represent an opportunity or a gain for the project: for example, the configuration is faster than planned.  These positive risks are important because they reduce delays or costs, which we of course want to benefit from.  For negative risks, it is critical to have a reduction strategy (mitigation - preventive actions) for significant or major risks - and a correction strategy (corrective actions) if these risks become reality and an issue for the project.  During each weekly meeting, a “scribe” will be assigned to update and communicate the new version of the register.  This scribe will be a "rotating" assignment of a member of the project team.  The project coordinators agreed to a joint register of risks and issues – (an issue is a risk that materializes and becomes an impediment for the project).  A risk summary will be updated each month by the project manager and presented to the management committee.  The register itself will systematically be part of the basic documents of the steering committee.  The issue register will list unexpected events that are affecting the project with low, medium or high impacts.  Risks sometimes turn into issues, despite actions taken to mitigate them.  In this case, the documented information from the risk register is copied into the issue register the contingency plan (corrective actions) will be activated, and the planned actions are taken.  It is essential that every single risk or issue is assigned to an owner. The owner will coordinate all corrective actions and report the progress to the project manager. When the need is, the owner will also report to the affected departments and/or steering committees.  *Please refer to the Risks and Problems Register for the complete list of risks.* |

## Communication

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| **The importance of good communication** |
| As often explained on this blog, transparent communication is one of the keys to successful projects.  This is also the reason why a well-thought-out communication plan will contribute to the quality of each stage of the project, as well as to the delivery of high-quality projects.  This communication plan must contain escalation procedures in the event of a major risk or significant problem.  “Small” issues can of course most regularly be solved internally, but it may turn out that some issues affecting several departments and/or projects require open discussions, an assessment of the pros and cons, and sometimes compromises.  Such discussions are usually done through ad-hoc project committees or steering committees, where decisions can be made for the sake of the project and the company.  Transparent and open communication will help create and maintain the register of risks and issues in a much more comprehensive manner because everything can be communicated without fear of the consequences.  You cannot manage risk or an issue that was kept “secret” because of fear or because communication channels prohibited talking about it.  You may have to work with the door open for privacy reasons or to concentrate, but if no information comes out of that door, no information comes in.  Always encourage open and transparent communication.  *Please refer to the initial strategy of your communication plan.* |