# SP3.03.02_002_SOP

## CxO project management

current version:     1.0

|  | name | role | approval date | signature |
|---|---|---|---|---|
| author | joni haeck | CxO program director |  | *DocuSigned by:* Joni Haeck 02365AAD5959444 |
| revised by | andy stynen | CEO / CDO |  | *DocuSigned by:* Andy Stynen 454E2A9E54F4E2 |
| approved by | kimberley walckiers | quality director |  | *DocuSigned by:* kimberley Walckiers C2DF279B5E24AED |

## version and modification control

| version | date | reason for modification |
|---|---|---|
| 1.0 | 02JUN23 | approved version |
| 0.1 | 16MAR23 | initial draft version |

# table of contents

# 1    purpose

The document describes the process for initiating, executing, controlling and closing a project (= project management) with internal focus (on Ausy Belux).

The purpose of project management is to ensure project cost, quality and deadlines are kept under control in order to deliver a product or work package (project deliverables) according to the established requirements and acceptance criteria.

# 2    scope

## 2.1  in scope

- CxO - internal tooling landscape

## 2.2  out of scope

- project services (oriented to external customers)

# 3    normative references

ISO 9001:2015 quality management systems - requirements
- § 8.1 operational planning and control

# 4    related documents

| doc id | doc name |
| --- | --- |
| SP3.03.02_001_SOP | CxO program management |
| SP3.01.02_004_SOP | IT tool implementation and evaluation plan |
| SP3.03.02_003_SOP | CxO project risk management |
| SP3.03.02_004_SOP | operational tooling change management |

# 5  definitions and abbreviations

## 5.1  definitions

| name | definition |
|---|---|
| CxO | Customer Experience Office, responsible for the execution of internal tooling projects within Ausy Belux |
| project | a series of tasks that need to be completed to reach a specific outcome in an agreed upon timeframe |
| risk | any unintended occurrence that may impact the desired outcomes |
| risk management | is the practice of identifying, assessing, preventing, mitigating or acting on risks that may impact the desired outcomes |
| timeflow | tool for project management, enabling project managers to allocate resources and monitor progress of their project. Time tracking |
| product owner | represents the business owner's voice within the scrum/project team. |
| business stakeholder | executes the impacted part of the business on a day-to-day basis and masters the ins and outs of the as-is business processes. |
| business sponsor | responsible for the success of a project and providing necessary guidance and resources to the project team and manager. |
| business owner | manages (a part of) the strategic themes within their respective portfolio and controls the operational aspects. |
| jira | tool for project activity tracking. As part of this process it is used for risk monitoring and follow-up on actions. |
| tooling roadmap | the collection of projects, representing the CxO program management, organised priority-based providing the necessary guidance and insights on overall projects and their timings. |

## 5.2 abbreviations

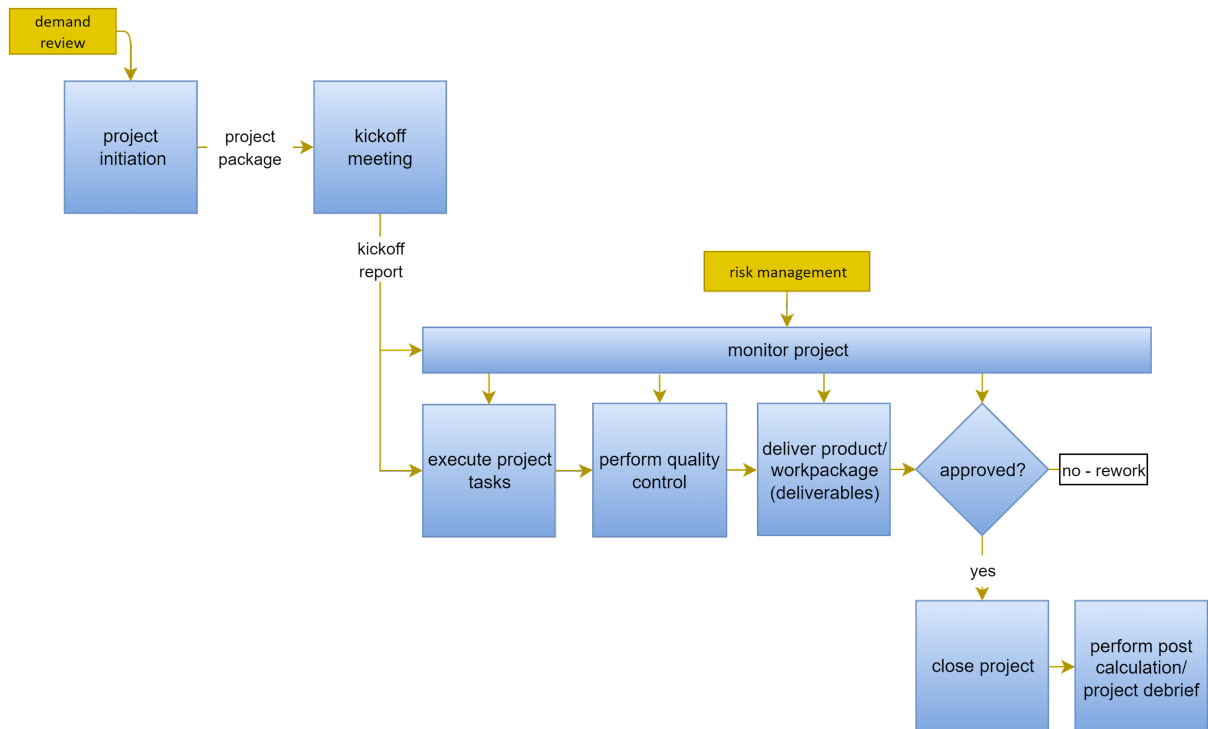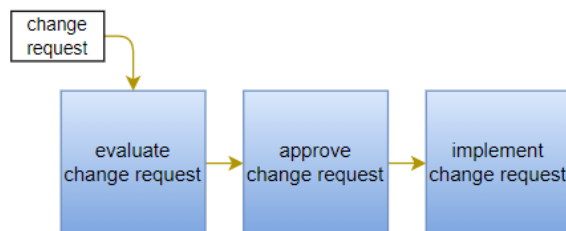| abbreviation | definition |
| --- | --- |
| CDO | Chief Digital Officer |
| PM | Project Manager |
| PT | Project Team |
| QA | Quality (project QA) |
| SOP | Standard Operating Procedure |
| CxO | Customer Experience Office |
| BaU | Business as Usual |

# 6 procedure

## 6.1 process flow

### 6.1.1 project cycle



### 6.1.2 change requests

## 6.2  explanation of the process flow

### 6.2.1 project initiation

During the quarterly CxO/Comex Steerco new demand (for projects) is approved and needs to be planned and executed (see demand management in SOP CXO program management - section 4 related documents) . Comex is responsible for setting the priority.

Within the CxO team, a PM is assigned responsible for the initiation, execution and delivery of the project.

The PM is responsible for creating and maintaining the project package. The project package is the basis that is used to guide the project team during the execution and control of the project. The project package is reviewed and agreed on during the kickoff meeting with the internal Business owner(s) and Sponsor(s).

#### 6.2.1.1 project requirements

During the demand review, the high level scope of the project is already made available (necessary for Comex approval). As part of the preparations for the kick-off meeting, the high level scope is elaborated and additional requirements gathered. Together with timing and budget a complete overview is consolidated, meaning:

- the expected project milestones, deliverables & acceptance criteria are available
- business requirements have been documented
- potential impact on existing Ausy tooling landscape components is identified
- (3rd party suppliers/vendors/integrators are aligned)
- project categorisation (Blue, Bronze, Silver, Gold) (see CxO project framework in section 7 annexes)

The project requirements are reviewed and agreed on during the kickoff meeting to ensure all requirements are taken into account before the start of the project. The kickoff meeting is documented in the kickoff meeting report.
For projects managed according to the Agile methodology the project requirements are implemented in JIRA.

#### 6.2.1.2 risk assessment

The risks that were identified during the demand review (steerco Comex/CxO) are reviewed and updated. The PM becomes responsible for the risk management process, which is implemented in Jira. The process for performing project risk management is described in a dedicated SOP (see section 4 related documents).

### 6.2.1.3 project plan

Based on the project requirements the PM creates a high level project plan. The plan is reviewed and agreed on during the kickoff meeting. The detailed project tasks are created and followed-up in Jira (=ticket). The PM is responsible for monitoring and keeping the project planning updated at all times.

### 6.2.1.4 project roles, responsibilities and governance model

The roles and responsibilities of Ausy and internal business stakeholders are defined. The roles refer to the member's position in the team. Responsibilities refer to the tasks and duties of each role. The roles and responsibilities of both parties are reviewed and agreed on during the kickoff meeting and a governance model is set-up for project follow-up.

A governance model is an overview of
- the type of meeting (reporting/decision making)
- the content of the meeting
- the frequency of each meeting
- the required attendees

Both project plan, RACI and governance model are to be signed off by all stakeholders included in the project.

### 6.2.1.5 project quality control

depending on the project, one or more of following quality control steps are performed on a ticket:

- code review

A developer can not review his/her own code, it is done by another developer. The code review is the process where the code is reviewed against coding standards. The code review is logged in Jira for traceability purposes. The code review is initiated by the performing developer by launching a pull request. This pull request is then reviewed by another developer. Only when the code meets the standards, it can be merged into the repository

- functionality testing

In this phase, the functionality of the developed code/software is tested to determine whether it fulfils the requirement. The testing is done in 2 phases. First by the software developer after the release to the test environment. The functional testing is logged in JIRA for traceability. Next by the product owner(s) of the impacted tool(s).

### 6.2.1.6 kickoff meeting

During the kickoff meeting CxO PM and the business stakeholder(s) review and validate the project package. The kickoff meeting is documented in a kickoff meeting report which is sent to all stakeholders. Once the report is sent, the project execution phase starts.

## 6.2.2 project execution and monitoring

During the project execution the project team carries out the project planning and product backlog. The PM monitors the progress, controls the quality, the risks and takes actions where needed. Project reporting is done according to the defined governance model (see 6.2.1 project initiation).

## 6.2.3 deliverables

During the kick-off meeting and as described in the project plan, a set of deliverables is agreed upon that should result in the outcome of the project. As part of the agile development and delivery methodology, the deliverables are presented to, tested and approved by the related business owner(s). Once approved, proof of business acceptance is stored for traceability purposes. For every product/feature/work package delivered, CxO representatives foresee the right level of knowledge transfer by:

- conducting training sessions/webinars
- documenting functional behaviour in 'how-to' manuals
- recording and centrally storing 'top-task' instructional videos.

Once all deliverables have been approved and put into production, the project is considered as done and the 'run' phase is initiated. This introduces SP3.03.02_005_SOP operational tooling release management.

## 6.2.4 project closure

Once the project closure phase is entered, the PM closes the project in the related IT tools (Timeflow and Jira).

For projects that are categorised as Bronze, Silver or Gold, a project debrief is conducted at the end of the project, between the CxO team and the business owner(s) and sponsor(s). The outcome of the project debrief is documented in a report and shared afterward. For projects of the same size, a financial retrospective is done to evaluate the actual cost versus the estimated one.

The closure of a project initiates the 'run'-mode in which the new product/feature/work package is being supported toward the business. As of then the deliverables of the project are being covered within the Support governance.

## 6.2.5 change requests

Change requests logged during the project will be catalogued separately. During status meetings they are discussed to elaborate on the impact in terms of timing, scope and budget. Business sponsor needs to approve the request. These items are clearly tagged by the project team to make sure they can be reported on (via Jira).

Change requests logged impacting applications in BaU are covered by the SP3.03.02_004_SOP-operational tooling change management.

# 6.3 responsibilities (RACI)

Difference in roles:
- Business owner: Manages (a part of) the strategic themes within their respective portfolio and controls the operational aspects.
- Business sponsor: Responsible for the success of a project and providing necessary guidance and resources to the project team and manager.
- Business stakeholder: Executes the impacted part of the business on a day-to-day basis and masters the ins and outs of the as-is business processes.
- Product owner: represents the business owner's voice within the scrum/project team.

| activity | responsible | accountable | consulted | informed |
|---|---|---|---|---|
| create project package | PM<br>Product owner | PM | Business owner(s) | Project team |
| kickoff meeting | PM | PM | Business owner(s)<br>Business Sponsor<br>Product owner | Project team |
| monitor & control project | PM | PM | Business owner(s)<br>Product owner | BD |
| execute project tasks | PT | PM | Business owner(s - PM | - |
| perform quality control | PT | PM | Business owner(s - PM | - |
| Approve Change requests | PM | Business sponsor | PT | PT |
| deliver product/ work package (deliverables) | PT | PM | Business owner(s - PM | BD |
| close project | PM | PM | customer - sales - PT- BD - Marketing | BD |

| activity | responsible | accountable | consulted | informed |
|---|---|---|---|---|
| perform post calculation/ project debrief | PM - Business Sponsor - Business Owner | PM | PT - BD | Project team |
| change request | PM - Business Sponsor | PM | PT | PT |

# 7    annexes

| doc id | doc name |
|---|---|
| SP3.03.02_002A | CxO project framework |