

PMA – Project Management Assessment

- Kaisa Pulju
- Toukokuu - 2016

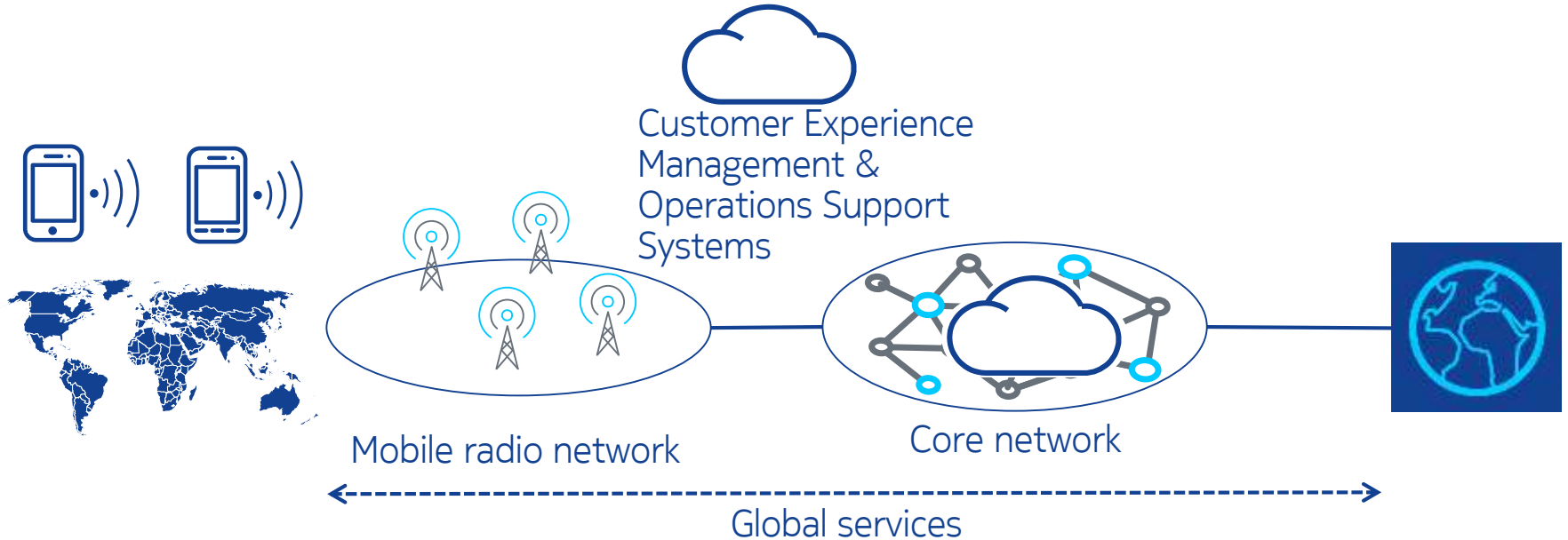
Nokia Networks -

The world's specialist in mobile broadband

connected
mobile world

Nokia Networks solutions

internet



Project Characteristics

Remote Site Integration

Up to 10,000 remote site integrations monthly

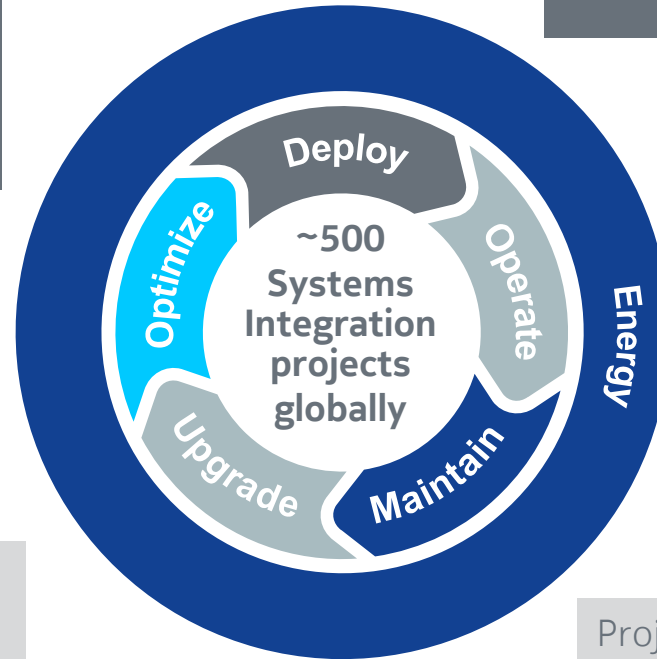
Network Planning, Optimization

170,000 Man Working Days of remote planning and optimization projects annually

SW Release Installation

2.5 million hours of remote connections

10 – 100
persons in
Project team



Projects lengths ~1
months up to
several years

Nokia Networks – Project Management Frame

Global PMO	Regional PMO	Customer Operations Manager – Project Manager
Responsible for methodologies, practices, processes & tools development and deployment, Competence Development Guidelines.	Enable COMs to fulfill the agreed customer contractual obligations and allow the Service organization to obtain a greater level of operational excellence	Responsible to fulfill the agreed customer contractual obligations, in case of planning and execution, resource allocation, prioritization and escalation topics for the entire services and delivery process.

Process, Methodology & Tools for all types of Projects

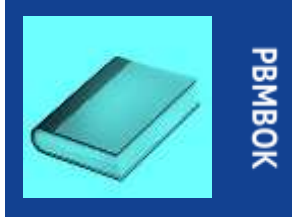


Program LifeCycle (PLC) Process

The process used to initiate, plan, execute and close a project/program to enable efficient and professional project management.

Benefits:

Clear Process,
Quality-Gate process



Program Business Management Body of Knowledge*

The handbook explains Nokia's project mgmt approach, describes the PLC in detail and makes references to other Nokia organizational assets relevant for successful project management.

Benefits:

Process description,
terminology, references
to relevant material



PBM Suite

The PBM Suite is a set of tools which helps and guides the project/program manager to adhere to PLC. The PBM Suite fosters a consistent/standardized project management approach across all projects.

Benefits:

Readily available check-list / action-item list,
integrated storage
location, templates &
guidelines provided in a
task-based context

Project Management knowledge areas

PROJECT KNOWLEDGE

Integration Management

- ☐ Project Plan
- ☐ Project Induction Plan
- ☐ Delivery Process Set-up

Scope Management

- ☐ Contract Summary
- ☐ Share of Responsibilities
- ☐ Logistics Plan
- ☐ Logistics Process

Time Management

- ☐ Project Master Schedule
- ☐ Remote work Project Schedule

Cost Management

- ☐ Project Cost data
- ☐ Project Post Calculation

Quality Management

- ☐ Quality Plan
- ☐ Acceptance Process (KPI & SLA)

Human Resource Management

- ☐ Customer Organization Chart
- ☐ Project Organization Chart
- ☐ Stakeholder Analysis
- ☐ Resource Plan

Communication Management

- ☐ Communication Schedule
- ☐ Communication channels
- ☐ Escalation Process
- ☐ Minutes of Meetings

Risk Management

- ☐ Risk Log
- ☐ Risk Mitigation Plan
- ☐ Change Control Process

Procurement Management

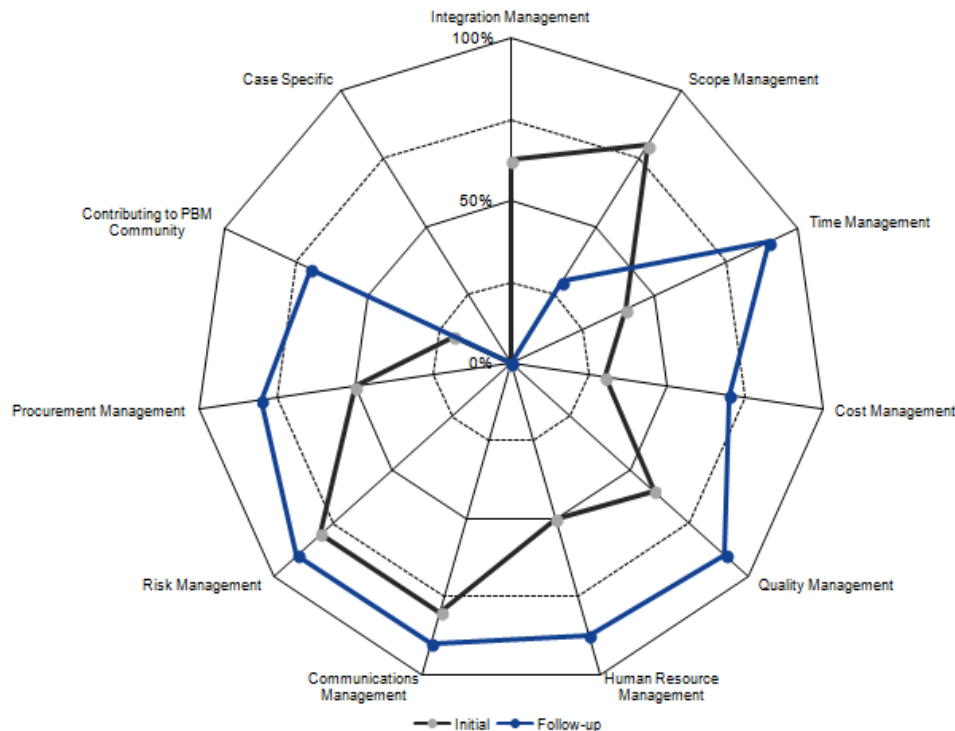
- ☐ Project Procurement Plan
- ☐ Health & Safety Plan

Project Management Assessment

- The PMA to be conducted in case of a:
 - Project size is > 1 M€ or identified as key project
 - Project length > 90 days
- The PMA should be conducted after 3 to 6 months after project execution start
- Regional PMO initiates PMA and conducts the assessment using the PMA tool
- The PMA Tool is currently an Excel-based tool including macros.
- The 9 PM Knowledge areas are checked and evaluated
 - OK 100% The criteria is fully met
 - Partly OK 50 % Some actions remain to fully meet the criteria
 - Not OK 0% The Criteria is not met
 - NA – The criteria is not applicable for this project
- Project Manager can do the self-assessment using the same tool

Project Name:
Assessment Type: #N/A
Initial Assessment Date:
Follow-up Date:
Program/Project Scope: #N/A
Region: #N/A

Assessment Area	Initial	Follow-up
Integration Management	63%	0%
Scope Management	80%	30%
Time Management	40%	90%
Cost Management	30%	70%
Quality Management	60%	90%
Human Resource Management	50%	88%
Communications Management	80%	90%
Risk Management	80%	90%
Procurement Management	50%	80%
Contributing to PBM Community	20%	70%
Case Specific	NA	NA
Overall Project Maturity	55%	70%



Project Management Assessment

Integration Management

- To check if project have needed documents available like project organization chart, project induction, governance model
- If the Change control process is defined and implemented
- There are regular project status reviews
- All needed processes are used by project team, like the named responsible persons exist
- Preventive and corrective action list exist and is in use
- Best practices and Lessons learned information is collected
- Are project closure activities scheduled or planned

Project Management Assessment

Scope Management

To check The contractual deliverables are clearly listed including share of responsibility

Acceptance process and criteria are defined

Regular project status report is in place

Project Management Assessment

Time Management

A detailed plan about how to reach milestones exist

Progress / Response time reports are available

Schedule / Response time related risks are reviewed

Project Management Assessment

Cost Management

Project Cost Management Data is available and updated in cost management tools

Cost reports are available

Actual & Planned Costs are being actively tracked against the Cost Baseline (CBL) and analyzed regularly.

Preventive & corrective actions have been defined, documented and implemented to ensure that project stays 'In Cost'

Is the Change Control Board (CCB) aware in case of major deviation of the project's cost base line?

Project Management Assessment

Quality Management

Project Quality Plan exist

Regular report(s) on project's (key) performance indicators are available

Adequate actions are planned and executed in accordance with results from the analysis of project KPIs as to improve project performance.

The project management team is familiar with results from previous Customer Feedback Surveys and necessary actions have been defined

Project Management Plan is updated on a regular base showing latest (up-to-date) information.

Project Management Assessment

Human Resource Management

Project roles and responsibilities are up-to-date

Project Organization Chart exist

The vacation plan is available and maintained to provide transparency about resource availability and work-free day

Transparency on recourse utilization is available and Resources demand is adjusted on an ongoing base.

Adequate actions are planned and executed to avoid 'under-utilization' and 'over-utilization' of the team

Is the Project induction material updated/maintained

Project Management Assessment

Communications management

Kick off meetings (Nokia internal, with customer, with subcontractor) done

Regular meetings are listed in Project plan and meeting minutes are available

Reports are being prepared and distributed according to the Plan and stored in the respective folder.

Action Item List(s) / Issue List(s) for internal and external activity tracking is available in/via PBM Suite Repository and maintained well.

Customer meeting- and reporting practices are as mutually plan and agreed.

Project Management Assessment

Risk management

Project risks are identified and documented on an ongoing base.

Project risks are regularly reviewed

Project/Business Opportunities have been identified, managed and successfully turned into additional sellable work.

Any best practice information is captured and documented.

Transparency on risk contingency (RC) reserved and consumed is available and according to the plan.

New Risk made visible to Change Control Board and Risk mitigation activities have been approved

Project Management Assessment

Procurement Management

Health and safety Certifications, work permits, and any other needed certification for suppliers/subcontracts (personnel) are available

Technical work instructions, quality and health and safety related guidelines/instructions are available

Interworking instructions (e.g. logistics-, documentation-, forecast-, reporting related) as defined and agreed with suppliers/subcontracts are available.

Forecast information as given by Nokia team to supplier/subcontractor is documented and stored

Information about audit/performance feedback of subcontractor is stored.