



## Effective Project Management Review

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*“Success is good management in action” William E. Holler*



- ◆ Introduction to Project Management Review
- ◆ PMR Effectiveness Analysis using QFD
- ◆ Selected Improvement Areas
- ◆ Improvement Strategy

\* PMR - Project Management Review  
\* QFD - Quality Function Deployment

# Introduction to Project Management Review

Reviewers evaluate and analyze the health of a project, discuss progress, current and future issues, risks and propose the best set of corrective/preventive/improvement actions for the project.

## Software Engineering

- ◆ Scope & Details
- ◆ SDLC details & issues
- ◆ Technical Aspects
- ◆ Infrastructure
- ◆ IT Security

## Project Management

- ◆ Resource Status
- ◆ Schedule & Effort data
- ◆ Multi-site management
- ◆ Support group SLAs
- ◆ Communications to all stakeholders

## Quality Assurance

- ◆ Cost of Quality data
- ◆ Metrics & SPC charts
- ◆ Process Improvements
- ◆ Lessons Learnt and Best Practices

## Risks & Issues

- ◆ Quantified Risks & Response Plans
- ◆ Technical, Management & Intergroup Aspects
- ◆ Issues & Concerns

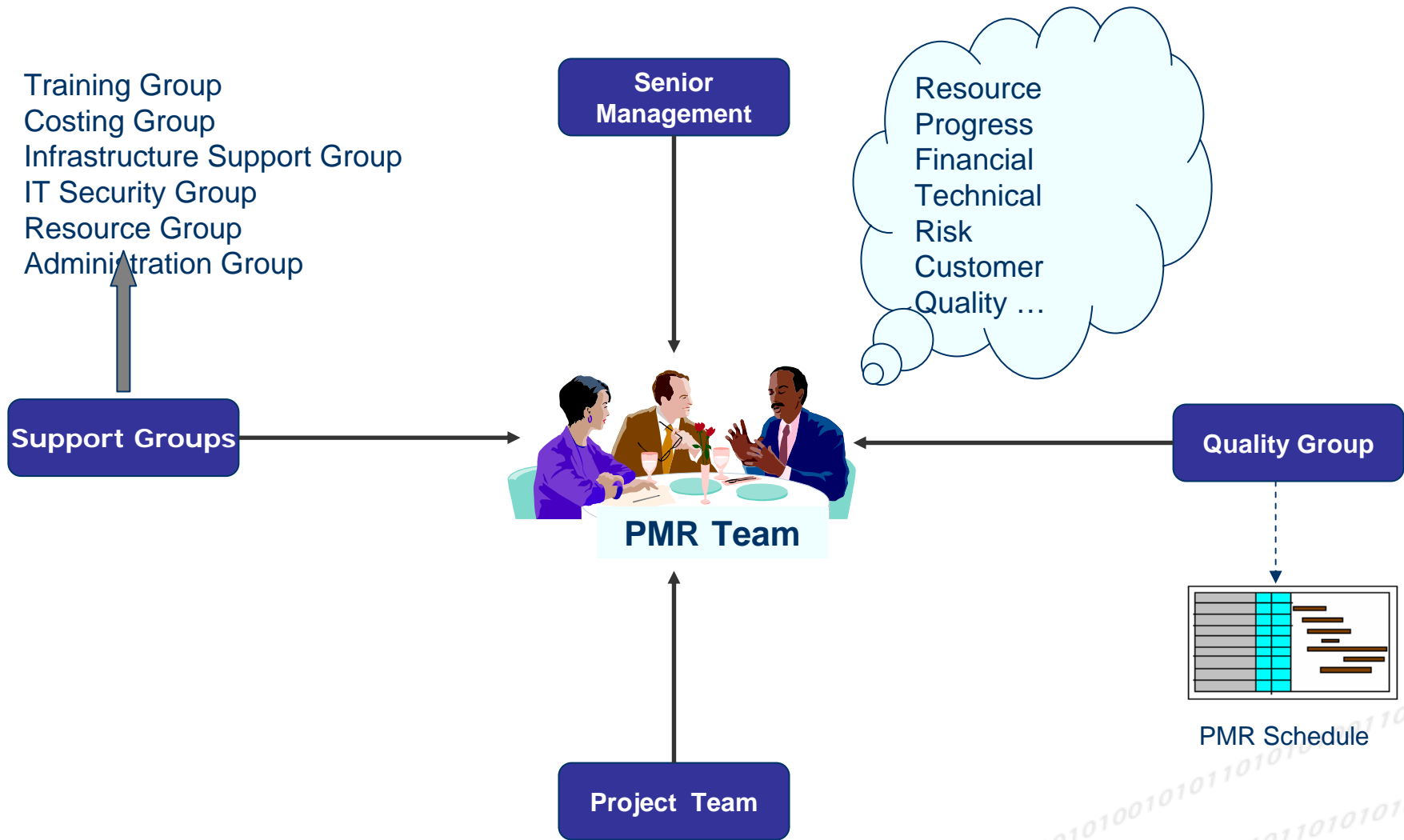
## Client

- ◆ Client Satisfaction & Delight (Kano)
- ◆ Client Interactions & Feedback
- ◆ Better Relationship
- ◆ Payments

## Quality Control

- ◆ Prior PMR actions
- ◆ Process Conformance Audit issues
- ◆ V&V status & defects

# Introduction to Project Management Review – Groups Involved



\* PM - Project Manager  
\* IT - Information Technology

# PMR Effectiveness Analysis using Quality Function Deployment

Approach	Importance	PMR Review Panel/Team	PMR Co-ordinator per Center	PMR Scheduling & Frequency	Reporting customized to projects	Coverage Project Mgmt & Engg areas	Involvement of relevant stakeholders	Analysis prior to the meeting	Multi-site participation	Involving Managers of similar projects	Current	Planned Rating	Improvement Factor	Overall weighting	%tage
Schedule Management	3	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	7%
Cost Management	3	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	7%
Risk Management	3	High	Low	Medium	Low	High	High	High	High	High	1	3	0.15	0.5	14%
Delivery Defect Management	3	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	7%
Issues Management	2	High	Low	Medium	Low	High	High	High	High	Low	1	3	0.15	0.3	10%
Product Quality Improvement	3	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	7%
Process Performance Mgmt	2	High	Low	Medium	Low	High	High	High	High	Low	1	3	0.15	0.3	10%
Learnings from similar projects	2	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	5%
Improve Customer Satisfaction	3	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	7%
Team Competency Management	2	High	Low	Medium	Low	High	High	High	High	Low	1	3	0.15	0.3	10%
Strong Management Oversight	2	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.2	5%
Improve Delivery Productivity	1	High	Low	Medium	Low	High	High	High	High	High	2	3	0.08	0.1	2%
Intergroup Coordination	2	High	Low	Medium	Low	High	High	High	High	High	1	3	0.15	0.3	10%
<b>Technical Priorities</b>		5.60	3.98	5.02	2.40	6.31	7.07	3.60	5.36	5.21			<b>Total</b>	3.2	100%
<b>Percentage for priorities</b>		<b>13%</b>	<b>9%</b>	<b>11%</b>	<b>5%</b>	<b>14%</b>	<b>16%</b>	<b>8%</b>	<b>12%</b>	<b>12%</b>					
<b>Categorization</b>		T	L	M	L	T	T	L	M	M					

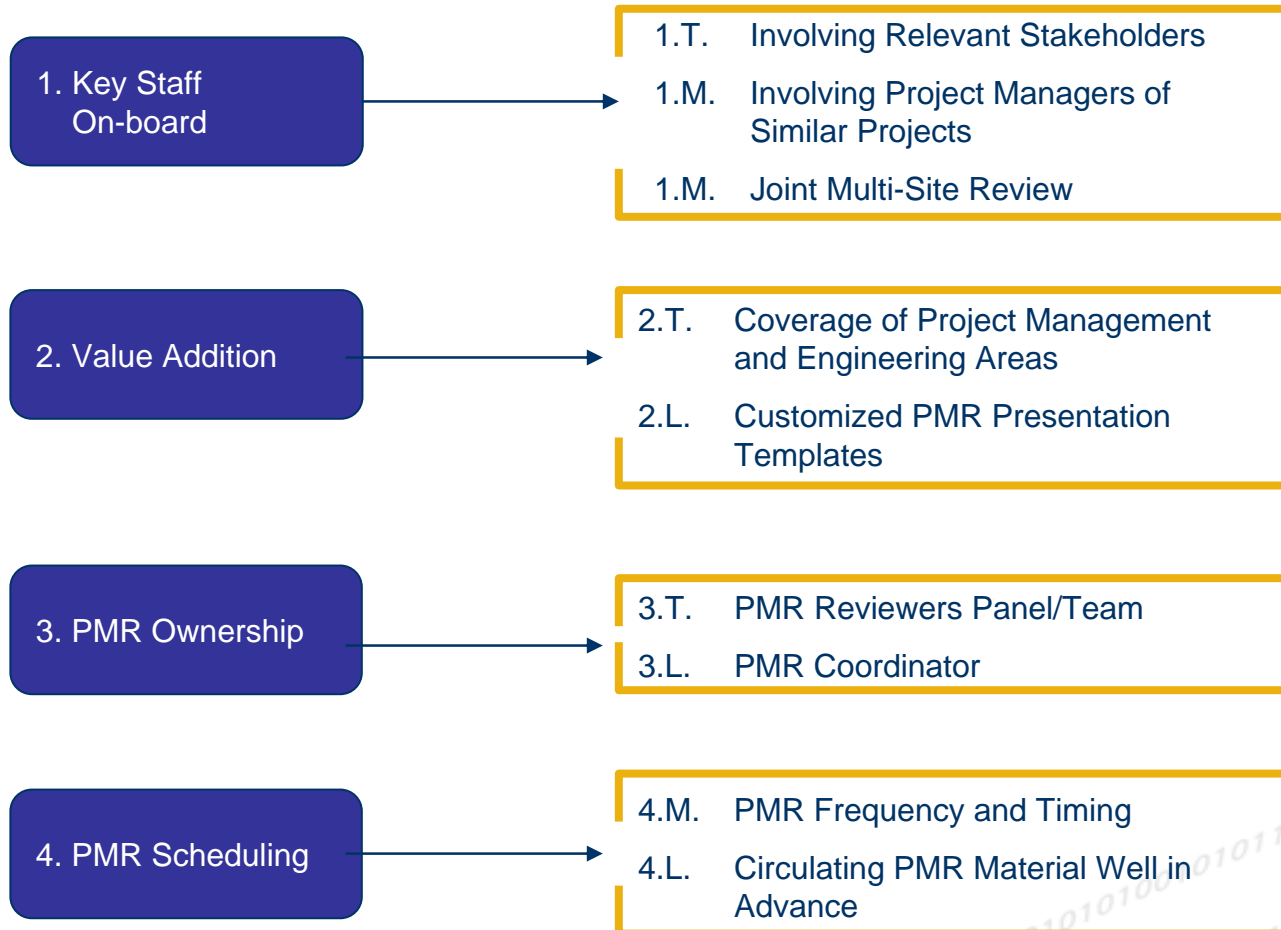
High  
 Medium  
 Low

T- Top 3  
 M- Middle 3  
 L- Bottom 3

# Selected Improvement Areas

## Improvement Strategy

## Improvement Approach



# Improvement Strategy – Key Staff On-board

## Improvement Measures Taken

- ◆ Support group/stakeholder issues are highlighted to the reviewers
- ◆ Concerned representatives are invited to be present in the forum

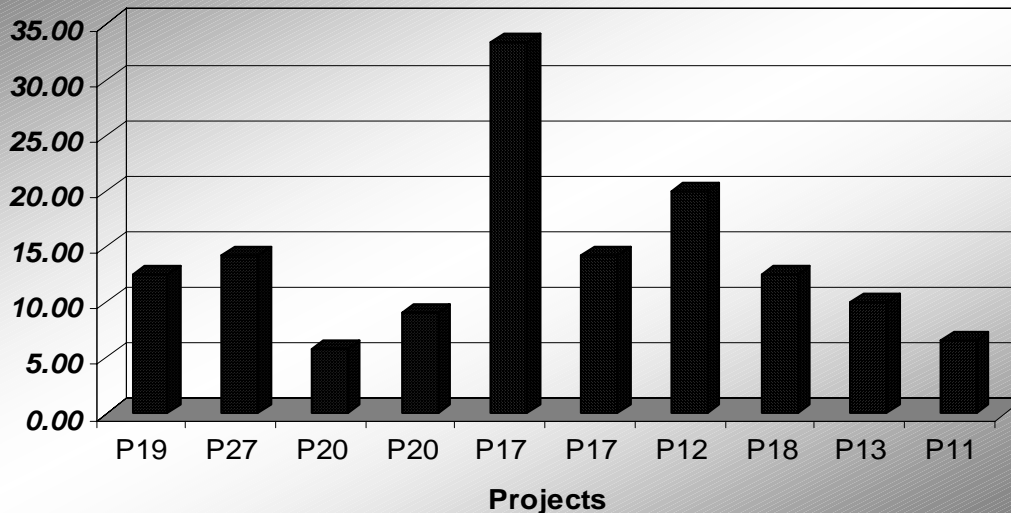


## ⊕ Involving Relevant Stakeholders

### Benefits:

1. Opportunity to resolve the stakeholder/inter-group issues
2. Ensuring prompt response from the concerned department pertaining to space, infrastructure, invoices, expenses, pantry etc.

% Action items involving stakeholders



# Improvements Strategy – Key Staff On-board

## Improvement Measures Taken



## Involving Project Managers of Similar Projects

Most critical for projects that are:

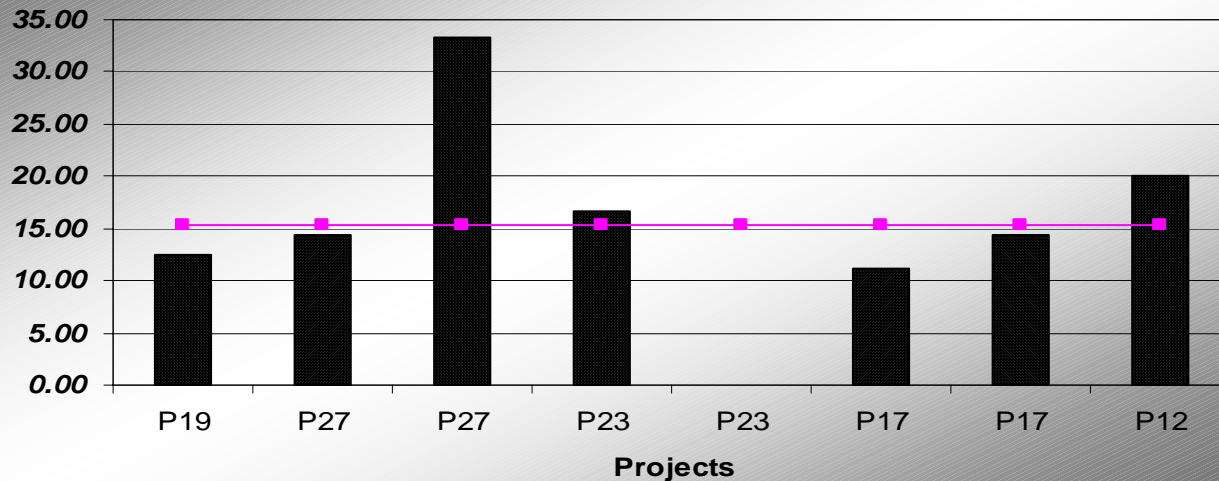
- ◆ Rare kind and executed seldom in an organization
- ◆ Exploring a new Industry vertical, new Technology, new Geography



### Benefits:

1. Building a knowledge community of similar special projects covering Lessons Learnt and Best practices
2. Improved and more effective communications and brain storming of similar issues across projects yielding better decisions

PMR Actions from PMs of similar projects





# Improvements Strategy – Key Staff On-board

## Improvement Measures Taken

## Joint Multi-Site Review

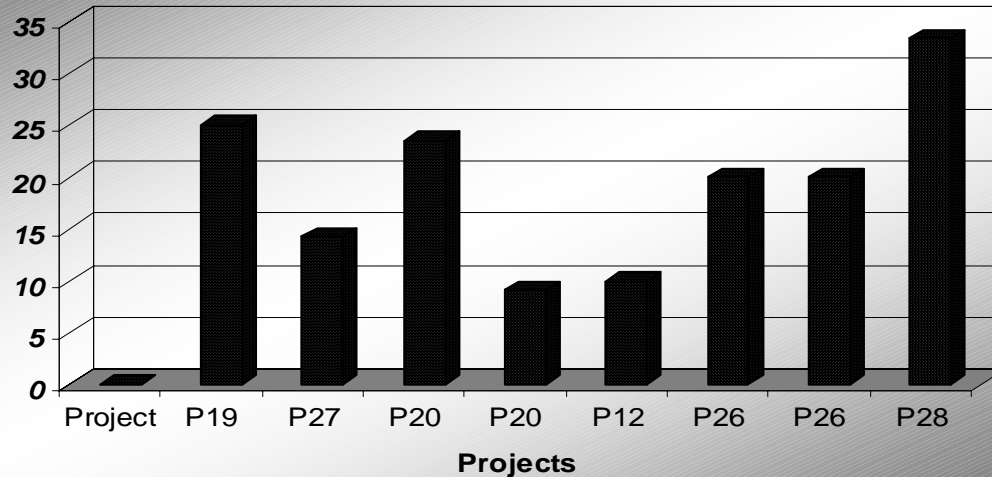
- ◆ PMR presentation is being prepared and consolidated by all Project Managers located at multiple project site geographically spread
- ◆ During the forum, remote site PMs/concerned associates may participate by teleconferencing as necessary



### Benefits:

1. The entire project is reviewed from bird's view.
2. Communication and other gaps owing to geographical spread are addressed
3. Improved Teaming across multi-site project groups

% Action Items pertaining to multisite



# Improvement Strategy – Value Addition

Improvement Measures Taken

Benefits: Better Depth of Coverage

➤ Coverage of Project Management & Engineering Areas

Check project activities based on OSSP, CMMI and PMBOK

CMMI and PMBOK for What and How

Areas	Integration Mgmt	Scope Mgmt	Time Mgmt	Cost Mgmt	Quality Mgmt	Human Resource Mgmt	Communications Mgmt	Risk Mgmt	Procurement Mgmt
Project Planning	X	X	X	X	X	X	X	X	
Project Monitoring & Control	X	X	X	X		X	X	X	
Requirements Mgmt		X							
Configuration Mgmt		X							
Product & Process Quality Assurance					X				
Measurement & Analysis			X	X		X	X		
Supplier Agreement Mgmt						X	X		X
<Solicitation & Contract Monitoring>			X	X					X
Integrated Supplier Mgmt		X	X	X	X		X		X
Integrated Project Mgmt	X		X	X			X		
Risk Mgmt								X	
Integrated Teaming						X			
Org Environment for Integration						X	X		
Organizational Process Focus									
Requirements Development		X	X	X					
Product Integration		X							
Verification		X			X				
Validation		X							

Practice Level Mapping developed and used

CMMI and PMBOK – leveraging the strengths of both

### CMMI

- Contract Closure and Administrative Closure are not as much detailed
- Less details on Risk Management (Qualitative + Quantitative), Human Resource Management (Org Planning, Team Development), and Communications Management (Planning, Information Distribution)
- Generic Practices addressed by relevant Process Areas, hence mapping done based on Specific Practices only
- Process Areas of Maturity Levels 4 & 5 are quantitative and continuous improvement focused – hard to map

### PMBOK

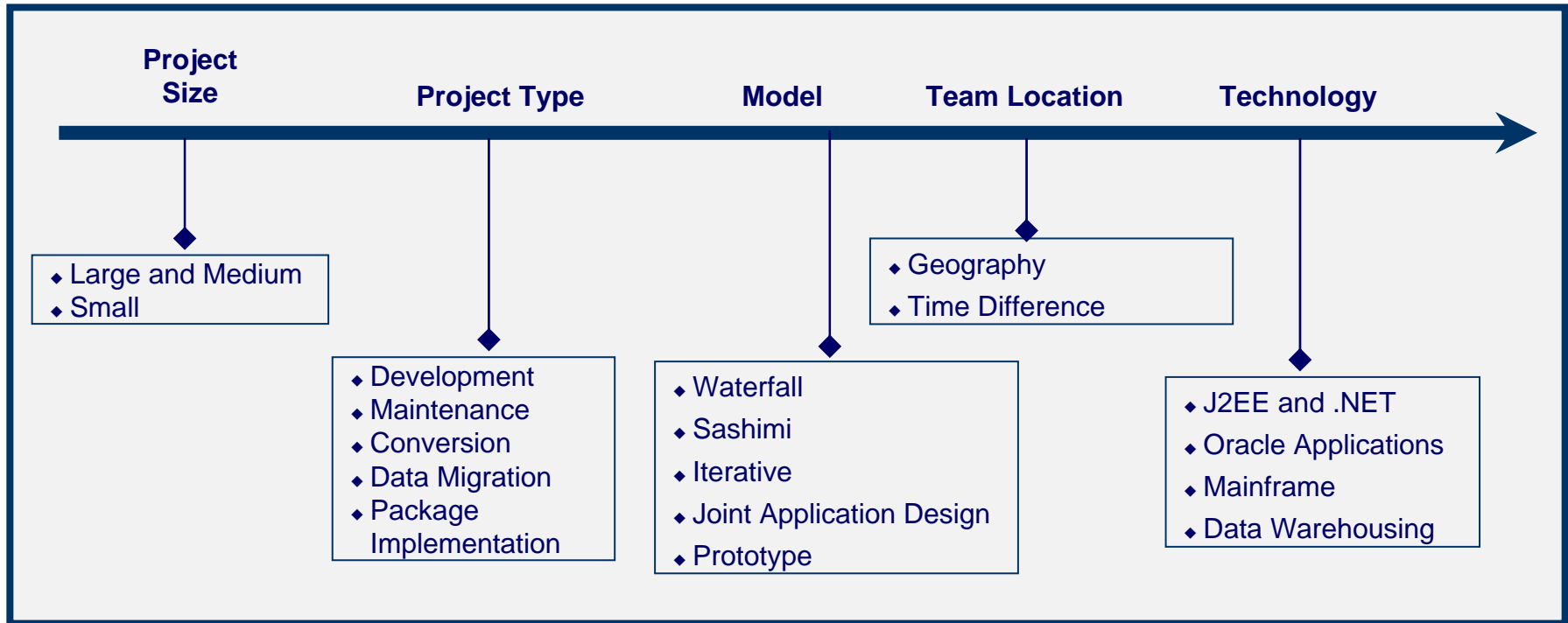
- Direct emphasis on Project Planning and Project Monitoring & Control. Less details on Engineering Process Areas (Technical Solution, Product Integration)
- Less coverage of Institutionalization of Processes across organization. Addresses Project Management in detail but less coverage of organization wide continuous improvement
- Some Knowledge Areas had to be interpreted in pure acquisition environment – Quality Assurance, Human Resource Management; and some not addressed – Transition.
- Less focus on engineering areas and aspects – for example size based estimation.

# Improvement Strategy – Value Addition

## Improvement Measures Taken

## ◆ Customized PMR Presentation Templates

- ◆ Specific customized slides created to suit actual project's characteristics



# Improvement Strategy – Value Addition

## Improvement Measures Taken



## Customized PMR Presentation Templates ..contd

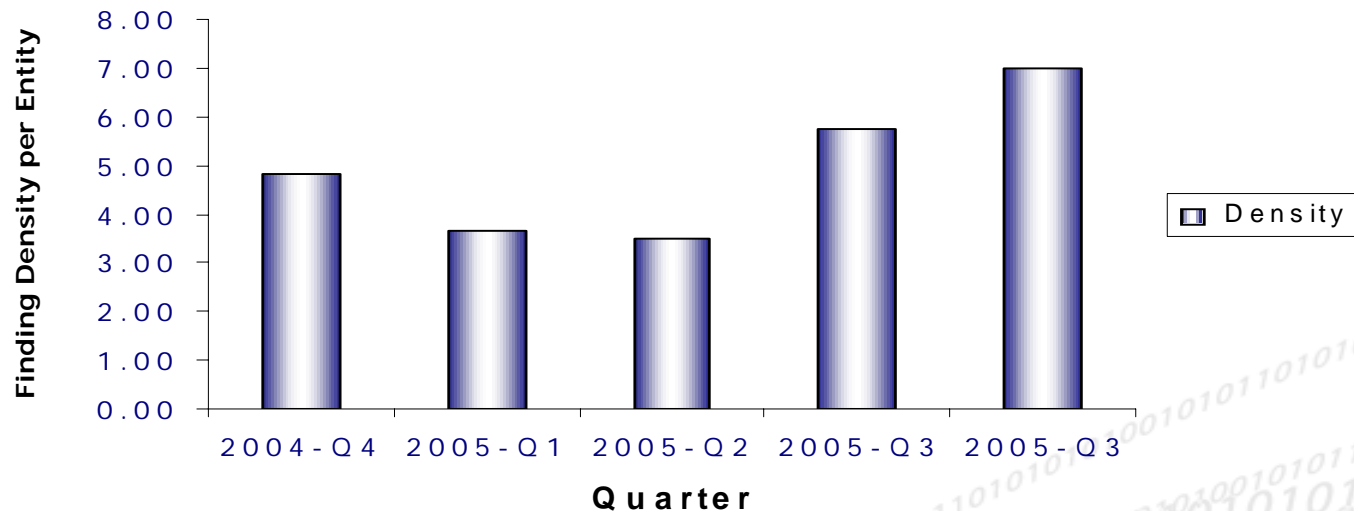
- ◆ Materials customized to suit project characteristics
- ◆ PMR coordinator prepare tailored presentation template for special PMR with select agenda like cycle two PMR of project ABC



### Benefits:

1. Specific customized slides facilitates the project to project their status accurately
2. Productivity increases both from reviewer's and Project Manager's perspective

## PMR Finding Density per Entity Group of Relationship PQR



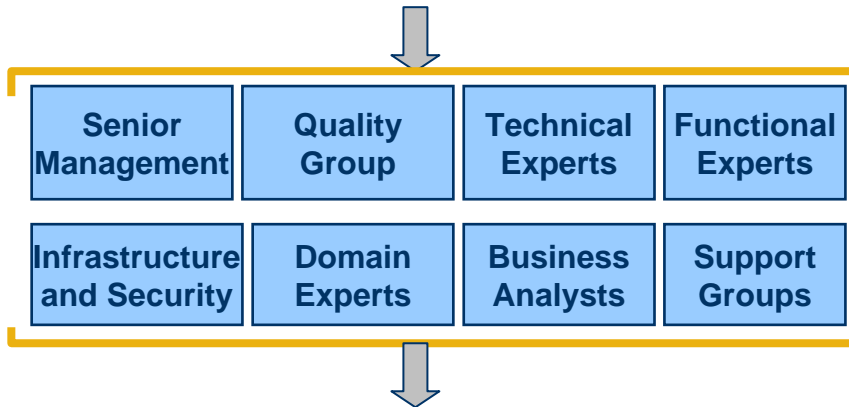
Improved identification of future problems due to better focus

# Improvement Strategy – PMR Ownership

## Improvement Measures Taken

### A. PMR Reviewers Panel

The panel of reviewers selected as a heterogeneous combination to suit all aspects of the project from:



### Benefits

1. Skilled and organized reviewers panel
2. Availability of alternative/backup reviewers whenever required
3. Planned availability of reviewers mitigates last minute scramble and slippages

### ✦ PMR Reviewers Panel/Team

### ✦ PMR Coordinator

### B. PMR Coordinator

- Identification and designation of location wise PMR Coordinator
- Empowerment of PMR Coordinator to take decisions on certain contexts such as selecting venue, urgent ad-hoc PMRs, identification of alternative PMR presenters, PMR related task monitoring at project level

### Benefits

1. Accountability, Responsibility
2. Empowerment gives flexibility both to the coordinator and the assigned projects

# Improvements Strategy – PMR Ownership

## Improvement Measures Taken

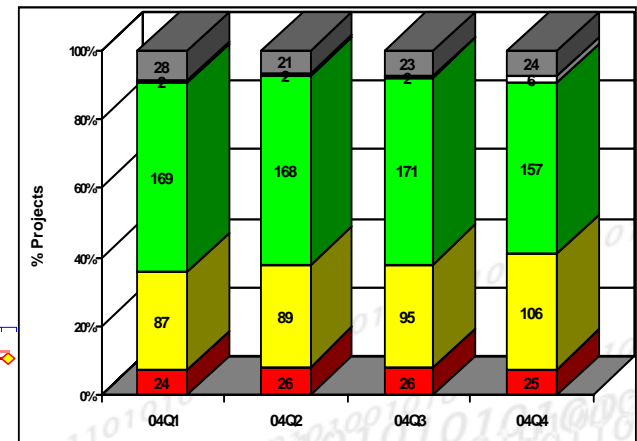
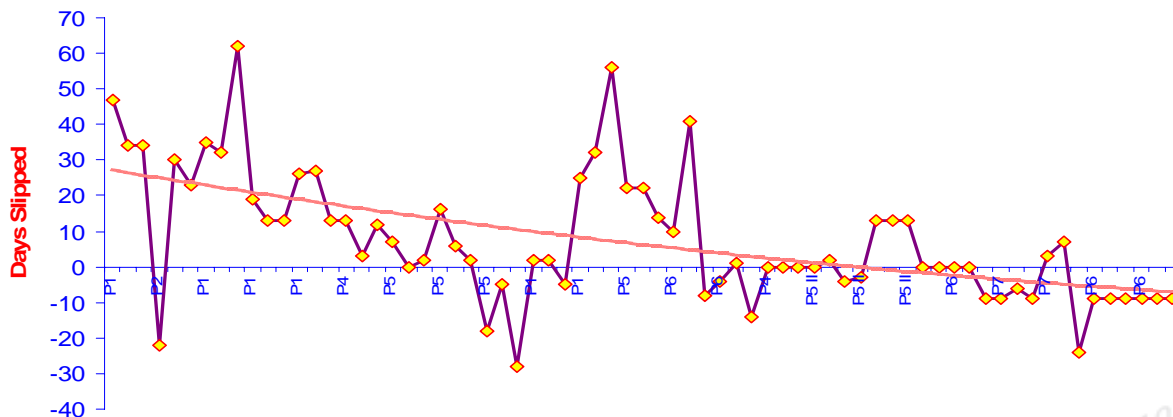
## PMR Coordinator: Effective Tracking of PMR Findings

- ◆ Only open action items from previous PMRs are discussed
- ◆ Findings tracked to closure soon after the PMR report is ready
- ◆ Project Managers are reminded weekly about open findings periodically, for example - weekly for Project ABC
- ◆ Random and scheduled inspection (audit) of closure effectiveness are carried out

### Benefits:

1. Projects perform closure activities as an in-process project routine
2. Effort saving as all status tracked and reported collectively
3. Critical closed findings are revisited prior to the forum and the effectiveness of the action taken is re-discussed if found necessary

## PMR Findings Closure Timeliness of Relationship R1



# Improvement Strategy – PMR Scheduling

## Improvement Measures Taken

Scheduling Approach based on criticality and importance of a project. For example:

- ◆ The first PMR of a project is held either on first or second month
- ◆ Scheduled at the beginning of a quarter
- ◆ Regular projects – normally once in a quarter
- ◆ Project in crisis – as deemed necessary with specific agenda

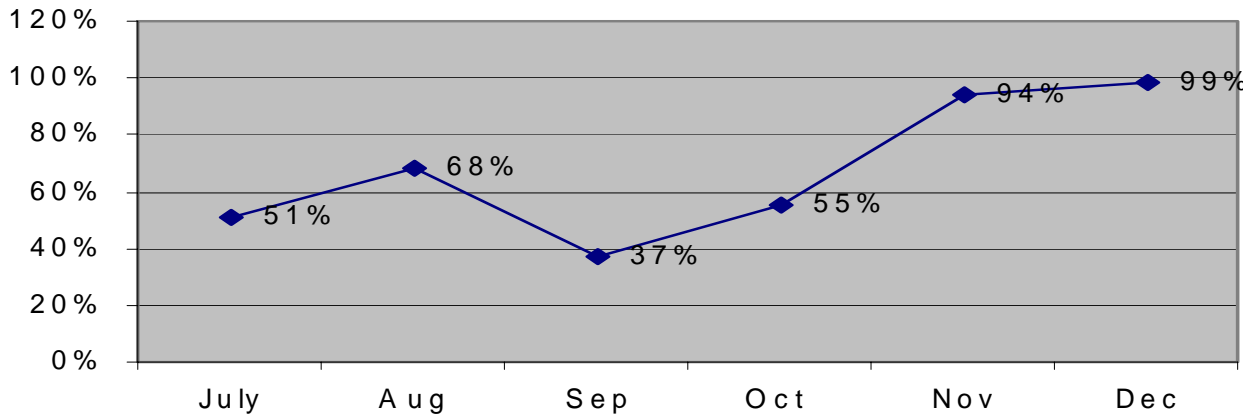


## PMR Frequency and Timing

### Benefits:

1. Project in critical stage is advised immediately
2. Increased PMR compliance
3. Ensures effective scheduling of PMRs spread throughout a time-frame

**PMR Compliance to Plan**





# Improvement Strategy – PMR Scheduling

## Case Study: Project ABC in Crisis – Cycle 2 PMR

Based on the critical status of the project, it was decided on 9<sup>th</sup> Nov'05 PMR that project ABC undergo 2005-Q4 PMR for cycle two on 7<sup>th</sup> Dec'05

### These Decisions taken in PMR of cycle two

- ◆ Finalized vendors and external interfaces
- ◆ Freezing scope on batch and online reports
- ◆ Identifying expert resource having knowledge in old legacy systems

### Saved Project ABC from

- ◆ Design phase schedule slippage by 12.09%
- ◆ Effort save by 16.8% in terms of re-inventing the wheel

# Improvement Strategy – PMR Scheduling

## Improvement Measures Taken

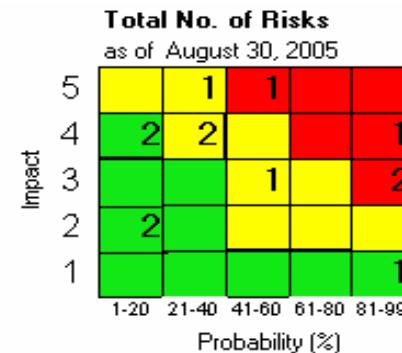
- ◆ Project Managers circulate the PMR materials 4-5 days ahead to all stakeholders of Project ABC
- ◆ The materials are re-circulated to all after incorporating the preliminary feedback
- ◆ New risks are identified and quantified (priority, probability, impact) and previous risks reviewed prior to the forum
- ◆ Unknown areas of risk are identified prior to the forum and quantification done



## ⊕ Circulating PMR Material Well in Advance

### Benefits:

1. Trivial errors are addressed in advance
2. Improved effectiveness, creativity and productivity as individual brain storming exercise is done before the forum
3. Alternative risk mitigation plans are advised by the experts
4. Improved effectiveness of risk management process



*"Sometimes the situation is only a problem because it is looked at in a certain way. Looked at in another way, the right course of action may be so obvious that the problem no longer exists."*

Edward De Bono

# Concluding Note

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- Project Management Reviews are a critical mechanism to manage risks and handle issues
- It was seen that PMRs can be improved by:
  - Having Key Staff Onboard: Stakeholders, Project Managers of similar Projects, and having Joint Multi-site Reviews
  - Value Addition to content and coverage: Effective Coverage using multi-models, Focused Customized Templates
  - Instituting PMR Ownership: PMR Reviewers Panel created, PMR Coordinator per Site appointed
  - Effective PMR Scheduling: PMR Frequency & Timing, Read-ahead Circulation well-in-advance

Thanks

# Contact Information

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