YY

Process Quality Assurance

of

Strategic Initiative

Template

Place

???????????

XXXXXXX

XXXXXX

Dates

Start time per day

Finish time per day

Participants

Peter, XX IT manager

Paul, XX Trade desk manager

Mary, XX System support manager

Carl, XX IT Infrastructure manager

John, XX and YY Security manager

André, XX Program manager

Andrew, YY Project manager

Christina, XX and YY Network manager

**Facilitator:**

Soren

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# Introduction to PQA

Process Quality Assurance (PQA) is a team building technique for groups of people who are going to co-operate in order to solve a complex task, e.g. a strategic initiative.

The scope of the task and the group of people to participate in the PQA process is decided by the task sponsor, who must be supported be the PQA facilitator. The result of this decision is a PQA Introduction such as this one.

## PQA and destructive conflict prevention

If conflicts could be avoided among project participants and between project sponsors and project performers and other involved stakeholders such a project would have a very high chance to produce a successful outcome.

In order to avoid destructive conflicts all project participants must be highly motivated for both personal reasons and for creating mutual success.

## The PQA Product

The PQA workshop results in a documented outline project plan with agreed result requirements and outline responsibilities.

## The PQA Organisation

The key stakeholders to participate in the PQA Team are selected based on criteria such as:

* Competence within the scope
* Relevance within the scope
* Completeness of knowledge pertinent to the scope.

## The PQA Process

PQA requires maximum active participation from each participant. It is impossible to be a passive passenger in the PQA process. By “forcing” the participants to listen actively and respectfully to each other it is ensured that every participant achieves maximum inspiration from the other participants.

## The YY project situation

### Many results to be integrated and approved in parallel

## The YY enterprise management opportunities

## What are we going to achieve on the workshop

On the PQA workshop we shall consider all the outstanding activities to be performed by the YY XX project team in order to ensure:

* Delivery of the full YY solution for commercial usage.

## How to prepare for the PQA

Please read the the ZZZ Report IT before the PQA workshop.

You must describe:

**Your vision of the future YY and how you interpret the mission of the XX project team.**

## Areas of concern

The following areas of concern should be considered:

* Are deliverable success criteria defined?
* Who is the user of the product?
* …

**See you in Place**

Yours Sincerely

Peter Soren

# PQA AGENDA

## verbal introduction to the PQA

The verbal introduction to the PQA comprises the same information as this written one, but allows for a discussion of the scope of the PQA workshop. Also it permits the PQA facilitator and the PQA sponsor to present who they are and to explain their own and the participant’s roles during the workshop.

## Definition of vision/mission

Definition of vision/ mission is done by each PQA Workshop participant individually. The participant presents a personal view on the expected result and the expected business benefits.

## Suggestions for critical success factors

The success factors express what the PQA team thinks should be the quality of the result of their work. The success factors also express what the group expects that other people will evaluate the project result by.

## Definition of the critical success factors

The suggested success factors are grouped into Critical Success Factor (CSF) classes in such a way that the suggested success factors belonging to a class define the class’ CSF expression.

## Outline of activities

This process produces the CSF matrix shown below that shows how the outlined activities contribute to the fulfillment of the CSF’s and their success factors. Participants can in turn suggest any number of activities which they believe are required to ensure the realization of the CSF and their success factors. Each activity supports at least one CSF. How the activity will contribute to the fulfillment of the CSF and its success factors is defined after the workshop.

## Assignment of responsibility

Assignment of responsibility for the definition, risk evaluation, estimation, and planning of each activity is next.

## Evaluation of the quality by which the activity might already be carried out

Some suggested activities might already be executing or defined by another PQA Team, while others are new to the PQA Team. Activities which are performed satisfactory are of less interest to the PQA Workshop, but the PQA Team needs to be aware of this. Other activities should be evaluated according to their current performance in the organization. Their "value" is stated as:

0 Activity not done

1-2 Activity known - but unstructured performance

3-4 Activity performance structured, but to be improved

5 Activity probably satisfactory performed.

## Review planning

It is absolutely necessary to decide on the date of a review meeting with all PQA Workshop participants attending. On the review meeting all Activity Descriptions are approved before the final Work Breakdown Structure and schedule is drawn up.

A person must be appointed to be responsible for coaching the authors in their usage of the Activity Description form and for collecting and distributing all Activity Descriptions at least one week before the review meeting.

This person will also organize the rewriting of the PQA workshop result on standard forms.

# After the workshop

## Detailed define and estimate activities

## Build the work breakdown structure

## Build the project plan

## Initiate the work

## The PQA Result

# Produced On the PQA Workshop

## The Vision Statements and the Critical Success Factors

The vision statements are listed with the name of the author, e.g.:

|  |  |
| --- | --- |
| **Visions** | |
| Eric Pavier: | We want to be outstanding with respect to usage and implementation of methods and techniques. |
|  |  |
| John Doe: | Our consultants are rated the best when it comes to project management and analytical skills. |

Table 1 Vision examples

The critical success factors are anonymous because most of them are suggested based on the inspiration from all of the team member suggestions. The CSF's are documented like this:

|  |  |
| --- | --- |
| **Critical Success Factors** | |
| **1.** | **A Supply Service which can be measured and optimized** |
|  | On time delivery to customers. |
|  | Avoid or reduce the back-order shipments. |
|  | We understand what good delivery service is (it is defined). |
|  | Improved availability of goods due to better forecasting. |
|  | Efficient support for the customer and the salesman in the order process. |
| **2.** | **A competent Organization** |
|  | Simultaneous adaptation of business, management, organization, and system procedures. |
|  | We need to build an organizational match before installation of the system. |
|  | The users involved are the best we have. |
|  | Ability to handle big complex international projects. |

Table 2 CSF and Success Factor suggestions

## The PQA Matrix

Please see separate template.

# Documentation Produced after the Workshop

## The Activity Description

Please see the PQA result documentation.

## The risk response matrix

Please see separate template.

## The Work Breakdown Structure

This will be in your PM sytem.

## The work breakdown structure dictionary

This is all of your Strategic Initiative documentation.

## The communication plan

This will comply with your corporate standards. Please ensure to communicate with all stakeholders.