

**Document ID:** OAK-SPM-PR



## **Sourcing Project Management Process**

**Version 1.9**

**25-Aug-12**

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**Abstract:** This document describes the process to be followed for Management of the sourcing projects handled by Oaksys.

## CHANGE HISTORY

Version	Release Date	Authors	Review team	Description
<b>1.0</b>	15-Sep-04	NarendranathPai	Pradeep, Asmita, Npai, Amol	Refer below line
<b>First Baseline Version</b>				
<b>1.1</b>	13-Apr-05	Prashant S.O	Amol	Refer below line
As per CR 151 Address, email-ID and phone number is changed in the first page of the process. As per CR 154 sec 5.2, point 11 is updated. As per CR 155 it is specified in sec 5.1 that Project Initiation information should go to PTS. As per CR 156, in metric sheet of OAK-SPM-FR-PTS, Req. detail table, column G, column title is changed. As per CR 189 whole document is spell checked.				
<b>1.2</b>	30-Nov-05	Prashant S.O	Asmita	Refer below line
As per CR 208 redundant column is removed from the metric sheet of PTS. As per CR 234 sec 5.2.4.2 of project plan remarks is updated. As per CR 157 Requirement Tracking Sheet of PTS is updated by adding date of clouser column. And with respect to this sec 5.2.5.1 is updated. As per CR 217 sec 5.2.5.2 is updated. As per CR 233, 236 and 244 three more sheets are added in the PTS. As per CR 247 in sec 5.2 new point (point 13) is added. As per CR 243 sec 5.2 and point 1 is updated. As per CR 220 sec 5.2 point 2 is updated. And sec 11.1 of CRCF table is removed.				
<b>1.3</b>	20-Jan-06	Asmita	Pradeep	Refer below line
As per CR 261 to provide better means of collecting metrics data and for easy submission of data to org SQA, the PTS is redesigned. Metrics sheets-Schedule, Replacement Factor, Review, Requirements, Customer Feedback, effort are added. Separate sheet for IQA&PMR is created. Order of the sheets is rearranged. No change in process text.				
<b>1.4</b>	15-Jun-06	Asmita		
As per CR 254 name of BDE is added, as per CR266 general project risks and goals are provided in PTS, As per CR 274 PTS review checklist is added. As per CR 262 chaged phone number is updated				
<b>1.5</b>	23-Jul-07	Asmita	Pradeep	As per CR 295 PTS review checklist is further simplified, As per CR 310 new metrics are introduced
<b>1.6</b>	10-Feb-09	Asmita	Pai	As per CR 378 Do's and Don't policy added in sec.5.2 bullet no 7
<b>1.7</b>	10-Aug-09	Asmita	N Pai	CR 386: ISO9001:2008 referred CR 388: Address change
<b>1.8</b>	09-Aug-10	Asmita	N. Pai	As per CR 353, 362, 369 PTS template is modified (v2.2). In this document, section 5.2.6 reflects this. As per CR 350, 352 customer feedback frequency is modified in sec 5.2 – point 14 & table CR 390 – approved timesheets

				specifically identified as CI in section 5.2.4.2 CR 394 – general guidelines OAK-SPM-GL-DnD is upgraded to reprot any abnormal activity as well as new opportunities at custoemr place (v1.1)
<b>1.8.1</b>	01-Aug-11	Vinoth	N Pai	CR 406:Address change
<b>1.9</b>	25-Aug-12	Asmita	N.Pai	<b>CR 416, OAK-SPM-GL-DnD updated for Cab usage and other points, total 7 points added, OAK-SPM-PR sec 5.2, point 10, text added for Do's and Don't policy</b>

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# 1 SOURCING MANAGEMENT PROCESS

## 1.1 Purpose

This document describes the process to be followed for Sourcing projects handled by Oaksys. Sourcing Project Management Process provides the basis for managing sourcing projects in terms of requirements gathering, meeting customer requirements, collecting regular customer feedback on among other things.

## 1.2 Scope

This process is applicable to all Sourcing projects executed by Oaksys.

## 1.3 Target Audience

Quality Group, HO&D, Project leaders, BD Group

## 1.4 Glossary

BDE – Business Development Executive

FURPS+ – Methodology used to identify Project Quality Goals (**F**unctionality, **U**sability, **R**eliability, **P**erformance, **S**upportability, any additional characteristics)

HBD - Head Business Development

HO&D - Head Operation & Delivery

IQA – Internal Quality Audit

ISO — International Organization for Standardization

Oaksys - Oak Systems Pvt. Ltd.

PL-Project Leader

PMR- Project Management Review

**PTS - Sourcing Project Tracking Sheet (Project Plan)**

QC- Quality Control

SCM-Software Configuration Management

SQA-Software Quality Assurance

TM -Team Member

V&V - Verification and Validation

## 1.5 References

- Quality Management Systems- Requirements IS/ISO 9001:2008
- International Standards ISO 90003
- BD Process OAK-BD-PR
- HR Process OAK-HR-PR
- SCM process OAK-SCM-PR
- PMR process OAK-PMR-PR
- IQA process OAK-IQA-PR
- Metrics process OAK-MT-PR
- Project Closure Process -OAK-PC-PR

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## 2 ENTRY CRITERIA

Project getting initiated by Business Development process

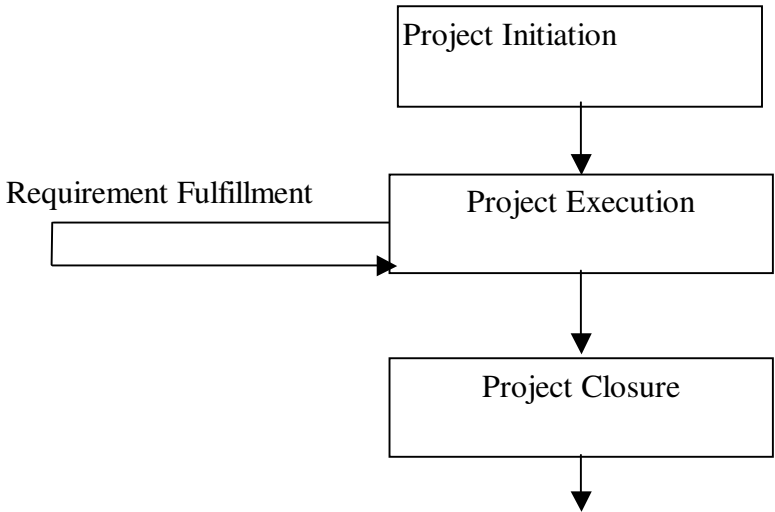
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### **3 RESPONSIBILITY**

HBD is responsible for planning and implementing the projects as per this Sourcing Project Management Process.

HO&D is responsible for providing resources matching the skill requirements.

## 4 PROCESS FLOW DIAGRAM





## 5 PROCESS DESCRIPTION

This process is entered by way of filling the Project Initiation Form and with assignment of Project Id and BDE by HBD in consultation with H O&D.

The Project Plan is prepared by the BDE according to the **Sourcing Project Tracking Sheet template (OAK-SPM-FR-PTS)**. While preparing the Project Plan the BDE is advised to look into past project information such as best practices, pit falls, lessons learnt etc. This project plan can also be called **Sourcing Project Tracking Sheet (PTS)**.

The project plan is updated during the project execution phase for all the important events in the project.

The process is exited when project reaches its closure state by way of end of customer contract or agreement or PO or the project getting cancelled or suspended by Customer or Oaksys.

Details of initiation, execution and closure of sourcing projects are detailed below.

### 5.1 Project Initiation

This is the initial phase of the project to have the contract/agreement signed between Oaksys and the customer and establish communication channels for project execution.

In this phase, project plan is prepared detailing the following information –

- List of agreements/annexure/PO etc. along with their schedules and other details
- Customer contact details
- Commitments made to customer
- Billing cycle & other details related to billing
- Any other special clauses agreed

This information is to be put in Contract Tracking sheet of PTS.

Project Contract/agreement is reviewed using the ['Contract Review Checklist'](#) available in Business Development Process (OAK-BD-CL-CRV).

#### 5.1.1 Project Risks & Goals

Project Risks and Project Goals are captured in respective sheets. General risks and goals are provided in the PTS sheet. The risks relevant to the project can be kept. Other information wrt Risks and Goal shall be filled by the BDE. BDE can add project specific risks & goals to the list.

<b>Phase</b>	Project Initiation
<b>Overview</b>	This is the initial phase of the project to have the contract/agreement signed between the company and the customer and establish communication channels for project execution.
<b>Inputs</b>	In principle agreement to provide services on sourcing model; proposals & correspondence related to negotiations; specific

	requirements; agreement formats;			
<b>Entry Criteria</b>	Customer & Oaksys agree to work together under sourcing model			
<b>Deliverables</b>	Signed Contract, Agreement and PO etc. Project Plan (Project Tracking Sheet – OAK-SPM-PTS)			
<b>Owner</b>	BDE			
<b>Exit Criteria</b>	Receiving PO/contract confirmation from customer			
<b>Activity name</b>	<b>Methodology used</b>	<b>Tools used</b>	<b>Verification Mechanism</b>	<b>Roles involved</b>
<b>Customer interactions</b>	Email, Tel, Customer visits	Email, Tel, meetings	Weekly Review	HBD, BDE
<b>Capturing Customer contract details</b>	Email, Tel, Customer Visits	<i>Contract review checklist</i>	Contract Review	HBD, BDE
<b>Furps+</b>	<i>Performance</i>			
<b>Validation Mechanism</b>	<i>PMR</i>			

## 5.2 Project Execution

While the project is in progress, this phase takes care of addressing customer requirements. The activities can include the following --

- Collecting customer requirements
- Identifying and proposing suitable resources
- Coordinating resource screening by customer
- Induction of resource (TM) into the customer project
- Interactions with onsite TMs
- Seeking customer feedback & working on the feedback
- Raising invoices & receiving payment
- De allocation of TM after the assignment completion

1. The details related to customer like contract/PO/MOU/Agreement details, contact persons details, customer commitments, billing details-invoices raised and followup, customer feedback plan, special clauses, IP issues etc are captured in ***Contract tracking sheet of PTS***.
2. The details of Purchase order /Work order can be captured in PO tracking sheet .
3. All the events wrt customer, team members can be captured in Event Tracking sheet.
4. The requirements of the customer shall be received by the BDE and collected as per the Customer Requirement Collection Form (OAK-BD-FR-CRCF) format and recorded in the ***Requirements Tracking Sheet*** of the Project Plan. BDE in consultation with HO&D and HBD shall decide whether to address these requirements & identify suitable resources from the ***Availability List***
5. If required resources are not available through the Availability List, Recruitment request form (OAK-BD-FR-RRF) shall be used to raise the recruitment request. H O&D shall process the Recruitment Request Form as described in HR & Training Process (OAK-HRT-PR)

6. The BDE shall format the Resume/s of the candidate/s in **OAKSYS Resume Format (OAK-BD-FR-OR)**, and send to the customer. In case customer asks for a different format, that format shall be used
7. In cases where the suitable candidates are not found among the existing employees and among the short listed candidates, the Business Development Group shall communicate with the customer to gain more time for fulfilling the requirements
8. All the interactions with the customers shall be maintained in the **Requirements Tracking sheet** by the BDE
9. On selection of the candidate/s by the customer, BDE shall inform the HR A & F Executive regarding the selection of the candidate and also the expected date of joining
10. BDE shall coordinate induction of the selected candidate as a team member (TM) into the project. The TM shall be oriented for the assignment he/she is selected. The BDE shall brief about customer. BDE shall explain the Do's and Don'ts related to the onsite assignment by referring to **General guidelines while onsite (OAK-SPM-GL-DnD)**. This shall be recorded in the **Team Tracking sheet** of the project plan. A refresher session on Do's and Don'ts related to the onsite assignment by referring to **General guidelines while onsite** shall be conducted at least once in a six month for long duration projects
11. With all the team members in the project, BDE shall be in regular contact and track their attendance. Any feedback from the TM shall be recorded in the **Team Tracking sheet** of the project plan. The respective BD executive can arrange customerwise/project wise project lunch to have more structured interaction with every team member. The frequency can be decided by BD executive
12. BDE shall ensure that the TMs submit their timesheets in time. TM can use Oaksys Timesheet (OAK-MT-FR-TS) format or can use customer defined Timesheet format
13. BDE shall be in regular contact with the customer through email, phone and in personal
14. Feedback on TM shall be sought by the BDE from the customer from time to time. BDE shall discuss with the customer and try to define a feedback frequency with the customer. The feedback frequency can be quarterly for long-term projects and monthly for short-term projects (less than 3 month duration). However, effort must be made to get the first feedback within first one month of assignment for each team member. All the customer feedback/complaints collected thru discussions, surveys etc shall be transferred to Customer Response Sheet or Customer Feedback Form or Customer complaint sheet. These feedback shall be sent to Org SQA as part of PTS or separately. A summary of this feedback shall be recorded in **Team Tracking Sheet** of PTS.
15. BDE shall coordinate raising of invoices for the project and shall do the payment follow-up
16. Project learning's are collected into the PPT at the end of assignment.
17. On completion of the assignment of each TM, TM is De allocated from the project using **Resource De allocation Form (OAK-PC-FR-RDF)**

Phase	Project Execution (Requirement Fulfillment)
<b>Overview</b>	While the project is in progress, this phase takes care of gathering customer requirements, identifying and proposing suitable resources, coordinating resource screening by customer, induction of resource (TM) into the customer project, interactions with onsite TMs, seeking customer feedback & working on the feedback; raising invoices & receiving payment; De allocation of TM after the assignment completion

<b>Inputs</b>	Customer discussions, customer requirements, Discussion with team members Customer feedback			
<b>Entry Criteria</b>	- Receipt of requirement from the customer - In principle agreement with customer to work (with or without formal MOU/PO)			
<b>Deliverables</b>	Requisite resources; Invoices; Customer feedback; TM interaction; Resource De-allocation form			
<b>Owner</b>	BDE			
<b>Exit Criteria</b>	Closing of all the assignments at the customer & initiation of project closure			
<b>Activity name</b>	<b>Methodology used</b>	<b>Tools used</b>	<b>Verification Mechanism</b>	<b>Roles involved</b>
<b>Receive requirements</b>	Phone / email / meetings	Requirement capturing format	Reviews, Weekly report;	BDE
<b>Process requirements</b>	Check suitability; format CV; send to customer	Availability list; OAK CV format	Reviews; weekly report	HBD, BDE, HO&D
<b>Schedule customer screening</b>	Phone / email / meetings		Reviews; weekly report	BDE
<b>Induct Team Member</b>	Orient TM on the project expectations	Oaksys profile / website		
<b>Regular Customer interactions</b>	Informal	Phone / email / meetings	Reviews, Weekly report	BDE
<b>TM interaction</b>	Informal – at least once each week	Phone / email / meetings	Team Tracking Sheet	BDE, TM
<b>Customer feedback</b>	Within one month for a newly joined TM, then as per frequency decided or Once Each Quarter during the project	Phone / email / meetings	<i>Customer Response Sheet/Direct</i>	BDE
<b>Raise invoice</b>	End of each calendar month	<i>Invoice format; attendance of TM;</i>	<i>Review &amp; sign by Director</i>	BDE, Director
<b>Receive payment</b>			<i>Hand over to Director</i>	BDE, HBD
<b>De-allocate TM</b>		Resource De-allocation form	Submitted to O&D	HBDE
<b>Furps+</b>	Supportability			
<b>Validation Mechanism</b>	PMR			

## 5.2.1 Project Tracking and Reporting

### 1.1.1.1 Regular Tracking

- The BDE shall maintain the Project details with current information (in hard or soft copy) consisting of the following
  - Project details
  - Requirement details
  - Team Member details
  - Customer correspondence
  - Audit records
  - Review records
  - Customer feedback reports
  - Any other relevant information regarding the project
- BDE shall provide weekly updates to HBD. **Weekly Report** (OAK-PM-FR-WR) format can be used for this purpose.
- The BDE can decide on the mechanism of tracking team member's activities.

## 5.2.2 Project Management Review

Each project shall get covered in the Project Management Review (PMR) at least once every quarter. Each project shall have minimum one PMR during its tenure. PMRs shall have at least one member from Oaksys senior management. The PMR shall be conducted according to PMR process. The schedule for these PMRs shall be captured in Project Plan.

## 5.2.3 Audits

The projects' IQA shall be aligned with Org IQA calendar. Any additional IQAs for the project, if needed, shall be mentioned in the Project Plan. The IQA date received from MR shall be mentioned in the WBS. It is recommended that this IQA should happen before PMR.

## 5.2.4 SCM Activities

The SCM activities are performed according to the SCM process (OAK-SCM-PR). Any deviation from this standard SCM process shall be mentioned in Project Plan.

### 5.2.4.1 Resources

No additional resources required for SCM activities. BDE can perform the SCM activities.

### 5.2.4.2 Configuration Item Identification

Name of CI	Type of CI	Location (soft) Doc No. (Hard)	Remarks
Contract /PO	Contract document	With Director	
Invoices	Document	With Director	
Project Plan	Document	Project Folder	This is a live document and keeps getting updated regularly.

			It is suggested to baseline this document once every Qtr before the PMR. No change request is required to checkout the project plan after baselined.
Customer feedback	Record/email	Project File / folder / Project plan	
Customer Response Sheet	Record / email	Project File / folder / Project plan	
Customer complaints	Record/email	Project File / folder / Project plan	
Approved time sheets	Record/email	Project File / folder	Effort approved by customer
Correspondence with customer	Emails	Emails / folder / Project plan	
PMR reports	Document	Project Folder	
Time sheets	Documents	With Quality Group	
Metrics Data	Document	Project Plan	
Closure Details	Document	Project Folder	
Review records	Document	Project Folder	
Minutes of Meeting	Document	Project Folder	

#### 5.2.4.3 Directory structure

BDE shall identify a project area under his/her folder for maintaining the documents. The project area shall contain the following -

- **Work** [work area]
- **Review** [work products under review]
- **Freeze** Under Freeze area a folder for each customer shall be maintained. The customer folder can be further organized into subfolders based on the convenience of BDE. The following information shall be maintained in these folders --
  - All important Customer specific documents & communication
  - Audit reports
  - PMR reports
  - Any other baselined internal docs & files that cannot be attributed to any specific project
  - Email backup

#### 5.2.4.4 Backup and recovery

- Monthly back up as per the SCM process

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- All outgoing communication are marked a copy to HBD and all incoming mails from customer without HBD in the loop are forwarded to HBD. Thus ensuring the back up of communication.

## 5.2.5 Sourcing Project Metrics

The following organisation level metrics defined in the Metrics process (OAK-MT-PR) are mandatorily collected for the sourcing projects.

BDE is responsible for collecting the metrics data and maintaining it. This metrics data goes into metrics sheet of PTS. BDE shall submit the metrics data to Org. SQA once every quarter.

### 5.2.5.1 List of Sourcing Metrics

#### M1. Attrition

$$= \frac{\text{[Number of TMs leaving the project (attrition)]}}{\text{[Total number of TMs participated in the project]}} * 100$$

To be categorized as planned and unplanned, refer to metrics process for further details

#### M2. Replacement Factor

$$= \text{[Number of days of committed overlap-no of days of actual overlap]}$$

Following are the metrics, which are to be considered quarterly:

Performance Factor 1 to be reported based on the requirement- received date during that quarter.  
Performance Factor 2 to Performance Factor 5 All requirements are closed during the quarter.

Following status should be considered:

- Successfully Closed
- Partially Closed
- Unsuccessfully Closed
- Yet to Start
- On going

M3. **Performance Factor 1** = [# of reqs responded / # of reqs received] \* 100

M4. **Performance Factor 2** = [# of CVs sent/ # of positions required] \* 100

M5. **Performance Factor 3** = [# of people interviewed/ # of CVs sent] \* 100

M6. **Performance Factor 4** = [# of people selected/ # of people interviewed] \* 100

M7. **Performance Factor 5** = [# of people joined/ # of people selected] \* 100

M8 Start date slippage TM level = Actual Start Date-Planned start Date

M9 End date slippage TM level = Planned End Date -Actual End Date

M10 % Loss in billed effort = ((Planned Billed Effort– Actual Billed Effort)/Planned Billed Effort) \*100

### 5.2.5.2 Metrics Data to be collected

Following data shall be collected by the BDE and recorded in the Project Plan. The frequency of data collection can be as and when the data gets generated.

Attribute / Data	Source
------------------	--------



<b>For each new assignment</b>	
D1.Planned start date at resource level	Contract / PO/Work Order
D2.Actual start date at resource level	Timesheets / Invoice
<b>For each quarter</b>	
D3.Planned billed effort	PO
D4.Actual billed effort	Timesheets
D5.Number of Requirements received during the quarter	Requirements Tracking Sheet
D6.Number of Requirements responded during the quarter	Requirements Tracking Sheet
D7.No. of TMs leaving the project (attrition)	Team Tracking Sheet
D8.No. of TMs participated in project	Team Tracking Sheet
<b>For each requirement -</b>	
D9.Number of positions required	Requirements Tracking Sheet
D10. Number of CVs sent	Requirements Tracking Sheet
D11. Number of people interviewed	Requirements Tracking Sheet
D12. Number of people selected	Requirements Tracking Sheet
D13. Number of people joined	Requirements Tracking Sheet
<b>For each replacement -</b>	
D14. Number of days of overlap	Timesheets / Team Tracking Sheet
D15. ommitted days of overlap	Contract Tracking Sheet

Note: Other than above stated metrics are captured into Project Specific metrics of PTS.

### 5.2.6 Risk Management

Each project shall identify the risks and document in the project risks sheet of PTS. For each risk, trigger and date of risk identification, its impact on project quality goals, preventive action and contingency plan shall be listed.

### 5.3 Project Closure

At the end of the agreement period and after ruling out possibilities of agreement/contract renewal or after deciding to close the project, the *Project Closure Process* (OAK-PC-PR) is invoked.

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## 6 DELIVERABLES & QUALITY RECORDS

- Project Plan
- Customer Feedback
- PMR material
- All project documents generated during execution of the project

## 7 VERIFICATION

- Contract is reviewed against Contract Review Checklist
- Periodic Internal Audits

## 8 EXIT CRITERIA

Project closure due to

- Successful completion of the project
- Cancellation of project
- Suspension of project

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## 9 APPENDIX

- Sourcing Project Tracking Sheet template OAK-SPM-FR-PTS
- Weekly Report - OAK-PM-FR-WR
- Contract Review Checklist - OAK-BD-CL-CRV
- General guidelines while onsite - OAK-SPM-GL-DnD