

INTERNATIONAL PROJECT MANAGEMENT GUIDELINE CUSTOMER PROJECTS

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1 Introduction

Important:

The [Project Governance Policy](#) describes the basic rules to manage the Sales, Project Management and Fulfillment process and is superordinate.

1.1 Application area of International Project Management Guideline

The procedural instruction “International Project Management Guideline” is valid for the performance of all customer projects within the SSI Schäfer group in accordance with the project definition criteria. The intention is to achieve the uniform, economical, quality-compliant, on-schedule and low risk performance of projects by using this procedural instruction.

This guideline applies to all customer projects and project types in accordance with the defined project criteria (see section 2) for project managers of SSI Schäfer group and are binding for these project managers as a minimum standard.

1.2 Objectives

This procedural instruction, “International Project Management Guideline”, regulates the general procedure for customer project management at SSI Schäfer group. It contains the necessary definitions of terms, process descriptions, methods and auxiliaries.

Beyond this procedural instruction there are work instructions that regulate the project management procedures that are specific to the individual project types. These work instructions could also come along with Business Unit process descriptions and other requirements that should be considered as described in the SSI quality management platform “CWA SmartProcess”.

1.3 Boundary definition

This guideline deals with the definition of standards in the interest of a uniform execution of customer projects.

Detailed information regarding other processes (Global Sales Process, Operations/Project Realization Process, Customer Service & Support Process, etc.) is specified within the particular process descriptions.

1.4 Ownership

Project Management Office, BU LS

1.5 Continuous Improvement

Please report proposals for process improvement, deviations etc. via [Jira](#) ([CIP] Project Management & Fulfillment Process).

2 Project Management @ SSI SCHAEFER

2.1 Definition and benefits

Projects in terms of this procedural instruction are projects in which a clearly demarcated result is to be achieved in a specific time period with specific resources and in a **temporary organizational structure**. They are characterized by a clear or unique

- aim with specification of the results to be achieved
- definition of the work packages to be performed
- agreed quality of the results
- determination of the duration and finishing date
- assessment of the required resources and costs
- definition of the responsibility for the results.

Not all tasks within the SSI SCHAEFER group are valid as being projects in accordance with this meaning. On the contrary, projects are understood to be tasks that fulfil a **certain minimum degree of complexity** (duration, turnover, use of resources, number of participating personnel, supra-organizational, etc.) and therefore justify the use of project management methods.

2.2 Project classification

The differentiation of customer projects from A to D (D is an order and realized in a process-oriented manner) based on the complexity enables lean and appropriate performance for each project type.

The advantage of differentiating projects according complexity from A to D and not performing them equally enables different project management minimum standards to avoid bureaucracy and to ensure appropriate management. This differentiation is mostly affecting the organizational set up of the project and the usage of project management methods, processes and tools and can be seen in detail in the following chapters 4 and 5.

2.3 Fundamentals of Order Processing

- The Business Units realize intralogistics projects in varying complexity (A, B, C, D) by using a project-oriented approach according to IPMA with empowered project core teams.
- Line organizations support the project organization through training, coaching, capacity provision and best practices.
- The project organization consists of one Project Manager, one Project Sponsor, Subsystem-Project Managers (MHE Managers, Project Manager Software, Steelwork Managers), the sub teams, the project team members and subject matter experts (e.g., Project Controlling).
- The template for the project organizational chart must be applied to all projects, irrespective of who is in the lead of the project.
- The Business Unit defines a set of rules describing who can be in the lead of a project and who can take responsibility for which work package based on the skill level and the maturity of the organization.
- The regions support every project by taking over defined project roles (depending on the maturity level of the region and the availability of resources) and by offering support in administration, local regulations, health and safety, visa, immigration, local purchases, travel, accommodation, etc.
- The Business Unit Functions supports every project, irrespective of who is in the lead of the project if required.
- Business integrity is one of our core values for project execution. Each Project (Core) Team Member reports any obstruction or delay immediately to the Project Manager in order to define mitigation measures at an early stage and to keep the negative impact on the project as low as possible.
- The Project Managers are considered as temporary entrepreneurs for the project scope and have to take full responsibility to execute the project in time, budget and quality.
 - In the course of the project, Project Core Team Members can only be assigned to / released from the project organization in alignment with the Project Manager.
 - In the course of the project, nominated Project Team Members can only be assigned to / released from the project sub-team in alignment with the responsible Subsystem-Project Managers.
 - In case there is no agreement, prioritization of projects / decisions need to be made through the PMO of the Business Unit; for CS through L4 of the Service Line Project Services.
 - Decisions / agreements affecting the overall project always must be aligned with the Project Manager.
- Issues are resolved and escalated within the project organization first. Issues that cannot be solved within the project organization have to be addressed to the Regional Management for Order Processing (LS, PE) / CS Coordinator (CS) and, if still not solved, to the Project Management Office of the Business Unit. Escalations need to be prepared with solution options for decision-making!
- Product related issues that cannot be solved by the project team are fully supported by the product lines.
- Project Management has profound knowledge of contractual documents and proactively manages the contractual obligations and provisions, especially with regards to criteria of Final

Acceptance.

- The Project Core Team closely manages the project budget, which includes proactive deviation, risk and opportunity management.
- Projects will be started and finished as a team. The team will be released once the project has been successfully handed over to Service Line Remote Services.
- We commit to transparency and open communication within the project and make all relevant documents accessible to all Project Core Team Members.
- To ensure one project-spirit, we conduct project kick-off meetings and other events related to the start of a project (e.g. Project Start Workshop) with the entire project core team.
- We measure financial project success based on the overall project result, not individual.
 - All Project Team Members (core team, sub-team - of all involved subsystems) support each other to solve all issues, irrespective of who caused the issue, for the sake of the common project success.
- We commit to global realization processes and guidelines, with a clear focus on an efficient project execution, achieving project goals and meeting Quality Gates.
- We commit to global processes (such as IPM Guidelines) and strive for continuous improvement as well as acting sustainable and taking care of our environmental responsibilities. Local processes are subordinated.
- The definition of global standards for Order Processing is a main responsibility of the Business Units.

3 Project Management & “Fulfillment”

SSI SCHAEFER is handling complex and repetitive tasks as processes. The most important processes are differentiated to management, core and support processes and can be seen on the SSI SCHAEFER process map. The general idea is to define standards how to manage processes and to implement process organizations to achieve quality and continuous improvement. In focus of this document lies the management process “Project Management” but with references to the core process “Fulfillment” that can be found when clicking on “Order Fulfillment” where needed.

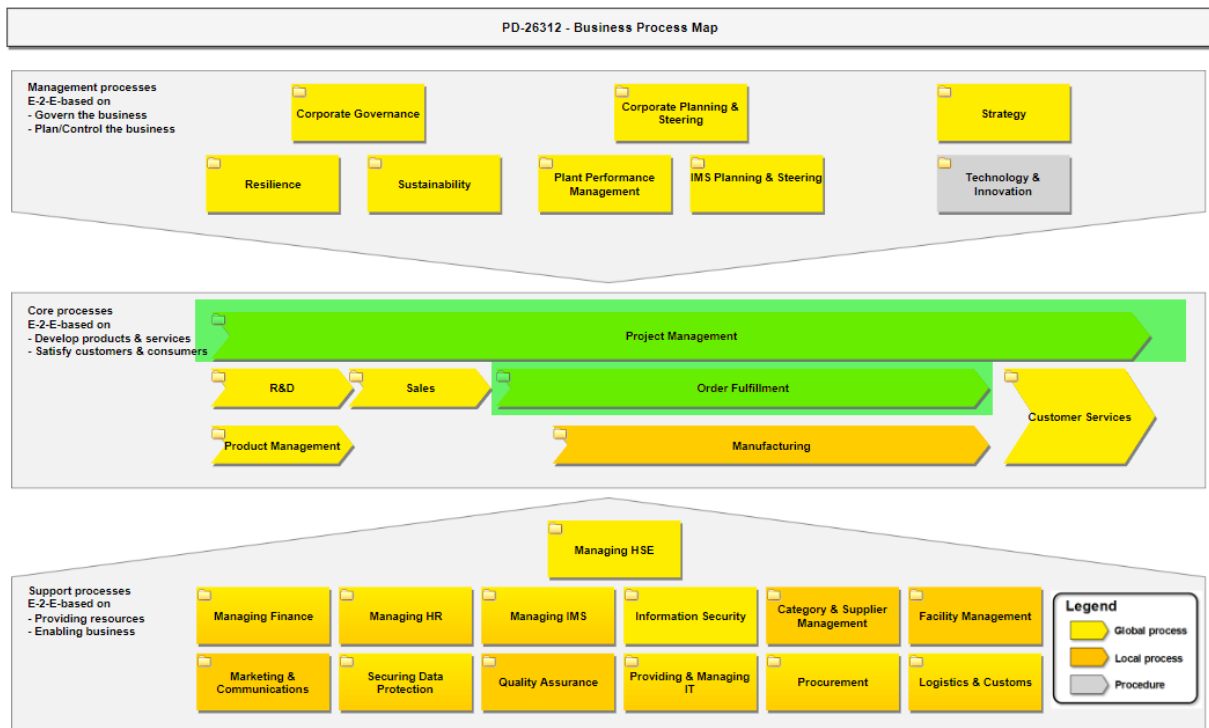


Figure 1: [CWA Business Process Map](#)

In order to successfully realize projects, the

- [Project Management processes](#) (= management of core process)
- as well as the [Fulfillment process](#) (= core process → value creation)

are required.

The Project Management processes follow the International Project Management Association (IPMA) competency guidelines and are valid for all Business Units.

The related main document for this processes is GL-00079 IPM Project Management Guideline (= this document).

The Fulfillment process regulates all activities that lead to meeting customer requirements and are therefore of central importance for the company's value creation.

The related main document for this process is [GL-00080 IPM Realization Guideline](#) (incl. links to subsystem specific guidelines) as well as guidelines in the context of Software Realization etc.

The Fulfillment process is continuously developed by BU LS; Changes are communicated to BU CS and BU PE. As long as the BU CS / PE do not make separate definitions, this process also applies to them.

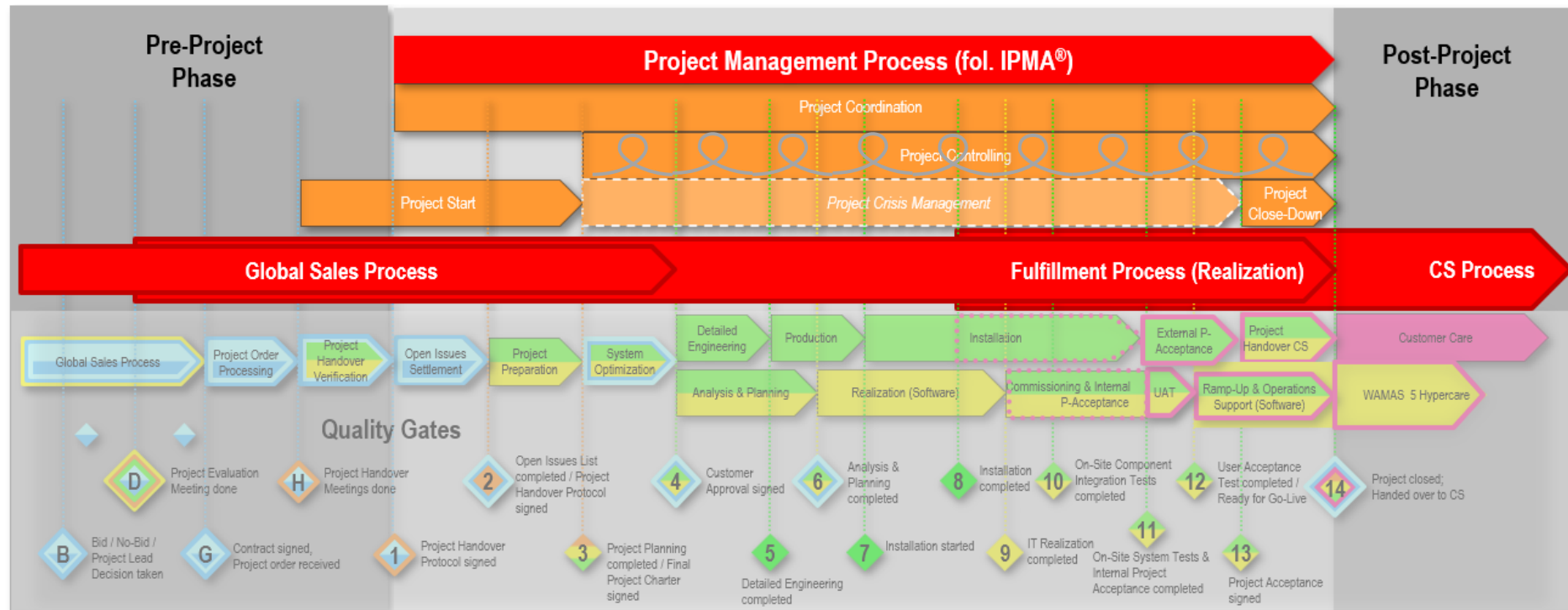
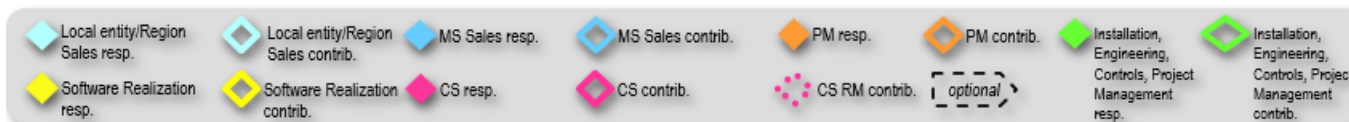


Figure 2: Project Management Processes & Fulfillment



4 Project organization

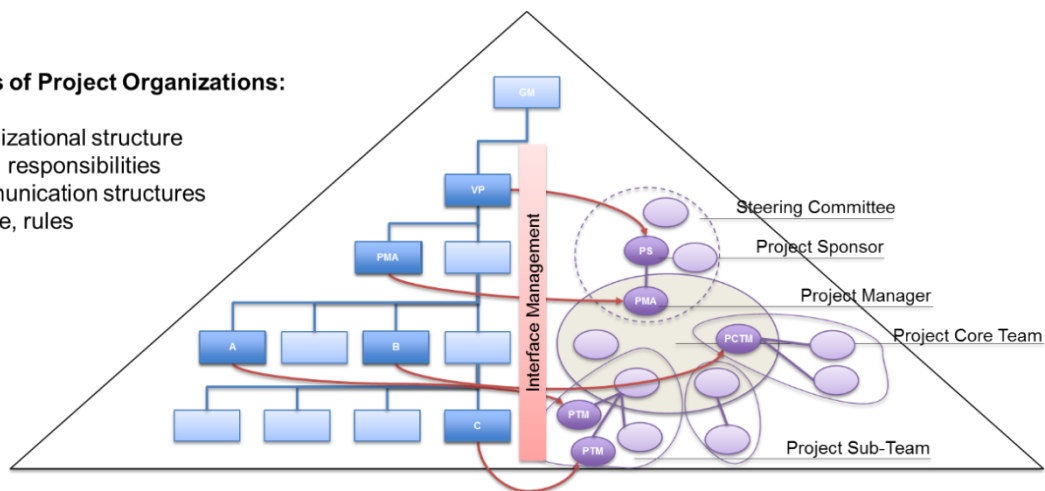
A temporary project organization is established for the execution of a project. Much like the permanent functional management structure, this organization is defined by its own organization chart, communication, escalation, and decision-making structures, ground rules, and specific roles.

Roles are independent of any one person, and the allocation of the roles within a project is crucial for the project's success. With this in mind, the various roles in projects are described below based on the tasks and responsibilities involved. This particularly serves to support the definition of roles at the beginning of a project.

Cooperation of Line and Project Organization

Specifics of Project Organizations:

- ▶ Organizational structure
- ▶ Roles, responsibilities
- ▶ Communication structures
- ▶ Culture, rules



Leadership conflicts: Solution

	Line Manager	Project Manager
What? (scope)		X
When? (deadlines)		X
How much? (costs & resources)		X
Who? (staffing)	X	
How? (procedures, methods)	X	(partly)
How good? (quality)	X	(partly)

BU LS:

For details please refer to the training document [TD-01049 Tasks, Competencies, Responsibilities: Functional Organization & Project Organization](#)

4.1 Project organization charts based on project classification

The project classification determines the class of a project that decides about the complexity of the project organization to be established. The specified roles in the following figures have to be staffed according to the displayed recommended best practice requirements. Nevertheless a role can be omitted, but only if its responsibilities are not matching with the scope of the project.

In general, projects should only be assigned to project managers and project core team members who have adequate methodological, technical and social skills and knowledge as well as sufficient experience in the implementation of complex tasks. From an education perspective, this is ensured by global education and certification plans for project managers. and can be found here: [Project Management Roles and Education](#).

NOTE:

Line managers ensure that appropriate action is taken if qualified employees are not available (e.g., coaching on the project).

4.1.1 Templates for project organization

According to Business Unit and project class, there exist different standard organizational chart templates. They can be found in here: [Project Organization Chart Templates](#)

4.2 Project Management Role Descriptions

4.2.1 Project Sponsor

[CWA](#)

4.2.2 Steering Committee

[CWA](#)

4.2.3 Project Manager

[CWA](#)

4.2.4 Project Core Team Member

[CWA](#)

For example, Project Core Team Members are the Material Handling Equipment Manager (MHEM), Steelwork Manager, Project Manager Software. For the most current definitions of the Project Core Team for each Business Unit, see the [Project Organization Chart Templates](#). For role descriptions see CWA for [Project Management & Fulfillment Roles](#).

4.2.5 Project Team Member

[CWA](#)

4.2.6 Project Manager – Assistant

[CWA](#)

4.3 SSI SCHAEFER specific: Fulfillment Role Descriptions

Within the Project Organization also SSI SCHAEFER specific roles are taken on. The role descriptions can be found in [CWA](#).

4.4 Communication structures

Project communication is very often just done on demand, what often leads to misunderstandings and problems not just in the project organization, but also regarding customer or suppliers. Furthermore escalation rules are defined through the definition of the project communication.

The following illustration is showing a project communication example, knowing that there is no “one size fits all” communication. It is the responsibility of the Project Manager to set up an appropriate communication plan according to the project complexity and the project type.

PROJECT COMMUNICATION (Example BU LS)					
Title	Goals, Tasks	Participation	Schedule	Responsible	Project class
Project Steering Committee Meeting (PSCMg)	<ul style="list-style-type: none"> Discussion of project status on macro level Make pending and strategic decisions 	Steering Committee Members, Project Sponsor, Project Manager	acc. Project Controlling process	PS	A1, A2, B1
Project Review Meeting	<ul style="list-style-type: none"> Stakeholders are informed about the project status Open decisions, defined measures, resource requests are documented 	Project Manager, (per request: Core Team Member, find the details here in chapter 3.2 Meeting participants)	Project Review due (find the details here in chapter 3.2 Timeframe & frequency of the Project Reviews)	PMA	A, B
Customer Meeting (CMg)	<ul style="list-style-type: none"> Discussion of current activities, issues, problems (according to action list) 	Customer, Project Manager + required Project Core Team Members	Weekly up to monthly	PMA	A, B, C, D
Project Core Team Meeting (PCTMg)	<ul style="list-style-type: none"> Discussion of current activities, issues, problems (according to action list) 	Project Core Team	weekly / every two weeks (dep. on project phase); for D also larger intervals possible	PMA	A, B, C, D
Project Controlling Meeting (PCOMg)	<ul style="list-style-type: none"> Project status Controlling of performance progress, time schedule, resources and costs Controlling of project stakeholder Social project controlling Discussion of superior problems Preparation of proposals for decisions for project sponsor Planning of further steps 	Project Manager, Project Core Team,	monthly	PMA	A, B, C, D
Sub-team Meeting (STMg)	<ul style="list-style-type: none"> Coordination of sub team Discussion of task related problems Planning of further steps Keeping of action list 	Sub-team	Weekly	PCTM	A, B, C
Supplier Coordination Meeting	<ul style="list-style-type: none"> Coordination of suppliers Tracking of suppliers progress on tasks, schedule 	Project Core Team Project Manager (per request)	if required	PCTM	A, B, C
Technical Clarification Meetings	<ul style="list-style-type: none"> Content clarifications 		if required	PCTM	A, B, C, D

One-to-one Meeting	<ul style="list-style-type: none"> • Definition project roles • Clarification of misunderstandings, individual problems 		if required	Whoever needs clarification	A, B, C, D
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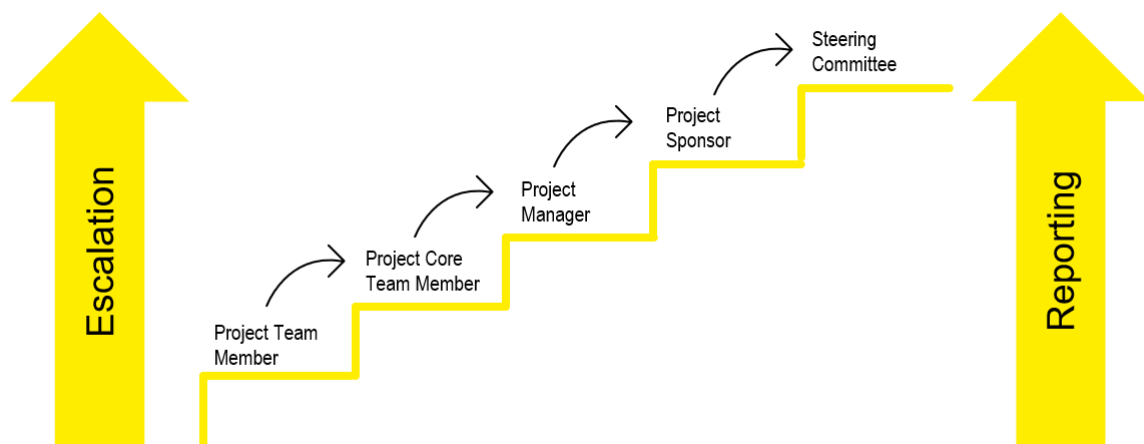
In addition to the internal communication structures the Project Manager is responsible for establishing communication structures with the customer and suppliers (if applicable). The basic idea is to identify the customer's and suppliers' counterparts of the SSI SCHAEFER project organization roles (SC, PS, PMA, etc.) in order to establish horizontal standard communication (see below).

The two decision-makers, the customer PMA and the project PMA, are defined for the project. These two persons take any decisions in the project. The project team members can communicate with each other, but must inform the PMA in cc.

The customer PMA must clarify important decisions with his superior and the project PMA with the project sponsor. The communication policies/structures must be defined with the customer PMA on occasion of the customer kick-off.

The project manager is in charge of setting up appropriate project specific ground rules in order to create a project culture.

4.5 Escalation and reporting



Escalation und reporting takes place within the project organization structures and does not involve other parties from line-and-staff organization.

BU LS: For project classes with no Steering Committee, the PMO replaces the last escalation level.

Project escalation is a form of proactive risk communication, where the members of the organization can highlight bottlenecks to the next level in the hierarchy so resolutions can be achieved without additional delays.

On company level the Project Governance is in charge for all ongoing projects in terms of high level escalations, interdependences between projects and portfolio management. The Project Governance is supported by PMO concerning portfolio reporting and high level escalation management.

5 Project Management Methods, Tools and Meetings

5.1 LS

M = mandatory, **O** = optional

LS Project Management Phases, Methods, Tools, Meetings	Classification			
	A	B	C	D
Sales Phase				
Project Handover Meeting	M	M	M	M
Project Start				
Internal Project Kick-Off-Meeting	M	M	M	O
Contract Workshop	M	M	-	-
Project Start Workshop Project Core Team	M	M	M	O
Customer Kick-Off-Meeting	M	M	M	O
Project Charter	M	M	M	O
Stakeholder analysis + relationship to other projects	M	M	M	O
Project organization chart	M	M	M	M
Responsibility assignment matrix	O	O	O	O
Communication management plan	M	M	O	O
Project-specific ground rules	M	O	O	O
Work breakdown structure + work package owner	O	O	O	O
Deliverables plan	M	M	O	O
Work package specifications	M	M	M	O
Project milestone schedule	M	M	M	M
Project Gantt chart	M	M	M	M
Project resource plan	M	M	M	M
Project cost plan	M	M	M	M

LS Project Management Phases, Methods, Tools, Meetings	Classification			
	A	B	C	D
Project finance plan	M	O	O	O
Project risk analysis Done in Jira; Details: GL-01505	M	M	M	O
Project Coordination				
Project Core Team Meeting	M	M	M	M
Customer Meeting	M	M	M	M
Sub team Meeting	M	M	M	O
Supplier coordination meeting* * If required	M	M	M	O
Continuous to-do list	M	M	M	M
Change Request list (= Global overview and summary of all change requests within the project.)	M	M	M	M
Claim tracking list	M	M	M	M
Marketing concept	O	O	O	O
Project Controlling				
Project Controlling Meeting	M	M	M	M
Project Sponsor Meeting (should be combined with Project Review Meeting if possible)	M	M	M	-
Project Review Meeting	M	M	-	-
Project Steering Committee Meeting * Mandatory for project classes A1, A2, B1	M*	M*	O	-
Project Performance Report	M	M	M	O
Project Close-Down				
Project Lessons Learned Workshop * Optional for project classes C3, D3	M	M	M*	M*
Project Lessons Learned documentation * Optional for project classes C3, D3	M	M	M*	M*

LS Project Management Phases, Methods, Tools, Meetings	Classification			
	A	B	C	D
Project Close Down Report	M	M	M	M

5.2 CS

M = mandatory, O = optional

CS Project Management Phases, Methods, Tools, Meetings	Classification		
	B	C	D
Sales Phase			
Project Handover Meeting	M	M	M
Project Start			
Internal Project Kick-Off-Meeting	M	M	O
Project Start Workshop Project Core Team	M	M	
Customer Kick-Off-Meeting	M	M	
Project Charter	M	M	
Stakeholder analysis + relationship to other projects	M	M	
Project organization chart	M	M	
Responsibility assignment matrix	O	O	
Communication management plan	M	O	
Project-specific ground rules	O	O	
Work breakdown structure	O	O	
Deliverables plan	M	O	
Work package specifications	M	M	
Work package owner	O	O	
Project Gantt chart including milestones	M	M	M

CS Project Management Phases, Methods, Tools, Meetings	Classification		
	B	C	D
Project resource plan	M	M	
Project cost plan	M	M	M*
Project finance plan	O	O	
Project risk analysis Done in Jira; Details: GL-01505	M	M	
Project Coordination			
Project Core Team Meeting	M	M	
Customer Meeting	M	M	M
Sub team Meeting	O	O	
Supplier coordination and controlling meeting	O	O	
Continuous to-do list	M	M	M
Change Request list (= Global overview and summary of all change requests within the project.)	M	M	M
Claim tracking list	M	M	M
Project Controlling			
Project Controlling Meeting	M	M	O
Project Sponsor Meeting (should be combined with Project Review Meeting if possible)	M	M	O
Project Review Meeting	M	M	
Project Steering Committee Meeting	O	O	
Project Performance Report	M	M	O
Project Close-Down			
Project Lessons Learned Workshop	M	O	
Project Lessons Learned documentation	M	O	

CS Project Management Phases, Methods, Tools, Meetings	Classification		
	B	C	D
Project Close Down Report	M		

* at least GCT calc.

5.3 PE

M = mandatory, **O** = optional

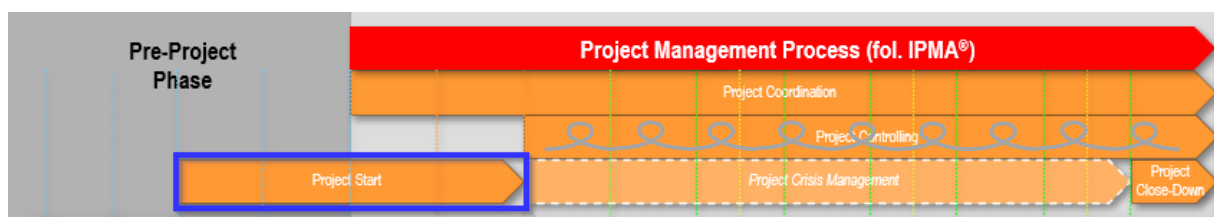
PE Project Management Methods, Tools	Classification			
	A	B	C	D
Project Charter	O	O	O	O
Deliverables Plan *	M	M	M	O
Risk Analysis *	M	M	M	O
Stakeholder Analysis	M	M	O	O
Work Breakdown Structure	M	M	M	O
Work Package Specification	O	O	O	O
Continuous To Do List	M	M	M	O
Project Lessons Learned & Close-Down Report/Documentation	M	M	M	O
Project Management Meetings	Classification			
	A	B	C	D
Project Handover Meeting	M	M	M	O
Internal Kick-Off Meeting	M	M	O	O
Start Workshop Core Team * ²	M	O	O	O
Customer Kick-Off	M	M	M	O
Project Core Team Meeting	M	M	O	O
Customer Meeting	M	M	M	O
Supplier Coordination and Controlling Meeting	O	O	O	O

Project Controlling Meeting	M	M	M	O
Project Sponsor Meeting	M	M	O	O
Project Steering Committee Meeting	M	O	O	O
Project Close-Down Meeting	M	M	O	O
Closing Sponsor Meeting	M	M	O	O
Lessons Learned Meeting	M	M	M	O

* Initial version by Sales

*2 can be included in the Internal Kick-Off Meeting

6 Project Start



6.1 Phase description project start

Objectives of the Project Start

- Standardized handover from sales process (Project Handover process)
- Agreement of project objectives
- Preparation of project plans (time schedule, resource plan, cost plan)
- Design of an adequate project organization, team building
- Planning of tasks for risk management acc. to "[Risk & Opportunity Management in Customer Projects](#)" Guideline
- Perform stakeholder analysis and plan how to handle the stakeholder relations
- Preparation of project documentation
- Organization and execution of kick-off meetings (e.g. internal, customer, supplier, etc.) / start workshops
- Contract analysis done

Time boundaries

- **Start:** Project Handover Meetings done (quality gate H)
- **End:** Project Planning completed / Final Project Charter signed (quality gate 3)

You can find the detailed description in CWA SmartProcess [here](#).

6.2 Phase Overview [PD-00045 Project Start](#)

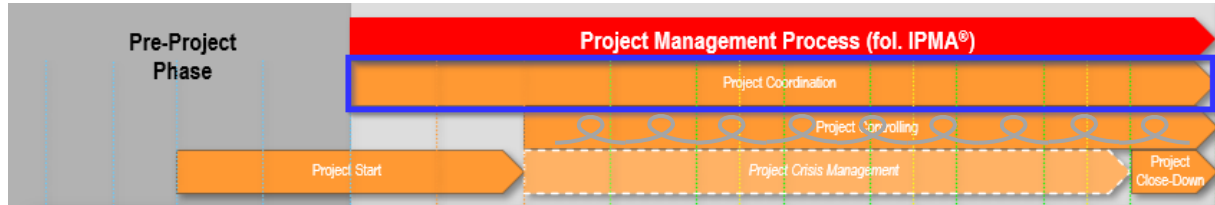
The table below shows the individual process steps and mandatory results.

Please click on the links below for detailed description and mandatory templates.

CWA ID	Process Step	Mandatory results
186804	Review of Sales Data & Documents	Project Manager (PMA) & Relevant members of Project Core Team: <ul style="list-style-type: none"> Contractual documents and further Sales data and documents reviewed and understood Project Manager (PMA): <ul style="list-style-type: none"> Relevant points e.g. from contract, are communicated to the Project Core Team Initial open issues list of the Project Lead handover meeting updated (also in Jira) Bid Manager (BM): <ul style="list-style-type: none"> Signed Project Handover Protocol including the final open issues list with completion dates (corresponds to the process step "Handover Protocol signed" in Sales Sub-Process "Handover")
PD-02129	Hold Project Sponsor Meeting 1	<ul style="list-style-type: none"> Project Charter Invitation Project Sponsor Meeting 1 Meeting Minutes
PD-02130	Hold Internal Kick-Off Meeting	<ul style="list-style-type: none"> Invitation to Internal Kick-Off Meeting incl. agenda Internal Kick-Off Meeting presentation Meeting Minutes
181583	Carry out Contract Analysis	<ul style="list-style-type: none"> Contract read and understood by the PMA Contract workshop protocol incl. contract risk assessment (for A and B projects) filed in TeamDoc
PD-02126	Hold Project Start Workshop	<ul style="list-style-type: none"> Invitation to Project Start Workshop incl. agenda Project Start Workshop Presentation Template Meeting Minutes Project documentation
PD-02131	Hold Project Sponsor Meeting 2	<ul style="list-style-type: none"> Project charter Invitation Project Sponsor Meeting 2 Meeting Minutes
PD-02132	Hold Customer Kick-Off Meeting	<ul style="list-style-type: none"> Customer Kick-Off Meeting Invitation incl. agenda Meeting Minutes
PD-02133	Hold Supplier Kick-Off Meeting	<ul style="list-style-type: none"> Supplier Kick-Off Meeting Invitation incl. agenda Meeting Minutes

Color Coding:
[blue](#) = global template mandatory usage. black = no global template in CWA available yet.

7 Project Coordination



7.1 Phase description project coordination

Objectives of the project coordination

Project coordination means all ongoing, coordinating activities within the project management; in particular, these activities include the following tasks:

- Coordination of the team members
- Coordination of the interfaces between the work packages
- Coordination with customer representatives or suppliers
- Securing of the overall project view
- Coordination with representatives of the line organization
- Ongoing checking of the scope progress in the work packages
- Maintenance of the communication structures in the project
- Chairing of meetings
- Ongoing documentation of the project by means of the project documentation
- Change control (change request, supplement, claim management)
- Ongoing discussion and documentation of Lessons learned topics (BU LS: [GL-02595 BU LS Lessons Learned Handling](#))
- Drafting and maintenance of an up-to-date to do and decision list
- Availability of an endless protocol

Time boundaries

- **Start:** Project Handover Protocol signed (quality gate 1)
- **End:** Project closed; Handed over to CS (quality gate 14)

Change control, in projects also frequently called change request or supplement management, is the monitoring of changes in projects. Claim management is a special form of change control.

Changes must be

- identified and described
- analyzed and evaluated
- decided and authorized
- implemented, and finally
- approved as required.

Change requests are recognized and also paid for as a rule by the customer / supplier.

If no agreement is reached with the customer or supplier on the change request for projects (e.g. a different interpretation of the contract), the change request can turn into a claim.

The project manager is responsible for documenting (change form, document change history) and assessing the amended requests as well as having their effects approved chronologically, in terms of content and costs (extra costs, additional resource requirement etc.) by the project sponsor prior to execution.

The change process should therefore always end with the parties to the contract documenting any changed remuneration and deadline agreements simultaneously with the change in scope agreement.

Change Request

- Approved change or additional specification in a contract
- Issued by the client
- Additional business for the contractor
- Arranged by mutual agreement
- Is retrospectively added to the contract by amending the contract
- Generally tend to be profitable

Claim

- Claim = legal demand / an assertion by a claimant for a right (compensation, payment, reimbursement, prolongation...)
- Legal basis / request basis of claims: contract, its annexes and / or amendments, applicable law.
- Differentiation between active and passive Claim Management:
 - **Active CM:** SSI claims to the customer due to e.g. customer's delay (construction), customer's obstructions concerning provided materials (material purchase etc.), delayed payment, etc.
 - **Passive CM:** Customer claims to SSI due to e.g. Non-achievement of contractually agreed services, scheduling delay (delay lump sum / liquidated damages/contractual penalty)
- Claim Management is a project accompanying process with mandatory time limits (e.g. reporting of installation obstructions till the start of installation / delivery of materials etc., notification of additional costs according to cause and amount till the acceptance) depending on the project processing time.
- Obstructions / negligence reported / to be claimed to the contractor are to be documented sufficiently (pictures and video recordings, relevant correspondence).
- Before a claim is sent by SSI and resp. upon the receipt of a claim from the contractor, the processes agreed in the contract must be reviewed. The Group Function Legal should be involved with regard to claims with a value of 100.000 EUR or more and/or in cases where the opposing party is represented by a lawyer.
- Claimed costs must be comprehensible and plausible for the customer on the basis of the respective SSI calculation. Vice versa SSI requires this also in case of claims from the customer.
- The PMA has the lead for the claim administration.
- The written form requirement must be complied with in any case of claim.
- Do what you get paid for - get paid for what you do.

Framework for internal claims:

- The provision of the service may not be delayed due to a lack of clarification about the assumption of costs. The PMA is responsible for the entire project.
- The claims only deal with actual costs that actually occurred.

Note: The process for internal claims is in clarification.

7.2 Phase Overview Customer Change Request Management

The up to date definitions incl. all related documents are available in [CWA](#).

Templates to be used:

- [Change Request list](#)
- CR Offer template ([EN](#) / [GER](#))
- Software Realization: Requirement Specification WAMAS ([EN](#) / [GER](#))

IMPORTANT:

Change Requests are only implemented if they have been confirmed in writing by the customer and the commercial set-up has been completed. Details in [CWA](#).

7.3 Phase Overview Claim Management

The table below shows the steps to proceed.

Step	Description	Mandatory results
Claim avoidance	<ul style="list-style-type: none"> • Project scope definition and context analysis • Stakeholder analysis • Risk analysis • Contract analysis • Project organization, communication structures • WBS, cost- and resource planning, time schedule 	
Claim preparation	<ul style="list-style-type: none"> • Defined internal claim-process (roles, communication, etc.) • Defined claim-process to the customer (communication, responsibilities, form, etc.) 	<ul style="list-style-type: none"> • Claim tracking
Claim recording	<ul style="list-style-type: none"> • Project organization, communication structures • WBS, cost- and resource planning, schedule 	<ul style="list-style-type: none"> • Claim tracking
Claim rejecting	<ul style="list-style-type: none"> • Retrieve (passive) claim-process • Counter-argumentation and documentation (correspondence, pictures, parts of contract, specification, laws) • Communication to contractual partner • WBS, cost- and resource planning, schedule 	

Step	Description	Mandatory results
Claim negotiations	<ul style="list-style-type: none"> • Preparation to negotiation • Negotiation-strategies and -techniques • Definition of roles 	<ul style="list-style-type: none"> • Claim documentation

Color Coding:

[blue = global template mandatory usage.](#) black = no global template in CWA available yet.

Note: The process for internal claims is in clarification.

7.4 Project Marketing

Project marketing means all environment-specific communication measures with the aim of creating acceptance for the project towards stakeholders and giving the project a positive image.

Project marketing is observed operationally by the project manager and strategically by the project sponsor and has to be planned and controlled in the project management phase in the form of a work package.

Project marketing is necessary to support the success of a project since the success of a project is defined as:

- Success = Quality x Acceptance

Acceptance of the project can be supported through marketing of project results.

Objectives of project marketing

- Increase and adhere attention of the project
- Establish and maintain positive relationships with the project environment and stakeholders
- Expectation management

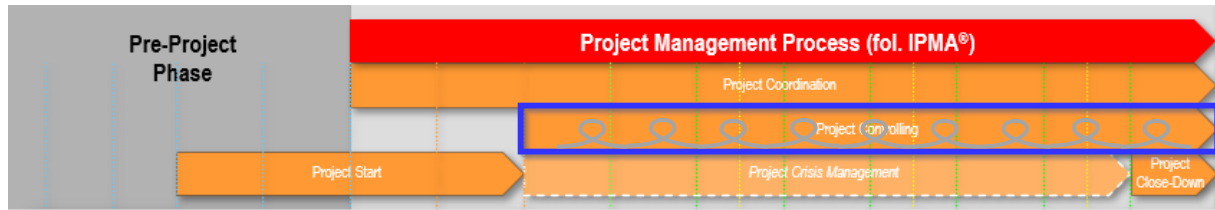
Time boundaries

Start: Project Handover Protocol signed (quality gate 1)

End: Project closed; Handed over to CS (quality gate 14)

You can find the detailed description of the procedure in CWA SmartProcess [here](#).

8 Project Controlling



8.1 Phase description project controlling

Objectives of the project controlling

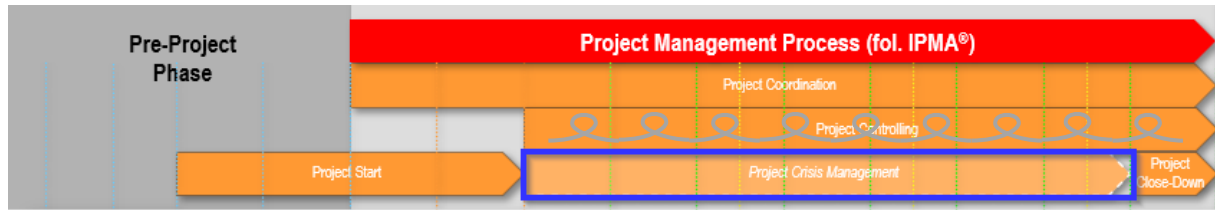
- Financial figures and risks must be updated at least monthly via project controlling meetings following the monthly global project reporting cycle
- Determination of project status incl. documented lessons learned (BU LS: [GL-02595 BU LS Lessons Learned Handling](#))
 - To focus project controlling meetings on more than just the status and outlook, lessons learned must be actively questioned at every project controlling meeting.
 - If lessons learned points are identified, they must be recorded in Jira according to the Continuous Lessons Learned Process in [Jira \(LS\)](#).
- Comparison of plan-/ actual-time schedule, costs, resources
- Determination of status of requirement specification fulfilment incl. change requests
- Forecast for time schedule adherence and requirement specification fulfilment
- Project result projection
- Definition of corrective actions
- Updating of project documentation (time schedule, work breakdown structure, project organization chart, etc.)
- Update of claim documentation
- Documentation of results (preparation of project status report, update of action list)
- Assessment and update of risk and opportunity management acc. to "[Risk & Opportunity Management in Customer Projects](#)" Guideline

Time boundaries

- **Start:** Project Planning completed / Final Project Charter signed (quality gate 3)
- **End:** Project closed; Handed over to CS (quality gate 14)
- **Frequency:** at least once a month

You can find the detailed process description in CWA SmartProcess [here](#).

9 Project Crisis Management (optional)



9.1 Phase Description project crisis management (optional)

A project crisis is an existential threat to a project. It is an extreme project situation that causes a serious deviation of the project performance from the plan.

Project crises can have either internal or external causes.

Internal causes: poor, insufficient project planning, inadequate project organization, insufficient or absent project controlling, absent project management experience etc.

External causes: Supplier failures, statutory changes, changes at the customer's premises, massive change in the scope of the consideration

It has to be differentiated between project crises and deviations in the project controlling, although it is difficult to draw a borderline. However, as soon as the project is endangered in its entirety on account of its changes, a project crisis should be defined and further steps should be taken as part of coping with the crisis.

Project crises are characterized by a high degree of social complexity; they are unstable situations and the handling of crises decides as to whether to continue, abort or relaunch the project.

In a project crisis, the PS is very close to the project, supports the PMA and take decisions. It may even appear as a crisis manager or appoint a crisis manager in the project.

9.2 Procedure for managing the crisis

Prevent the crisis

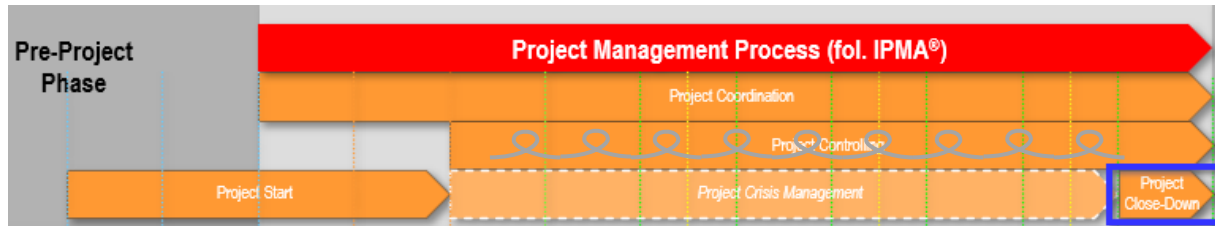
Prepare for the crisis

Manage the crisis

End the crisis

You can find the detailed process description in [CWA](#).

10 Project Close-Down



10.1 Phase description project close-down

Objectives of the project close-down

- Planning and completion of remaining task related work
- Project evaluation, close down of project organization and optional planning of incentive actions
- Agreements for post project phase
- The Project Core Team prepares all relevant project data e.g. lessons learned, actual effort (resources, costs) and records missing data.
- Preparation of final cost assessment as a part of attained know-how with special reference to special features (positive as well as negative): "top 5 highlights"
- Preparation of Project Lessons Learned Workshop and Project Close Down Report
- Hold Project Lessons Learned Workshop (refer to [process step](#) for details)
- Transfer of attained know-how into line organization and into other projects (appropriate information to relevant positions of organization)
- Close down of project context relations and final project marketing
- Customer-satisfaction-analysis (customer/ partner)
- Handover to CS and feedback to Sales


Time boundaries

- **Start:** Project Acceptance signed (Quality Gate 13)
- **End:** Project closed (Quality Gate 14)


You can find the detailed process description in CWA [here](#).

10.2 Phase Overview [PD-00049 Project Close-Down](#)

The table below shows the individual process steps and mandatory results.
Please click on the links below for detailed description.



CWA ID	Process Step	Mandatory results
29650	Preparing the project data	<ul style="list-style-type: none"> • Prepared project data
29651	Prepare Project Lessons Learned Workshop & Project Close-Down	<ul style="list-style-type: none"> • Prepared Lessons Learned • Project Close Down Report
29652	Hold Project Lessons Learned Workshop	<ul style="list-style-type: none"> • Lessons Learned documentation (at least: photo documentation of workshop; e.g. also presentation, new lessons learned issues etc.) • Country-specific regulations in addition to CE reported via DL-DE-GIE1-Country.Specific



Color Coding:
[blue](#) = global template mandatory usage. black = no global template in CWA available yet.

11 Multi Project Management

Multi Project Management for customer projects is performed as portfolio management. In order to do so, the “Monthly Controlling & Reporting Cycle” is valid including the usage of the GPR tool (Global Project Reporting) and Power BI.

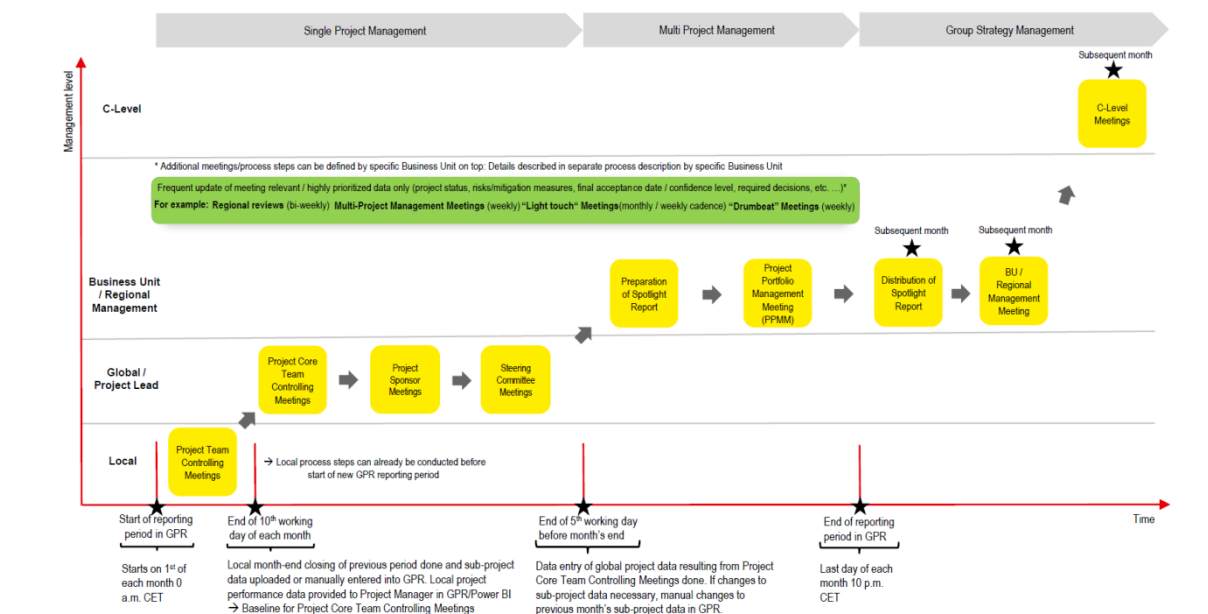
11.1 Monthly Controlling & Reporting Cycle

The process for [PD-13981 Multi Project Management](#) is shown in the depiction below. The prerequisite for Multi Project Management is single project management including the steps of Project Controlling. These are steps 1-4 in the graphic below, as already described in detail in chapter 6 ([link to Project Controlling](#)).

The mandatory tool to be used for Customer Project Reporting is the “Global Project Reporting”, GPR ([link to GPR](#)) where the project reporting data from single project management is collected and combined for portfolio management purposes.

Based on the GPR data model, which includes GPR data and other global data sources, Power BI Service ([link to Power BI](#)) is used for visualization and standard reporting for Customer Projects. Via PowerBI a global, standardized reporting set is provided and mandatory to use. This currently includes the Project Performance Report ([link to Project Performance Report](#)) and the Spotlight Report for Project Portfolio Management Meetings ([link to Spotlight Report](#)).

For more details visit the GPR page on confluence ([link to GPR page](#)).



You can find the detailed description of each process step shown in CWA SmartProcess [here](#) and in the Guideline [IPM Monthly Project Controlling & Reporting Cycle](#).

Objectives of the Multi Project Management

- For all projects including related sub-projects the project planning and -controlling must be conducted according to the IPM and methods
- Full transparency must be established in all projects and their related sub-projects
- Timely, complete, correct and integrated Project performance data (project incl. all sub-projects) must be provide to decision makers in the project controlling and reporting cycle
- Each Project Manager is authorized and obliged to provide a consolidated, integrated status on the global project layer. All Project Core Team Members in global context are obliged to provide timely, complete and correct project performance data to the Project Manager (Project Lead) via Project Performance Reports / GPR
- The local process steps must be designed to provide high quality project performance data, which is up to date as possible (within reasonable effort)
- The deadlines for submitting project performance data of sub-projects and projects are harmonized and mandatory

Benefits

- Based on correct project performance data, decision makers on every level (Project Managers, Project Sponsors, Steering Committee Members, Regional Management, BU-Management, C-Level) are enabled to take proactive instead of reactive decisions within their projects
- The enhanced focus on the integrated status of projects reduces silo thinking, individual interests and helps SSI Schäfer to take decisions that are in the best interest of the overall project and the SSI Schäfer group as a whole.
- A more integrated project management, controlling and reporting approach will on the long run lead to a significantly enhanced transparency, project planning and controlling quality, better risk governance, improved timeliness and a higher profit margin

12 Documentation

There are generally two types of documentation for projects: the project management documentation and the outcome documentation.

The project management documentation includes all relevant project management documents pertaining to the start, controlling and monitoring, coordination, marketing, and close-down of a project.

The outcome documentation (ongoing technical results of the project) should be filed in the provided folders at the phase level in a structure corresponding to the work breakdown structure. The project manager is accountable for maintaining ongoing, complete documentation.

The project documentation is important in terms of comprehensibility and the anchorage of knowledge and experience within the company and should be accordingly clearly defined.

The documentation comprises all relevant project management documents that concern starting, controlling and close-down down a project. The project management plans (e.g. WBS, Gantt chart, cost and resources plan, etc.) are documented in various tools (Excel, MS Project, ERP Systems), adapted regularly within the scope of the project controlling and filed in the folder envisaged for it in the DMS.

The project result documentation (e.g. technical plans, parts lists, delivery notes...) is filed in the envisaged folders in the corresponding DMS structure.

The project manager is responsible for the documentation being up to date and complete.

12.1 Documentation standards and data exchange

SSI SCHAEFER's customer project documentation must be in English and stored on "TeamDoc" ([Link](#)), the centralized document & collaboration management system. The TeamDoc folder structure is aligned with the IPM Project Management and Fulfillment Process. The system ensures an efficient document exchange and collaboration between SSI entities, customers and suppliers within the project.

13 Appendix

13.1 Definitions

Project Lead

The Project Lead carries the risk and is responsible for the overall success of the project. The Project Lead is determined by the project class.

TECH Functions

All technical specialist areas: Installation, Engineering & Controls, Software Realization, Order Processing, Steelwork, Product Lines

13.2 Version Overview

Version	Date	Change	Editor
17	06.12.2023	Links and screenshots updated, Project Review Meeting added, Version Overview added	Domenika Stoiser
18	01.03.2024	Content of Management meeting (18.1.2024) considered	Raimund Katzbauer Gerald Eisl Peter Lehner- Junkowitsch Domenika Stoiser
19	17.04.2024	<ul style="list-style-type: none"> Updates of process „Project Start” incorporated (start trigger updated, process step “Review of Sales Data & Documents” and “Carry out Contract Analysis”, templates Project Handbook LS and PE removed) QG designations updated 	Michael Fankhauser Domenika Stoiser
20	18.04.2024	Minor change in wording	Michael Fankhauser Domenika Stoiser
21	02.05.2024	Added BU PE Methods, Tools	Peter Lehner- Junkowitsch Heinz Martin Niklas Domenika Stoiser
22	30.07.2024	<ul style="list-style-type: none"> Figure 2 updated Reference to Project Governance Policy added Project class A+ removed Wording: IT Manager -> Project Manager Software Text for role descriptions removed, instead links to the process roles in CWA added (roles Project Sponsor and SteerCo updated) Chapter “13.1 Definitions” added 	Raimund Katzbauer Domenika Stoiser
23	05.08.2024	Chapter “Escalation & reporting”: Added “BU LS: For project classes with no Steering Committee, the PMO replaces the last escalation level.”	Raimund Katzbauer Domenika Stoiser
24	03.03.2025	<ul style="list-style-type: none"> Wording updated „Steering Committee Meeting” -> „Project Steering Committee Meeting” Lessons Learned workshop and Project Close-Down workshop merged to one workshop; result: LL & Close-Out presentation Removed “Closing Project Sponsor Meeting” (PS Meetings are part of Project Controlling process, remaining closes-out tasks one topic in LL & Close-Down WS) & “Project Close-Down Report” (replaced by LL & Close-Out presentation) 	Christoph Wrann Vuk Krivec Raimund Katzbauer Domenika Stoiser



Version	Date	Change	Editor
25	20.03.2025	Updated mandatory outputs QG 14	Domenika Stoiser