Cegedim Global Process Management
From Theory to Practice
Project Management and Software Development
Agenda

- Cegedim Quality strategy
- Internal Process Model
- Software Project Management
01

Cegedim Quality strategy
Jean-Claude Labrune, November 2008

“CEGEDIM is willing to offer to the clients both quality service and cost level that are scalable per region and consistent with SLAs. Universal methods are one-piece made and are not modular enough to provide that flexibility and achieve that goal.”

Subsequently, the objectives and plan have been clearly set up:

- **At strategic level:**
  - Find the best mix between Universal Model / Customer Needs / Economic Model.
  - Find the right balance between Corporate / Regional / Local needs or constraints.

- **At tactic level:**
  - Assign Group / BU / Local QM organizations.
  - Design a Cegedim model adapted from standards “CgMM”.
  - Set up a roadmap and capture feedbacks to close the loop.
  - Publish the model and share it with all employees.

- **At operational level:**
  - Inform all employees about the strategy and the repository.
  - Launch CgMM Project to evaluate needed effort and prepare documentation.
  - Rollout for all Bronze level process at minimum as needed for customer requirements.
  - Train all employees on process applicable to their activities.
World Class Practices History

Software development Methodology based on Rational Unified Process (RUP)
First ISO9001 certification in France

Development methodology enhanced to Capability Maturity Model (CMM) – India certified to standard level 4
Quality Policy setup with ISO17799 best practices.
SAS 70 for one major customer.

Cegedim group development methodology compliant with Capability Maturity Model Integrated CMMI,
Europe IT start to certify resources for ITIL, US IT is ISO9001 certified.
Security Policy is align on ISO27001 best practices.


Global Software Development and Service Management methodology enhanced with Cegedim Maturity Model - CgMM

Rollout of revised SOPs based on RUP model
Global Quality Strategy

Cegedim Group

Product Development

Product Deliverable

Product Customization

Operations Configuration & Support

Strategy:

→ CgMM on all process domain

→ Specific or Excellence certificate locally (CMMI, PRINCE2, ISO...)
02 Internal Process Model
3. Une organisation claire, connue de tous, et des missions valorisantes, qui permettent à chacun de comprendre en quoi il contribue à la réussite collective et à la création de valeur.
5. Un mode de management positionnant aux justes niveaux la concertation, la déconcentration et la délégation dans la prise de décision et dans l’exécution.
7. Des pratiques régulières qui favorisent le dialogue interhiérarchique, la progression des compétences, l’évolution des carrières.
10. Un management prévisionnel des effectifs permettant d’équilibrer les expertises et d’ancre les compétences dans un cadre pérenne.
14. La volonté de proposer des produits et services de qualité qui apportent une valeur ajoutée démontrable aux clients.
15. La volonté de développer une relation respectueuse et sincère avec les fournisseurs et les partenaires.
## Service Management

- Has processes for service management.
- Includes management of service level agreements and indicators, change and release management, problem management, validation of services and other processes.
- Includes best practices from ITIL® and ISO 20000

## Program Management

- Has processes for management of projects and portfolios, including risk management.
- Managing, planning, organizing resources, tracking and taking corrective actions to ensure project completion.
- Includes best practices from PMI®, PRINCE2® and CMMI®.

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PRINCE2® and ITIL® are trademarks of UK Cabinet Office.
CgMM - Process areas

Product Engineering

✓ Has processes about technical activities for design, development and maintenance of software products and solutions.
✓ Support also the product integration and validation as a value-added process.
✓ Includes best practices from CMMI® and RUP®.

Organizational Management

✓ Has processes for organization management and development.
✓ Includes audit and review process, information security, human resources, training and knowledge management, organization reporting and other processes.
✓ Mainly provides organizational processes coming from ISO 9001 and ISO 27001.
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Software Project Management
CgMM integration in SDLC\(^{(1)}\)
SOP integration in Product SDLC

Life Cycle
Evaluation → Elaboration → Construction → Testing → Roll-out → Closure

Product Development Software Development Life Cycle
Product Development Project Management (RACI)

Customer needs gathering
Product Management Requirements
Development Process
Quality Control for Testing
Product Documentation
Product Training
Configuration Management
Request for Change Management

Release Management & Product Definition Package
AE Issue Escalation & Product Maintenance Process
Project Management Activities with PRINCE2

4 Stages (PRINCE2)

Evaluation → Elaboration → Construction → Validation → Roll-out → Closure

Directing a Project

Request to initiate a Project
Request authorization
Stage approved
Request for advice
PM request for advice
Project board advice & decisions
Exception plan request
Request exception plan approval
Premature closure
Request next stage approval
Closure recommendation

Managing a Stage Boundary

Stage or project end approaching
New issue
Capture & examine issues and risks
Review Work Package status
Receive completed Work Package
Plan next stage

Managing Product Delivery

Accept a Work Package
Execute a Work Package
Deliver a Work Package

Starting up a Project

Initiating a Project

Controlling a Stage

Managing a Project

Project mandate
Request to initiate a Project
Authority to initiate a Project
Exception raised
Exception plan approved
Request recommendation

Agree scope and name Project Manager
Capture previous successes
Prepare outline business case
Setup project control
Plan initiation stage

Prepare plan management strategy
Prepare communication management strategy
Create project plan
Refine business case
Assemble project initiation documents

Authorize Work Packages
Take corrective action
Review Work Package status

Evaluate Project
Handover products

Prepare prematurity closure
Prepare planned closure

Prevent project closure
Update Project Plan

Accept Project

Accepta Work Package
Executea Work Package
Delivera Work Package

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