

PROJECT MANUAL

A model for how a project should be organized.
Decision-making processes, Roles and responsibilities are clarified

Belongs to _____

<p>A Project is temporary and unique</p>		<p>It should be easy to do the right thing</p>
	<p>A Project has clear goals, is limited in time and has limited resources</p>	

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History

Version	Author	Date	Description
0.1	Richard Frank	2023-03-01	Established the project handbook
0.2	Richard Frank	2023-03-03	Made clarification on project types
0.3	Richard Frank	2023-03-06	Agile with image and front image
0.4	Richard Frank	2023-08-07	Clarification of concepts such as sponsor steering group
0.5	Richard Frank	2023-03-06	Added footnotes

Preface

"Project management is to effectively and proactively lead a project team towards a unique goal"

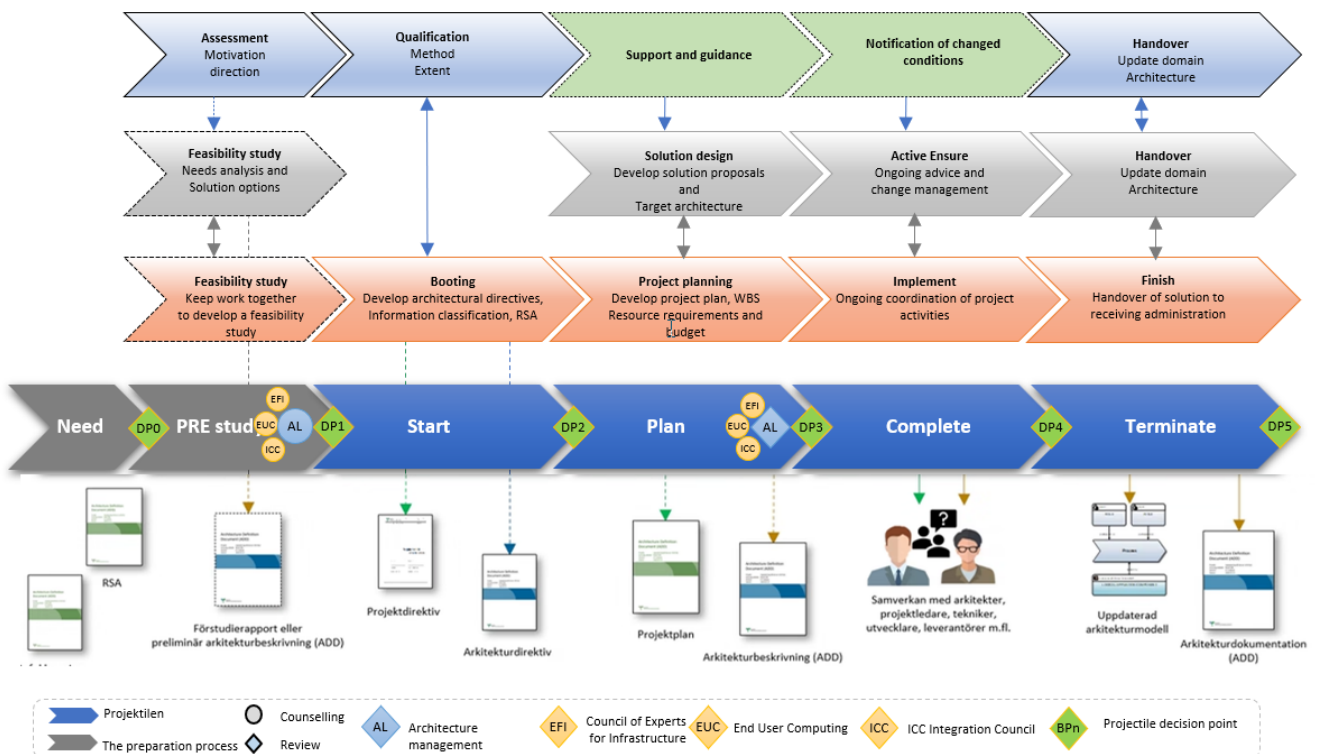
Working in projects means that we organize well-chosen competencies in a temporary cross-functional project group and define some control parameters, such as where we are going, how we should get there and when we should arrive.

Project as a working method is used at the company as the project form creates a more efficient organization than the line's regular information and decision paths, typically when the assignment includes 80 hours of work or more.

The project model is based on internationally accepted standards and terminology (SS-150 21500, PMBOK and PRINCE2) and focuses on the project management process. It is general and can thus be used on all projects within and outside the Group, regardless of business or implementation method (e.g., agile methods or traditional project management, so-called waterfalls).

With this model, you get a common language in project work both within the organization and in collaboration with other project-mature partners.

The basis for creating projects is based on an architectural perspective of the type listed below:



1 Project Office

Group management should have appointed a project office (PMO) to increase the value of project work in the Group by increasing project maturity. This is measured according to the P3M3 model.

In order to achieve the most possible local presence in the business, the company has organized itself into a centralized project office and an operational PMO (VPMO) in each business area. The goal is for PMO to be responsible for models, tools, templates, processes and training, while VPMO will have a direct involvement in the planning and execution of the project portfolio in each business area.

1.1 Project maturity table

Project maturity table

	Utility repatriation	Strategic governance	Internal governance	Resource handling	Economic governance	Stakeholder management	Risk Management
Level 5 Optimized							
Level 4 Controlled	●	●	●	●	●	●	●
Level 3 Defined	●	●	●	●	●	●	●
Level 2 Repeated		●	●		●	●	
Level 1 Aware	●			●			●

●

●

●

2 Governance

Governance describes **HOW** project management should be done. Since different projects have different needs, we have introduced three different levels according to the Group's approval levels, A, B and C projects. Each level has its own defined governance model.

Whether it is based on a small, large or larger project OR is based on which project methodology you use, in this case PPS (IPMA), or PMP or as a basis Prince 2. Sponsorn i Prince 2 chairman of the steering group in which there are only adviserse. You also have to take into account whether it is a private or public project where you have to relate to LOU and LUF

	Governance	Certificate	Portfolio owner	Governance model
5 MSEK	A	Investment Forum (Board of Directors)	Projekt forum	Stringent model, regular review
1 MSEK	B	Ceo	Business Head	Less stringent model
	C	AOC/AC/EC	AOC/AC/EC	Flexible model, Governance as needed

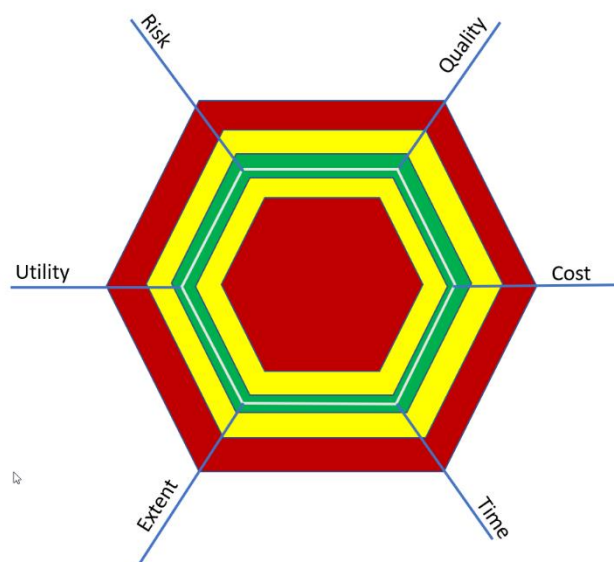
3 Control parameters and tolerances

A project is controlled according to a number of defined control parameters.

Many probably remember the so-called project triangle. (time, quality and cost). More recently, this has been replaced with a hexagon to provide a more complete picture of a project's control parameters: Scope, time, cost (resources), quality, risk and benefit. These six are interdependent and it is difficult to change one without affecting at least one other.

In the project directive and project planning, the sponsor/steering group and the project manager agree on metrics, goals and tolerances for all six parameters. The goals describe an ideal situation while the tolerances describe the powers of the project manager.

If any control parameter moves outside the green area, the sponsor shall be kept informed on an ongoing basis until the parameter is returned.



4 Project tools

The Group uses the "Project Model" as a common portfolio and project tool.

Some of the expected values with a common tool are:

- **Resource planning**
To be able to see all available resources and their booking in different projects.
- **Time writing**
Being able to report and cost allocate project time
- **Portfolio planning**
To be able to see all Group/AO projects sorted into portfolios
- **Project planning**

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To obtain a group-wide standard for planning and implementation of projects

- **Collaboration**

To create a common collaboration area incl. document management for each project where both internal and external participants can share information

- **Reporting**

Creating a common platform for automatic reporting of portfolios, programs and projects

Group management should have decided to manage all Group projects (regardless of size) in the specified project management tool. You do not require more information to be maintained than creates value in the project. However, the project office needs a minimum of information in the project tool to be able to manage our portfolios and get accurate reports

When setting up a project, the following information should be added as a minimum: Project name, expected start and end dates, project manager, sponsor and steering group, background, purpose and goals, project type (A/B/C project), budget

5 Starting a project

A project is always started on the basis that a sponsor/steering group¹ or its bidder develops a project directive. The directive describes the desired change and the benefits expected from the project (impact goals). The project directive also describes other control parameters; scope, time, cost, quality and risk. Finally, the project directive authorises the project manager to implement the project.²

If necessary, the sponsor forms a steering group and chairs it. The sponsor/steering group recruits a project manager, and the project directive becomes the "contract" you work on. The project manager has an ethical duty to only accept a project directive that is perceived as feasible.

Otherwise, the sponsor and project manager must agree on the necessary changes.

Hint!

Do not overwork the project directive.
Include known information, but accept
and be transparent with what is unknown

¹ The sponsor (prevalent in Prince 2) is the chairman of the steering group and according to Prince 2 is the one who makes the decision because in PPS and PMP it is the steering group and its chairman (the sponsor) who democratically make a decision.

² A project directive is a **First overall description of the project**. In addition to project orders, project directives are sometimes also called mission statements, project specifications, idea descriptions or project definitions

6 What is a successful project?

If you take things to a head, you can say that a successful project is a project where the stakeholders are satisfied. By implication, it is then of course critical to know who the stakeholders are to the project.

It is a widespread misconception that the definition of a successful project is a project that is delivered on time, within budget and according to the agreed scope/quality. A good example in this context is the Sydney Opera House. The project took 14 years instead of the planned 4 and cost AUD 102 million instead of the budgeted 7.

One could therefore name this project as one of the least successful in history. In reality, however, the result was a globally recognizable symbol of Australia that very few Australians would want to be without. So the stakeholders are satisfied, despite the somewhat gloomy outcome. The construction was also funded by a lottery, so the increased costs did not affect the state budget.

The lesson we can learn from this is that it is not obvious what the definition of a successful project is, what it is that makes the project's stakeholders satisfied. It pays to carefully define who the stakeholders are and what each stakeholder's criteria for the success of the project are. Then you have to make sure that both stakeholders and project participants are frequently reminded of both the goal and the plan so that everyone is pulling in the same direction in the project.

7 Impact goals³

The impact goal is undoubtedly the most important dimension of a project. Impact goals are the change expected of a project. Impact goals can refer to, for example, profitability, increased sales or better quality. In short, the effect goal describes what is to be achieved.

Sometimes the words "benefit" or "business benefit" pop up. The difference between "benefit" and "impact goal" is that the effect goal describes the expected benefits in a structured format, including measurability and the possibility of follow-up.

It should always be possible to describe a project with one or more impact goals. Sometimes it can be difficult to formulate. Then it can help to think "how will, at the end of the project, the project manager convince the sponsor that the project is completed and successful?"

A project without impact goals must not be started!!

An impact goal should ...

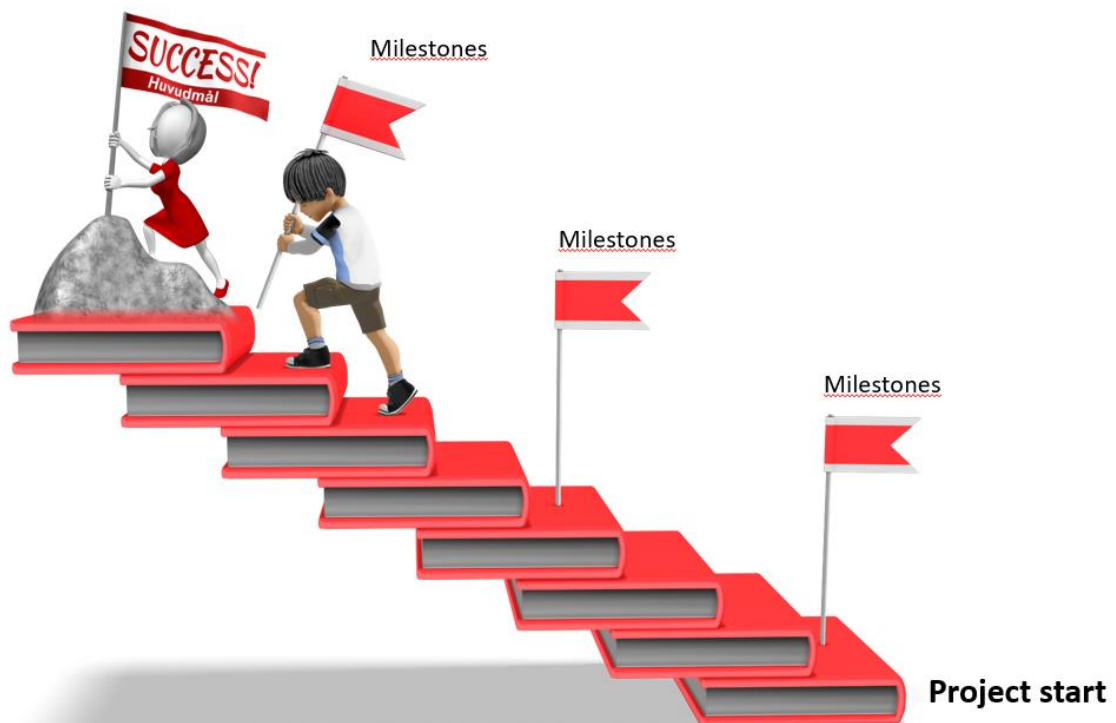
- be measurable and followed up
- Guide and motivate the work in the project
- Be fulfilled at the end of the project

³ Milestones are the milestones that a project or work should achieve along the way to the overall project goal. Impact goals are the effect that is expected to come out of the project or work when it is completed. The impact goals describe what change you want to see and when you want to see it

8 Project objectives

The project goals describe **how** the impact goals are to be achieved. Unlike the impact goals, the project goals can be adjusted during the project to ensure that the impact goals are met. There is no value in itself to deliver a project on time and within budget if the expected benefits of the project are not achieved. "The operation was successful but the patient died".

It is often wise to define both milestones and main objectives in a project. The milestones are used as an indicator that you are on track to meet the main goal. The main goal can be divided into several sub-goals. Then the sum of the sub-goals constitutes the main goal. All project objectives should be clear, something underlined by the acronym "**SMART**"; specific, measurable, accepted, realistic and timely.



9 Responsibility in projects

The **portfolio owner** or **project owner** is the one who orders and pays for the project. The steering group or ⁴**Sponsor (who is the chairman of the steering group)** is responsible for defining impact goals that are in line with the company's strategy goals and for following up that the impact goals are met. The sponsor has full mandate to make all necessary decisions within the boundaries defined by the company's governance model.

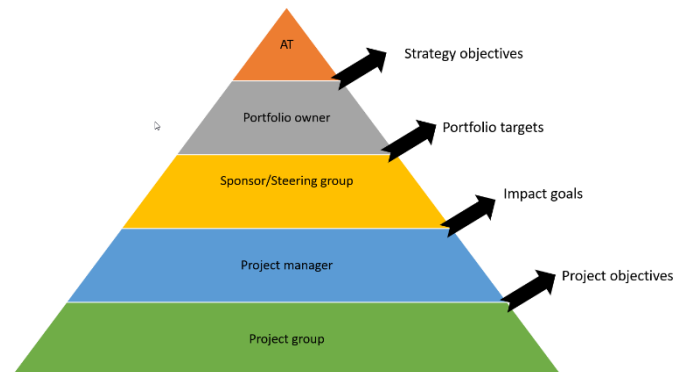
The sponsor often has a **steering group** to help them. As a rule, the steering group has the domain, special or premises expertise needed and acts as an advisor to the sponsor. The steering group acts as representatives of certain stakeholders.

⁴ The steering group is similar to the board of directors of a limited company, appointed by the owners (in the project the client). Ensures that the project is in line with the overall goals of the business, establishes project directives and project plan. The steering group also assesses results and decides whether the project should be continued or discontinued. Steering group also decides on proposals for amendments.

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The sponsor appoints a project **manager** who leads the project work. The sponsor also defines the mandate of the project manager to make decisions.

The project manager recruits a **project team** consisting of either resource borrowed full- or part-time from the line organization or external resources. The members of the project team carry out the project work and often have specific expertise.



- **Group Management (KL)** defines the strategy objectives, the portfolio owner is the implementer
- **The portfolio owner** defines the portfolio objectives, the sponsor is the implementer
- **The sponsor** defines the impact goals, the project manager is the implementer
- **The project manager defines the project goals**, the project team is the implementer

10 Portfolios and Programs

Projects can, for various reasons, be grouped into programmes and/or portfolios. One or more programs can be included in a portfolio, but not the other way around.

Portfolios are usually characterized by having an economic affinity, that is, that the constituent projects are financed from the same budget. More sub-portfolios can be grouped into one main portfolio. A portfolio often has a portfolio objective that describes the benefits the portfolio is expected to achieve.

Programs are characterized by having a strategic affinity, that is, the included projects are intended to contribute to an overall benefit. Programs are coordinated much more than a portfolio. A program has a designated program leader, a sponsor, a vision and a program directive.

In cases where a sponsor has started and financed a program, this is the level you report and follow up on. The programme manager has full powers to start and stop projects or reallocate resources within the framework of the program.

11 Work in program form

To succeed with large, complex changes in many cases, program management is required, especially if there are many stakeholders and dependencies. A long-term and comprehensive investment is then broken down within a program into manageable projects. The program management methodology is an effective help to achieve the desired benefit and value, as well as to ensure that all efforts are guided by the organization's goals and strategies.

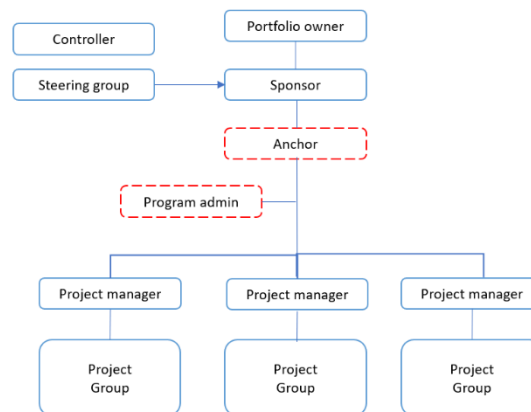
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The sponsor of the program appoints a program leader. The programme manager in turn acts as a sponsor for the included projects. The program manager appoints one or more project managers, each project manager can lead one or more projects within the program. As a rule, the same steering group is appointed for all projects included in the program.

Some advantages of working in program form:

- From the client's side, you can relate to a single program instead of many projects
- The program enables very close coordination between the included projects The program manager has the opportunity to control the work and redistribute resources Flexibility of resources (financial and personnel) between projects The program manager can handle all dependencies between projects
- With close coordination, the conditions are in place to take decisions that benefit the whole program
- Risks and changes can be managed at program level

12 Program/project organization



Observe...

Where applicable, the word "Project" may be replaced by "Program"

13 Portfolio owner's responsibilities

The portfolio owner orders the right project in relation to the portfolio's strategic goals and appoints a sponsor for each project.

14 Responsibility of quality assurance

Each project shall have a named resource, otherwise decoupled from the project, who is responsible for evaluating the quality of the project. The Quality Assurance works on behalf of the portfolio owner and therefore reports there and not to the sponsor or steering group.

The quality assurance:

Checks that the project, plans and controls the quality sufficiently in relation to the nature of the project.

Checks that relevant standards, processes and guidelines are followed in the project.

15 Sponsor's responsibilities

The sponsor or steering group is the project manager's client and the person or persons responsible for the individual project's benefit, effects and business sense.

Sponsor:

- Defines projects in the form of a project
- Defines impact goals and is responsible for their realization
- Decides on changes to the six control parameters: scope, time, cost, quality, risk and benefit
- TERMINATES projects that are no longer expected to produce agreed effects
- If necessary, organizes a steering group for the project and chairs the steering group
- Appointing, supporting and, if necessary, replacing project managers
- Ensures that necessary projects are taken without undue delay

16 Responsibilities of the steering group

The steering group is an advisory body. In many projects, the project sponsor's knowledge or experience is not sufficient to make all decisions about the scope, time, costs, quality, benefits and risks of the project. Then a well-composed steering group is needed. The goal is to create the smallest possible steering group with the greatest possible competence. However, the steering group should, as a minimum, include three stakeholders, responsible for representing or being the link in turn with the business, the user/recipient and the supplier.

Steering group:

1. Recommends sponsor in all decisions
2. Recommends the project manager in the execution of the project
3. Contributes in the best possible way to removing obstacles to the project and helping the project manager to achieve all the goals of the project
4. Staying informed about the status of the project

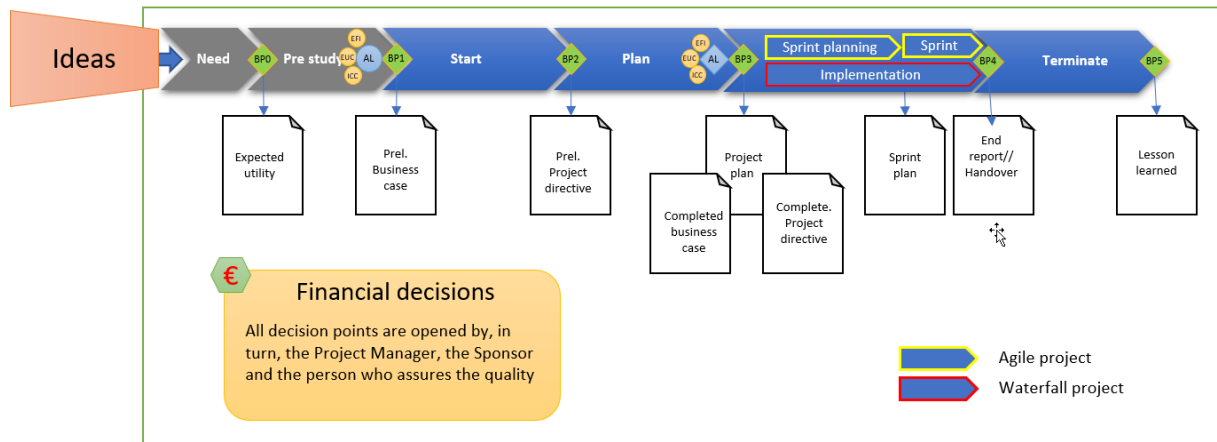
17 Responsibilities of the presenter

The program manager is responsible for establishing a program with associated support structures, leading the program throughout the transformation and establishing the necessary control mechanisms for the program's progress and impact realization.

The presenter should:

1. Understand the sponsor's/steering group's expectations in terms of strategy and impact goals and expected deliverables
2. In consultation with the sponsor, develop a vision and a program directive that describes the mission
3. Start and end the project within the programme to achieve the objectives of the programme
4. Coordinate and (re)allocate resources between projects
5. Identify and communicate all dependencies between included projects
6. Coordinate risk and change work between projects
7. Keep the program sponsor and stakeholders informed about the program's work

18 Project model



19 Responsibilities of the project manager

The project manager has the responsibility to deliver the impact goals agreed with the project sponsor within the constraints defined in the project plan.

The project manager is also responsible for ensuring that the work follows the Group's defined project model.

The project manager shall:

1. Understand the sponsor's/steering group expectations in terms of impact goals and expected deliverables
2. Plan the scope, time, costs, resources, quality, communication, and risks of the project in the form of a project plan
3. Have operational responsibility for implementing the agreed plans
4. Ensure that project data is always updated in the Group's project and portfolio tools.
5. Manage changes and deviations from the plan according to the change process
6. Be transparent about risks and problems
7. Continuously communicate the status of the project
8. Coordinate the project with other projects with points of contact
9. Plan and implement communication with the project's various stakeholders
10. Continuously coordinate with resource owners so agreed resources are delivered
11. Conduct experience feedback

20 Responsibilities of the project participant

A project member leaves their line function during the time allotted to work on the project. In the project organization, the project participant reports to the project manager in all operational parts belonging to the project. The project participant has the obligation to deliver the time promised to the project, and needs to anchor any leave or deviations with the project manager, even if it is still the line manager who has the administrative responsibility.

The project participant's motivation and ability to concentrate on the task is crucial for the success of the project. The project participant therefore has great responsibility for the progress of the project.

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The project participant shall:

1. Understand the project's goals and working methods
2. Participate in the planning of the project
3. Understand their own and other project participants' tasks and how they contribute to the project's effects
4. Carry out assigned tasks within the agreed time and at agreed cost limits and quality
5. Understand when to finish each task (when the task is "completed enough")
6. Understand who the decision-makers are in the project
7. Assess and report the status of the work, remaining time and any problems or deviations to the project manager

21 Phases and decision points

Phases are distinct parts of the project with different purposes and deliverables. Each phase should be completed and approved before the next phase begins.

A decision point is a "gateway" between two phases that opens according to the project model. Each decisionpoint requires two high-level decisions:

1. Approve the implementation and delivery of the previous phase
2. Give the project manager a mandate to use resources for the next phase.

These decision points become a support in the decision-making and reporting process for the sponsor, steering group and project manager, while minimizing the project's risks by giving the project manager a full mandate one phase at a time.

22 Phase of ideas

Someone has discovered a problem (or opportunity) that affects some business of the company. To create a good basis for decision-making, the brainchild in this project phase describes the future project and answers questions such as: Why is a change needed? What does it mean to create a project out of this idea? Who is affected? The described idea is passed on to the manager who is expected to pay for the project (portfolio owner).

23 Decision point 0

Grain:

- Expected benefits defined and documented

24 Decision item 1

In decisionpoint 1, the project is officially started.

After BP1, a decision to STOP the project is required if you do not want to complete it.

Grain:

- Previous phase carried out according to plan
- Project room in the project tool updated with all relevant information
- Impact targets described and in line with the Group's strategy goals
- Preliminary business case or similar developed,
- Resource estimation performed and considered feasible.

25 Initiation phase

The initiation phase aims to specify the project's purpose, goals, scope, delimitation, possible cost framework and organization. This is documented in the project directive.

A project manager is appointed and authorized to carry out the project.

26 Decision item 2

Gain:

- Previous phase carried out according to plan
- Project room in the Project Tool updated with all relevant information
- Preliminary project directive developed and approved
- Project manager appointed

27 Financial decision

Here, the project approver takes a decision, based on all available information, to assign a certain cost framework for planning the project. The cost framework may cover all or part of the planning phase. In some cases, the cost of the planning phase is negligible.

Then this financial decision falls away.

28 Planning phase

"Plans are useless, planning is invaluable" – Churchill

The planning phase is often the most critical part of a project and when you execute it with the right skills, professional methods and honest assessments, you lay a good foundation for a high-performing project team. It is the project manager who leads the development of the project plan and translates the project directive together with the project participants into a documented project plan. In this step, plans for time, budget, staffing, risk management and communication are defined.

It is only after completion of the planning phase that the project can be implemented with full efficiency. Even the best project plan needs to be adjusted in the implementation phase. It is therefore of utmost importance that the project plan has a section for how to handle changes.

29 Decision item 3

Demand:

- Previous phase carried out according to plan
- Project room in the Project Tool updated with all relevant information.
- Project plan completed and approved
- Is the project plan reasonable?
- Final business case completed and approved
- Final project directive completed and approved
- Required resources agreed with resource owners
- Cost of ownership documented
- Recipient identified and involved

30 Financial decision

Here, based on all available information, a decision is made to allocate a certain cost framework for the execution of the project. The cost framework can cover all or part of the project.

31 Implementation phase

In this phase, the project plan is carried out. From a project management perspective, this phase, in addition to following the project plan, is very much about communication, coordination, follow-up, risk management and making decisions about unforeseen events.

A project can be performed iteratively, i.e., dividing the implementation phase into many shorter iterations. In cases where a project is carried out according to an agile working method (see section "Agile work"), it takes place within the implementation phase.

At the end of the implementation phase (or each iteration), some form of delivery of the project's results takes place. The project (project leader) submits the results to the project sponsor or to the designated beneficiary.

32 Decision point 4

Requirements:

- Previous phase carried out according to plan
- Project room in the Project Tool updated with all relevant information
- Results handed over to recipients and possibly nominees
- Delivery of impact targets approved by sponsor
- Project closure plan completed

33 Concluding phase

All projects should be completed as clearly as they are started so that all stakeholders know that the project is completed. Therefore, the project should be completed formally, emotionally and administratively.

The project manager leads workshops for experience feedback with both the project group and the steering group to collect important lessons and end the project also emotionally. All subprojects write their part of the final report and the project manager compiles the entire final report. The report also contains the main lessons that it wants to pass on to future projects. Remember to celebrate the success.

33.1 Some questions that can be asked are:

- How did everything go in relation to the project plan?
- What are the costs and expenses in relation to the budget?
- What have you learned from the work process?
- What could be applied in future projects?

34 Decision item 5

Demand:

- Previous phase carried out according to plan
- Project room in the Project Tool updated with all relevant information
- Final report completed and handed over to sponsor and project office
- Knowledge recovery completed
- Resources are returned or decommissioned
- Project documentation registered and archived

35 Milestones

The purpose of the milestones is to create clear checkpoints so that there can be no doubt about where in the timetable the project is. They should be so spread out over time that they describe a significant success in the project, but at the same time so frequent that you can check them at regular intervals during the project to demonstrate progress.

Inappropriate milestone	Appropriate milestone	Why?
Project plan ready	Project plan approved by sponsor/steering group	Distinct time indication
Procurement completed	Contract signed by all parties	Measurable timing
Lev. Invoice notarized	Supplier's final invoice notarized	Occurs only once
Acceptance test	Acceptance test Signed by customer	No durability

- A milestone has no duration
- Each milestone occurs only once
- Milestones are set by the project manager
- Milestones are documented in the timetable
- Milestones achieved can - and should - be celebrated!

36 Project follow-up

"Assumption is the mother of all mistakes"

Continuous follow-up is needed to ensure progress, maintain focus and quality assure the project's process and its deliveries. The follow-up takes place on the requirements specified and on measurable interim results that concretize the project's progress. The follow-up also includes following up on the schedule, amounts of work consumed, costs and risks.

The follow-up is done at different levels:

- Each project participant follows up on their own results and plans
- The project manager follows up on the project's overall results and plans
- The quality assurance follows up that quality planning and project execution comply with the Group's guidelines and the portfolio owner's directives.

Meetings are an important instrument in the control process! Rather short and frequent meetings than few and long, to keep focus and progress in the project.

Examples of meeting forms and intervals:

- Personal conversations: Daily with different stakeholders
- Planning meetings with the project team: 1 time/month
- Status meetings with the project team: 1 time/week
- Working group meetings: 1-3 times/week
- Status meetings between the project manager and the project sponsor: 1-2 times/month
- Steering group meetings: 1-3/quarter

37 Risk management

Things don't always go as planned. We are constantly surrounded by risks. With a reasonable amount of preparation, relatively small means can often be used to limit either the likelihood of a risk or its consequences. Putting on my seat belt does not reduce the risk of an accident, but hopefully the consequences. If I want to reduce the likelihood of an accident, I can, for example, turn off my phone when driving or drive slower. It is often wise to try to find measures for both probability and consequence for each risk.

In order to identify the risks, you face, it is important that you continuously work in the project work to identify risks, for example as a standing agenda item in project meetings. All known risks are entered in a risk register, and risks that are no longer relevant are removed or reprioritised. Of course, you do not need to address all the risks that you identify. Some risks may be very unlikely, others have very little impact on the project. Therefore, there is a method for prioritizing among the risks. Each risk is assessed based on probability and consequence on a given scale, with us we use a scale of 1–9. The results are multiplied by each other and the product constitutes the risk value. Each risk thus has a risk value. You sort your risks according to the risk value, and address the risks in order, highest risk value first. Somewhere in your risk register, you often draw a line, and the risks with a risk value that fall below the line are not addressed. Note that the risk value often changes in one direction or the other over time. The risk register must therefore be continuously reprioritised.

37.1 Risks can be addressed in four main ways:

Avoid - make actions that completely avoid the risk. If the risk is "queue on E6 due to roadwork at interchange Copenhagen" so you can avoid the risk by choosing a different route and avoid driving on the E6. Of course, this does not mean that you are guaranteed to be free from roadwork on the alternative route you choose, so it is necessary to carry out a new risk assessment with the new conditions.

Reeducate – do actions that reduce either the probability or consequence of the risk (or both). By far the most common method of reducing a risk is to have a "plan B". For the risk of "there may be rain during our garden party", it can be difficult to avoid the risk because no one controls the weather, but you could set up a tent or have a lot of umbrellas ready so that guests do not get wet if it rains. In this case, the consequence is reduced. It may be possible to reduce the probability by: put the party in July instead of October. As above, you can avoid the risk by putting the party indoors instead.

Find a partner who is willing to share the risk. If more organizations share the consequences of the risk, the impact on each organization will naturally be smaller. A very common example of shared risk is insurance. All policyholders contribute to a common pot through their premiums. The damage is replaced from the common pot. You can also negotiate agreements with suppliers where mon shares the damage if a risk falls out. If, for example, a construction project becomes more expensive, the client shares the client and the contractor with the extra cost.

Accept - we know the risk but see no cost-effective way to reduce the damage. If you live in San Francisco, you know that there could be an earthquake at any time, but the value of living in San Francisco outweighs the risks of an earthquake.

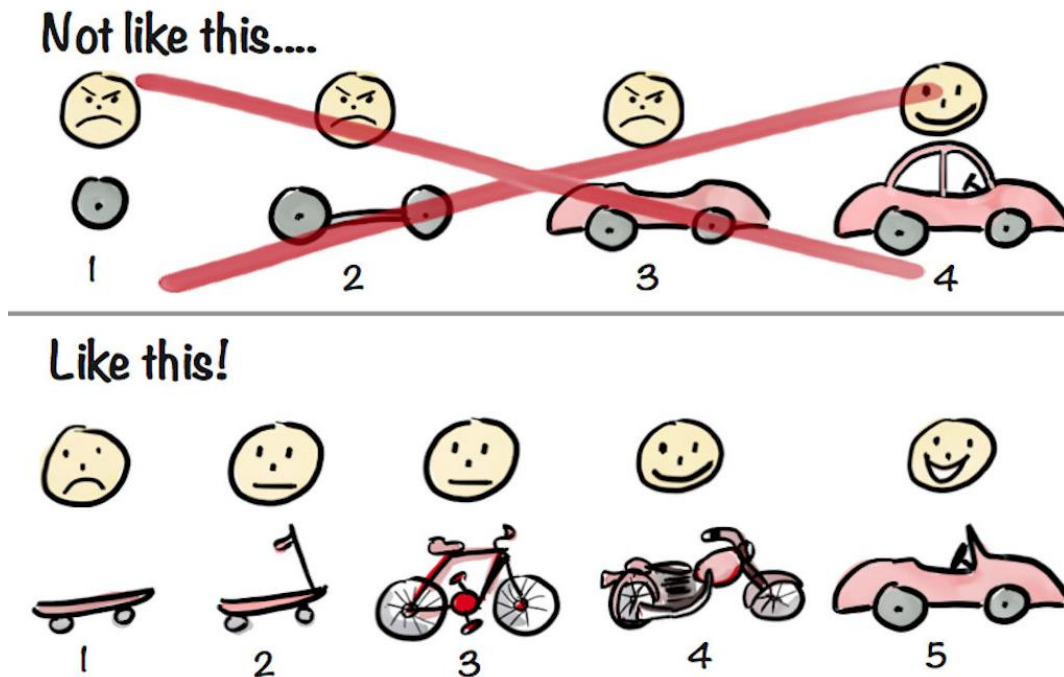
38 Agile project work

Many people talk about agile project work, but it is not always clear what you mean and the views vary

The core of the agile mindset is that you learn continuously during the project. Therefore, all decisions should be taken as late as possible. There are many methods HOW to do it, but a common method is to create a

"backlog" for all deliverables in the project, and then only plan deliverables in detail at the pace you start working on them.

Another core value of the agile methodology is to deliver customer value continuously throughout the project, unlike traditional waterfall projects where you usually deliver the majority of value at the end of the project.



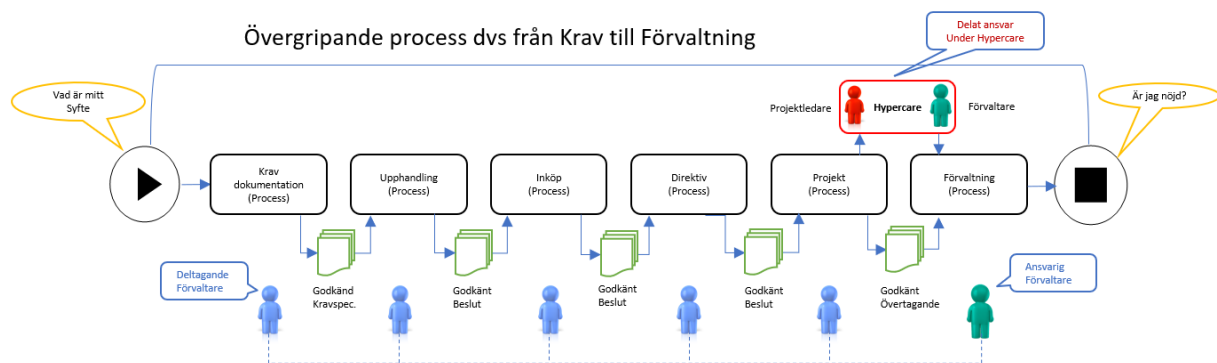
Henrik Kniberg

39 Procurement within the project

How the purchase is to take place is based on the Act on Procurement in the Utilities Sectors (LUF). Depending on the value of the purchase, different procedures are used, such as direct procurement, simplified procedure and negotiated procedure.

The negotiated procedure is used for purchases over approximately SEK 4 million for the entire contract period. Carrying out a purchase according to the negotiated procedure usually takes at least 6 months.

Project Manual



Direct procurement can be carried out when the contract value is less than approximately SEK 900,000. The procedure is significantly shorter and simpler but still has to follow a specific procurement process.

The project and the Purchasing Department have a natural common goal: The aim is to ensure that we get what we have bought and that we create maximum benefit for the project. It is important that the Purchasing Department is involved already in the project planning. Therefore, involve them already at the start of the project.

40 Manage change

"Everyone has a plan until they get punched in the mouth" – Mike Tyson

At the beginning of a project, there is always plenty of uncertainty. The further we get in the project, the more we learn, while the cost of each change increases. It is rarely possible to avoid all changes, but sensible planning of the project can minimise the negative impact of the changes on the project.

Changes in the project can be divided into two main groups; changes in the project plan and changes in the project goals.

As changes in the project's objectives affect the "contract" concluded between the sponsor and the project manager, they must follow a very specific change process and be approved by the sponsor. With changes in the project plan, it is less obvious. The control questions below can help the project manager determine how to handle the change process. The rule of thumb is that "changes that affect the contract between sponsor and project manager must be approved by the sponsor, other changes must be approved by the project manager".

Control questions to the project manager:

- How is the project affected?
- Are any of the six control parameters affected; scope, time, cost, quality, benefit and risk.
- If so, who is responsible for the costs?
- How are implemented changes documented?

And you...

Good luck with your project