Appendix K – Issue Management
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Issues will arise throughout Northstar and must be resolved in order for the project to advance. The issue management process provides a tool and a structured approach for capturing, managing and resolving issues in a timely manner.

The Create and Resolve Project Issue process has two main components:

- The definition of a project issue and when it is appropriate to raise and track an issue
- The Issue Resolution Process and the PVCS Tracker issue tracking application

What is an Issue?

Team members will create an issue in PVCS Tracker when the following situations arise:

- In-scope functionality or business principles cannot be adequately implemented or executed given the existing set of business requirements. When this occurs, the issue management process will be used to ensure that the right person(s) analyze the issue and develop a solution that fits within the overall scope of the project.
- The existing project infrastructure is impeding project team productivity. For example, if a project management process, such as status reporting, is confusing and time-consuming, an issue would be raised in order to have the PMT review the process and formulate an appropriate solution.
- It is expected that every team member will run into issues throughout all phases of Project Northstar. It is not anticipated that all issues will be entered into the tool. If a team member has a question or request for clarification that can be handled quickly within a team, then it may not be necessary to go through the entire process. However, issues that require a high-degree of visibility, or require the intervention of multiple teams, or escalation to the PMT, should be immediately entered into the tool for tracking and eventual resolution.

Process Responsibilities

While all individual team members can create and issue, the process of resolving the issue resides with different individuals, depending on their respective roles.

An Originating Team Member (any project team member) identifies and initiates the issue management process by creating an issue in PVCS Tracker. Originating Team Members are ultimately responsible for ensuring that their respective issues are resolved as per the identified resolution noted in PVCS Tracker. Additionally, these individuals are responsible for escalating issues to the PMT and for initiating other corrective processes (like the Change Control and OSS Processes), when necessary.
**Workstream Managers** are responsible for ensuring that the appropriate team is assigned to a given issue, and that the issue is assigned to the right project team member for research and resolution. Additionally, the Workstream Manager should contribute to the resolution of the issue by providing initial recommendation and guidance to the team member(s) whose job it is to resolve the issue. Workstream Managers are the only people who can change the status of an issue to be ‘closed’.

The **PMT** is responsible for resolving issues that require their specific intervention during the escalation process. Issues escalated to the PMT usually have cross-project impacts or impacts which could hamper the progress of the entire engagement.

The Northstar issue management process flow is shown below:

Detailed procedures for the above process can be found on the Northstar LAN.
Risk Management

Successful management of projects always requires informed, proactive management of issues, problems, and risks. Risk is defined as the cumulative effect of the changes of an uncertain occurrence that will adversely affect program or project objectives. It is the degree of exposure to negative events and probable consequences.

Contingency, risk, and issue management are closely related but distinct. Risks describe what might happen; issues describe what has already occurred. Contingency represents management reserves set aside or float built into the program and project planning to account for unforeseen factors.

To enhance the probability of success for a risk management process:

- Do not treat risk management as an administrative task;
- Do obtain commitment from everyone who is involved in managing the program and its projects;
- Do be clear about how risk management procedures will be implemented and maintained;
- Do not try to identify everything that can go wrong; focus on the risks that can have a significant impact on the project;
- Do focus on risk-reduction responses that can be implemented;
- Do recognize the ongoing proactive nature of any successful risk management program, and require the program team to revisit and report on risk issues regularly.

Northstar manages risk on a weekly basis and considers the following aspects:

- Staffing
- Business Ownership
- Business Decisions
- SAP Product Stability
- Technical Infrastructure
- Project Infrastructure
- Scope and Issue Management
- Solution Integrity
- Executive Sponsorship

Each week these risk areas are assessed on a scale of 1-15 (Low=1; Very High =15). This assessment is done by the Project Management Team and reflected in the Dashboard weekly.