



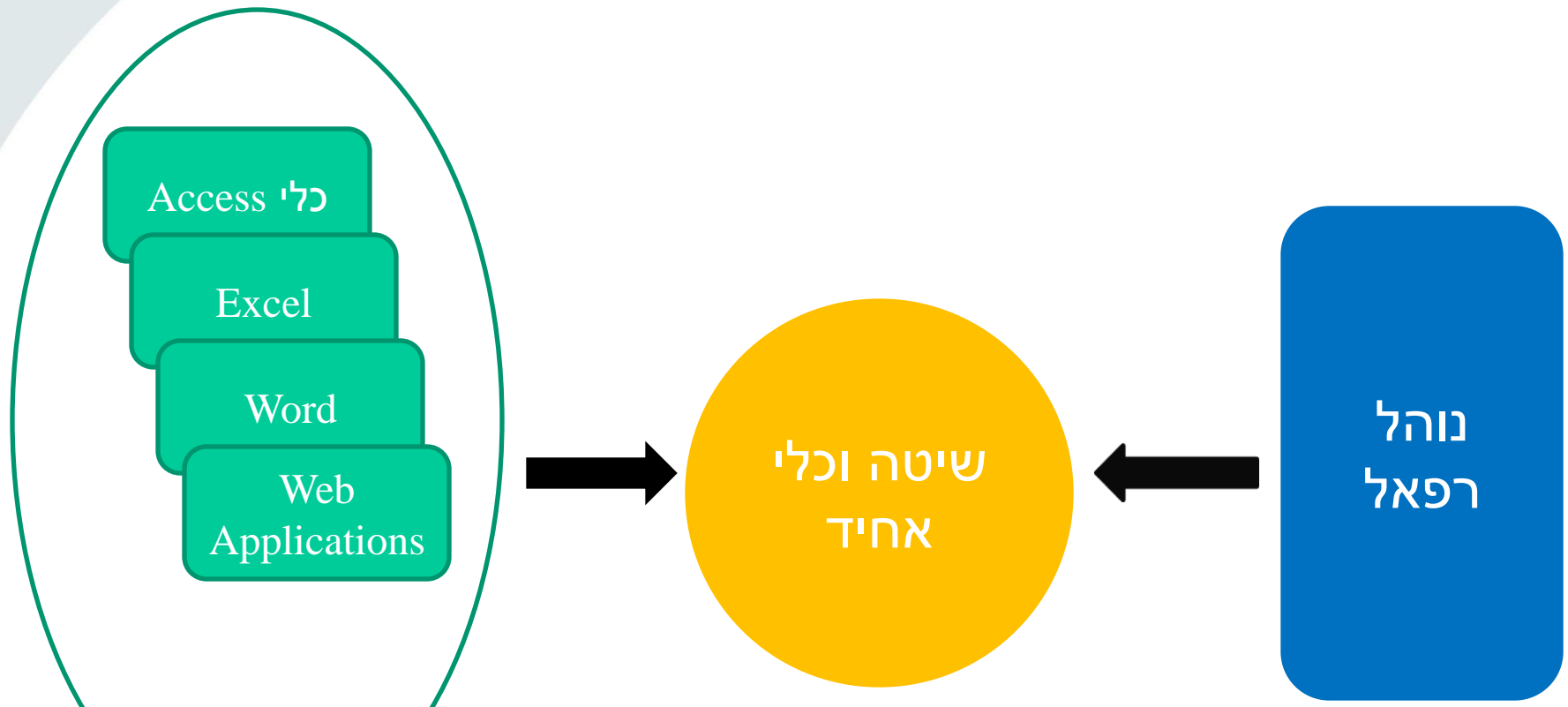
www.pmi.org.il

ניהול סיכוני פרויקטים ברפאל מתודולוגיה וכלים תומכים

שמואל כוחיי – רפאל – ר' תחום ניהול פרויקטים וסיכונים ב IT
ניקי קונס – Risk Management Solutions - Matan

העמותה לניהול פרויקטים בישראל **הכנס השנתי ה-14**

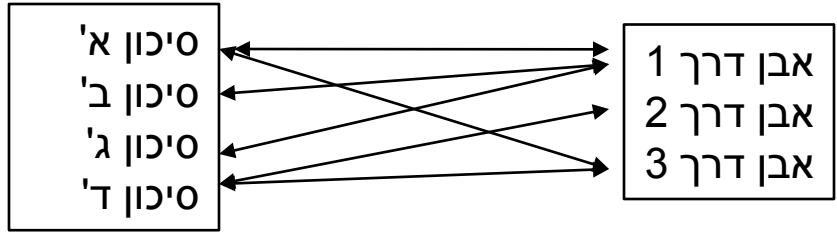
- הגדרת הצורך בתהליך וכלי תומך לניהול סיכונים
- תפיסת ניהול סיכונים פרויקטי ברפאל
- תהליך ניהול הסיכונים ברפאל – מאפיינים ייחודיים
 - Set-up ו: "כיוול" לפי צרכי הפרויקט
 - Root Cause Analysis בתהליך זיהוי הסיכונים
 - אפשרויות כימות רמת הסיכון
 - גישה לתוכניות הפחתה ומנע לסיכון
 - שימוש באבני דרך כבסיס לתכנון ודיווח הפחתת סיכון
- הצגת דוחות
- סיכום



פתרונות מקומיים

מטרה: להעמיק את יישום ניהול הסיכונים בפרויקטים ברפאל בשיטה אחידה

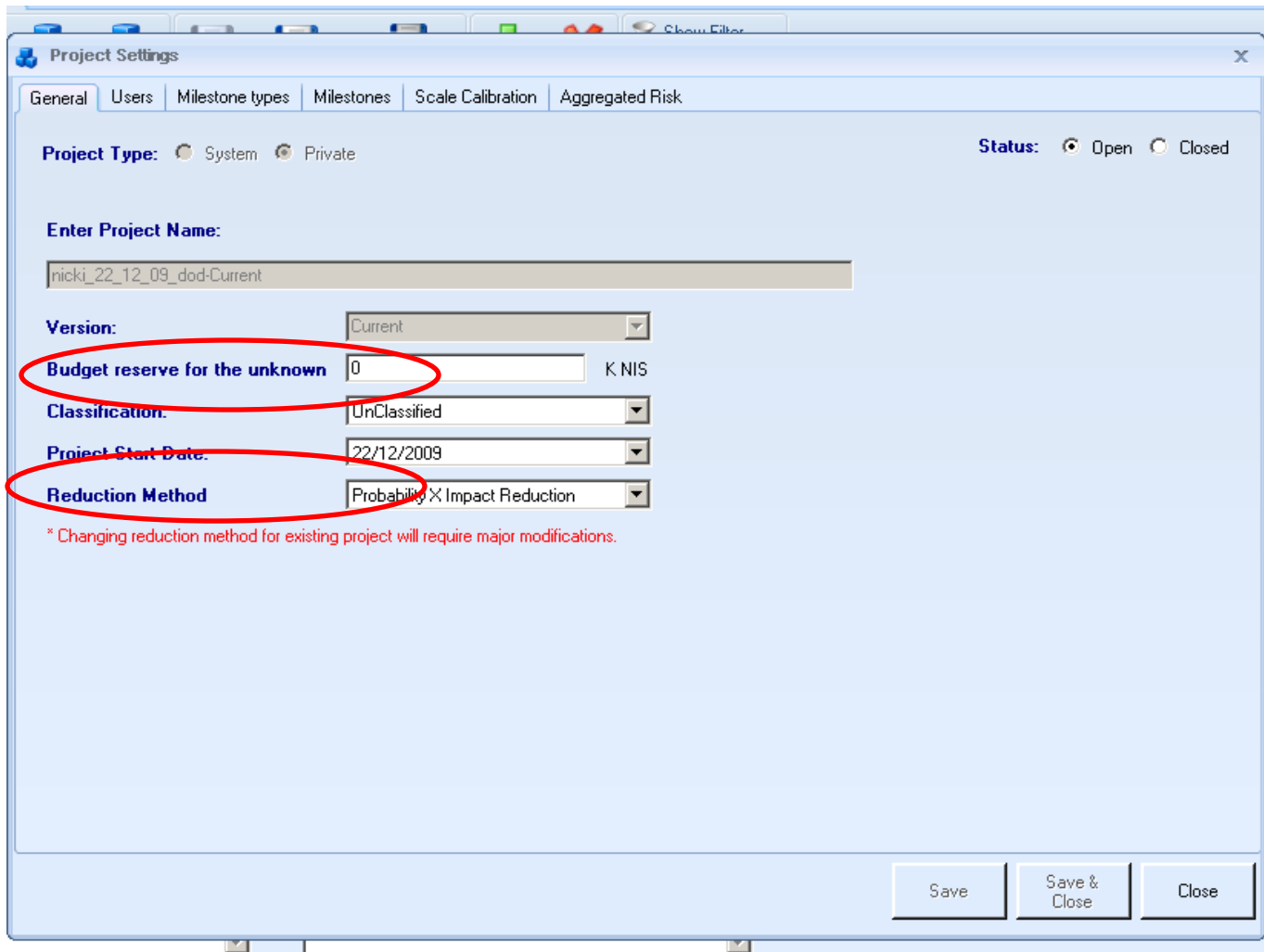
תפיסת ניהול הסיכונים ברפאל



- אבני הדרך מהוות אלמנט מרכזי בניהול הסיכונים: מהוות נקודות צומת לבחינת סטטוס הסיכון והפחתתו
- קישור בין סיכונים הפרויקט לתקציב הבצ"מ (בלתי צפוי מראש)
- תמיכה בשתי שיטות מקובלות לכימות והפחתת הסיכון

שלב ה: Set-up (כיול)

- "תפירת" תהליך ניהול סיכונים המותאם ספציפית לפרויקט:
 - קישור למספרי נושא (Budget Accounts)
 - בחירת שיטת כימות סיכון והפחתת סיכון
 - התייחסות לבצ"מ הלא ידוע בפרויקט
 - הרשאות
 - הגדרת אבני הדרך (כפי שהוגדרו בתוכנית העבודה)
 - כיול סקלות – Scale calibration
 - בניית עץ סיכונים



The screenshot shows the 'Project Settings' dialog box with the following fields and values:


- Project Type:** System (selected), Private
- Status:** Open (selected), Closed
- Enter Project Name:** nicki_22_12_09_dod-Current
- Version:** Current
- Budget reserve for the unknown:** 0 K NIS
- Classification:** UnClassified
- Project Start Date:** 22/12/2009
- Reduction Method:** Probability X Impact Reduction

* Changing reduction method for existing project will require major modifications.

Buttons at the bottom: Save, Save & Close, Close

Project Settings

General Users Milestone types Milestones Scale Calibration Aggregated Risk

 Add Milestone

| No. | Milestone | Planned Date | Actual Date | Type | Funded |
|-----|-----------|--------------|-------------|-------|----------|
| 1 | MS1 | 01/06/2008 | 29/10/2008 | PDR | Funded |
| 5 | MS5 | 03/12/2008 | | OSAT2 | Unfunded |
| 3 | MS3 | 16/02/2009 | 26/03/2009 | FAT | Funded |
| 2 | MS2 | 15/09/2009 | 20/10/2009 | CDR | Funded |
| 4 | MS4 | 15/09/2009 | 15/11/2009 | OSAT1 | Funded |
| 6 | MS6 | 20/11/2009 | 31/12/2009 | OSAT3 | Funded |
| 7 | MS7 | 08/03/2010 | | | Unfunded |
| 8 | MS8 | 08/03/2010 | | | Funded |

Add Delete

Save Save & Close Close

Project Settings

General Users Milestone types Milestones Scale Calibration Aggregated Risk

Textual risk calibration

| Impact Level | Impact Level Description |
|--|--|
| <input checked="" type="checkbox"/> Cost | |
| Very Low | Cost overruns under 10,000 NIS |
| Low | Cost overruns between 10,000 - 50,000 NIS |
| Average | Cost overruns between 50,000 - 200,000 NIS |
| High | Cost overruns between 200,000 - 500,000 NIS |
| Very High | Cost overruns of over 500,000 NIS |
| <input checked="" type="checkbox"/> Performance | |
| Very Low | Meeting major requirements |
| Low | Not meeting secondary - low priority requirements |
| Average | Not meeting secondary - medium priority requirements |
| High | Not meeting a single major requirement |
| Very High | Not meeting major requirements (more than one) |
| <input checked="" type="checkbox"/> Schedule | |
| Very Low | Possible schedule slippage to intermediate Milestone, less than 1 month |
| Low | Possible shcedule slippage to intermediate Milestone, between 1-2 months |
| Average | Possilbe shcedule slippage to Major Milestone, under 1 month |
| High | Possilbe shcedule slippage to Major Milestone, between 1-2 months |
| Very High | Possilbe shcedule slippage to Major Milestone, over 2 months |

Impact calculation option:












Save Save & Close Close

שלב הגדרות הסיכון

- הגדרת פרמטרים כלליים לסיכון
- הגדרת סיכון באופן שתומך ב: Root Cause Analysis – תמיכה בתהליך חשיבתי בהגדרה מדוייקת של הסיכון
- ניסוח סיכון בפורמט של: If... Then
- קישור למסמכים רלוונטיים
- הקצאת אחראי לסיכון
- סיווג סיכון

Rafael Risk Management (Test Environment) - nicki_22_12_09_dod-Current (Classification: UnClassified)

General Reports

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|---------------------|---------------------|----------------|-------------|----------------|---------------|-------|-------------|
| 1 | Shortage in welders | 15/03/2010 13:56:19 | MS2 | כוחיי שמואל | 10 | 4 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:56:27 | MS6 | כוחיי שמואל | 16 | 1 | ↓ | Open |
| 3 | risk three | 15/03/2010 13:56:33 | MS2 | כוחיי שמואל | 6 | 3 | ↓ | Open |
| 4 | risk four | 15/03/2010 13:56:41 | MS2 | כוחיי שמואל | 8 | 6 | ↓ | Closed |
| 5 | risk five | 15/03/2010 13:56:47 | MS6 | כוחיי שמואל | 9 | 3 | ↓ | Closed |
| 6 | risk six | 15/03/2010 13:57:55 | MS3 | כוחיי שמואל | 12 | 20 | ↑ | Open |

Shortage in welders

General Info Risk Quantification Response Plan Reduction Plan

Risk No. 1

Risk Name Shortage in welders

Condition
There is a problem finding skilled welders to do such a wide scale welding job

Description
If there will be shortage in 10% of the welders needed to complete the production

Main Effect
Then final delivery will be pushed out by 1 month

Risk Type (Category)

Risk Sub Type (Source)

Risk Impact cost (Rough Estimate) K NIS

Related documents Add document...

Required From External Organization
The hired contractor to provide estimation of number of welders hired

Provided to External Organization
List of suppliers for outsourcing to be provided to contractor

Status Open

Submission date 22/12/2009

Last update 15/03/2010

Show in Reports

Aggregated Risk 1

Submitted by כוחיי שמואל

Owner כוחיי שמואל












Approver כוחיי שמואל

שלב ניתוח כמותי ואיכותי

- הגדרת הסתברות הופעת הסיכון (סקלה 1-5)
- הגדרת השפעת הסיכון על: לו"ז, ביצועים, עלות
- הצגת ציון הסיכון לפי אופצית כימות סיכון שנבחרה בשלב ה: Set-up (מקסימום או ממוצע)
- מיקום סיכון ראשוני במטריצה

Rafael Risk Management (Test Environment) - nicki_22_12_09_dod-Current (Classification: UnClassified)

General Reports

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|---------------------|---------------------|----------------|-------------|----------------|---------------|-------|-------------|
| 1 | Shortage in welders | 15/03/2010 13:56:19 | MS2 | כוחיי שמדאל | 10 | 4 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:56:27 | MS6 | כוחיי שמדאל | 16 | 1 | ↓ | Open |
| 3 | risk three | 15/03/2010 13:56:33 | MS2 | כוחיי שמדאל | 6 | 3 | ↓ | Open |
| 4 | risk four | 15/03/2010 13:56:41 | MS2 | כוחיי שמדאל | 8 | 6 | ↓ | Closed |
| 5 | risk five | 15/03/2010 13:56:47 | MS2 | כוחיי שמדאל | 3 | 3 | ↓ | Closed |
| 6 | risk six | 15/03/2010 13:57:55 | MS2 | כוחיי שמדאל | 8 | 20 | ↑ | Open |

Shortage in welders

General Info Risk Quantification Response Plan Reduction Plan

Probability: Very High

Schedule Impact: Very Low

Cost Impact: Very Low

Performance Impact: High

Initial score: 20 [Show score matrix](#)

Initial cost reserve (Rough Estimate): 0 K NIS

Probability X Impact Matrix

| | | | | | |
|---|--------|----|----|----|----|
| | 5 | 10 | 15 | 20 | 25 |
| 4 | 4 | 8 | 12 | 16 | 20 |
| 3 | 3 | 6 | 9 | 12 | 15 |
| 2 | 2 | 4 | 6 | 8 | 10 |
| 1 | 1 | 2 | 3 | 4 | 5 |
| | Impact | | | | |












שלב תוכנית מענה לסיכון

- הגדרת תוכנית מנע
- הגדרת תוכנית חליפית
- שימוש ב: trigger dates להתנעת תוכניות

שלב תוכנית מענה לסיכון

Rafael Risk Management (Test Environment) - nicki_22_12_09_dod-Current (Classification: UnClassified)

General Reports

 New Project
  Open Project
  Close Project
  Project Settings
  Save
  Save As Version
  Save As New Project
  New Risk
  Delete Risk
  Show Filter
  Export to Excel

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|---------------------|---------------------|----------------|-------------|----------------|---------------|-------|-------------|
| 1 | Shortage in welders | 15/03/2010 13:56:19 | MS2 | כוחיי שמואל | 10 | 4 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:56:27 | MS6 | כוחיי שמואל | 16 | 1 | ↓ | Open |
| 3 | risk three | 15/03/2010 13:56:33 | MS2 | כוחיי שמואל | 6 | 3 | ↓ | Open |
| 4 | risk four | 15/03/2010 13:56:41 | MS2 | כוחיי שמואל | 8 | 6 | ↓ | Closed |
| 5 | risk five | 15/03/2010 13:56:47 | MS6 | כוחיי שמואל | 9 | 3 | ↓ | Closed |
| 6 | risk six | 15/03/2010 13:57:55 | MS3 | כוחיי שמואל | 12 | 20 | ↑ | Open |

Shortage in welders

General Info Risk Quantification Response Plan Reduction Plan

Prevention plan

Description: Cooperate with other companies to train additional welders with this certain expertise

Trigger date: 21/04/2010

Prevention plan cost (Rough Estimate): 50000 K NIS

Related documents: Attach document..

Fallback plan

Description: Use exceptions clause of contract in a similar Project, under execution to hire from outside the country

Trigger date: 29/04/2010

Fallback plan cost (Rough Estimate): 100000 K NIS

Related documents: Attach document..

שיטת הפחתת סיכון % הפתחה












- הסתברות התחלתית *
השפעה התחלתית = ציון
התחלתי
- הפחתת ציון התחלתי מדורגת
- ציון הסיכון מופחת לפי אבני
הדרך השונות
- תלות ציון סיכון לאבן דרך,
תלוי באבני דרך שקדמו לה
להפחתת הסיכון

שיטת הפחתת סיכון לפי הסתברות X השפעה

- תכנון ודיווח הפחתת הסיכון
לפי שני פרמטרים: הסתברות
והשפעה
- בכל אבן דרך התורמת
להפחתת הסיכון, קיים תכנון
ודיווח בפועל של ההסתברות
וההשפעה
- אי תלות בהפחתת הסיכון לפי
אבני הדרך השונות

Rafael Risk Management (Test Environment) - nicki_22_12_09_dod-Current (Classification: Unclassified)

General Reports

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|---------------------|---------------------|----------------|------------|----------------|---------------|-------|-------------|
| 1 | Shortage in welders | 15/03/2010 13:56:19 | MS2 | כותי שמואל | 10 | 4 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:56:27 | MS6 | כותי שמואל | 16 | 1 | ↓ | Open |
| 3 | risk three | 15/03/2010 13:56:33 | MS2 | כותי שמואל | 6 | 3 | ↓ | Open |
| 4 | risk four | 15/03/2010 13:56:41 | MS2 | | | | | Closed |
| 5 | risk five | 15/03/2010 13:56:47 | MS6 | | | | | Closed |
| 6 | risk six | 15/03/2010 13:57:55 | MS2 | | | | | Open |

Shortage in welders

General Info Risk Quantification Response Plan Reduction Plan

Risk Reduction by Milestones - Probability X Impact Reduction

| No. | Milestone | Planned Date | Actual Date |
|-----|-----------|--------------|-------------|
| 1 | MS1 | 01/06/2008 | 29/10/2008 |
| 5 | MS5 | 03/12/2008 | |
| 2 | MS2 | 15/09/2009 | 20/10/2009 |
| 4 | MS4 | 15/09/2009 | 15/11/2009 |

Add Risk Milestone

| No. | Milestone | Planned ... | Actual Date | Type | Funded |
|-----|-----------|-------------|-------------|-------|----------|
| 3 | MS3 | 16/02/2009 | 26/03/2009 | FAT | Funded |
| 6 | MS6 | 20/11/2009 | 31/12/2009 | OSAT3 | Funded |
| 7 | MS7 | 08/03/2010 | | | Unfunded |
| 8 | MS8 | 08/03/2010 | | | Funded |

Actual Residual Score: 4

Residual Cost Reserve (Rough Estimate): 0 K NIS

Add Milestone Delete Milestone

Rafael Risk Management (Test Environment) - nicki_test_271209-Current (Classification: UnClassified)

General Reports

New Project | Open Project | Close Project | Project Settings | Save | Save As Version | Save As New Project | New Risk | Delete Risk | Show Filter | Export to Excel

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|------------|---------------------|----------------|-------------|----------------|---------------|-------|-------------|
| 1 | risk one | 15/03/2010 13:16:06 | MS2 | כוחיי שמואל | 13 | 9 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:16:13 | MS6 | כוחיי שמואל | 3 | 3 | ↔ | Open |
| 3 | risk three | 15/03/2010 13:16:20 | MS2 | כוחיי שמואל | 10 | 10 | ↔ | Open |
| 4 | risk four | 15/03/2010 13:16:32 | MS2 | כוחיי שמואל | 11 | 11 | ↔ | Closed |
| 5 | risk five | 15/03/2010 13:16:42 | MS6 | כוחיי שמואל | 7 | 7 | ↔ | Closed |
| 6 | risk six | 22/12/2009 09:32:43 | MS3 | כוחיי שמואל | 15 | 15 | ↔ | Open |

risk one

General Info | Risk Quantification | Response Plan | **Reduction Plan**

Risk Reduction by Milestones - % Reduction












| No. | Milestone | Planned Date | Actual Date | Planned Reduct Rate | Planned Res. Rate | Actual Reduct Rate | Actual Res. Rate | MileStone Type | Remarks |
|-----|-----------|--------------|-------------|---------------------|-------------------|--------------------|------------------|----------------|---------|
| 1 | MS1 | 01/06/2008 | 07/10/2008 | 10 | 90 | 12 | 88 | PDR | |
| 5 | MS5 | 03/12/2008 | 20/03/2009 | 5 | 85 | 10 | 78 | OSAT2 | |
| 2 | MS2 | 15/09/2009 | 20/10/2009 | 20 | 65 | 15 | 63 | CDR | |
| 4 | FOUR | 15/09/2009 | 15/11/2009 | 20 | 45 | 20 | 43 | OSAT1 | |

Actual Residual Score: 9 Residual Cost Reserve (Rough Estimate): 0 K NIS

Add Milestone Delete Milestone

Rafael Risk Management (Test Environment) - nicki_22_12_09_dod-Current (Classification: UnClassified)

General Reports

| No. | Name | Last Updated | Last Milestone | Owner | Previous Score | Current Score | Trend | Risk Status |
|-----|---------------------|---------------------|----------------|-------------|----------------|---------------|-------|-------------|
| 1 | Shortage in welders | 15/03/2010 13:56:19 | MS2 | כוחיי שמואל | 10 | 4 | ↓ | Open |
| 2 | risk two | 15/03/2010 13:56:27 | MS6 | כוחיי שמואל | 16 | 1 | ↓ | Open |
| 3 | risk three | 15/03/2010 13:56:33 | MS2 | כוחיי שמואל | 6 | 3 | ↓ | Open |
| 4 | risk four | 15/03/2010 13:56:41 | MS2 | כוחיי שמואל | 8 | 6 | ↓ | Closed |
| 5 | risk five | 15/03/2010 13:56:47 | MS6 | כוחיי שמואל | 9 | 3 | ↓ | Closed |
| 6 | risk six | 15/03/2010 13:57:55 | MS3 | כוחיי שמואל | 12 | 20 | ↑ | Open |

Shortage in welders

General Info Risk Quantification Response Plan Reduction Plan

Risk Reduction by Milestones - Probability X Impact Reduction

| No. | Milestone | Planned Date | Actual Date | Planned Probability | Planned Impact | Actual Probability | Actual Impact | Milestone Type | Remarks |
|-----|-----------|--------------|-------------|---------------------|----------------|--------------------|---------------|----------------|---------|
| 1 | MS1 | 01/06/2008 | 29/10/2008 | Average | High | High | High | PDR | |
| 5 | MS5 | 03/12/2008 | | Average | High | | | OSAT2 | |
| 2 | MS2 | 15/09/2009 | 20/10/2009 | High | Low | Very High | Low | CDR | |
| 4 | MS4 | 15/09/2009 | 15/11/2009 | Very Low | Very Low | Very Low | High | OSAT1 | |

Actual Residual Score: 4

Residual Cost Reserve (Rough Estimate): 0 K NIS

Add Milestone Delete Milestone

Top Risks Report

Show Risks: TopX Risks:

Aggregate Risk: Risks Status:

Advanced Defense Systems Ltd. | 1 of 1 | 100% | Find | Next

Score Calculation Option: AVG
Reduction Method: Probability X Impact Reduction

Page 1 Of 1

Top Risks Report - Rafael Risk Management

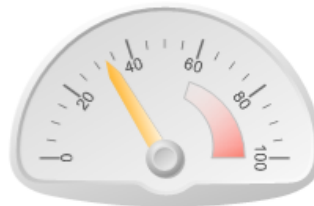
nicki_22_12_09_dod-Current

Initial Impact

Risk Status

| Risk Name | Prob. | Perf. | Sch. | Cost | Next Milestone | Months To Change Of Risk Score | Initial Score | Current Score | Reduction | Initial Cost Reserve (K NIS) | Updated Cost Reserve (K NIS) | Risk Status | Fallback Plan |
|---------------------|-------|-------|------|------|----------------|--------------------------------|---------------|---------------|-----------|------------------------------|------------------------------|-------------|---------------|
| risk six | 5 | 1 | 3 | 1 | | 0 | 10 | 20 | | 0 | 0 | Open | |
| Shortage in welders | 5 | 4 | 1 | 1 | | 0 | 10 | 4 | | 9000 | 1000 | Open | |
| risk three | 3 | 1 | 1 | 4 | | 0 | 6 | 3 | | 25000 | 3750 | Open | |
| risk two | 5 | 1 | 1 | 2 | | 0 | 5 | 1 | | 2250 | 125 | Open | |

% of specific risks reserves / overall budget 32.77%



Data is Rough estimate only

Data in K NIS

| | |
|---|--------------|
| Sum of specific risks reserves: | 4875 |
| Budget Reserve for the unknown (Overall Project) | 10000 |
| Updated cost Reserve for open risks which are not displayed | 0 |
| Overall Budget Reserve | 14875 |

ProjectRiskMatrixDOD

Top X: 10 | From Date: 01/01/2009 | To Date: 01/01/2020 | Risk Type: All | Risk Sub Type: All | Show Risks: All | Aggregated Risk: All | Status: All

View Report

1 of 1 | 100% | Find | Next



UnClassified

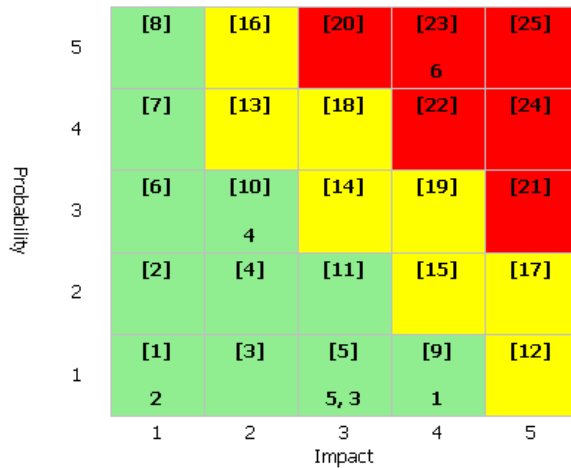
07 Apr 2010

Score calculation option: AVG

Page 1 Of 1

Project Risk Matrix

nicki_22_12_09_dod-Current



| Risk No. | Risk Name | Trend |
|----------|---------------------|-------|
| 6 | risk six | ↑ |
| 4 | risk four | ↓ |
| 1 | Shortage in welders | ↓ |
| 5 | risk five | ↓ |
| 3 | risk three | ↓ |
| 2 | risk two | ↓ |

- ↑ Risk Increasing
- ↓ Risk Decreasing
- ↔ No Change

Risk Summary
View Report

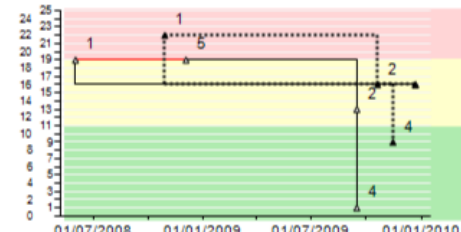
Aggregate Risk: All Show Risks: Checked only
 Select Risk: All

1 of 5 100% Find | Next

Risk Summary

nicki_22_12_09_dod-Current

Risk No:1 ,Risk Name:Shortage in welders

| <p>Condition:</p> <p>There is a problem finding skilled welders to do such a wide scale welding job</p> <p>If:</p> <p>If there will be shortage in 10% of the welders needed to complete the production</p> <p>Then:</p> <p>The final delivery will be pushed out by 1 month</p> | <div style="text-align: right;">Rationale:</div> <table style="margin-left: auto; margin-right: auto;"> <tr><td>5</td><td style="background-color: green;">8</td><td style="background-color: yellow;">16</td><td style="background-color: red;">20</td><td style="background-color: red;">23</td><td style="background-color: red;">25</td></tr> <tr><td>4</td><td style="background-color: green;">7</td><td style="background-color: yellow;">13</td><td style="background-color: yellow;">18</td><td style="background-color: red;">22</td><td style="background-color: red;">24</td></tr> <tr><td>3</td><td style="background-color: green;">6</td><td style="background-color: yellow;">10</td><td style="background-color: yellow;">14</td><td style="background-color: red;">19</td><td style="background-color: red;">21</td></tr> <tr><td>2</td><td style="background-color: green;">2</td><td style="background-color: green;">4</td><td style="background-color: green;">11</td><td style="background-color: yellow;">15</td><td style="background-color: yellow;">17</td></tr> <tr><td>1</td><td style="background-color: green;">1</td><td style="background-color: green;">3</td><td style="background-color: green;">5</td><td style="background-color: yellow;">X</td><td style="background-color: yellow;">12</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table> <p style="text-align: center;">Impact</p> | 5 | 8 | 16 | 20 | 23 | 25 | 4 | 7 | 13 | 18 | 22 | 24 | 3 | 6 | 10 | 14 | 19 | 21 | 2 | 2 | 4 | 11 | 15 | 17 | 1 | 1 | 3 | 5 | X | 12 | | 1 | 2 | 3 | 4 | 5 |
|---|---|-----|----------------|----|-----|----|-----|---|-----|----|-----|----|----|---|---|----|----|----|----|---|---|---|----|----|----|---|---|---|---|---|----|--|---|---|---|---|---|
| 5 | 8 | 16 | 20 | 23 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | 7 | 13 | 18 | 22 | 24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 6 | 10 | 14 | 19 | 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | 2 | 4 | 11 | 15 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 1 | 3 | 5 | X | 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div style="text-align: center;"> <p>Risk Mitigation Plan</p>  <p>— Planned ... Actual - - - Unfunded</p> </div> | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>No.</th> <th>Milestone name</th> </tr> </thead> <tbody> <tr><td>1</td><td>MS1</td></tr> <tr><td>5</td><td>MS5</td></tr> <tr><td>2</td><td>MS2</td></tr> <tr><td>4</td><td>MS4</td></tr> </tbody> </table> <p>Content Required from External Organization(s):</p> <p>The hired contractor to provide estimation of number of welders hired</p> <p>Content Provided to External Organization(s):</p> <p>List of suppliers for outsourcing to be provided to contractor</p> | No. | Milestone name | 1 | MS1 | 5 | MS5 | 2 | MS2 | 4 | MS4 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| No. | Milestone name | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | MS1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | MS5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | MS2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | MS4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

הכנס השנתי ה-14 העמותה לניהול פרויקטים בישראל

- המערכת בשימוש נרחב בפרויקטים הגדולים ברפאל.
החליפה את המערכות המקומיות שהיו בשימוש
- קיימות דרישות נוספות מהמשתמשים להוספת יכולות
- מתבצעת חשיבה להוסיף מימד של ניהול הזדמנויות
למערכת