



Agile and the PMO

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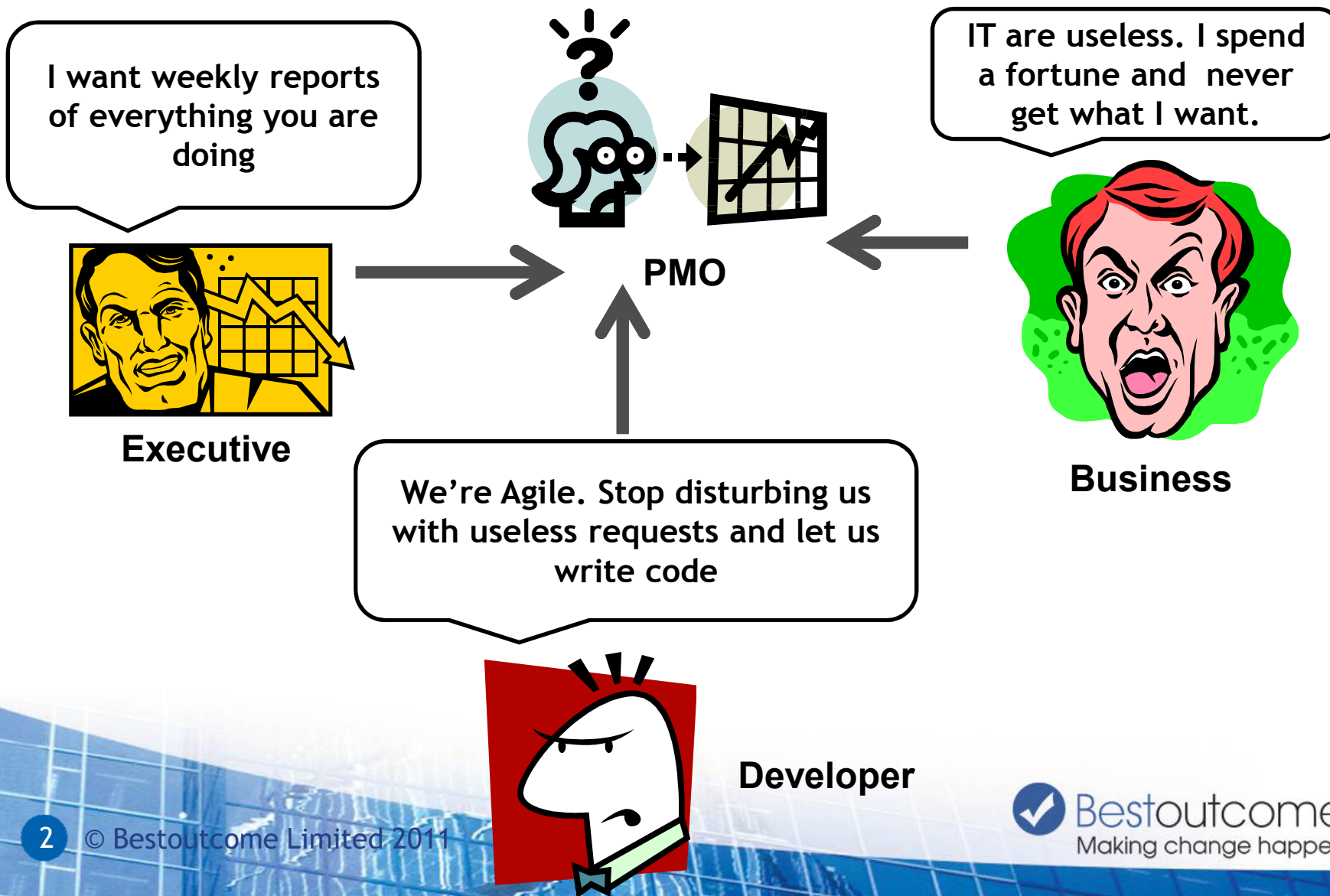
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Bestoutcome
Making change happen

Does This Situation Look Familiar?



Stand
25

About Bestoutcome

Services

- Project & Programme Management Consultancy
 - Programme and project delivery
 - PMO
 - Health checks & turnarounds
 - Agile methods and tools
 - Scrum Masters
- CRM Consultancy
 - CRM implementation
 - Data migration
 - Training & Support

Customers



Sainsbury's

BrightHouse
Your Weekly Payment Store

HSBC
The world's local bank

WHSmith

LAING O'ROURKE

sky

BAA

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SIGNET

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IMG

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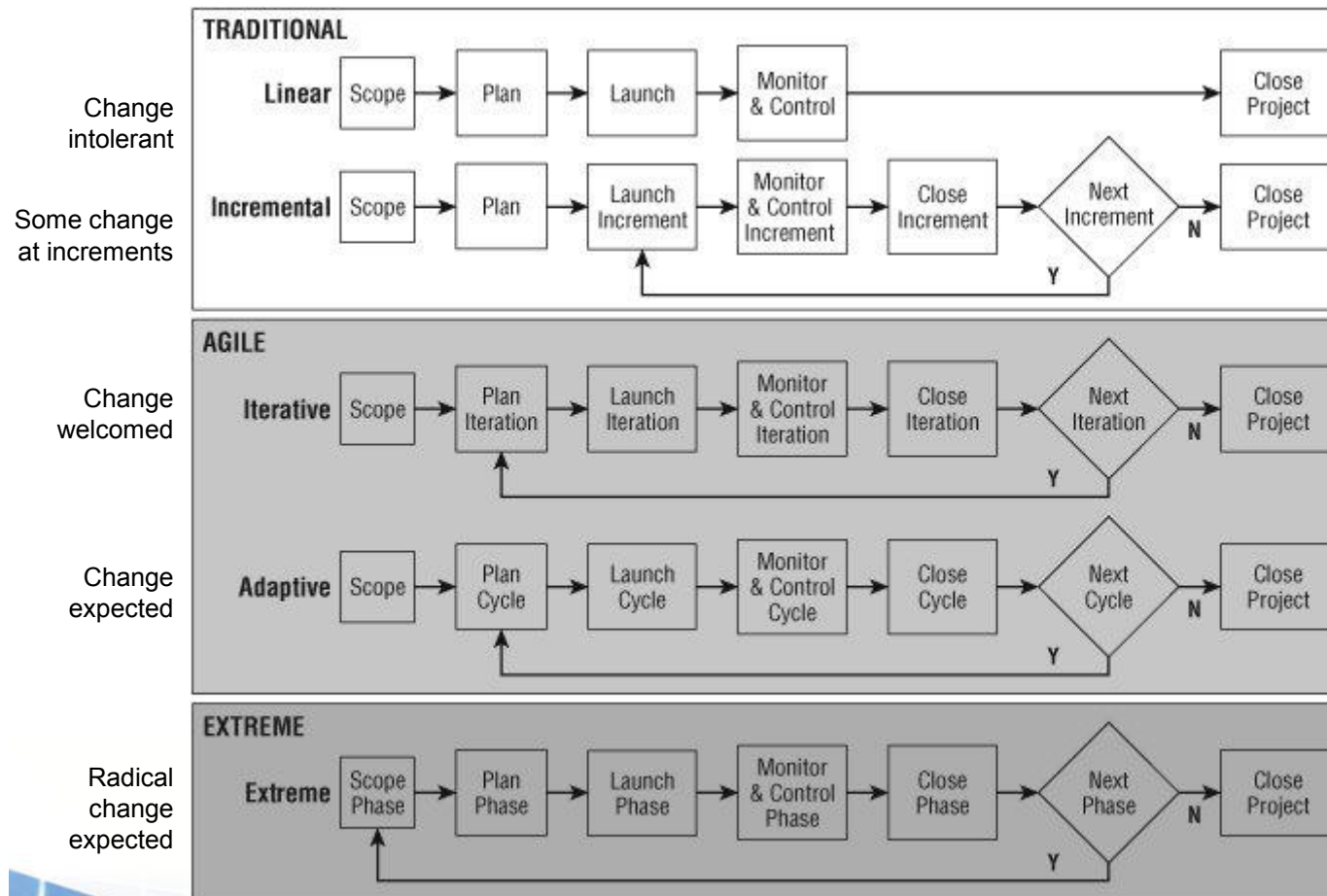
Mid Staffordshire
NHS Foundation Trust

BBC

Products

- PM3 Project Portfolio Management tool
 - “developed by practitioners for practitioners”
 - Governance, Resource Mgmt, Capacity Mgmt, Portfolio Prioritisation, Finance Mgmt, Risk & Issue Mgmt, Reporting
- SugarCRM
 - Sales Force Automation, Marketing Automation, Customer Support, Reporting, Collaboration

What is Agile?



Solution known at outset
 • e.g. accounts, HR systems

Solution known at outset

Part of solution unclear.
 Benefits from client interaction
 • RUP, Prototyping

Higher uncertainty of solution.
 Heavy client interaction
 • Scrum, DSDM, ASD, APF

Solution/goal not known
 • e.g. R&D, new product development

- Effective Project Management, Robert Wysocki

RUP=Rational Unified Process
 DSDM=Dynamic Systems Development Method
 ASD=Adaptive Software Development
 APF=Adaptive Project Framework

**Linear
Waterfall**

Delivery



**Incremental
Waterfall**

Delivery 1



Delivery 2



Delivery 3



Agile



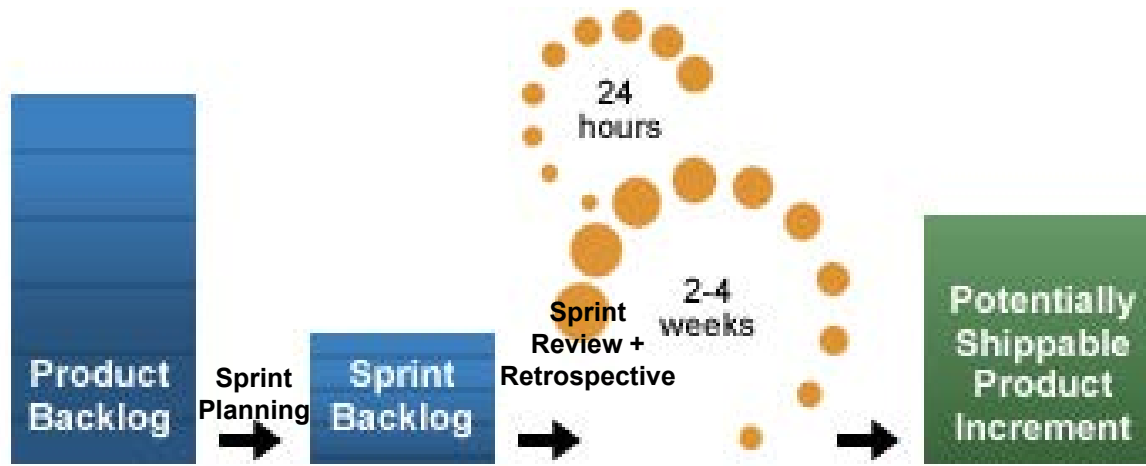
Extreme



- Gojko Adzic



And What is SCRUM?



- Scrum Alliance

- **Product Owner** represents the customer and ensures the Team delivers value to the business. Maintains and prioritises the product backlog.
- **Team** delivers the product. Typically 5–8 people with cross-functional skills: analysis, design, development, testing, communication, documentation, etc. Self-organizing and self-led.
- **Scrum Master** facilitates the scrum. Responsible for removing impediments that are hampering the sprint.
- The role of Project Manager does not exist in Scrum. A Scrum Master is a facilitator not a PM
 - Many PM tasks may be distributed Scope Management -> Product Owner, Issue Management, Reporting -> Scrum Master, Scheduling -> Product Owner/Team
 - Remaining tasks are line management and finance.

Have you Heard of the Agile Manifesto?

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:



Individuals and interactions	over	Processes and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Agile Manifesto and Large Companies

Large Companies



Individuals and interactions over Processes and tools
Outsourced development



Working software over Comprehensive documentation
Software takes months/years

Customer collaboration over Contract negotiation
Us & Them - Business & IT

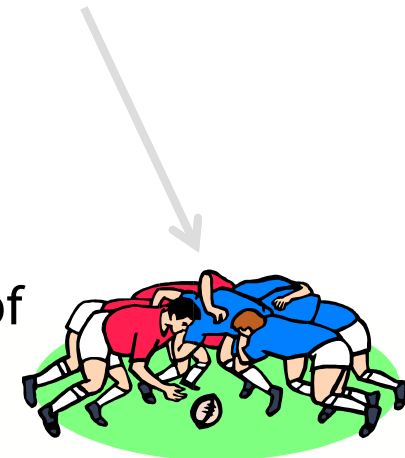
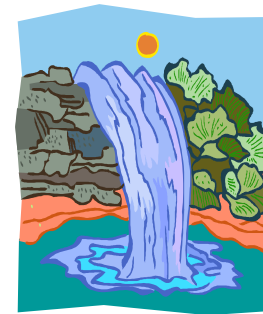
Responding to change over Following a plan
Change actively discouraged

IT in large corporations is typically structured against Agile development



Our Experience Implementing Agile in a Large Corporation

- World's largest energy trading business
- Large \$\$ investment in IT
- Long periods of time between software releases
- Software development outsourced
- Bestoutcome is helping them to
 - Develop an Agile Software Development Life Cycle based around Scrum, and
 - Run a PgMO to implement Agile for a programme of development projects within the Front Office (traders and analysts)



Products ~~Projects~~ are Suitable for Agile?

- Business users are accessible (ideally co-located) and are empowered to make decisions
- The requirements are not fixed and can be prioritised (i.e. not all mandatory)
- The team are experienced developers/testers and use tried and tested development tools (e.g. continuous integration, regression testing)
- The project is geared to product development or process improvement

A negative response to some of the above doesn't necessarily mean you cannot do Agile but it identifies a risk and an area for improvement

What is the Role of Our PMO in Agile?



- Some things cannot change straight away, e.g. data centre restrictions, procurement, and executive reporting
- Although there are no “PM”s, there are still PM tasks to complete. The PMO takes on many of the administrative tasks for the teams, e.g. procurement
- Agile teams need to be grouped together as a programme to achieve economies of scale
- Co-ordinate a pool of resources that are shared, e.g. BAs, architects, testers
- Coordinate sprint schedules and dependencies across teams
- Protect the teams from requests for non-value adding meetings and information requests, e.g. report a high level view of the Programme and remove need to have individual project reports.

What Else Does our PMO do?

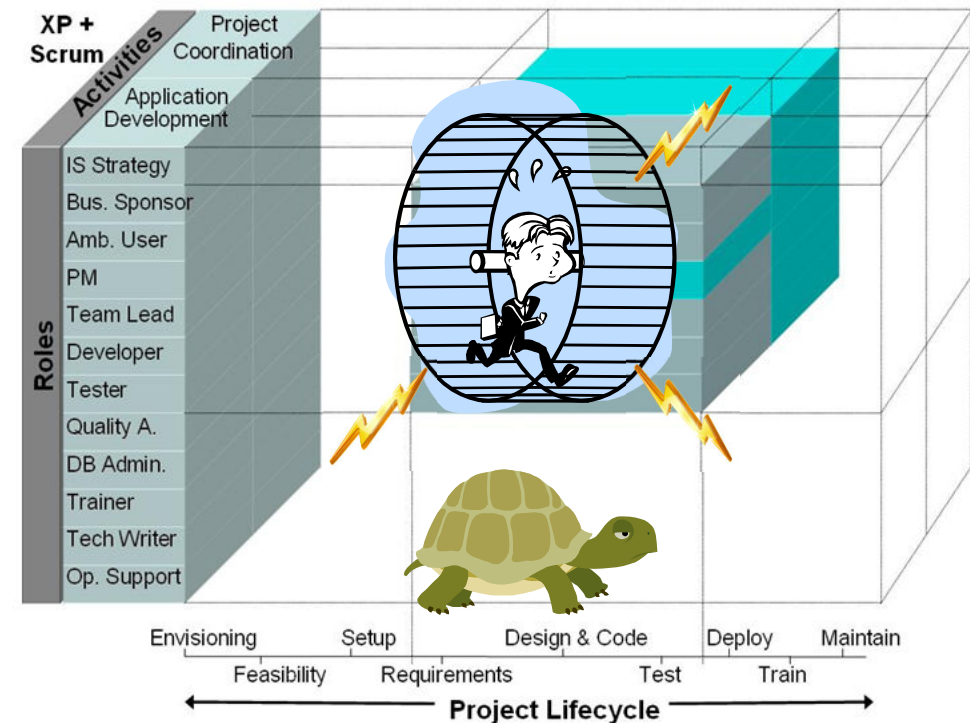


- Identify benefits
- Ensure alignment with strategic objectives
- Communicate the progress and benefits of the Agile Programme to the business and manage expectations
- Ensure Agile is the right approach for each “product” - some may be better as a linear project.
- Manage a mix of Agile and Waterfall projects
- Manage governance for whole programme

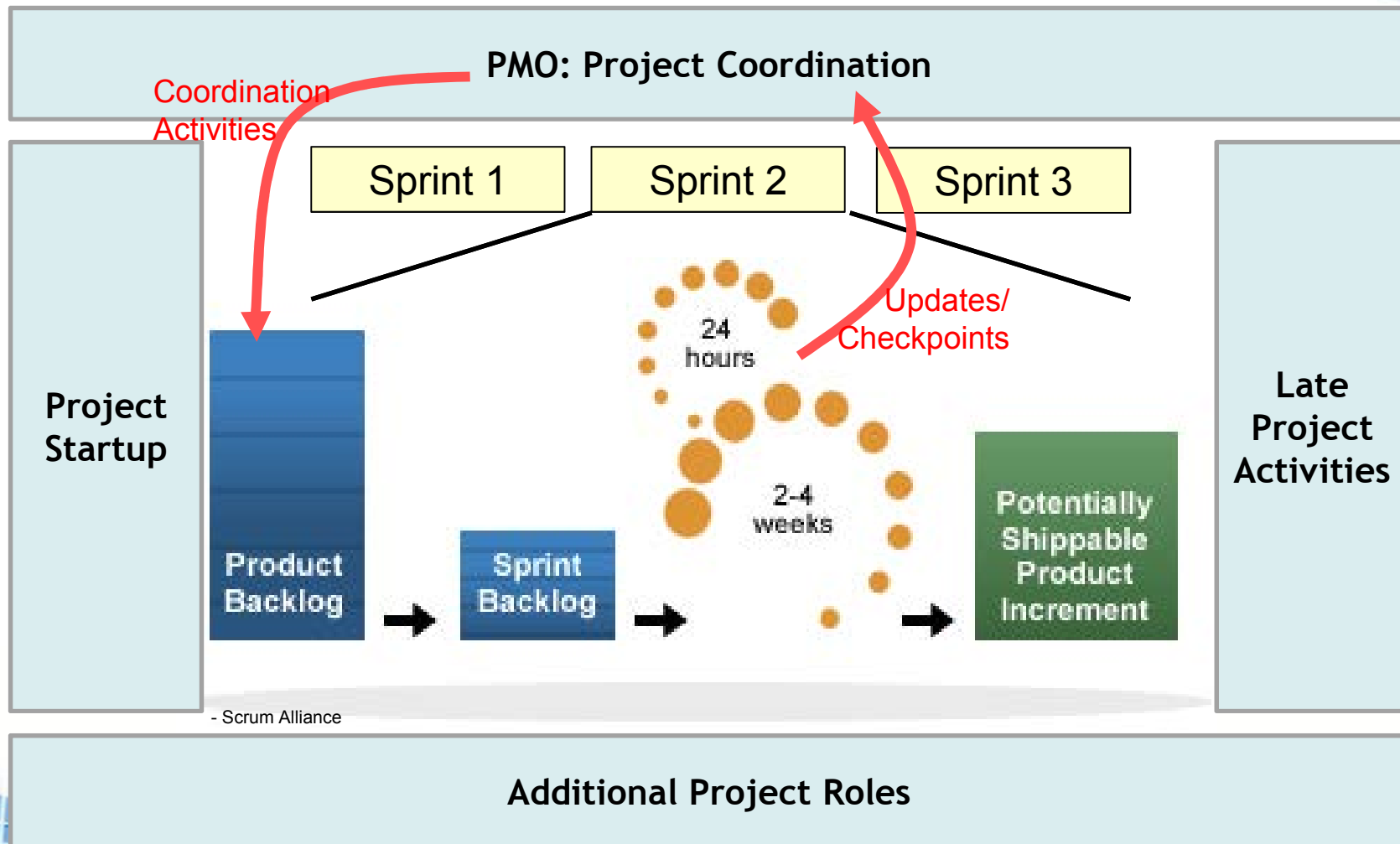
A PMO can be truly value adding by handling many of the interfaces to a corporation that would otherwise distract the Scrum teams

How does the Agile PMO Monitor & Control?

- To the rest of IT, scrum teams appear to be a bunch of cowboys ignoring process and causing chaos.
- How do we monitor and control Scrum without smothering it?
 - Status Reporting
 - Issue Management
 - Schedule Management
 - Scope Management & Change Control
 - Performance

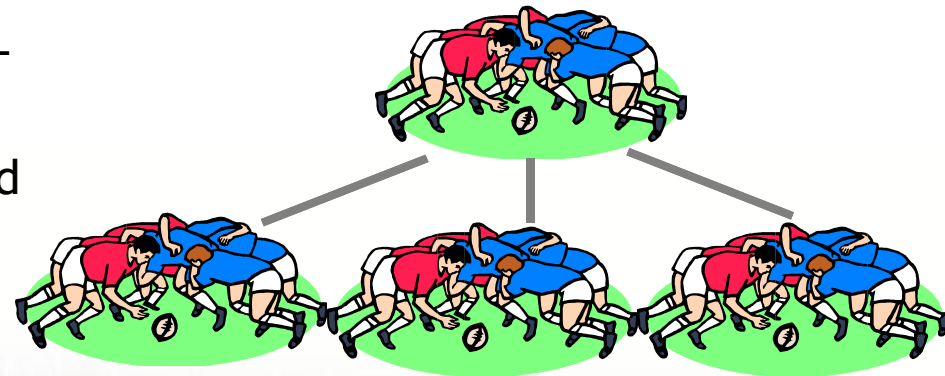
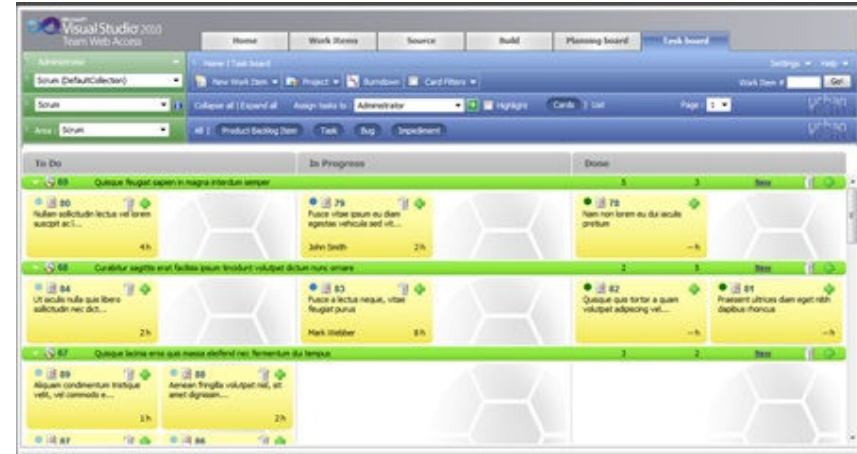


Monitor/Control With Scrum Not Against It



How do we do Status Reporting?

- Scrum Master maintains Planning Board. Use whiteboard or monitor to allow anyone to view progress.
- Scrums and Scrum of Scrums provide daily updates.
- Challenge the need for weekly project status reports which are immediately out of date. Produce a single Programme level report.
- Agile produces lots of statistics - do Executives understand them?
- Encourage stakeholders to attend Sprint Reviews for updates.



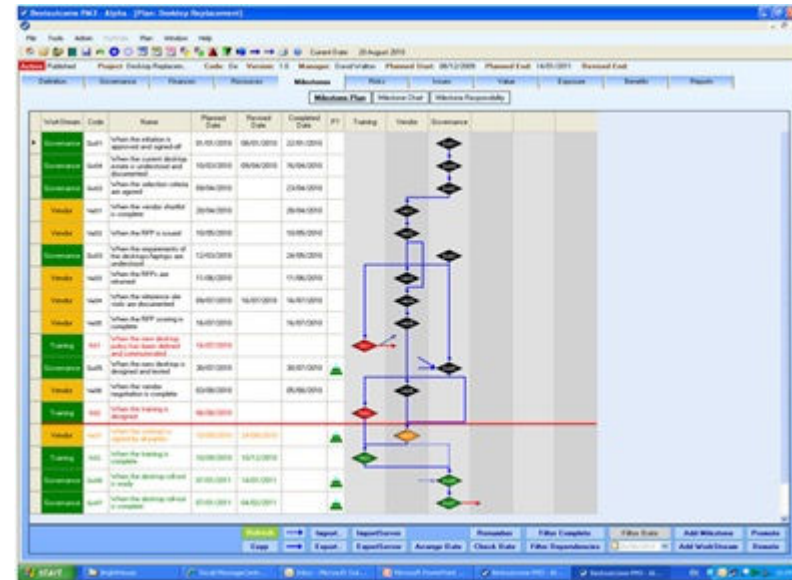
How do we Manage Issues?

- Issue (impediment) resolution occurs at a more rapid pace through scrums and scrum of scrums.
- Static tracking of issue logs in weekly reports is pointless as it will always be out of date
- Use a tool to track impediments and escalate to Programme level or above,

Code	Priority No.	Severity	Likelihood	Risk Rating	Raised By	Status	Risk	Date Raised	Potential Impact	Avoidance/Mitigation Action	Risk Owner	By When	Date Closed
Sw0_11	L	L	L	1	Bill Brown	Closed	Updated technology should be adopted to avoid legacy system	20/09/20	nnnnnnnn		Bill Brown	21/09/20	01/03/20
Sw0_13	L	L	L	Jas 22223	Closed	Close date of existing centres may have to be pushed back	21/09/20				Bill Brown	21/09/20	01/03/20
Sw0_17	L	L	L	JAS BAB	Closed	Flood contractor may fail to complete on time	21/09/20				JR Ewing	21/09/20	21/09/20
Sw0_14	L	L	M	Jas 22223	Deleted	Current max capacity load may be breached	21/09/20						
Sw0_10	L	L	L	Bill Brown	Closed	Scope creep may impact coverings and signage	21/09/20				JAS BAB	21/09/20	13/10/20
Sw0_15	M	L	L	Jas 22223	Closed	Good quality material for communication will improve the data communication	21/09/20				Jas 22223	21/09/20	09/02/20
Sw0_9	H	L	L	3	Bill Brown	Closed	You can delete this risk!	25/01/20					01/03/20
Sw0_8	H	H	H	Albert An.	Deleted	Deadline in 2 day! bbb vvvvvvv	31/01/20	nnnnnnnn			Davinia ...		
Sw0_16	H	M	M	JAS BAB	Deleted	Closed		01/02/20			Jas 22223		
Sw0_4	M	M	M	Jas 22223	Accepted	Status bottom test ooo		01/02/20				01/05/20	
Sw0_6	M	M	M	newton	Open	kkk		01/03/20					
Sw0_3	M	M	M	Albert An.	Open	nnnn		07/03/20		nnnnnnnn		08/03/20	
Sw0_2	M	M	M	Albert An.	Open	nnnn		13/03/20					
Sw0_1	H	H	H	Jas 22223	Open	nnnn		16/03/20	as		Jas 22223	08/04/20	
Sw0_7	L	L	L	Bill Brown	Open	kkkk		17/03/20					
Sw0_12	M	M	M	Jas 22223	Deleted	kkk		19/03/20			Jas 22223		
Sw0_5	M	M	M	Jas 22223	Open	This is a test risk		13/06/20	gggggg	gggggg	Jas 22223		

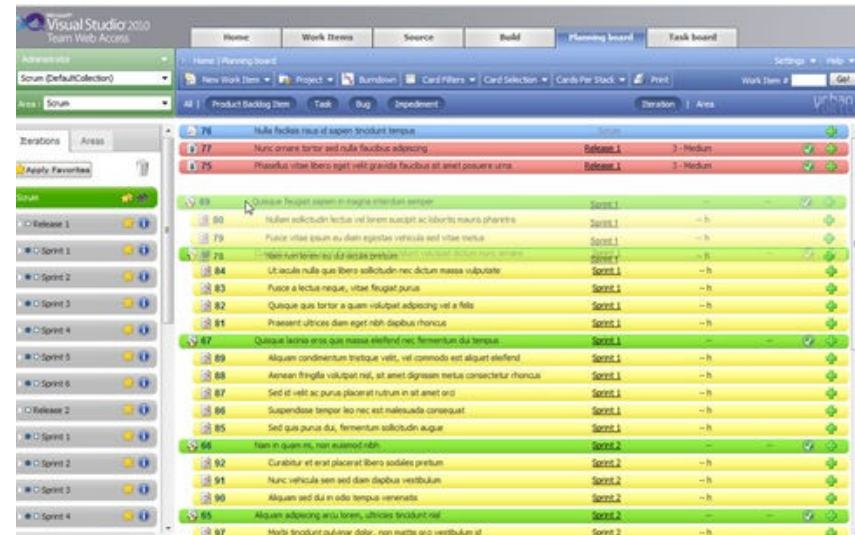
How do we Manage Schedules?

- A scheduling tool such as MS Project is not needed as releases are time-boxed into sprints.
- A PPM tool such as PM3 provides a better way to track milestones and dependencies across a programme without all the noise



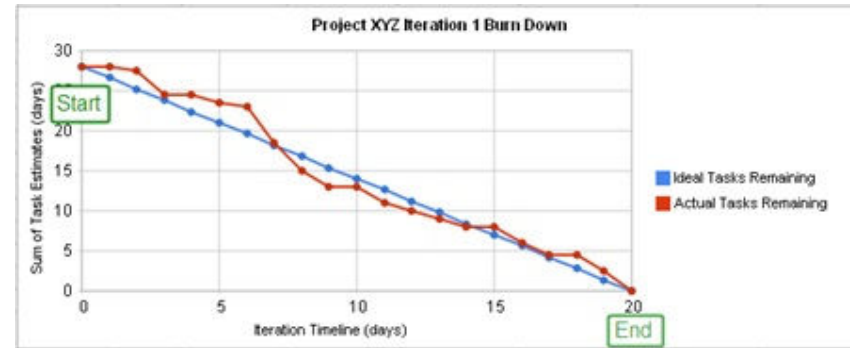
How About Change Control?

- Change control is very different in Agile. Change is an integral part of Scrum and is captured in the product backlog. No programme change control board.
- Still need to use the central Change Control board for configuration management changes in production



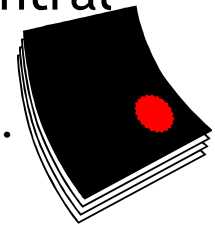
What Are the Agile Performance Metrics?

- Agile doesn't use Earned Value. It focuses on Burndowns and Velocity.
- Team performance can be monitored via the burn down chart.
- Teams get better at estimating their velocity.
- Performance of individual team members is very visible - there is no hiding for poor performers.



Our PgMO Experience of Monitoring and Controlling Agile

- Ensure that the Programme Management Office adds value - not just collecting data to churn into reports and spread-sheets
- Less documentation doesn't mean no documentation.
 - May be captured in a different form/sequence, e.g. requirements document becomes product backlog
 - There is benefit in writing certain things down to get a concrete decision or to hand over to support
- The PgMO can be the first step to introducing Agile into the central PMO.
 - Challenge every deliverable that your organisation says you must produce. Some are important but many are just noise and busy work.
- There is plenty of value that a PgMO can add to monitor and control an Agile Programme.
 - Work with the Agile processes rather than trying to impose traditional waterfall-style rules and constraints



Finally, Other Tips on Moving to Agile

- It will not happen overnight. Take gradual steps
- Identify projects which can show success of rapid releases
- Scrum teams must be multi-skilled e.g. testing, architecture and tech writing as well as development
- Ensure project teams are fully trained in Agile
- Train and communicate the Agile approach to Product Owners and Management. They must understand it to make it successful.
- Don't juggle a Waterfall methodology about to develop an Agile one. Deliverables change radically/disappear



Enjoy the freshness that Agile can breathe back into an organisation



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Q&A

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