

birlasoft  **PMSOFT**


PMAspire Diamond Program

Striving towards excellence in Program Management





Knowledge Partner: PMSOFT Consultancy Pvt. Ltd.


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Agile Programme Management

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Character • Integrity • Results

Serving the organizations to measure the Return on Investment (ROI) on the PM initiatives undertaken

NGOs

Finance

Engineering


Shipping

Pharmaceuticals

IT


Telecom

PMDisha




Excellence Assessment Model


Our Values
Competency - Consistency - Benefits




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<div style="border: 1px solid #000; border-radius: 10px; padding: 5px; text-align: center; background-color: #e6e6fa;"> Consultancy </div>	<ul style="list-style-type: none"> • Principal Consultant in Pharma. for New Product Development (NPD): • Dr. Reddy's Laboratory • ALKEM Labs • HIKAL Ltd.
<div style="border: 1px solid #000; border-radius: 10px; padding: 5px; text-align: center; background-color: #e6e6fa;"> Management Development Program (MDP) </div>	<ul style="list-style-type: none"> • S P Jain – MCPM Certification • MAERSK Specific Project and Program Management (MSPM) - Exclusively customized 4 weeks Program for MAERSK Lines (APAC region) • Vodafone PMO process development and process handbook • Save the Children – Customized Program Management Initiative for social sector
<div style="border: 1px solid #000; border-radius: 10px; padding: 5px; text-align: center; background-color: #e6e6fa;"> Instructor led Training and E-learning </div>	<ul style="list-style-type: none"> • United Nations (UNDP) • Satyam (Presently Tech Mahindra) • Genpact • ICICI Group • Max Healthcare
<div style="border: 1px solid #000; border-radius: 10px; padding: 5px; text-align: center; background-color: #e6e6fa;"> Maturity Assessments </div>	<ul style="list-style-type: none"> • L&T Infotech • Tata Consulting Engineers • Jubilant





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Course Objectives

- To enable delegates to:
 - Understand the fundamentals of Agile Programme Management
 - Understand the philosophy, principles, processes, roles and documentation required in an agile programme – compared with a “traditional” programme



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Agenda

- Basics:
 - What is Agile?
 - What is Agile PgM?
 - Philosophy and Principles
- Agile PgM Lifecycle and Products Overview
- Planning
- Roles and Responsibilities
- Stakeholder Engagement
- Governance
- Monitoring and Control (including Risk Management)
- Quality
- Summary and Close



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What is Agile?

- Generic description of a style of working mainly applied to projects
- Main features:
 - Flexibility of requirements and building solutions
 - Working closely with customer throughout
 - Ensuring final solution actually meets business need
 - Deferring decisions about detail as late as possible
- Lightweight approaches include
 - Scrum, eXtreme Programming, Lean
- Fuller approaches include
 - DSDM and Agile PM (based on DSDM), AUP



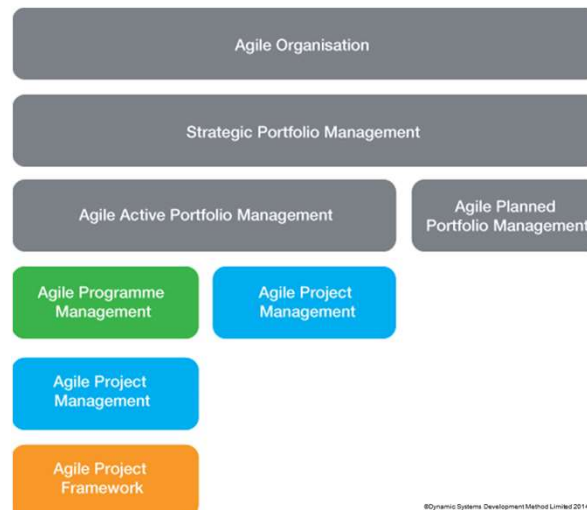
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DSDM Agile PgM Framework in context



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Definition of an agile programme environment

- The programme is run based on agile principles
- Some or all of the projects within the programme are to be run using agile principles.



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What is Agile Programme Management?

- Agile PgM recognises that change is inevitable, so it is “traditional” programme management with a strong emphasis on:
 - Building in stakeholder feedback based on iterations to create emergent business solutions
 - Incremental delivery of capability and benefits – as early as possible
 - Recognition of the need to evolve everything: plans, products, outcomes, etc.
 - Evolving business cases
 - A culture of empowerment

All the above are applicable at all levels from deep within projects to the highest levels of the programme



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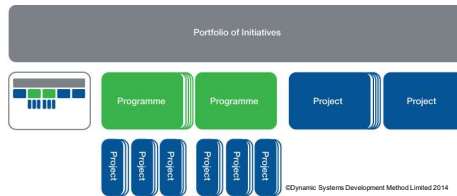


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Portfolios, Programmes & Projects

- A portfolio consists of portfolios, programmes and projects.
- A portfolio is created to enable control of budgets, manage change activities within a function, etc. It has no single vision.
- A programme is formed to achieve a single specific vision.
- A project is formed to deliver a set of business outputs.



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Some Definitions

Term	Definition
Portfolio	The set of initiatives that an organisation is either carrying out or may carry out in the future
Programme	A temporary, flexible structure created to deliver outcomes and benefits related to the organisation's strategic objectives by driving, monitoring and co-ordinating a set of related projects and activities.
Project	A temporary structure created to deliver one or more outputs that contribute to one or more capabilities
Capability	An ability or capacity for an organisation to deliver benefit, either to its customers or shareholders. A capability will normally consist of four major components: business processes, people, physical assets and information.



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Philosophy

The agile programme management philosophy is that an agile programme delivers what is required when it is required – no more no less








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The Five Principles


-  1. Programme goals are clearly and continuously aligned to business strategy
-  2. Benefits are realised incrementally and as early as possible
-  3. Governance focusses on creating a coherent capability
-  4. Decision-making powers are delegated to the lowest possible level
-  5. Agile programmes are iterative and have the ability to contain both agile and non-agile projects



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1. Programme goals are clearly and continuously aligned to business strategy



- The vision is based on business strategy at the time of definition
- It is checked for continuing alignment and for assessing its achievement:
 - Upon change of the business strategy – alignment?
 - Every time a capability is enabled – vision achieved?
 - At the conclusion of every project within the programme



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2. Benefits are realised incrementally and as early as possible

- The programme focusses on incremental enablement of capabilities that result in the realisation of benefits. The business benefits early and the programme adapts based on feedback from early deliveries.



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3. Governance focusses on creating a coherent capability

- The projects are allowed to be autonomous, with minimal intervention from the programme management team.
- However, they should follow any changes in the programme – an agile characteristic.



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4. Decision-making powers are delegated to the lowest possible level

- To be agile, decision-making must be fast and effective.
- Agile environments require empowered teams who decide amongst themselves how to deliver what is required of them.



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5. Agile programmes are iterative and have the ability to contain both agile and non-agile projects

- All programme artefacts, including plans, models and designs, structures and capabilities should be developed iteratively.
- Some projects within the programme may use methods and techniques not defined as agile; it is likely that the programme will also contain agile projects.



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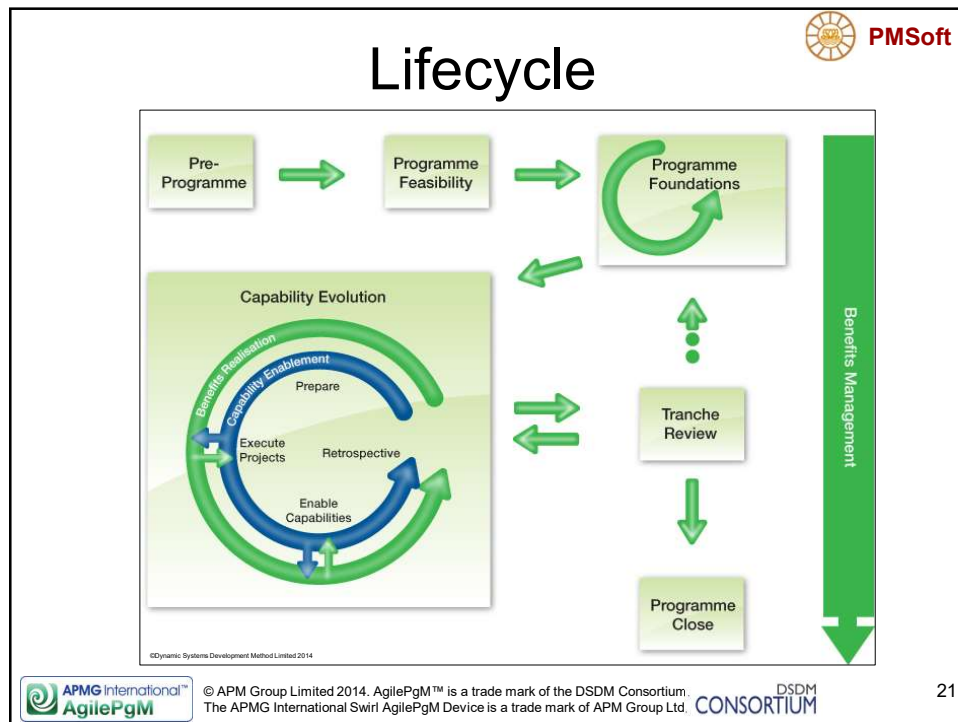
Agile Programme Management Lifecycle



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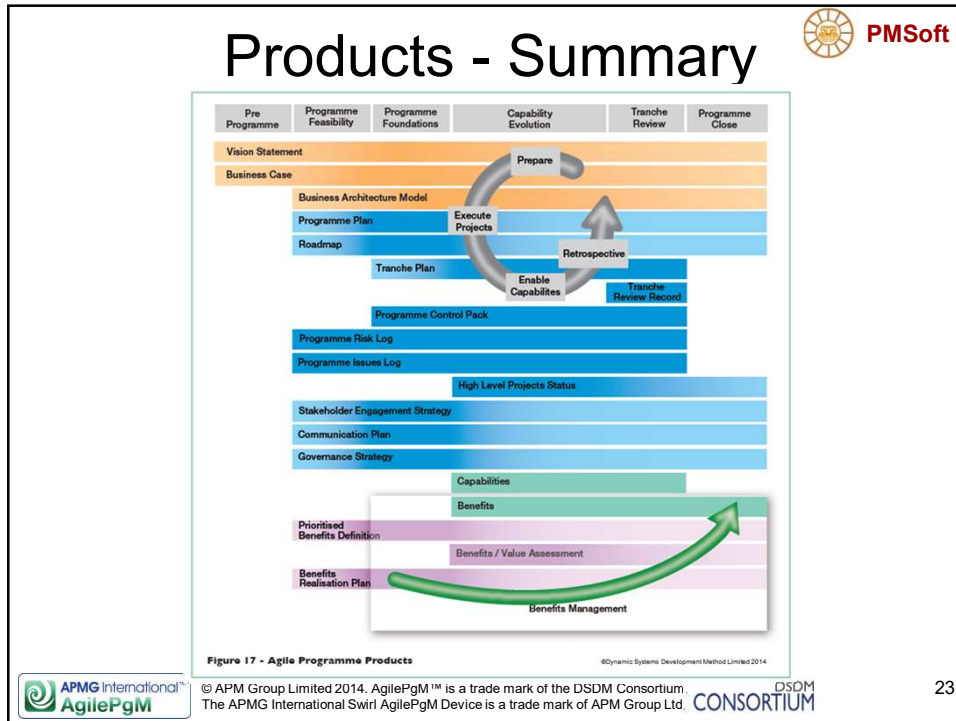
More definitions

Term	Definition
Capability Enablement	The act of making a capability available for regular operational use by an organisation so that the capability is, in fact, "live".
Benefit	The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards to one or more organisational objectives.
Tranche	A set of projects and related activities that are required to deliver one or more of the capabilities defined within a programme.

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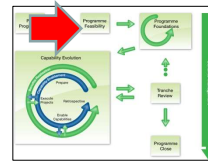


Pre-Programme

- Objectives
 - To describe the business transformation to be carried out
 - To identify a Business Programme Owner and Business Change Owners
 - To confirm that the programme vision is in line with business strategy
 - To scope, plan and resource the Programme Feasibility phase.
 - To justify that the programme is worth investigating

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Programme Feasibility



- Objectives

- To confirm that the programme is consistent with the business strategy and potentially achievable
- To refine the outline vision of the programme
- To outline the high-level benefits of the business transformation
- To produce initial outline costs for the programme
- To confirm that a programme structure is required
- To develop an outline plan for Programme Foundations, including key participants
- To develop an outline governance strategy
- To assess the organisational readiness for use of agile techniques on the programme

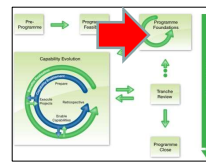


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Programme Foundations



- Objectives

- To baseline the programme vision
- To define an initial roadmap
- To define and prioritise the high-level benefits and capabilities
- To confirm the programme business case
- To establish an agile governance model
- To develop a programme plan with well-defined initial tranches and future tranches that are aspirational and in outline
- To describe, assess and manage programme risks
- To identify key stakeholders and create a stakeholder engagement strategy
- To plan the initial tranche(s) and gain approval to proceed
- To gain funding for the initial tranche(s)

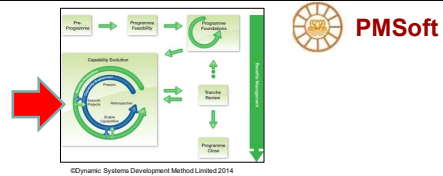


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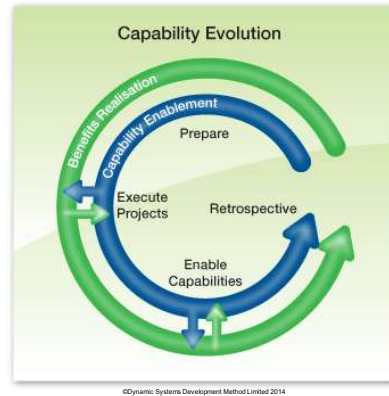


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Capability Evolution



- Objectives
 - To plan, initiate and execute projects to deliver the capabilities required for realisation of benefits
 - To measure the benefits being realised through the capabilities

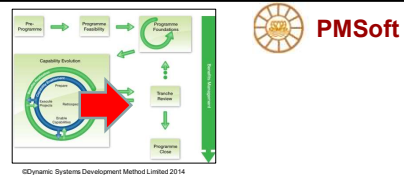


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Tranche Review



- Objectives
 - To confirm that sufficient capability has been delivered for the tranche to be deemed complete
 - To decide whether or not sufficient capability has been delivered for the programme to be deemed complete
 - To plan the next tranche in sufficient detail, to be able to start it and, if necessary, to obtain approval to proceed including all necessary resourcing (e.g. finance, people, etc.)
 - To review the programme and update plans and other Programme Foundations products as necessary based on experiences from the current tranche
 - To review lessons learnt

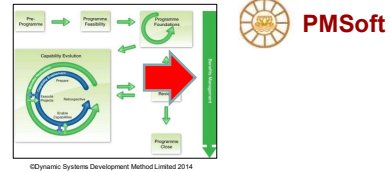


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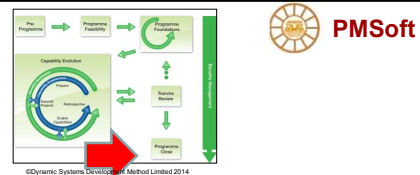
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Benefits Management




- Objectives
 - To gain optimum benefit from capabilities that have been enabled
 - To identify and refine benefits
 - To monitor the accrual of benefits
 - To prove benefits realisation through measurement, based on business performance indicators (e.g. measures of financial, process, customer satisfaction or behavioural change)
 - To ensure any future benefit management activities are owned by a Business Change Owner committed to the ongoing realisation of the benefits.


Programme Close



- Objectives
 - To confirm that sufficient capability has been delivered
 - To close the programme
 - To gather lessons learnt for future initiatives
 - To review the programme against its vision and business case




Agile Programme Management Products



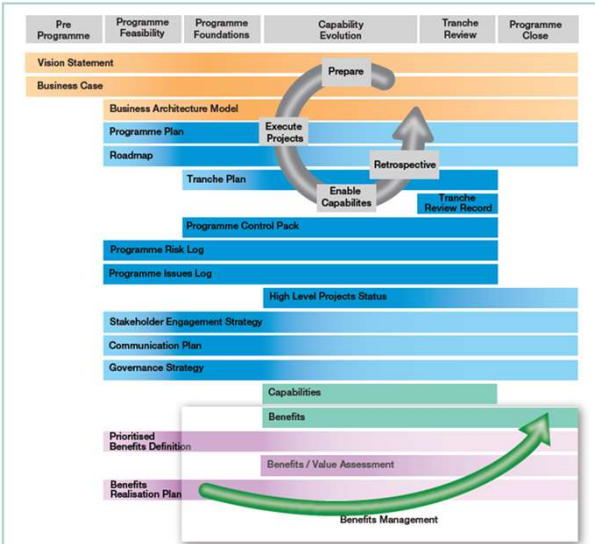
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Products - Summary



The diagram shows a horizontal timeline of Agile Programme Products across six stages: Pre Programme, Programme Feasibility, Programme Foundations, Capability Evolution, Tranche Review, and Programme Close. Products are represented as horizontal bars of varying lengths and colors (orange, blue, green, purple). A circular arrow indicates a feedback loop between 'Prepare' and 'Retrospective' phases. A large green arrow at the bottom points from 'Benefits Realisation Plan' towards the right, indicating the progression of 'Benefits Management'.

Figure 17 - Agile Programme Products



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The Types of Products

- Evolutionary Products
 - Initially produced in outline in a specific phase
 - Continue to evolve, becoming more detailed as the programme progresses
- Milestone Products
 - Created in a phase and typically fulfil a specific purpose
- Foundation Products
 - Fundamental drivers of the programme
 - Normally baselined during the Programme Foundations
 - Set the basis of all programme activity.



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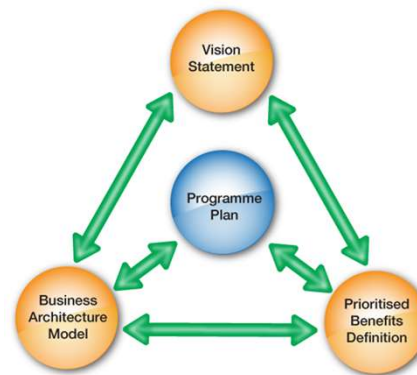


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The Core Programme Products

- Four products are central to defining and driving an agile programme



Inter-relationship of Core Programme Products

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Foundation products

All initiated and approved (for the first time) during Programme Feasibility and/or Foundations

Programme-wide products

- Business Case
- Governance Strategy
- Stakeholder Engagement Strategy

Tranche products (for initial tranches only)

- Tranche Plan
- Communication Plan



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Control Products

Programme Control Pack


Tranche Review Record




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Planning




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Planning - Topics

- Approach to planning
- Planning Horizons
- Interim States
- Planning through the lifecycle
- MoSCoW
- Estimating



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Planning - Approach

- Concepts:
 - Change is inevitable and plans must be able to deal with change
 - Experience from executing plans will change the future plans



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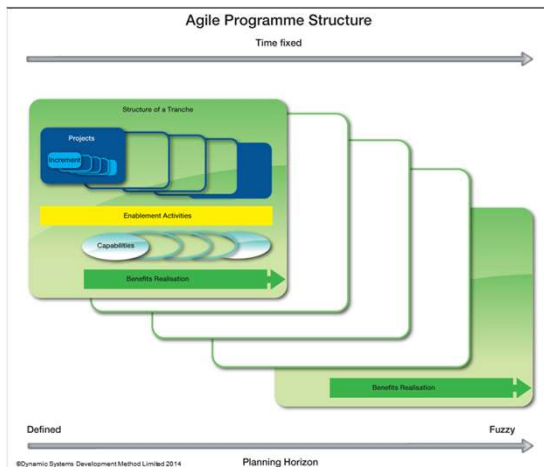


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Planning Horizons


- Programme Horizon
 - Plan in Outline
 - Define potential tranches
 - Potential Capabilities / Benefits
- Tranche Horizon
 - Detailed for this tranche
 - Projects and activities
 - Not detail of projects



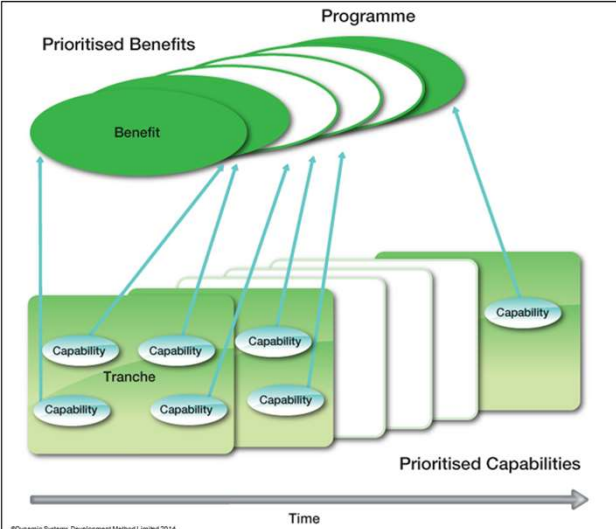
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Planning - Interim States




The diagram illustrates the planning of interim states for a programme. At the top, a stack of green ovals represents 'Prioritised Benefits', with the largest one labeled 'Benefit'. Below this, a series of tranches are shown as overlapping green rectangles, each containing smaller ovals labeled 'Capability'. The tranches are arranged along a horizontal axis labeled 'Time', with an arrow pointing to the right. The final tranche is labeled 'Prioritised Capabilities'. Arrows point from the capabilities in each tranche to the corresponding benefit state above it.

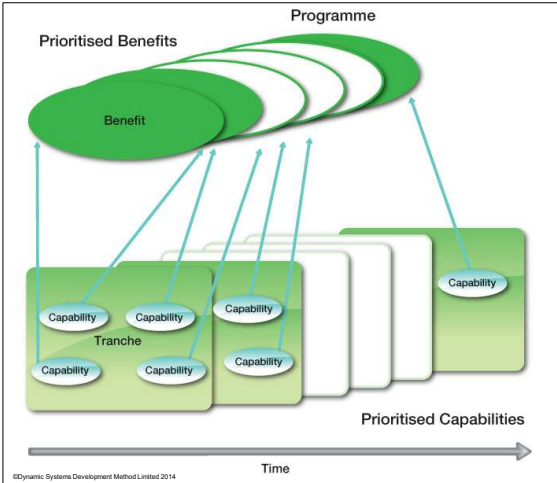
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Planning - Interim States



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- Each interim state is consistent
- Move towards envisaged final state
- Enable capabilities and realise benefits
- Implemented via a tranche
- Tranche as short as possible

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Planning – Interim States

- Horizontal
 - Affect the whole organisation
 - Benefit the whole organisation
 - Does not complete the whole vision
- Vertical
 - Benefit part of the organisation



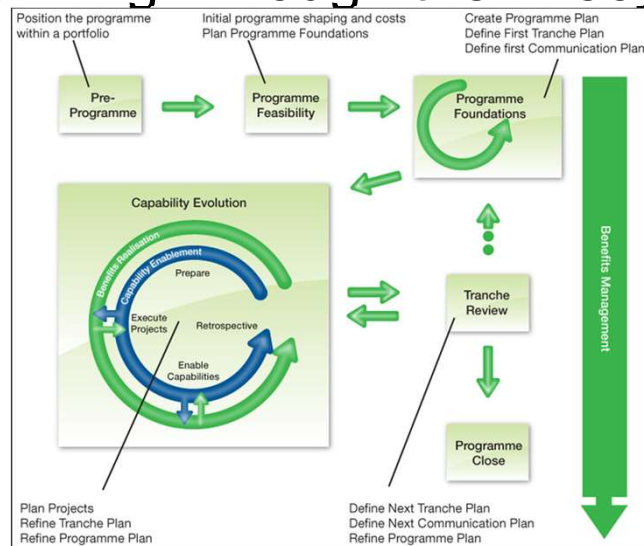
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Planning Through the Lifecycle



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Planning

Pre - Programme

- Focussed on planning the Programme Feasibility Phase
 - Timescales for Programme Feasibility
 - Resources for Programme Feasibility



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Planning

Programme Feasibility

- Justify Programme moving to Programme Foundations
- High Level
 - Refining Vision
 - Defining High Level Benefits
 - Risks
 - Rough estimate of cost and time for the programme
- Outline plan for Programme Foundations
 - Desired outcomes
 - Resources required
 - Timescale and cost

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Planning



- Iterative and Incremental
- Define and prioritise high level capabilities and benefits
- Define interim states and plan tranches
 - Incremental delivery via tranches
 - First tranche in detail
 - Subsequent tranches in outline
- Refine costs and timescales
- Sufficient to move to first tranche



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Planning Products



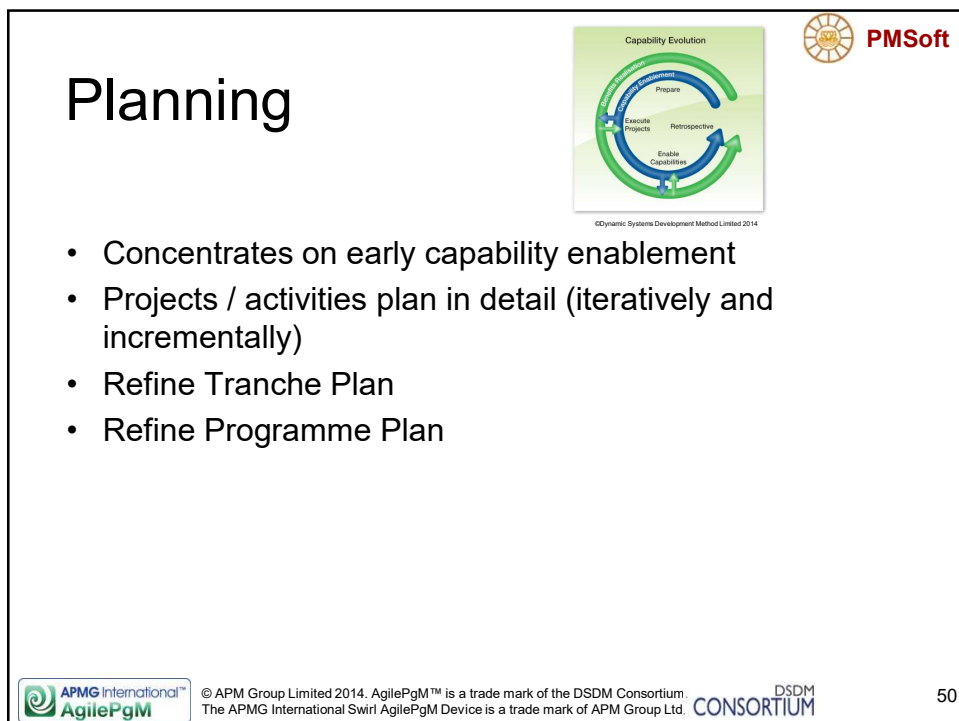
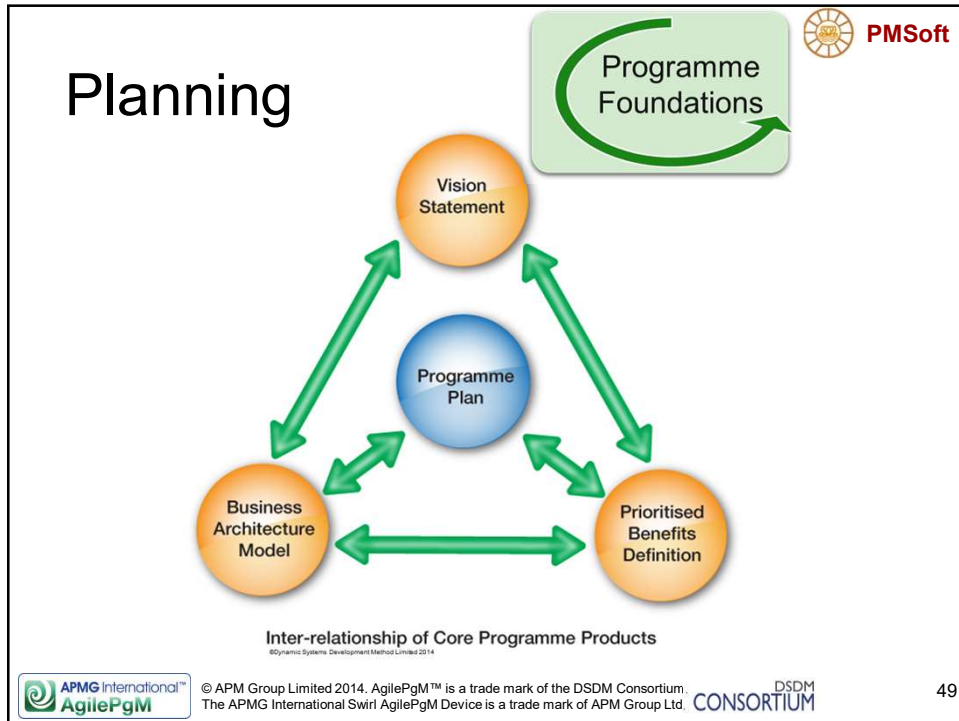
- Business Architecture Model
- Programme Plan
 - Roadmap
 - Benefits Realisation Plan
- First Tranche Plan
- First Tranche Communication Plan




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Planning

Tranche Review


- Detail plans for next tranche
 - Tranche Plan
 - Communication Plan
- Outline plan for any overlapping tranches due to start before the end of the next tranche
- Refined Programme Plan



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Planning – Prioritisation


- Prioritisation of:
 - Benefits
 - Capabilities
- MoSCoW technique recommended



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MoSCoW Prioritisation - Projects


<p>Must Have No more than 60% effort</p> <p>Should Have @ 20% effort</p> <p>Could Have @ 20% effort</p>	<p>● Guaranteed</p> <p>● Expected</p> <p>● Possibly</p>	<p>Minimum Useable Subset</p> <p>Workarounds difficult/costly</p> <p>Workarounds easy/cheap</p>
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Won't have this **Maybe next time** **Out of Scope for this timeframe**

- Requirements that cannot be de-scoped without causing the project to fail
- Requirements that can be de-scoped as a last resort to keep the project on track
- Requirements that can be de-scoped without causing significant problems







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Delivering the Business Case

<p>Must Have</p>  <p>Should Have</p>  <p>Could Have</p> 	<p>Cost based on</p> <p>Maximum 60% of total effort</p> <p>Maximum 80% of total effort</p> <p>Maximum 100% of total effort</p>	<p>Anticipated benefit based on</p> <p>Worst Case</p> <p>Minimum Usable Subset</p> <p>Expected Case</p> <p>Best Case</p>
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MoSCoW for Programmes

	Programme	Tranche
MUST	Must be delivered as part of the programme, because without this benefit the programme will not reach (achieve) its vision	Must be delivered as part of the Tranche, because future benefits are dependent on this.
SHOULD	This should be delivered as part of the programme; this will be of significant benefit to the organisation. But the vision is still achievable without it.	Should be delivered as part of this Tranche, since it delivers immediate significant benefit once enabled
COULD	This could be delivered as part of the Programme, since there is it does provide some benefit to the organisation.	Could be delivered as part of this Tranche, since it provides some benefit to the organisation at this stage.
WON'T HAVE THIS TIME	Won't be delivered as part of the programme, since the benefit to the organisation is questionable, in relation to the effort to realise it.	Won't be delivered as part of this Tranche. It will be considered for delivery later in the programme.



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Planning and Estimating

- Estimates only as precise and accurate as necessary for their purpose at any given point
 - Estimates vary in accuracy and serve different purposes
 - Programme Feasibility estimates aid planning and support for initial business case
 - Programme Foundations estimates particularly enable planning of the first tranche
 - Project Estimates become more detailed
- In Agile, estimates revalidated throughout
 - As understanding deepens
 - As teams actual rate of progress is proven



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Planning – Estimation

- Projects estimated during tranche plan but:
 - Only the high-level outputs to be delivered are known at this stage
 - The agile philosophy is to empower the project teams to participate in estimating activities but the teams may not be known when the tranche is planned.



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Planning – Estimation

- To mitigate estimating risks:
 - Involve experts in the area the project will cover (at all levels)
 - Ensure estimates are created by experienced estimators taking into account and documenting the expected skills of the project teams
 - Ensure the timescale and budget of the project takes into account the confidence level of the estimate
 - Follow MoSCoW rules for the project high-level requirements – this will provide about 50% tolerance in estimates

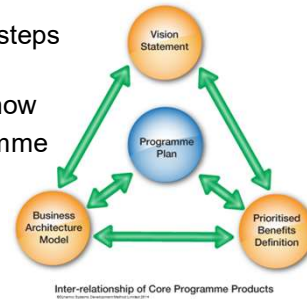


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Planning – Programme Plan

- The Programme Plan describes the steps required to implement and enable the capabilities required to realise the benefits and, ultimately, the vision of the programme. It includes:
 - A Roadmap, describing the incremental steps that comprise the programme
 - A Benefits Realisation Plan, describing how the benefits will accrue through the programme



Roles



Roles - Topics

- Overview of Roles
- Characteristics of Agile Programme Team
- Roles in detail
- Stakeholder Engagement



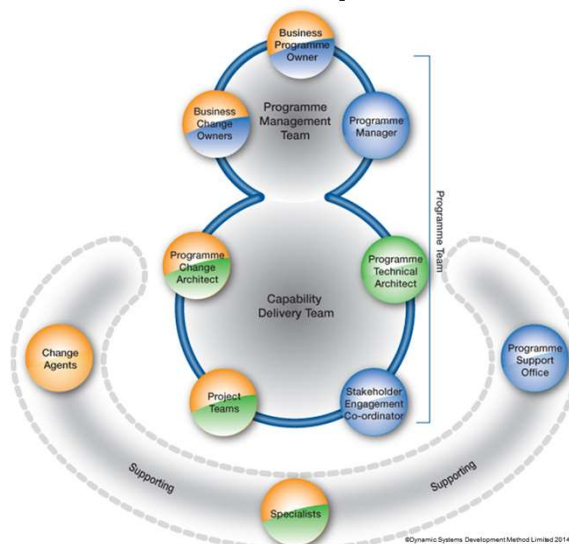
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Roles and Responsibilities



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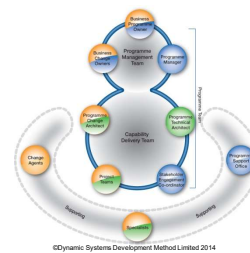


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Roles and Responsibilities

- One person can have more than 1 role
- A role can be shared between people
 - N.B. Business Programme Owner and Programme Owner would not be shared roles
- All responsibilities must be covered
- Programme Management Team roles
 - directors, managers and co-ordinators of the work for the programme
- Capability Delivery Roles
 - Enabling the capabilities
 - Realising the benefits
- Supporting roles
 - As appropriate, specialists



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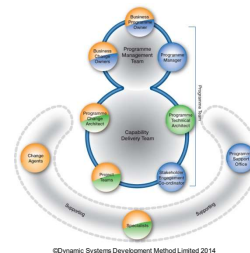


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Roles Characteristics

- Strong communication skills
- Confidence and trust in their teams, giving them real empowerment
- Clarity of vision and ability to share it with others
- Determination to achieve the vision
- Strong focus on priorities
- Respect for everyone involved in the programme
- Ability to inspire and motivate



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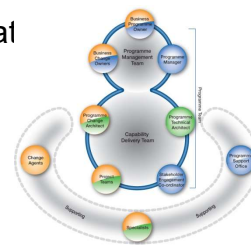


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Roles Characteristics (continued)



- Positive attitude at all times and an innate ability to be diplomatic in any circumstances
- Ability to drive, inspire and embrace change and continuous improvement and to understand the importance of iterative feedback
- Passion and pride in what they do
- Lateral thinking and ability to find innovative ideas and solutions to problems
- Focus on developing people
- Willingness to take calculated risks



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Programme Management Team Role Business Programme Owner




- Programme Champion
- Takes active role
- Committed to vision and outcomes
 - Ensures they remain aligned to business strategy
- Authority to make senior decisions
 - Owns business case and ensures on-going viability
 - Ensures continued commitment, including funds and resources
- Interface to senior stakeholders
- Ensures effective and rapid resolution to programme-level issues



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Programme Management Team Role Business Change Owner

- Senior member of business area
- Responsible for realising benefits
 - Defines benefits in their area
 - Ensures they remain aligned to business strategy
 - Ensure projects are aligned to meeting the benefits
- Leading change in their area
- Assumes project roles such as
 - Business Visionary; Senior User; Product Owner
- Managing stakeholders in their business area
- Ensures effective and rapid resolution to programme-level issues






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PMSOFT

Programme Management Team Role Business Change Owner (2)

- Characteristics:
 - Incremental approach
 - Constant review benefits against current business
 - Instils empowerment and commitment
 - Strong communication of the programme vision
 - Gentle steering of project teams towards the programme vision
- May be supported by
 - Programme Change Architect
 - Stakeholder Engagement Co-ordinator
 - Change Agents





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Programme Management Team Role Programme Manager

- Responsible for all aspects of programme delivery
- Manages programme
 - Ensures vision maintained
 - Ensures capabilities are enabled
 - Leaves detailed project planning and delivery to empowered teams
 - Ensures clear and continuous communication to, from and between all stakeholders, and especially project teams
 - Manages inter-project conflicts, including potential overlaps
 - Manages programme level risks and issues
- Creates an environment where projects can be autonomous whilst ensuring the delivery of a consistent capability from the programme
- Assumes project roles such as
 - Business Sponsor; Executive;






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Programme Management Team Role Programme Manager (2)

- Characteristics:
 - Incremental approach
 - Constant review benefits against current business
 - Instils empowerment and commitment
 - Strong communication of the programme vision
 - Gentle steering of projects teams towards the programme vision
- May be supported by
 - Programme Support Office
 - Stakeholder Engagement Co-ordinator






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PMSOFT


Capability Delivery Team Role Programme Technical Architect

- Responsible for technical design aspects of the programme
- Technical glue
 - Owns technical design and architecture
 - Ensures technical architecture is consistent across the programme
 - Ensures adherence to appropriate standards of technical best practice
 - Resolves design/technical differences between project members within and across projects
 - Technical in relation to programme – e.g. construction, IT, legal,...






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Capability Delivery Team Role Programme Change Architect

- Day to day responsibility for Business Architecture Model
 - Contributes to design and development of BAM
 - Provide advice and guidance regarding BAM
 - Ensures business architecture is consistent across the programme
 - Resolves business architecture differences between project members within and across projects with respect to the BAM
 - Advises on changes required to the BAM






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Capability Delivery Team Role Project and Enablement Activity Teams

- Deliver the outputs that will enable capabilities
- Undertake enablement activities
- Empowered within vision of programme







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Support Roles



Change Agents



Programme Support Office




Specialists


- Specialists in Change Management
- Assist Business Change Owner
- Business process and organisational change implementation

- Supports Programme Management Team
- Administration
- Co-ordination

- Any other specialists that may be required during the programme



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Capability Delivery Team Role Stakeholder Engagement Co-ordinator

- Responsible for ensuring effective stakeholder engagement
 - Compiles and maintaining the Stakeholder Engagement Strategy
 - Ensuring the ongoing engagement with all stakeholders
 - Compiles and maintains the Tranche Communication Plans
 - Identifies and owns programme-level stakeholder engagement activities
 - Ensures all outward communications regarding the programme are consistent and aligned to the programme vision
 - Facilitates effective communication between teams and stakeholders within the programme



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Stakeholder Engagement

- Clear strategy – The Stakeholder Engagement Strategy
 - Understand level of change
 - Can cope with change
 - Understand resource requirements
 - Can commit resources
 - Reviewed often, but at least in tranche review
- Two aspects:
 - Engagement from programme to Stakeholders
 - Engagement of stakeholders into the programme
- Communication



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Stakeholder Engagement

- Engagement from programme to Stakeholders
 - Identify and categorise stakeholders (impact and influence)
 - Outline potential interactions with classes of stakeholders
 - Strategies for leading stakeholders through change
 - Ensure that stakeholders are informed; engaged and positive with respect to the programme
 - Iterative and incremental approach



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Stakeholder Engagement

- Engagement of stakeholders into the programme
 - Identification of stakeholders who need to participate in or provide resources into the next tranche
 - Proactive recruitment of stakeholders into the programme as required
 - Agreement of timescales with project managers and business owners



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Stakeholder Engagement

- Communication – The Tranche Communication Plan
 - Definition of the processes and techniques for communication to and from the stakeholders within the programme
 - Creation of tranche communication plan(s)
 - Consistent communication across the programme



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Governance



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Governance – Topics

- Approach to Governance
- Major Governance Levels
- Empowerment
- Decision-Making Boundaries
- Including existing projects



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Governance - Approach

- Principle 1 - Programme goals are clearly and continuously aligned to Business Strategy
- Principle 2 - Benefits are realised incrementally and as early as possible
- Principle 3 - Governance focusses on creating a coherent capability.
- Principle 4 – Decision-making powers are delegated to the lowest possible level



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Governance – Approach

Enablers for good governance



- There should be a clearly defined strategy – The Governance Strategy
- All stakeholders and their roles are considered within the Governance Strategy
- The strategy needs to be clearly communicated to all stakeholders
- Decisions should be fast and efficient
- Decisions should be documented, but not bureaucratic
- Capability teams as autonomous as possible

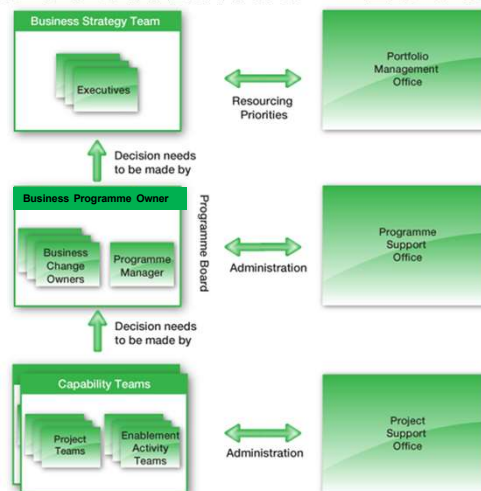


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Governance - Levels




Governance Structure



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Governance - Levels

<p>Business Strategy Team: <i>The team of people who decide the business strategy for the organisation. This team is often the Senior Management Team of the organisation and may even be the board of directors.</i></p>	<ul style="list-style-type: none"> • Overall strategy, direction and goals of the business • Agreement and review of Business Case for programme with respect to the Business Strategy; • Prioritisation of the programme against other initiatives • Approval of programme Vision
<p>Programme Board <i>The programme board is a team formed to ensure that the programme will successfully deliver its outcomes and remain aligned to current business strategy. It contains at least the Programme Management team, defined in roles and responsibilities but may contain others if required. It should be as small as possible but cover all necessary areas.</i></p>	<ul style="list-style-type: none"> • Approval of Prioritised Benefits • Agreement of Programme and Tranche Plans • Agreement of project high-level requirements / scope with respect to the programme's Business Case • Agreement and control of resourcing and budgets • Technical consistency across the programme • Communication consistency across the programme
<p>Capability Teams <i>Project or enablement activity teams will be formed following the principles of agile projects and depending on the project framework being used. In all cases, the project team is formed to deliver the outputs required.</i></p>	<ul style="list-style-type: none"> • As defined by the project / activity


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Governance - Support

<p>Portfolio Management Office <i>A portfolio management office is the team responsible for the management of initiatives within the organisation.</i></p>	<ul style="list-style-type: none"> • Prioritisation of programmes and other projects in line with agreed business priorities
<p>Programme Support Office <i>Assists the programme in planning, reporting and administration. Also helps to implement consistent best practice across the programme.</i></p>	<ul style="list-style-type: none"> • Provides a support function and does not have management responsibilities over the programme
<p>Project Support Office <i>Assists the project in planning, reporting and administration. Also helps to implement consistent best practice across large projects</i></p>	<ul style="list-style-type: none"> • Provides a support function and does not have management responsibilities over the project(s)

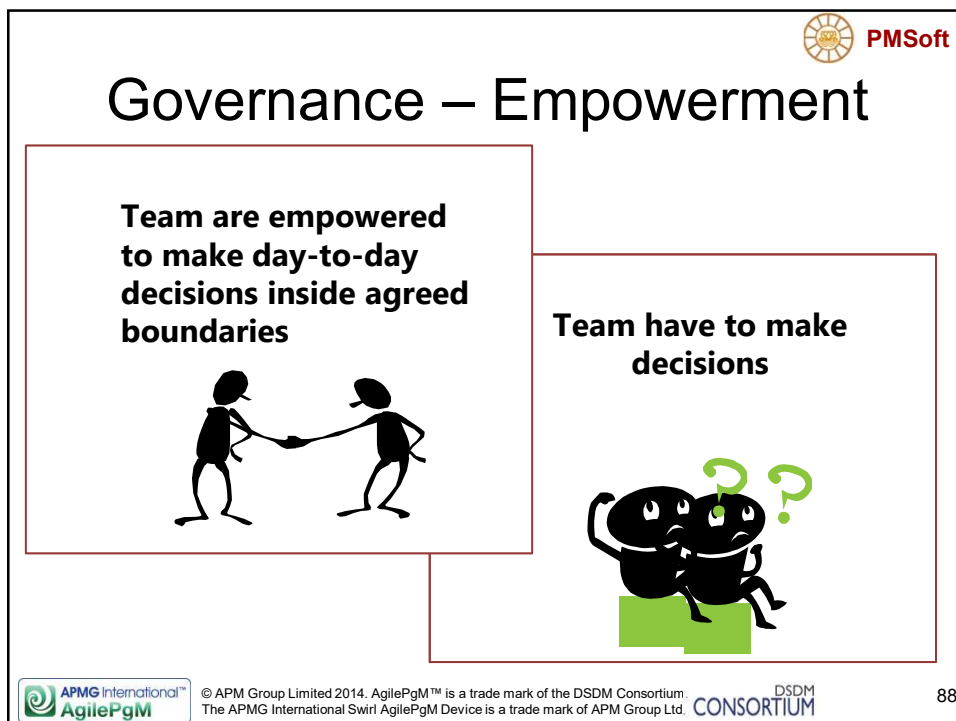
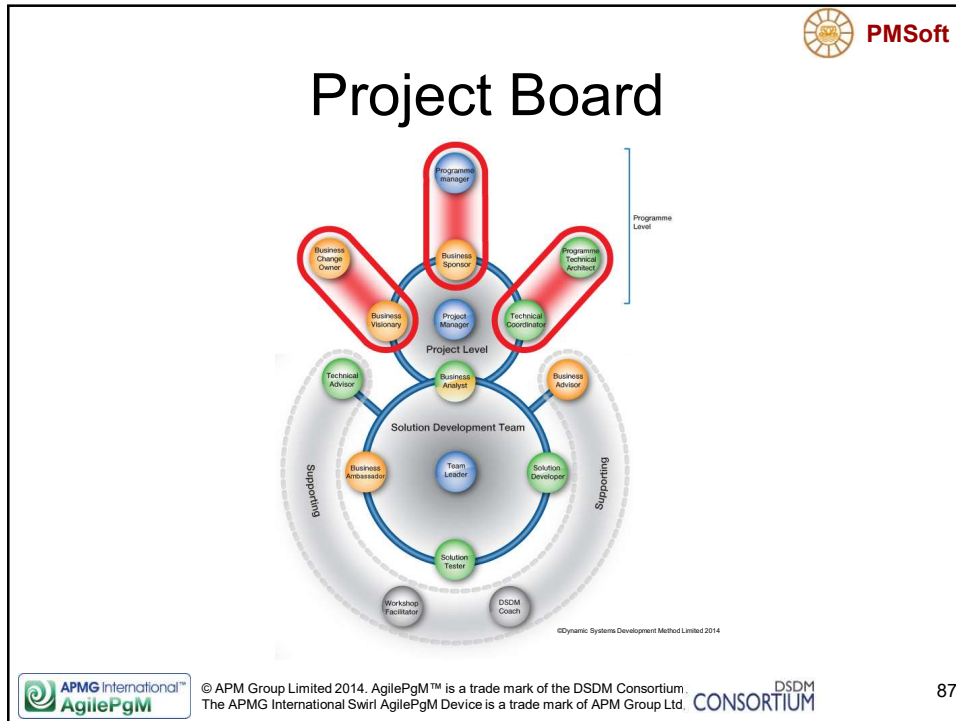
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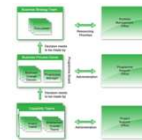
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Governance – Decision-Making Categories



- What decisions may affect the programme vision and goals
- What decisions may affect other projects and activities
- What decisions can be made at the project or activity Level



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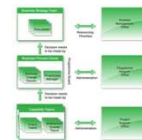
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Governance – Decision-Making Boundaries



- Programme Level Decisions:
 - Changes that do not align to the programme vision
 - Project budget / time changes that may affect successful realisation of the programme benefits
 - Changes to a project's high-level scope
 - Changes to technology or interfaces that may affect other parts of the programme
 - Changes resulting from enablement activities that may significantly affect the Business Architecture Model




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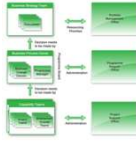
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Governance – Decision-Making Boundaries

- Capability Team Level Decisions:
 - Changes to requirements that do not affect the overall scope of the project or activity
 - Changes to requirements that do not adversely affect any other project or activity
 - Changes to scope that will not adversely affect the overall delivery of the project vision and goals
 - Design decisions that keep in line with the overall programme design guidelines
 - Technical decisions that keep in line with the overall programme technical guidelines






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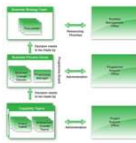
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Governance – Incorporating existing projects

- Work together to:
 - Determine new scope of project
 - How they fit into the programme
 - Governance changes required
 - Is the programme changed in any way?





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Management and Control



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Management and Control - Topics

- Approach to Management and Control
- Review Points
- What to monitor
- Hybrid Programmes
- Culture and Communication
- Risk Management



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Management and Control - Approach

- **Reasons for Monitoring:**
 - Ensuring delivery of capability and subsequent realisation of benefits
 - Ensuring projects remain consistently aligned to the vision of the programme
 - Keeping within time and budget tolerances
 - Assuring appropriate quality



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Management and Control - Approach

- **Considerations:**
 - Any information requested should add value
 - Use existing information as much as possible
 - Empowerment
 - Reviews executed as quickly and as efficiently as possible
 - Not be overly bureaucratic



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Management and Control - Approach

- Advantages of an Agile Programme
 - Benefits will be delivered incrementally and in short timescales.
 - Built in reviews points ensure consistency with the vision.
 - Incremental delivery within projects helps to understand budget usage.
 - Iterative development and constant customer feedback help to assure quality.



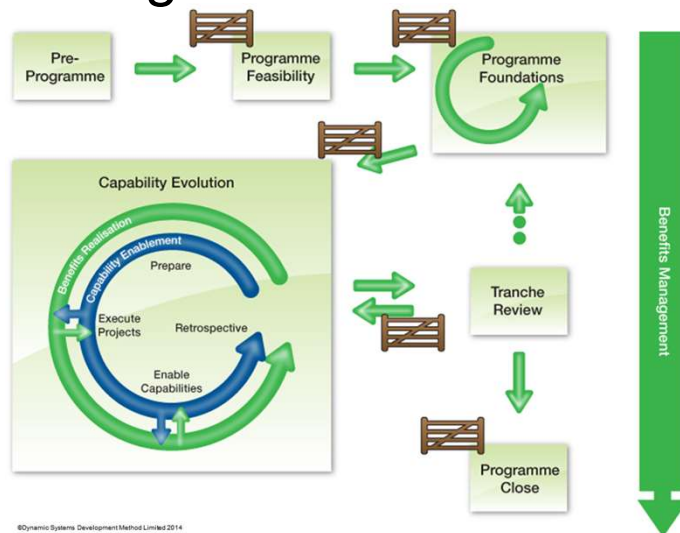
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Major Review Points



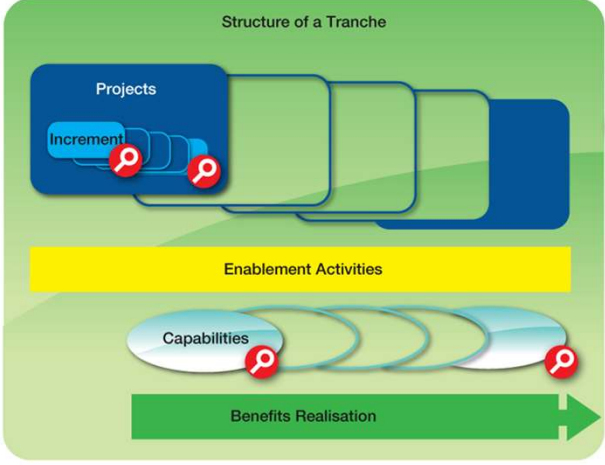
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Management and Control



Structure of a Tranche


Projects

Increment

Enablement Activities


Capabilities

Benefits Realisation

 Potential Review Point

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Tranche Review Points



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Management and Control – Tranche Review

- Was sufficient capability delivered?
- Has the capability delivered unexpected opportunities?
- Are the benefit indicators as expected?
- Are there experiences that affect the planning of the next tranches, and the overall timescales and budget of the programme?
- Has enough already been achieved?
- Is the programme still in line with business strategy?
- Is the Business Case still viable and can it be enhanced?
- Is the next tranche worth doing?



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Management and Control – Transition Review

- Does the capability fulfil the business needs as expected, and contribute towards the benefits defined in the programme?
- Has enough been done already within the tranche and should the lifecycle move to Tranche review?
- Do the Tranche or Programme Plans need updating?
- Are there lessons to learn for the future?



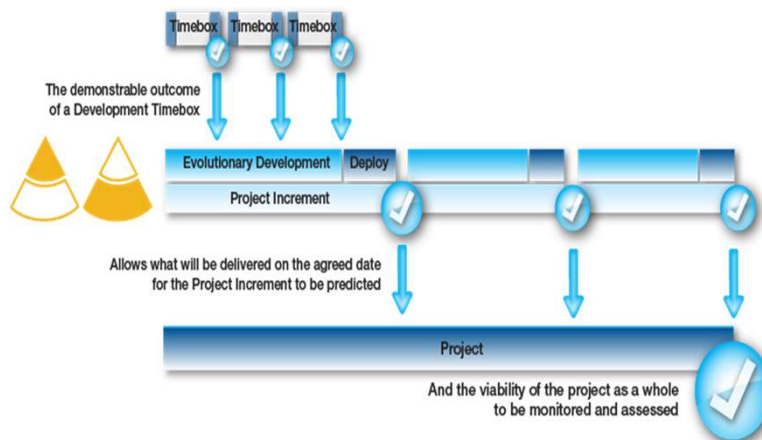
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Project Review Points



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Management and Control – PMSOFT Project Controls

- Increments / Releases delivering value
- Short timeboxes creating outputs
- Burn-down or burn-up charts for assessing progress and identifying potential issues with timescales (or budget).
- Kanban boards for demonstrating the status of backlog items during timeboxes.
- Daily stand-ups for communicating daily progress and identifying risks and issues (that are then recorded and managed).



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Management and Control – PMSOFT Programme Level

- Programme can get:
 - Assurance Project will deliver must-have outputs
 - Release / Increment level reporting
- Project Reviews can include:
 - Has enough been done already within the tranche and should the lifecycle move to Tranche Review?
 - Do the Tranche or Programme Plans need updating?



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Management and Control PMSOFT

What to Monitor

- What has been achieved
- Whether or not the projects are on track to deliver on time and to budget
- Where there are interdependencies and when dependent projects or activities can start
- What the risks and issues are at the programme level
- Whether or not programme-level activities (such as communication, planning, governance) are co-ordinated and aligned
- What the progress is towards the future Business Architecture Model
- When resources will be required
- When resources can be released



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Management and Control PMSOFT

What to Monitor

- High-level status of all projects in the tranche
- Programme risk and issues log
- Capabilities enablement and benefits realisation status



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Management and Control PMSOFT


High –Level Status

Status	Description
GREEN	The project is on track to deliver as required
AMBER	The project is having some issues and may need closer monitoring
RED	The project is having major issues and needs immediate intervention


RAG Status

Status	Description
NOT STARTED	The project has not yet been initiated
IN PROGRESS	The project has commenced
COMPLETE	The project is complete

Execution Status

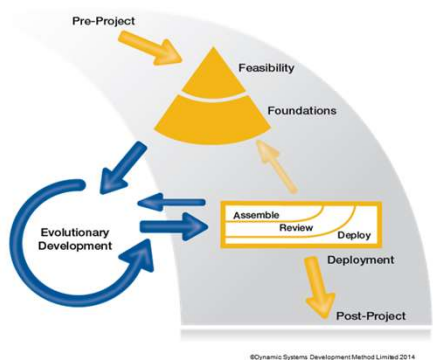


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Management and Control PMSOFT


High-Level Status



- Pre-Project
- Feasibility
- Foundations (for instance defining the high-level product backlog)
- Evolutionary Development
- Deployment
 - Releases / Increments
- Post-Project



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Management and Control PMSoft Hybrid Programmes

- Non-agile projects:
 - Plan the projects with frequent milestones
 - Deliver incrementally where possible
 - Involve business more
 - Integrate testing throughout the project
 - May still require closer scrutiny



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Management and Control PMSoft Culture and Communication

- Foster a “no-blame” culture
- Accurately report status
- Empowerment and trust to deliver outputs
- Provide appropriate support and guidance



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Management and Control – PMSOFT Communication

- Stakeholders
 - Keep themselves informed of the progress and issues of other projects and teams
 - Provide progress and issues information to other teams
 - Identify potential technical or business inconsistencies and escalating them



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Management and Control – PMSOFT Communication

- Programme Team
 - Regularly visit project and team rooms without interfering with the teams
 - Attend some stand-up meetings as an observer
 - Where they see potential problems, identify teams that they may need to bring together to resolve the problems
 - Ensure that all programme information is clearly communicated to all teams



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Management and Control PMSOFT Risk Management

- Risk Management is still needed
- Programme Risk Log
 - Identification of risks
 - Analysis of risks
 - Mitigation of risk
 - Responsibilities for managing the risk
- Some risks become less likely
- Agile introduces new risks



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Management and Control PMSOFT Areas of Reduced Risk

- Time or budget overruns
- Delivering the wrong solution
- Disputes and misunderstanding between stakeholders
- Ineffective communication



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Quality Management



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Basic Concepts

- Philosophy of “good enough”
- Programme quality procedures should
 - add value to the programme
 - assure that the programme will deliver the capabilities to be able to realise the benefits expected
- Solution quality is dealt with at the project level



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Aspects of quality

Process quality

- Capability and business process quality
- Programme process quality

Important questions to ask about quality:

Are you getting what you want when you want it?

Has sufficient been done?



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Process Quality Reviews

- To ensure the programme is following appropriate standards and adhering to its own lifecycle
 - Is the organisation still engaged and committed to the programme?
 - Are all stakeholders fulfilling the roles expected of them?
 - Are appropriate reviews being carried out at key points and is the feedback incorporated into future plans?
 - Is the programme following its lifecycle?
 - Is the programme delivering as expected?



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Keeping control of quality

- Quality process reviews
- Clear configuration management strategy



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Thank you



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