Knowing *How* and *When* to Apply an Agile approach

Presented by: Mandy Hill
Partner, Program Design & Delivery

Project Governance and Controls Symposium
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A QUICK BIO ON MANDY

Mandy is a Partner of Synergy's Program Design & Delivery service line.
She is a highly experienced and successful senior program and project manager and program delivery advisor who has extensive experience within the Federal Government.

Mandy has spent her career in Government – mostly in Federal Government, more recently in Defence - and she has managed many complex projects and programs to achieve particular business outcomes (including workforce efficiencies) – from strategy and business case, through to the actual planning, delivery and transition to sustainment. Most have involved IT enabling change, including infrastructure, applications, cloud, shared services and on premise solutions.

Mandy has tailored her team and delivery approaches to suit each initiative, drawing on proven practices, experience and an appreciation for differing needs.

Synergy's Program Design & Delivery service line has a team of 90 professionals and is growing.
Synergy is local and is now over 500 strong across all capabilities.
"We are committed to both engaging and growing the best people who are well equipped to lead successful projects."

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CASE STUDY SYNOPSIS

The Digital Transformation Agency's Service Standard prescribes an agile approach to project delivery, and the Government is pushing for an iterative and incremental style for the delivery of value.

Reconciling these requirements with the need to plan for the delivery of the outcomes committed to in the business case and working within the prescribed budget can be difficult.

How can we balance a desire for agile delivery with tailoring the best approach to ensure critical outcomes are met?

How can we ensure that we are successfully delivering - not only ‘products’ but achieving intended outcomes and benefits?

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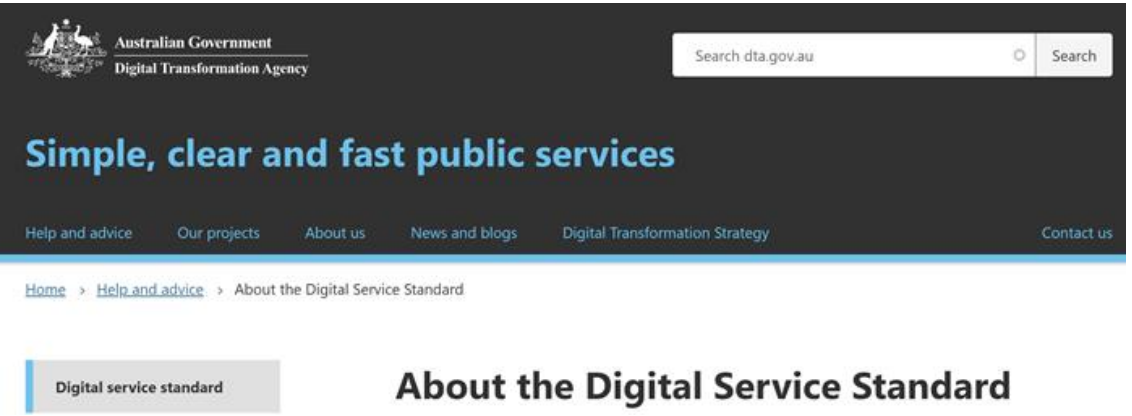
WHY GO AGILE?

DIGITAL SERVICE STANDARD CRITERIA



The Digital Service Standard helps digital teams build government services that are simple, clear and fast.

01
Understand user needs. Research to develop a deep knowledge of the users and their context for using the service.

02
Establish a sustainable multidisciplinary team to design, build, operate and iterate the service, led by an experienced product manager with decision-making responsibility.

03
Design and build the product using the service design and delivery process, taking an agile and user-centred approach.

04
Understand the tools and systems required to build, host, operate and measure the service and how to adopt, adapt or procure them.

05
Identify the data and information the service will use or create. Put appropriate legal, privacy and security measures in place.

06
Build the service with responsive design methods using common design patterns and the style guide.

07
Build using open standards and common government platforms where appropriate.

08
Make all new source code open by default.

09
Ensure the service is accessible to all users regardless of their ability and environment.

10
Test the service from end to end, in an environment that replicates the live version.

11
Measure performance against KPIs set out in the guides. Report on public dashboard.

12
Ensure that people who use the digital service can also use the other available channels if needed, without repetition or confusion.

13
Encourage users to choose the digital service and consolidate or phase out existing alternative channels where appropriate.

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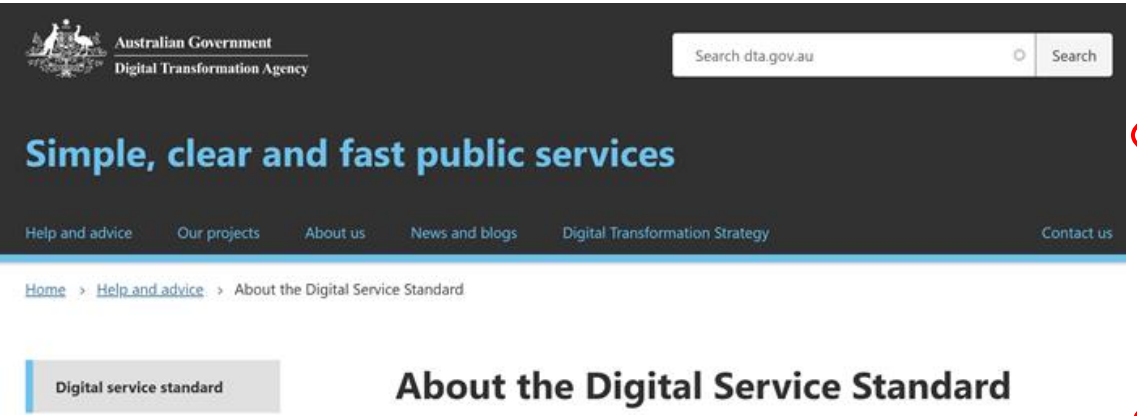
DIGITAL SERVICE STANDARD CRITERIA

GUIDING GOOD PROJECT MANAGEMENT



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THIS ISN'T NEW, IT'S GOOD PRACTICE!

03

Design and build the product using the service design and delivery process, taking an agile and user-centred approach.

- review and iterate
- continuous improvement and adaption
- communication, collaboration and transparency
- appropriately scaled governance
- clear success criteria
- user/human-centred
- focus on managing change and risk

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THIS ISN'T NEW – OTHER TEAM MODELS

Microsoft's MSF Team Model

Evolving since 1993

At the core of MSF, there are 8 foundational principles:

1. Foster open communications
2. Work toward a shared vision
3. Empower team members
4. Establish clear accountability and shared responsibility
5. Focus on delivering business value
6. Stay agile, expect change
7. Invest in quality
8. Learn from all experiences

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#3 Digital Service Standard criteria

Design and build the service using the service design and delivery process, taking an agile and user-centred approach

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DON'T GET CAUGHT UP WITH THE TERM 'AGILE' – FOCUS ON AGILITY

It's not a method

It's a mindset

A set of principles

A framework

IT MUST BE TAILORED

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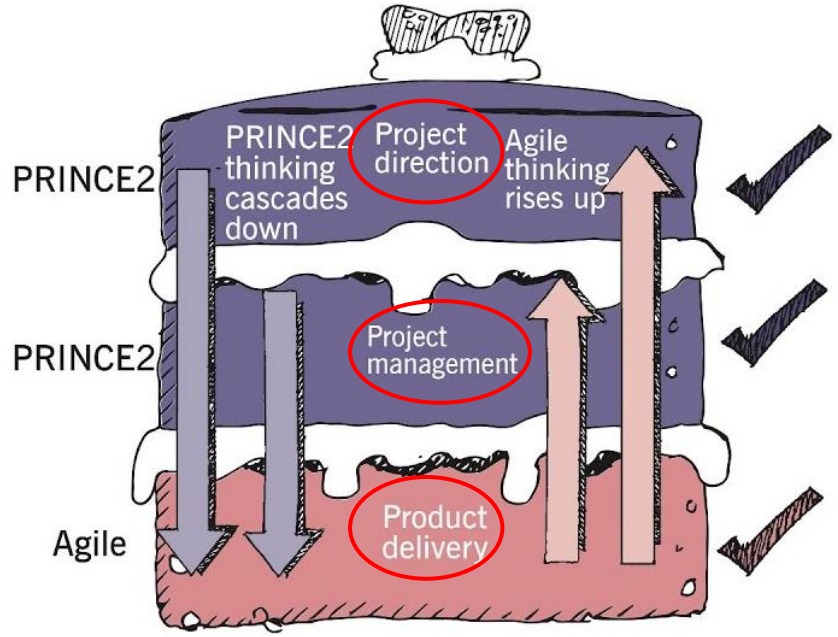
PRINCE2® IS FUNDAMENTALLY BASED ON THE SAME PRINCIPLES

1. Continued business justification
2. Learn from experience
3. Defined roles and responsibilities
4. Manage by stages
5. Manage by exception
6. Focus on products
7. **<u>Tailor</u>** to suit the project



Note: Don't forget the 'why' and change management

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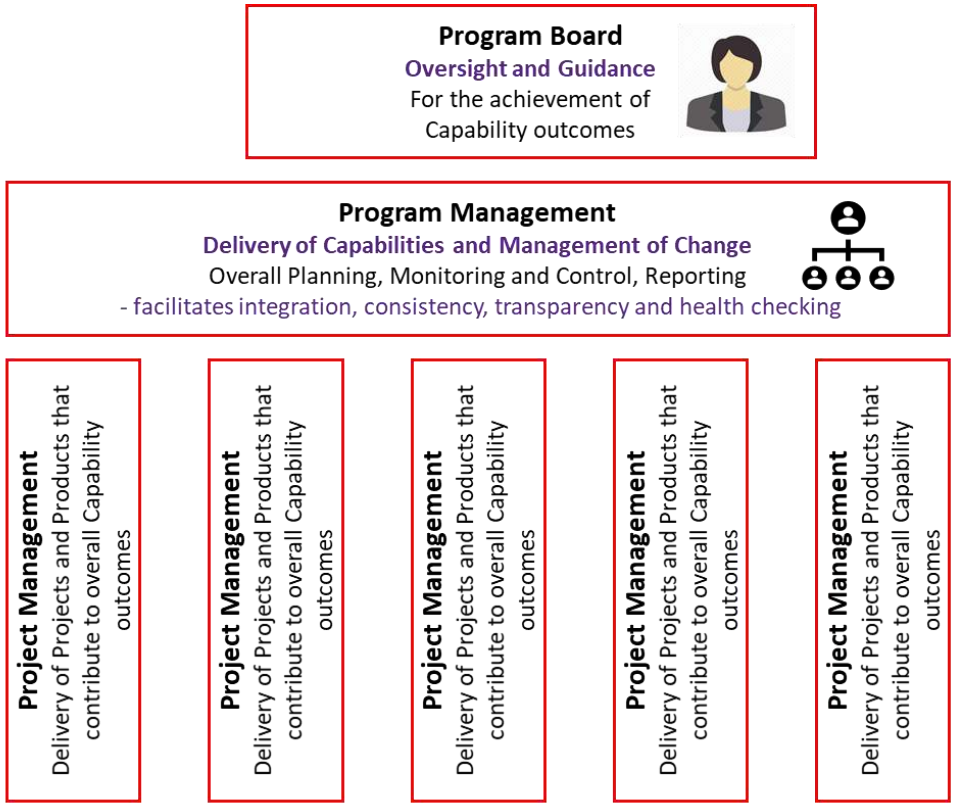
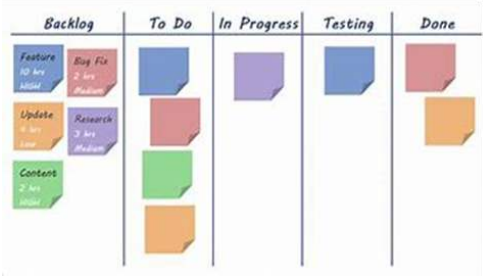
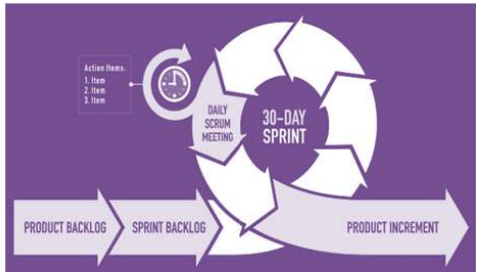
WHAT MIGHT AGILE DELIVERY LOOK LIKE WITH A PROGRAMMATIC APPROACH?







- Programs offer greater strategic benefits than the sum of their projects.
- The Program Structure doesn't have to fundamentally change for Agile – terminology may change
- Each project has clearly defined lines of communication, roles, responsibilities, benefits, etc.
  - Transparency for the Program Manager
  - Transparency, consistency and a layer of assurance for the Sponsor
- A Program framework can be applied regardless of an organisation's location, size, industry or sector.

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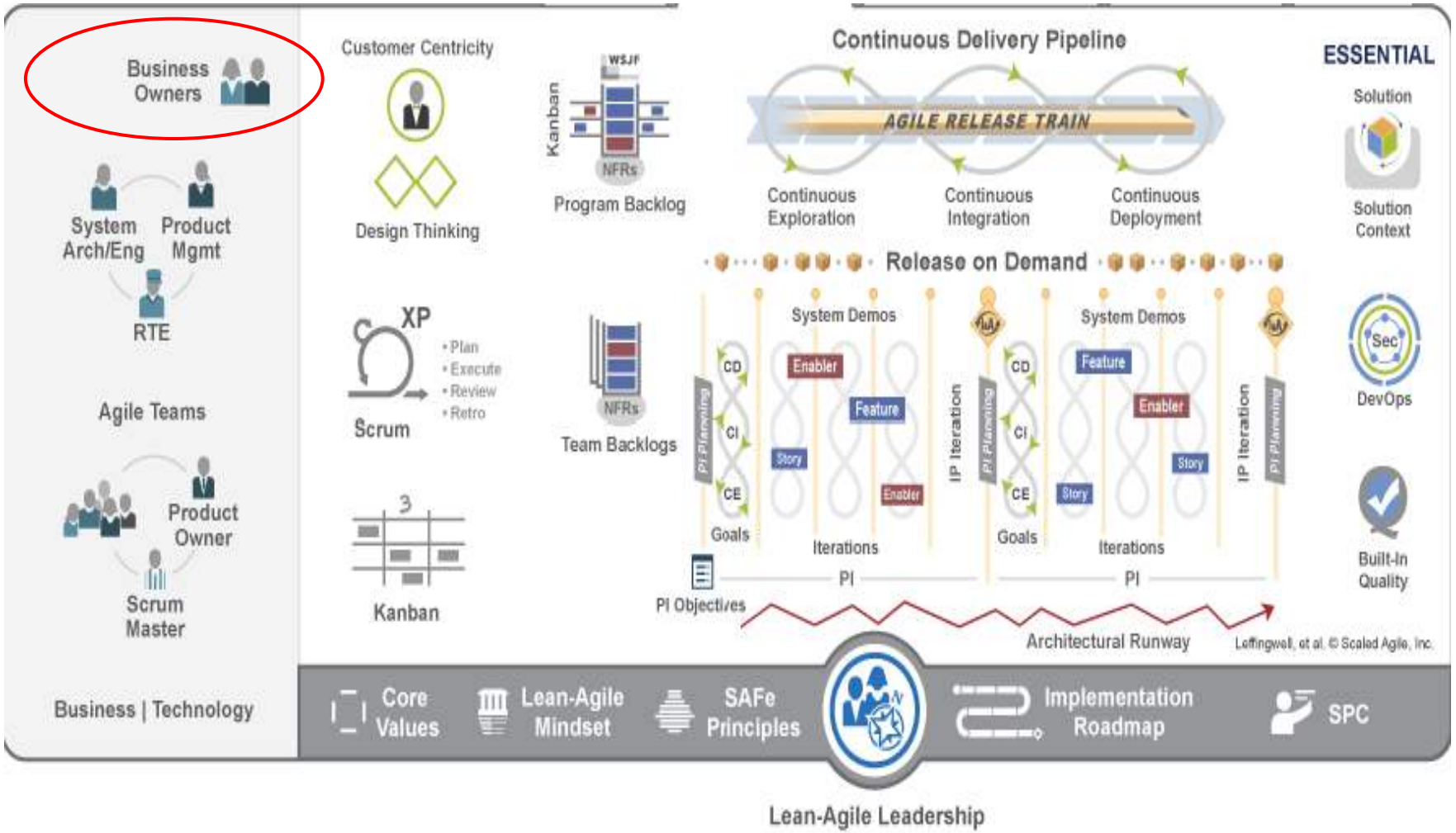
WHAT DOES FULLY AGILE LOOK LIKE WITH A PROGRAMMATIC APPROACH?



Scaled Agile
(SAFe® or variation)

- Changed terminology
- Regular ‘rituals’
  – stand ups, reviews, retrospectives, showcases
- Planning increments
- Delivery cadence
- Takes time to embed and mature

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WHAT IS THE COMMITMENT TO GOING 'AGILE'?

- Training for sponsors, business owners and all team members
- Embedding practices through Agile coaching
- Regular 'rituals'
  – stand ups, reviews, retrospectives, showcases
- Program Increment Planning may look like a 1-2 full day commitment every 90 days for sponsors and the Program and Project team members
- One in, all in approach
- There's a heavy focus on product delivery, so implementation planning and change management must be incorporated into the team model
- Takes time to embed and mature
- Planning and a level of documentation is absolutely still needed

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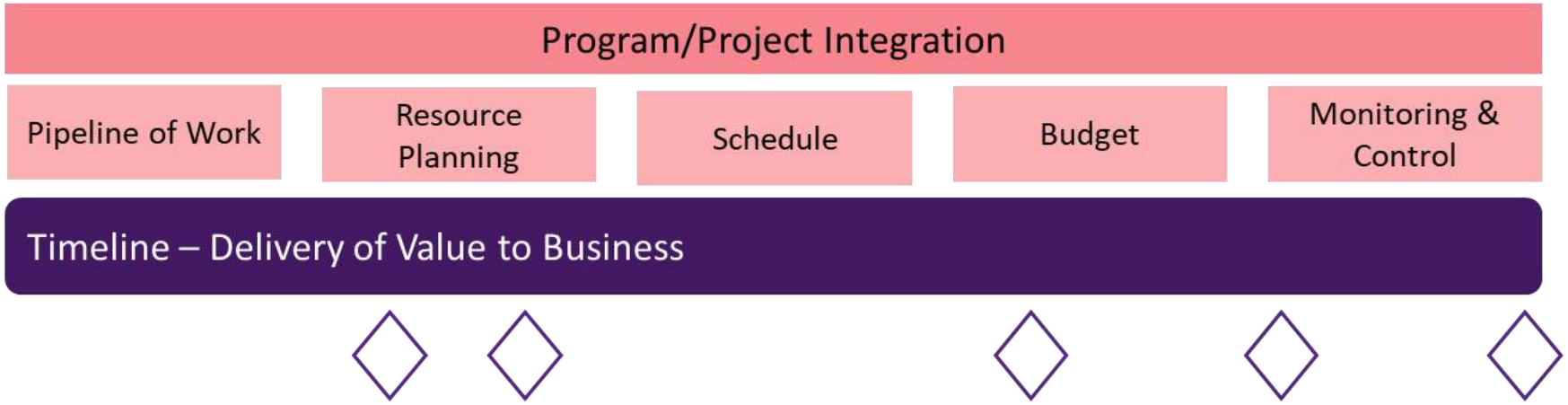
CASE STUDY 1:
CORPORATE SYSTEMS DEVELOPMENT PLAN



BASELINE TIMEFRAMES

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Program Planning												
Security Clearance Improvements	Build	Build/Test	Rollout									
OSA Improvements	Design	Build	Test	Rollout								
SQF JFM	Design	Build	Test	Rollout	Design	Build	Test	Rollout	Design	Build	Test	Rollout
Position Management			Design	Build		Test		Rollout				
Workforce Movements			Design	Build		Test		Rollout				
SF Security Assess't												
Recruitment			Design		Build/Test iterations				Rollout			
Rostering (including Time Management)	Evaln Comp	Sec Assmt	Conceptual Design		>	>	Detailed Design with provider			>	>	

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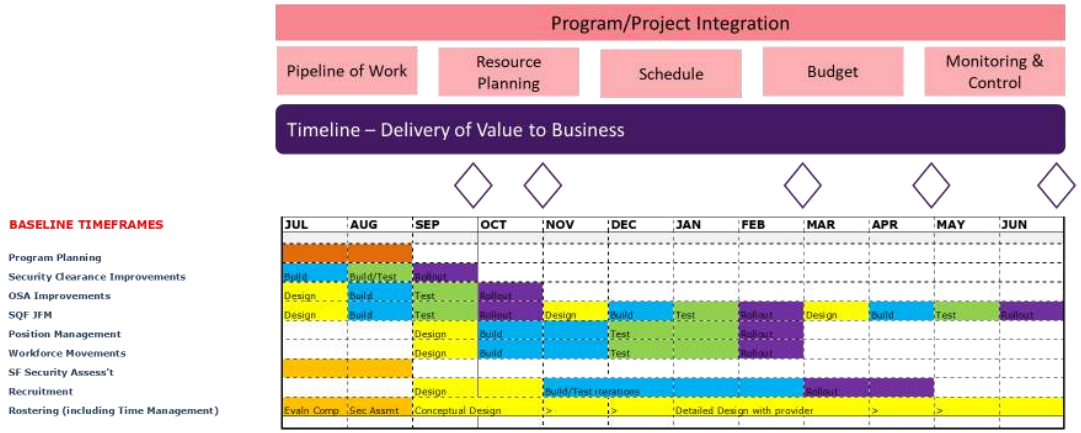

- Corporate Systems and especially ERP development lends itself nicely to agility
- Managing the work program, levelling resources and delivering value to the business on a regular basis
- There may also be minor upgrades and enhancements scheduled in between major releases
- This demonstrates the delivery of ongoing value to the business, incremental change and improvement

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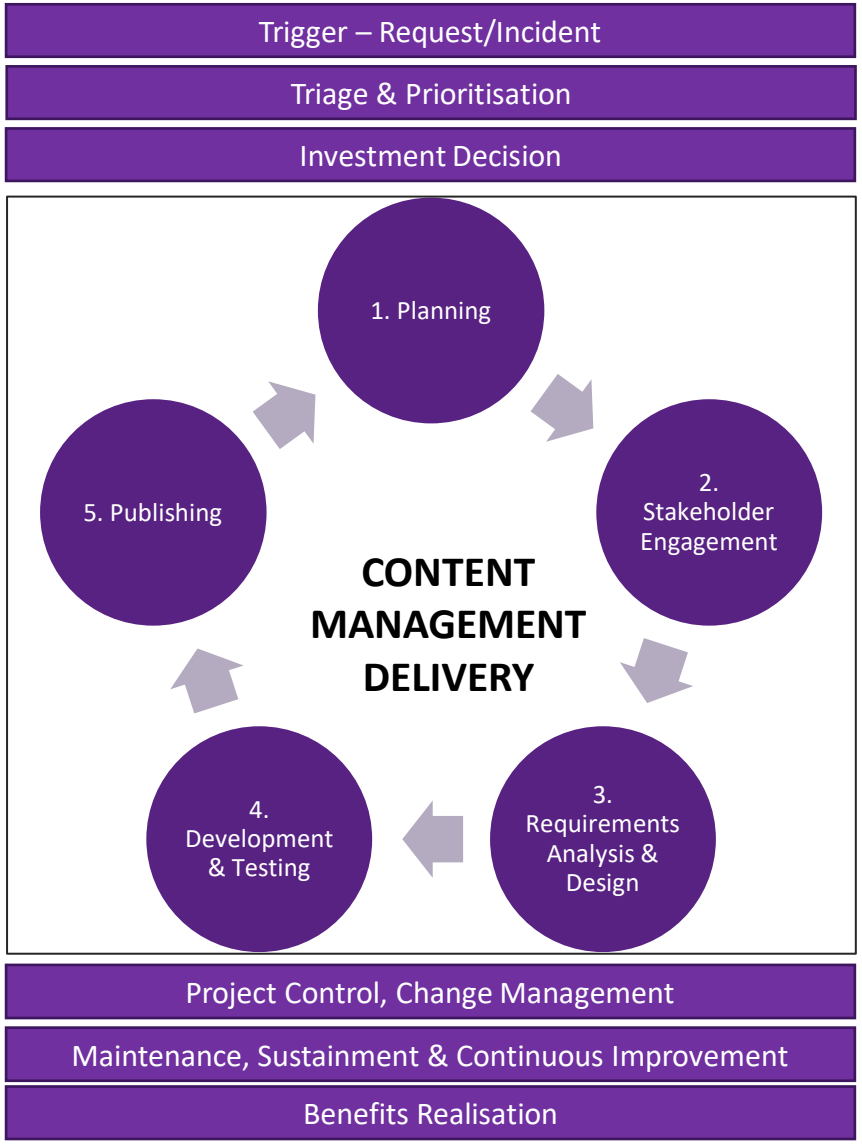
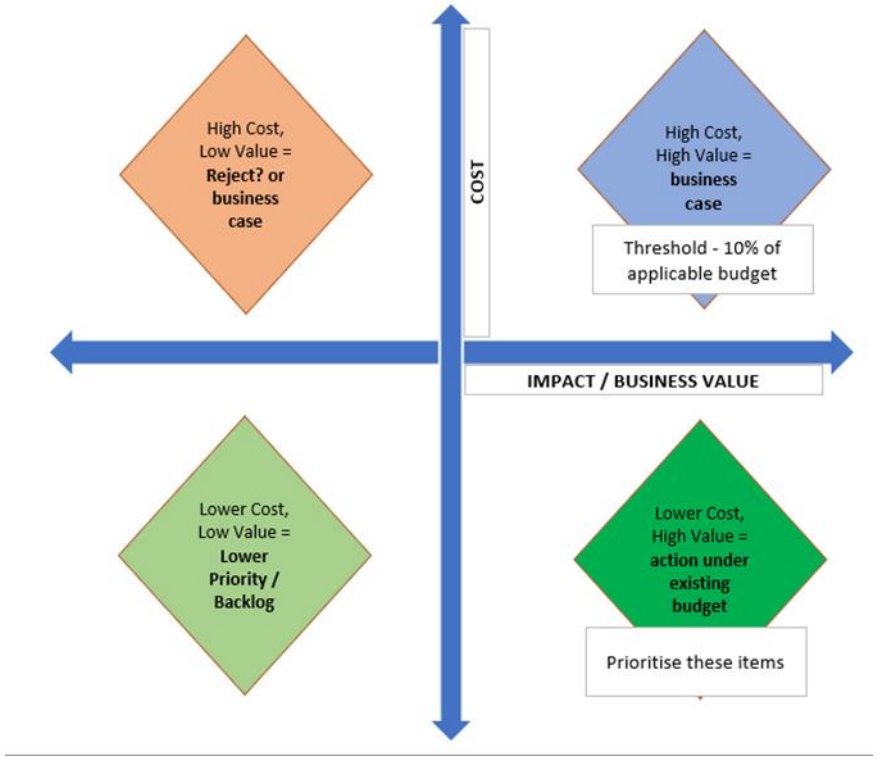
CASE STUDY 2:
CONTENT MANAGEMENT DELIVERY LIFE CYCLE





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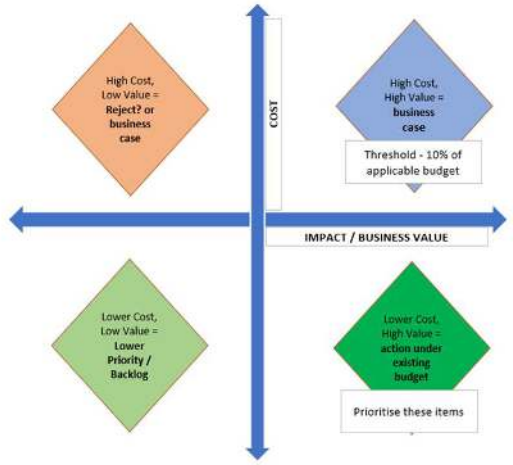
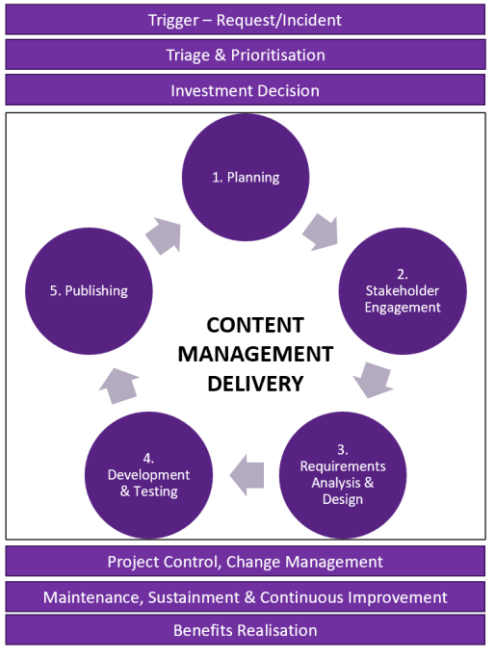
CASE STUDY 2:
CONTENT MANAGEMENT DELIVERY LIFE CYCLE

This works perfectly with an agile approach

- Regular delivery of value to the business within a framework of rigour to
  - Manage the pipeline of work (backlog)
  - Triage and prioritise
  - Make investment decisions based on cost and impact or business value
- Underpinning agile delivery there is
  - project control and structured change management
  - ongoing maintenance, sustainment and continuous improvement
  - and benefits realization with baseline measures (not always easy to obtain) and improvement metrics





CASE STUDY 3:
GOVERNMENT DIRECTED INITIATIVES

- This Program comprising funded New Policy Proposals/Projects did not lend itself to an agile or iterative approach
- Unable to de-couple the delivery of legislation, policy and systems changes (and all the support structures, processes and materials)

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HOW DO YOU TAILOR TO AGILE

Engage your Program or Project Manager

Engage/appoint a suitably experienced person

Establish an authentic partnership (PM/Sponsor)

Plan

Understand the outcomes you need to achieve

Clarify the success criteria and benefits

Confirm sponsorship and governance

Confirm tolerance levels with time, budget, scope, quality

Break it down – what are the 'work packages' that can be/need to be delivered together or separately

Build the Team

Engage people who are suitably equipped to fulfil their roles

Irrespective of approach, everyone needs to perform

Monitor and Continuously Improve

Monitor results

Fine tune the approach to suit ways of working

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THANK YOU

QUESTIONS?

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