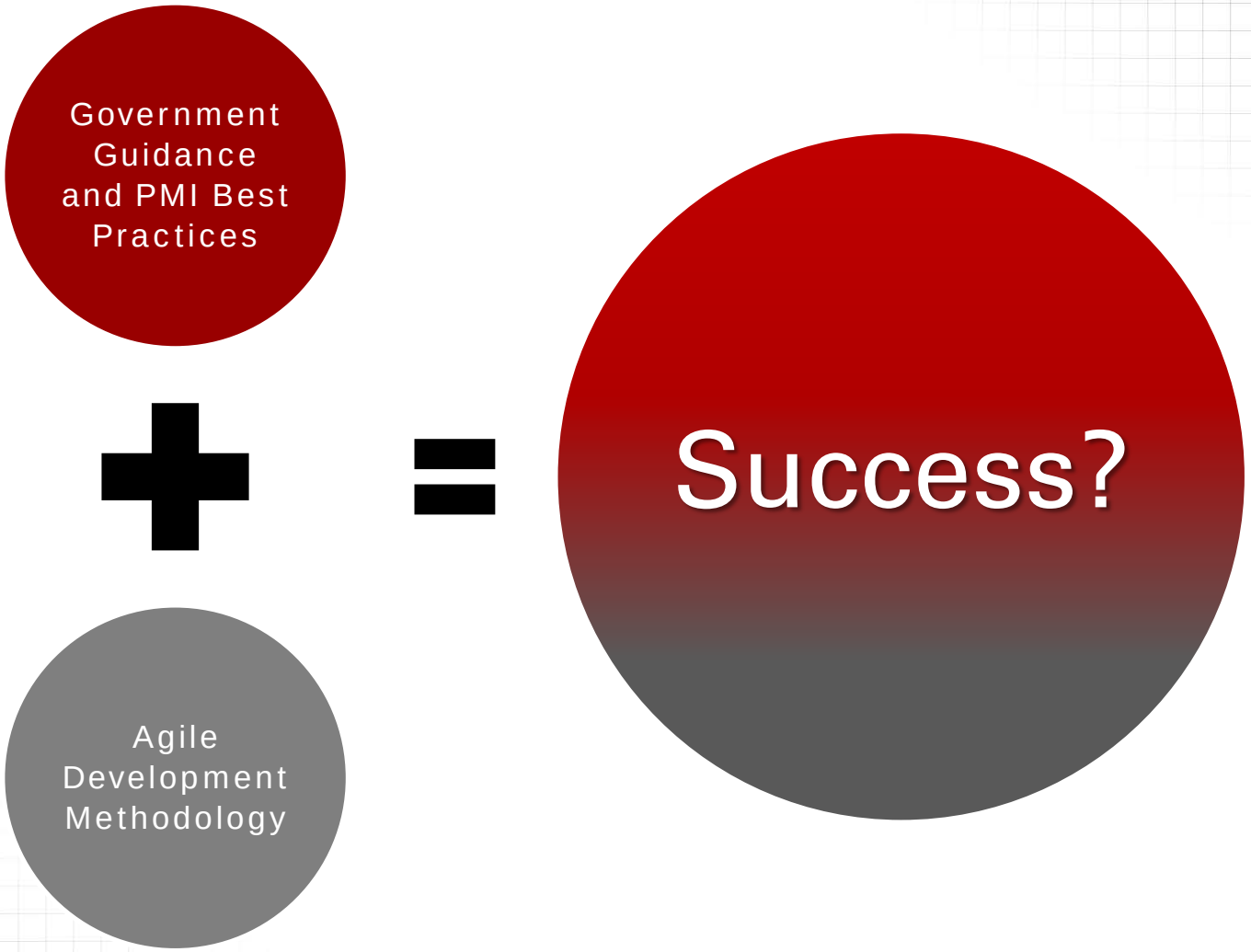
TANGIBLE STRATEGIES FOR ALIGNING YOUR PROCESSES WITH AGILE

Kim Hobson

2016 Project Management Symposium


Government Guidance and PMI Best Practices
+
Agile Development Methodology
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Success?

Kim Hobson

- **Nearly 30 years of project management and business operations experience, primarily in IT**
- **Builds relationships, actuates performance, and analyzes business processes**
- **PMP, certified SAFe Agilist**
- **Lifelong Learner**


PMI
Project Management Institute

=

National Nuclear Security Administration Program Management Information System Generation 2

How many of you are familiar with the Agile development method?

The Agile Manifesto

The Mission Statement

We Value:

	over	
Individuals and Interactions		Process and Tools
Working Software		Comprehensive Documentation
Customer Collaboration		Contract Negotiation
Responding to Change		Following a Plan

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

12 Principles of The Agile Manifesto

1. Our highest priority is to satisfy the customer through early and **continuous delivery of valuable software.**
2. **Welcome changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
3. **Deliver working software frequently**, from a couple of weeks to a couple of months, with a preference to the shorter time scale.
4. **Business people and developers must work together daily** throughout the project.
5. **Build project around motivated individuals**. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a team is **face-to-face conversation.**
7. Working software is the **primary measure of progress**.
8. Agile processes promote **sustainable development**. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to **technical excellence** and good design enhances quality.
10. **Simplicity** – the art of **maximizing** the amount of **work not done** – is essential.
11. The best architectures, requirements, and designs emerge from **self-organizing teams**.
12. At regular intervals, the **team reflects** on how to become more effective, then tunes and **adjusts its behavior accordingly.**


Global Threat
Reduction Initiative
Securing vulnerable nuclear and radiological material
at civilian sites worldwide


quality of
excellence. no
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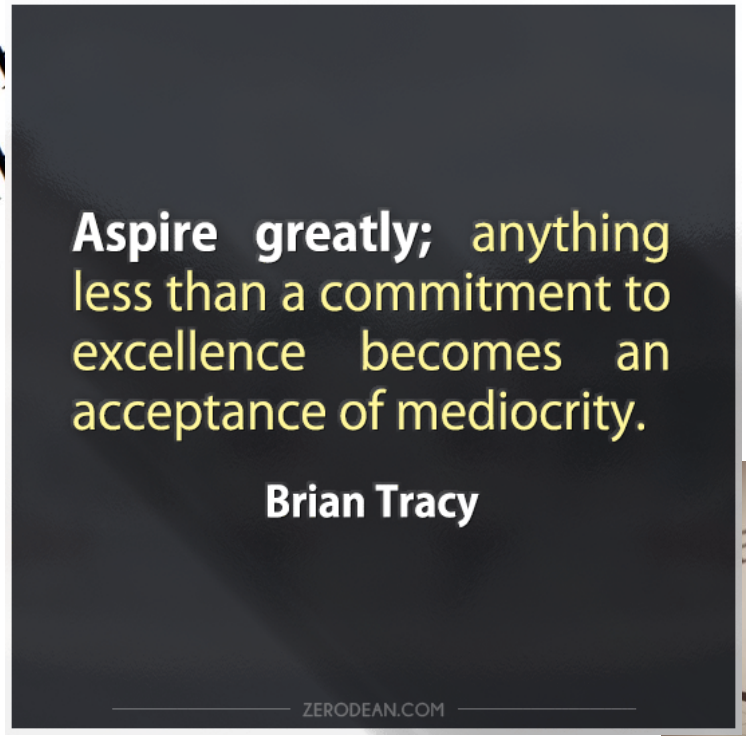
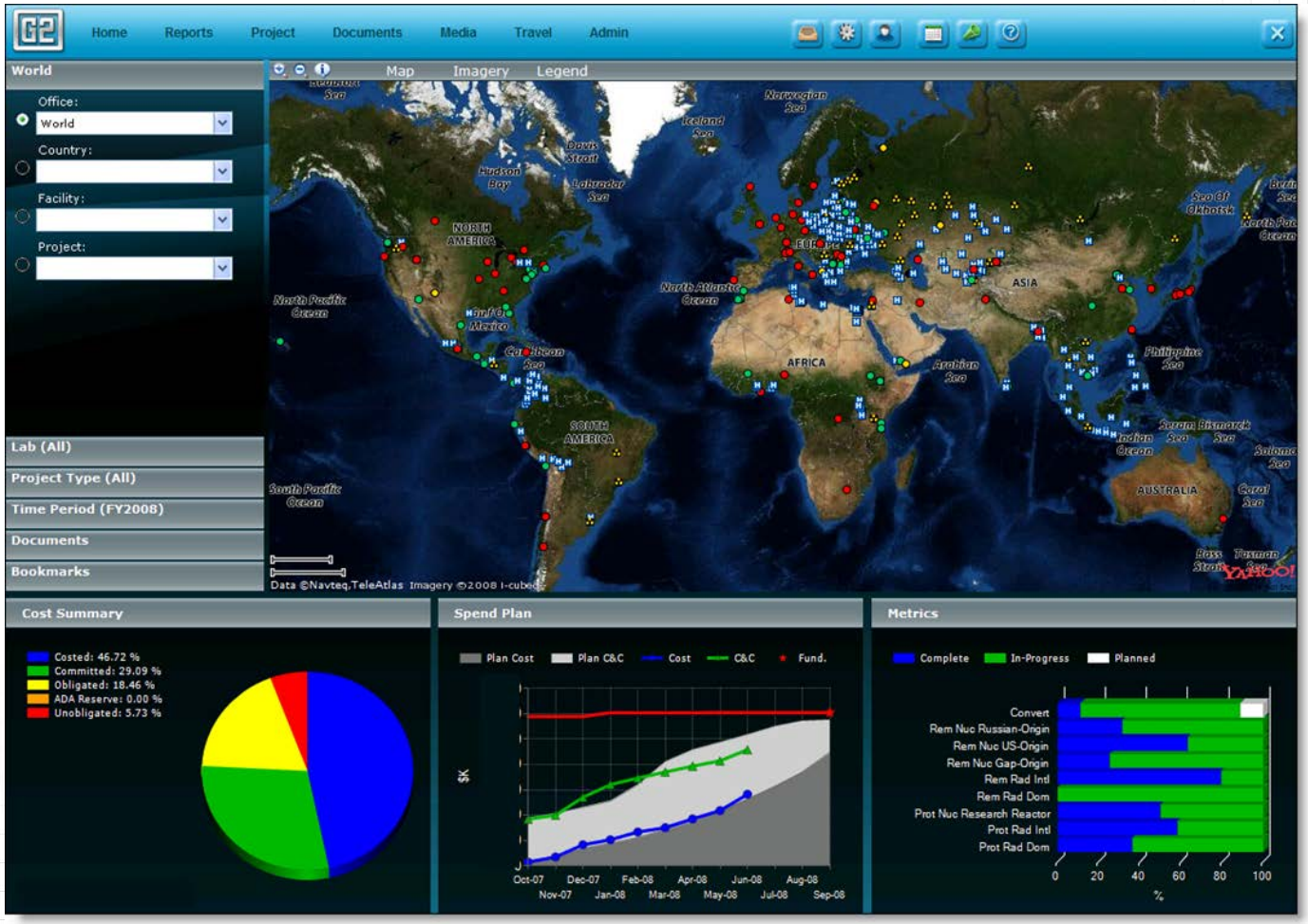

Aspire greatly; anything less than a commitment to excellence becomes an acceptance of mediocrity.
Brian Tracy
ZERODEAN.COM


EXCELLENCE

G2 v1.0!


Home
Reports
Project
Documents
Media
Travel
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Imagery
Legend
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Facility:
Project:
Lab (All)
Project Type (All)
Time Period (FY2008)
Documents
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Data ©Navteq,TeleAtlas Imagery ©2008 i-cubed
Cost Summary
Costed: 46.72 %
Committed: 29.09 %
Obligated: 18.46 %
ADA Reserve: 0.00 %
Unobligated: 5.73 %
Spend Plan
Plan Cost
Plan C&C
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Rem Nuc US-Origin
Rem Nuc Gap-Origin
Rem Rad Intl
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Prot Nuc Research Reactor
Prot Rad Intl
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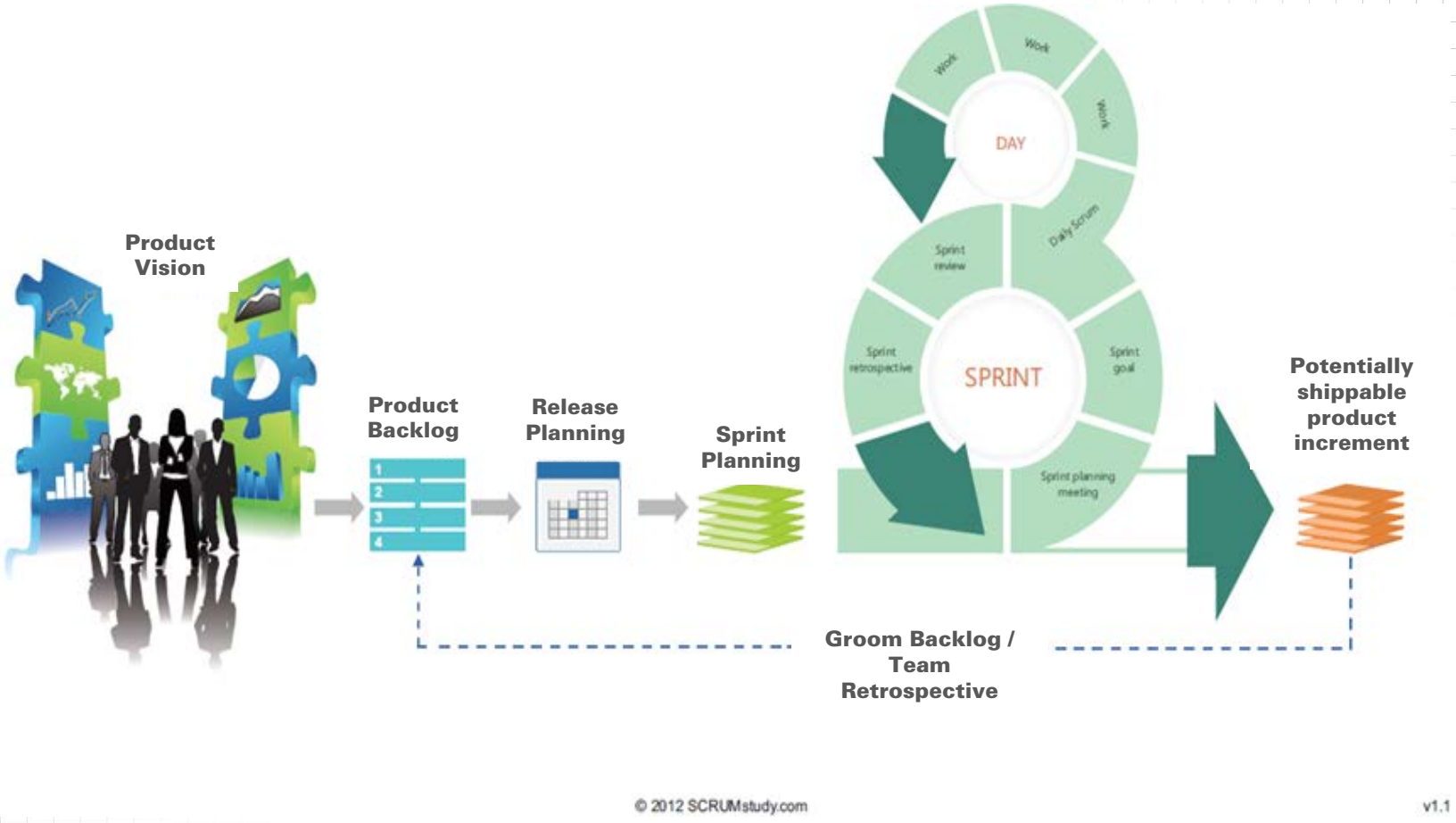

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G2 Development Project > G2 Backlog

G2 Backlog

List of G2 product features

New ▾ Actions ▾ Settings ▾ View: **Release 1.10**

ID	Story	Value	Planned Release	Status	Details	Team	Dev No
2162	Statement of Work (SOW)	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	SOW will be identified as DRAFT if status is In Progress, Submitted, or Rejected. SOW will not be identified as DRAFT once status is Approved. This was partially released in 1.9. There is an outstanding enhancement in Issues number 1007. I think we should just close issue 1007 since SPA version and SOW version are really two different numbers.	ORNL	
2180	Add Rad Projects Info to Building Information Page	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	Nuclear project information was added to the Building Information page in Release 1.9. Rad project information needs to be added so the user can see what Rad projects the building is tied to.	ORNL	
2181	Improve Performance of Security Upgrades	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	The Security Upgrades takes way too long to save. Modify the code to get increased performance where possible. I've modified the code so after the initial save, the subsequent saves should be a little faster.	ORNL	
2182	Update IDD Questionnaire	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	The questions and format for the IDD have been changed. Need to modify website to accommodate new requirements. See attached files. ~~If IDD can't get updated in this release then remove the requirements for IDD to be complete in order to submit SPA.~~ After further clarification, it turns out that HQ does not want an incomplete IDD to keep the user from submitting the SPA. The user needs to be able to submit the SPA regardless of whether the IDD is complete or not.	ORNL	
2186	SPA SOW Updates	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	See attached document. There needs to be two different SOW reports, one for PNNL and one for Sandia (SNL). Each will have logos and language specific to the particular lab. We will know which report to display based on a new field (Assessment Team) on the SPA to allow the user to pick which team is doing the assessment (NE, NW, SE, or SW). The field will initially be selected based on the geographic region of the state, but can be overriden by the team because the NW team will be doing assessments in the NE region.	ORNL	
2189	Add New Role for Inventory Admin	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	A new role is needed for HQ administration of the Inventory and SPA. Currently, this role would belong to Matt Samples who needs access too all Inventory and SPA data. Currently, we have to assign him Inventory Edit and SPA Edit for every single country - all 193 of them.	ORNL	
2191	Region Team Lead [illegible]	(1) High	Release 1.10 – Apr 15, 2010	QA - Pass	The users with RTL and RO roles need to implicitly receive the Inventory Edit and SPA Edit [illegible]	ORNL	

					Description	Comments	User Group	GTRI Priority	Risk Level (CS)	Notes
					Admin					
					Add ability for users to view their roles and the projects to which they have access		All	C		
1.7	Admin	Project Member Role	3.3	June 2012	Identify everyone at a lab involved in a project so that these people could receive certain notifications. Lab finance people could assign this role. These people might need permission to unsubscribe to email notifications i.e., FinPlan approve notification		All	C		wanted this so that lab folks can receive financial notification emails (and maybe others). What are all the notifications that the role would qualify for? Could the individual opt in/out or would the lab finance person do this for their staff to control who would even have possibility of getting the email
1.8	Admin	Cost Forecast Module	3.3	June 2012	Create a cost forecast module that will allow labs to forecast costs for the FY.	to work with on UI and functionality.	All	B		to review mockup.
1.13	Admin	Notification Option	3.2	May 2012	Give users option to chose between standard emails vs. calendar invites for FinPlan email notifications.		All	B		
1.14	Admin	Drop Down List Changes	3.1	Apr 2012	Add a "check all" box to the Person admin access screens, including PM/PMD, Inventory/SPA, and Country Officer. Change drop down lists to pick lists so multiple selections can be made at the same time.		Project Controls	A		
1.17	Admin	Lab POC Role	3.3	June 2012	new project-based role; would allow multiple people per role per project; lab budget POC would have permissions to manage this role for their lab	would not fit current person admin model; would require new UI; maybe preference screen similar to PMD management	Lab	C	Low	
1.19	Admin	Spend Plan Admin Module	3.2	May 2012	New ability for Project Controls to "refresh" spend plans at the beginning of each fiscal year.		Lab	A	Low	
1.20	Admin	Sync Project Admin and Planning	3.2	May 2012	When planning module is open, changes made in the project admin area are not synced with the planning area. Need to develop mechanism to facilitate this process.		Project Controls	A	Low	
1.21	Admin	PM Access control	3.2	May 2012	Provide ability for PM/CO's to add SPA/Inventory privileges to users.		PM/COs	A	Low	
1.22	Admin	Project Templates	3.1	Apr 2012	Give project controls ability to add LOE template type to any project		Project Controls	A	M	
1.23	Admin	User Bug Submission	3.2	May 2012	Give project controls ability to add LOE template type to any project.		Project Controls	A	Me	
2					**BCRs**					
2.2	BCRs	Explanation History	3.2	May 2012	Add ability to view history of explanations		PM/COs	B	Hi	
2.6	BCRs	Approval/Rejection Comments	3.2	May 2012	Ability for approvers to write comments, which will be included in the approval/rejection notification email.		AADA/ODs	B-		
2.8	BCRs	Redesign BCR Screen	3.2	Apr 2012	Combine the Schedule and Scope tabs on the BCR screen and organize tasks/buildings by Site. Combine task schedule, task metric, remove task, and cancel task functionality into a single popup; adding scope and outyear funding would remain separate tabs;	User request. When users make a change on the scope tab the change isn't reflected on the schedule tab, and on long, complex BCRs this can become confusing. It would be easier if the Schedule and Scope tabs were combined so those changes are all on one screen.	PM/COs	B	Low	

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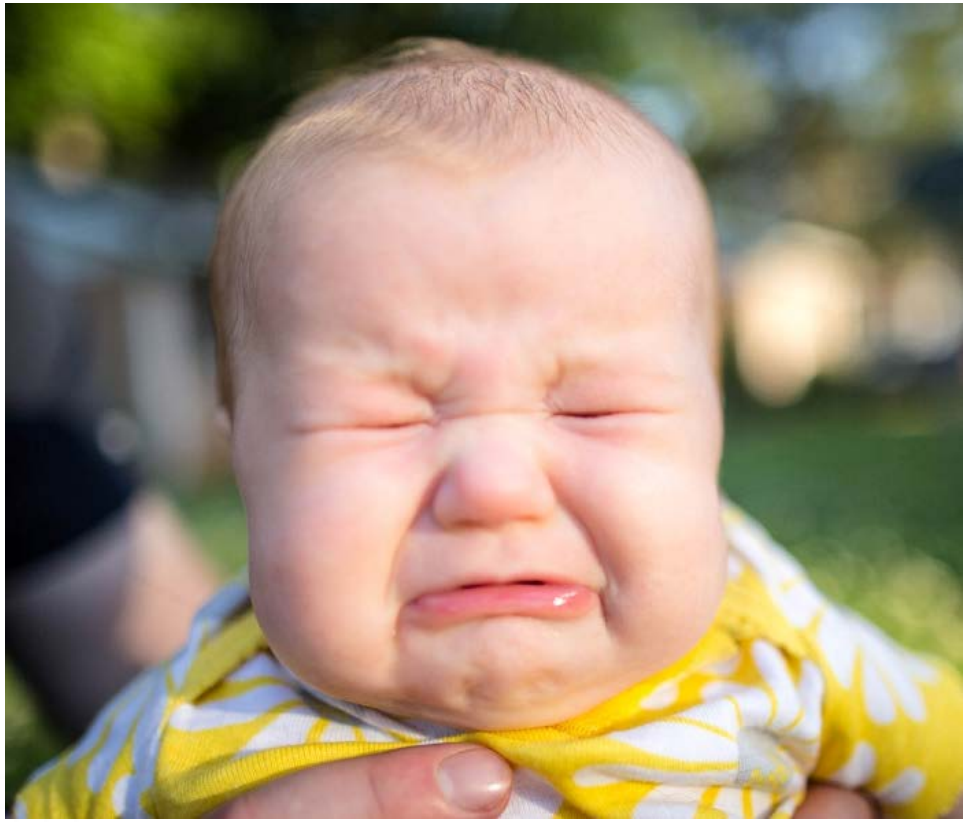
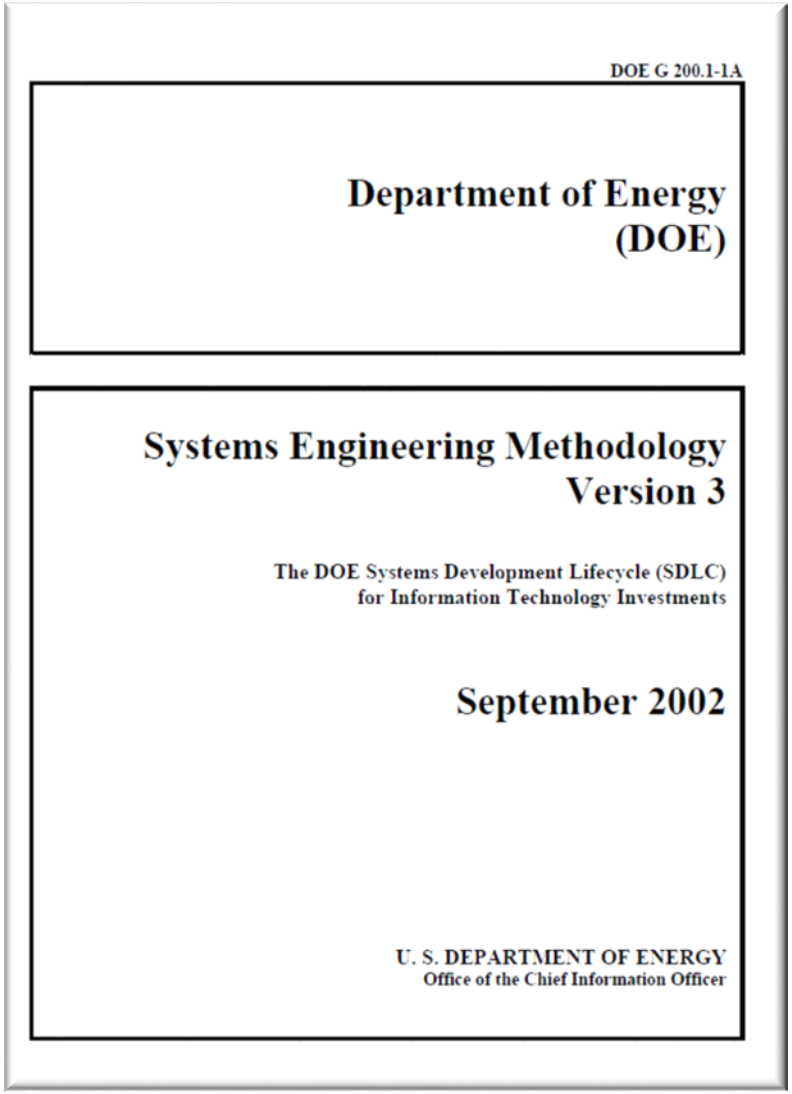
Process is a Dirty Word





DOE G 200.1-1A

Department of Energy (DOE)

Systems Engineering Methodology Version 3

The DOE Systems Development Lifecycle (SDLC) for Information Technology Investments

September 2002

U. S. DEPARTMENT OF ENERGY
Office of the Chief Information Officer

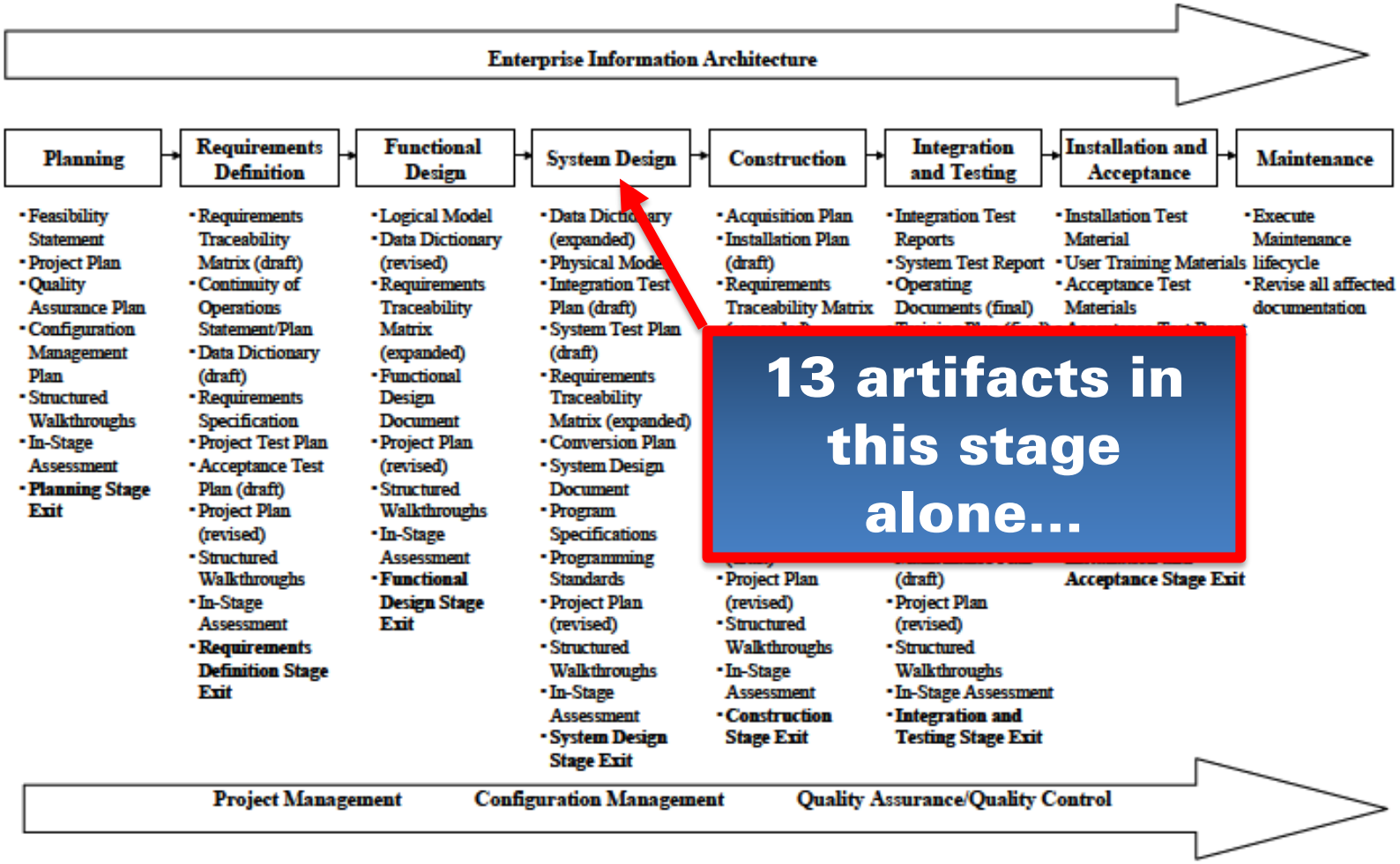
Exhibit 2.0-1. Information Systems Lifecycle Stages and Deliverables

Enterprise Information Architecture

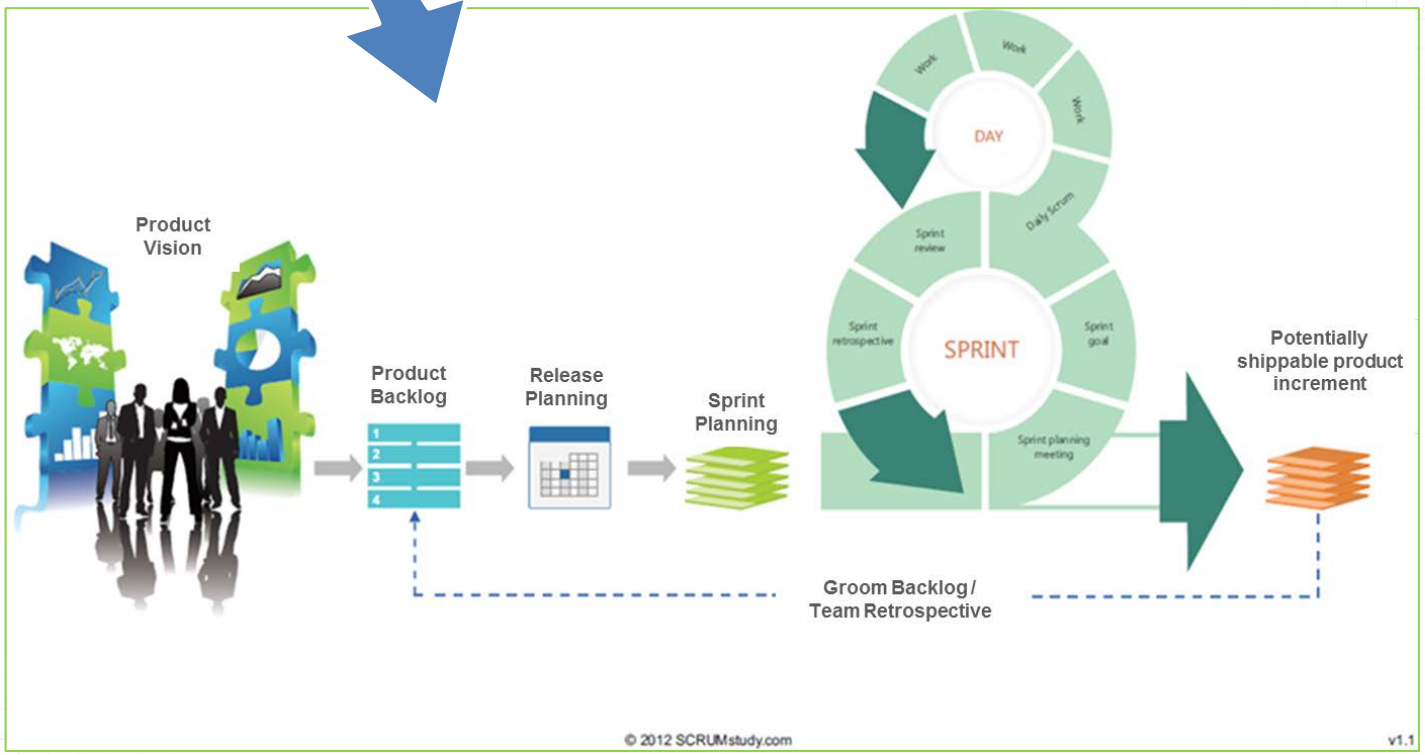
Planning	Requirements Definition	Functional Design	System Design	Construction	Integration and Testing	Installation and Acceptance	Maintenance
• Feasibility Statement • Project Plan • Quality Assurance Plan • Configuration Management Plan • Structured Walkthroughs • In-Stage Assessment • **Planning Stage Exit**	• Requirements Traceability Matrix (draft) • Continuity of Operations Statement/Plan • Data Dictionary (draft) • Requirements Specification • Project Test Plan • Acceptance Test Plan (draft) • Project Plan (revised) • Structured Walkthroughs • In-Stage Assessment • **Requirements Definition Stage Exit**	• Logical Model • Data Dictionary (revised) • Requirements Traceability Matrix (expanded) • Functional Design Document • Project Plan (revised) • Structured Walkthroughs • In-Stage Assessment • **Functional Design Stage Exit**	• Data Dictionary (expanded) • Physical Model • Integration Test Plan (draft) • System Test Plan (draft) • Requirements Traceability Matrix (expanded) • Conversion Plan • System Design Document • Program Specifications • Programming Standards • Project Plan (revised) • Structured Walkthroughs • In-Stage Assessment • **System Design Stage Exit**	• Acquisition Plan • Installation Plan (draft) • Requirements Traceability Matrix (expanded) • Integration Test Plan (final) • System Test Plan (final) • System baseline • Transition Plan • Operating Documents (draft) • Training Plan (draft) • Project Plan (revised) • Structured Walkthroughs • In-Stage Assessment • **Construction Stage Exit**	• Integration Test Reports • System Test Report • Operating Documents (final) • Training Plan (final) • Installation Plan (final) • Acceptance Test Plan (final) • Preacceptance Checklist • Requirements Traceability Matrix (final) • Maintenance Plan (draft) • Project Plan (revised) • Structured Walkthroughs • In-Stage Assessment • **Integration and Testing Stage Exit**	• Installation Test Material • User Training Materials • Acceptance Test Materials • Acceptance Test Report • Acceptance Checklist • Operational System • Operating Documents • Maintenance Plan (final) • Project Plan (final) • Structured Walkthroughs • In-Stage Assessment • **Installation and Acceptance Stage Exit**	• Execute Maintenance lifecycle • Revise all affected documentation

Project Management **Configuration Management** **Quality Assurance/Quality Control**

Exhibit 2.0-1. Information Systems Lifecycle Stages and Deliverables



Software Engineering Methodology



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Agile Principle 12

"At regular intervals,

the team reflects
on how to become more effective,

then tunes and
adjusts its behavior accordingly."

–The Agile Manifesto

The most important question that can be asked when making decisions about a project's process is:

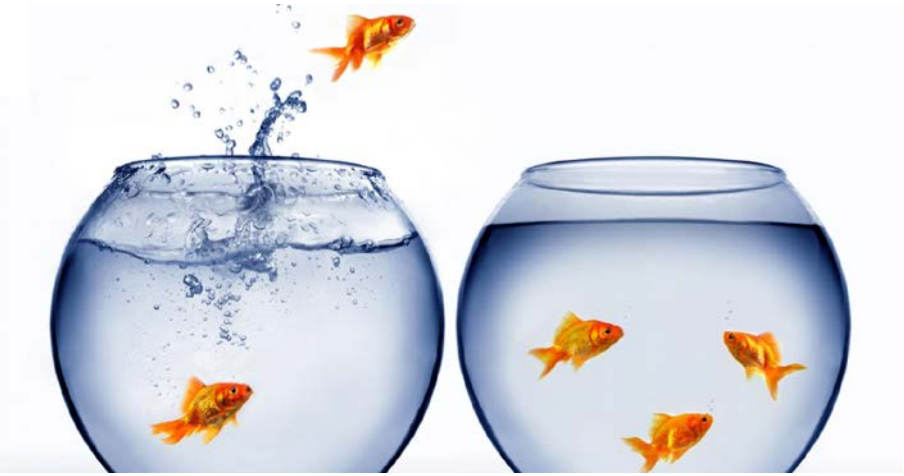
Does this make sense for us?


43


SIMPLIFY


CHANGE
SAME

Does this make sense for us?



So what is truly critical to successful change?

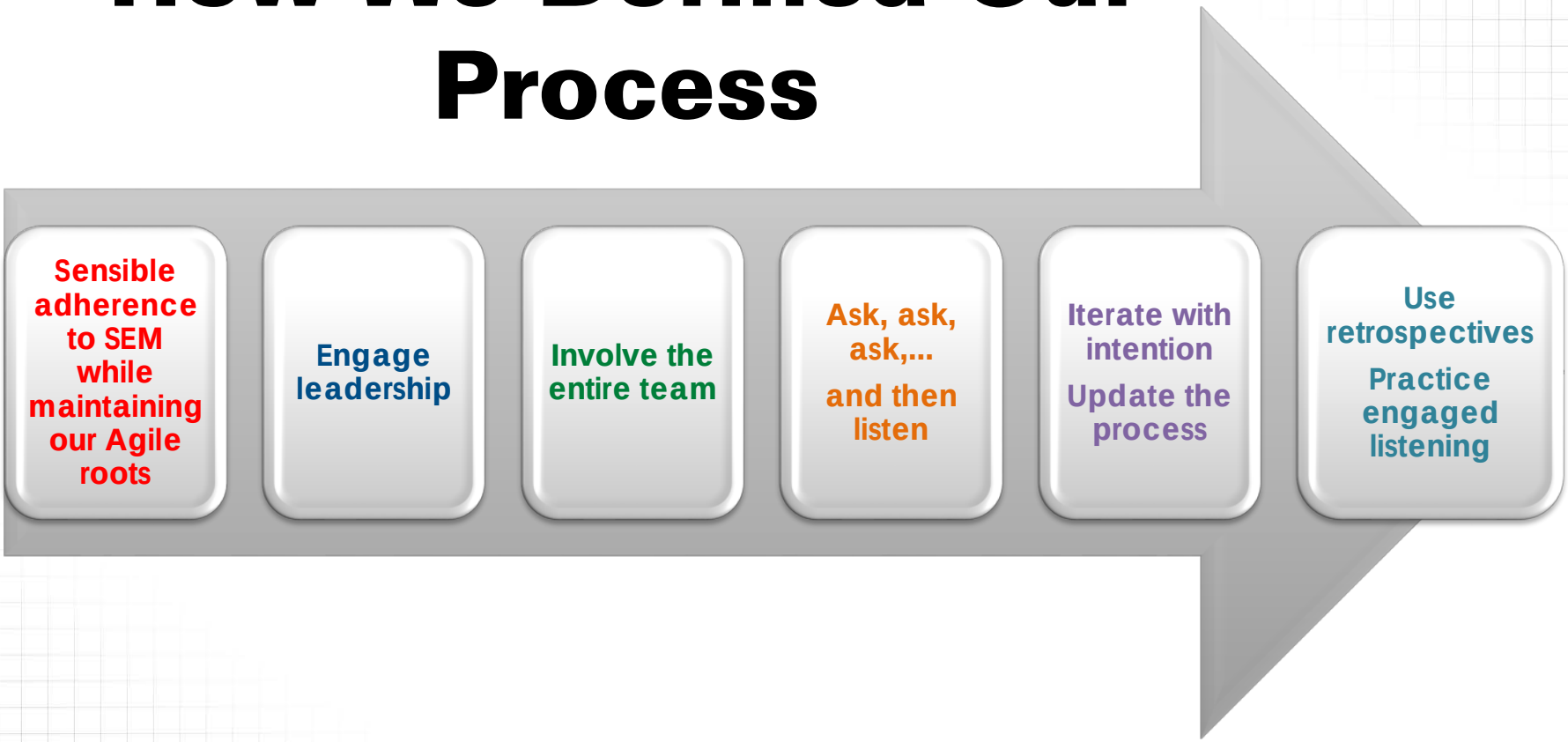
Ensuring that each team member's concerns are not only heard but considered


MEETING
TODAY

Define & use a process for instituting change

- Define a common goal
- Provide a conducive environment for change
- Include team members
- Provide opportunities for feedback (and don't judge)
- Be aware of the need for iterations and refinements of the process
- Live the Lessons Learned process

How We Defined Our Process

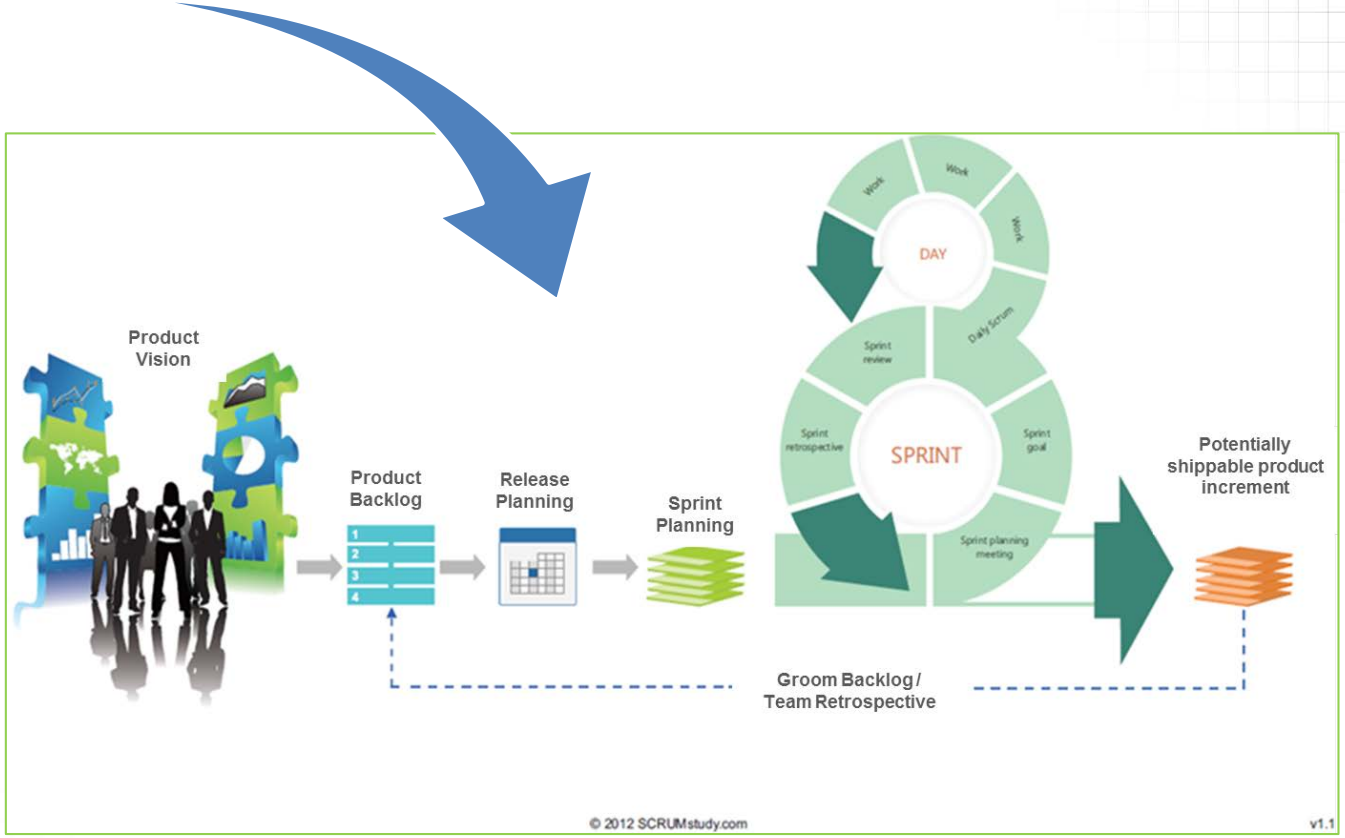


The Outcome

Annual Review
1. Project Plan
2. System Requirements Specification
3. Configuration Management and Software Change Control Plan
4. Software Quality Assurance Plan
5. Cyber Security Plan
6. Deployment Guide
7. Nondisclosure Agreement

Ongoing
1. Backlog
2. Coding Standards
3. Functional System Design Documents
4. As-developed Architecture
5. Organization Chart
6. Setup and Configuration Processes
7. Release-based Test Plans
8. Online Help/User's Guide
9. Release Notes

Software Engineering Methodology + **PMBOK**



Find a straightforward way to document what you've done and why

PMI Knowledge Areas	PMI Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Integration Management	• *G2 Project Charter*	• *G2 Project Plan* • Product Roadmap	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site • User Training Materials • *G2 User Guide* and Online Help	• Daily Scrum • Weekly Team Meetings • Retrospectives	• Release Notes • User Acceptance Verification • User Training
Project Scope Management		• *G2 SRS* • *G2 CM and Software Change Control Plan* • Backlog (and Backlog grooming) • Release Planning Meetings	• Design Documents • RTM • Source Code and Deployed Code • Customer Demos • Deployment Guide	• Meetings with Executive Sponsor • QA Testing • UAT	
Project Time Management		• Backlog (and Backlog grooming) • Release Planning Meetings		• Backlog (and Backlog grooming)	
Project Cost Management		• EAC		• EAC Reviews • Monthly Cost Reporting	
Project Quality Management		• *G2 SQA Plan*	• Application Test Plans and Reports • QA Testing • Code Reviews • Peer Review	• Defect Reporting • Process Audits	
Project Human Resource Management		• *G2 Project Plan* • G2 Organization Chart • G2 Project, Nondisclosure Agreement	• *G2 Project Plan* • Daily Scrum • Backlog (and Backlog grooming)		
Project Communications Management		• *G2 Project Plan* • *G2 SRS*	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site	
Project Risk Management		• *G2 Project Plan* • *G2 Failover Plan* • *ORNL Cyber Security Program Plan Supplement: Nonproliferation Systems Hosted Applications* • Product Roadmap • Backlog (and Backlog grooming) • Release Planning • Daily Scrum • Weekly Team Meetings • Retrospectives • Task Board • Interconnection Security Agreement between G2 and the National Security Alarm Training (NSAT) system		• Daily Scrum • Weekly Team Meetings	
Project Procurement Management		• *G2 Project Plan* • SOWs • Source Selection Criteria	• Subcontracting Agreements • Internal agreements with ORNL IT Services Division	• Contract Compliance • Receipt of Deliverables	• Contract Termination • De-obligation of Funds
Project Stakeholder Management	• *G2 Project Charter*	The Agile development method (used on this project) is based on routine and continuous stakeholder engagement spanning the Planning, Executing, and Monitoring and Controlling Project Management Process Groups			

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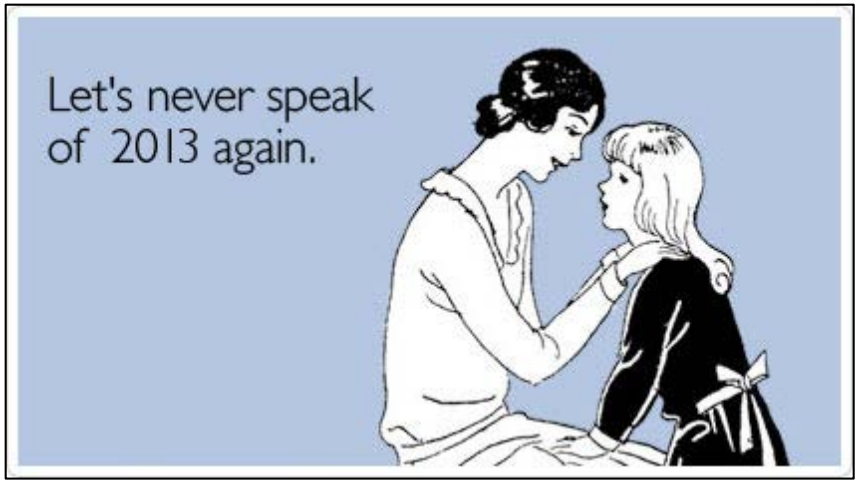
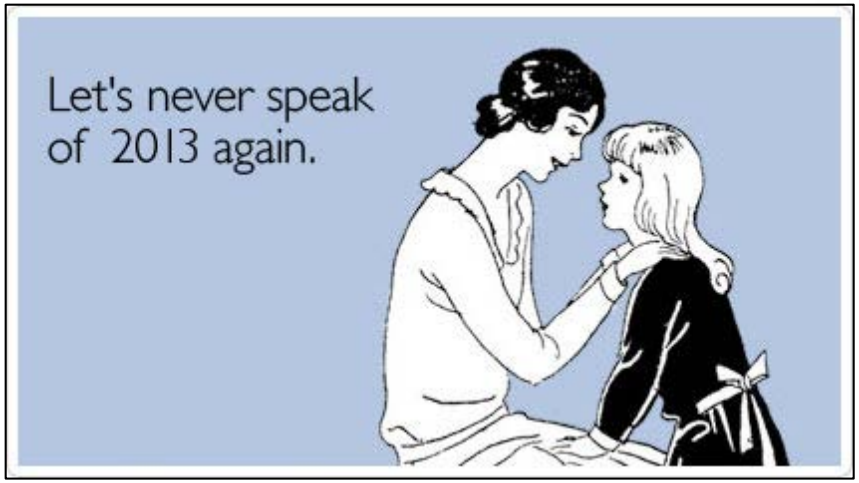
How many of you ever thought something was on auto-pilot only to have a monkey wrench thrown in?

2010 PMI Distinguished Project Award


Let's never speak
of 2013 again.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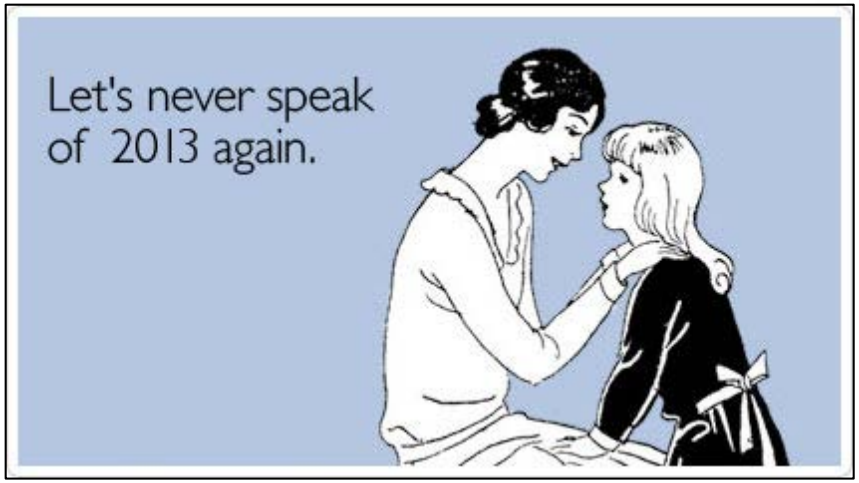
PROMOTION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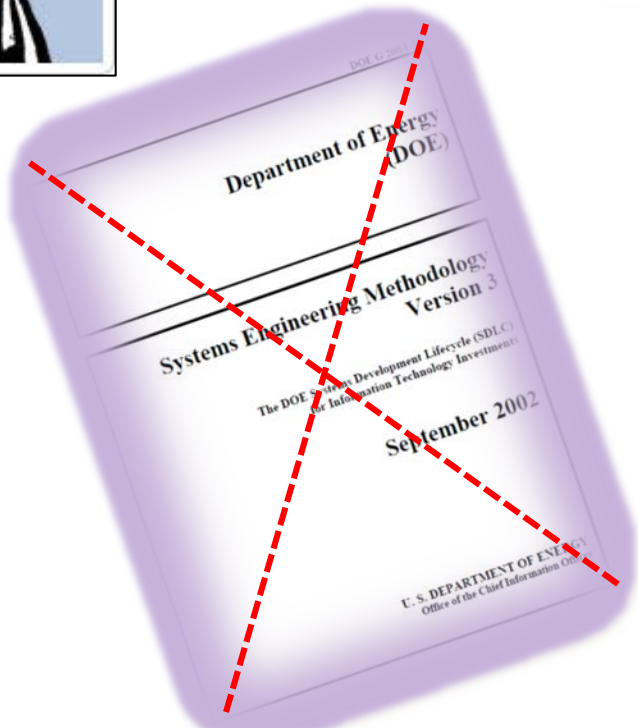
PROMOTION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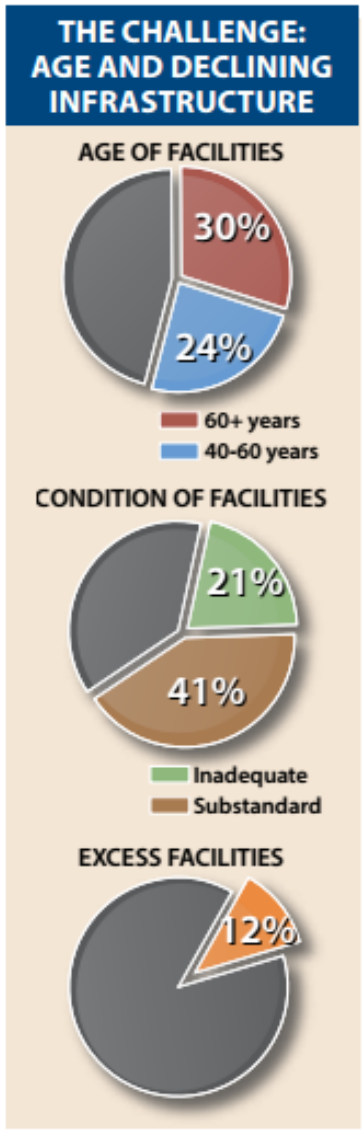
(DOE)
Systems Engineering Methodology
Version 3
September 2002
U. S. DEPARTMENT OF ENERGY


Global Threat Reduction Initiative
Securing vulnerable nuclear and radiological material at civilian sites worldwide


THE CHALLENGE: AGE AND DECLINING INFRASTRUCTURE
AGE OF FACILITIES
30%
24%
60+ years
40-60 years
CONDITION OF FACILITIES
21%
41%
Inadequate
Substandard
EXCESS FACILITIES
12%

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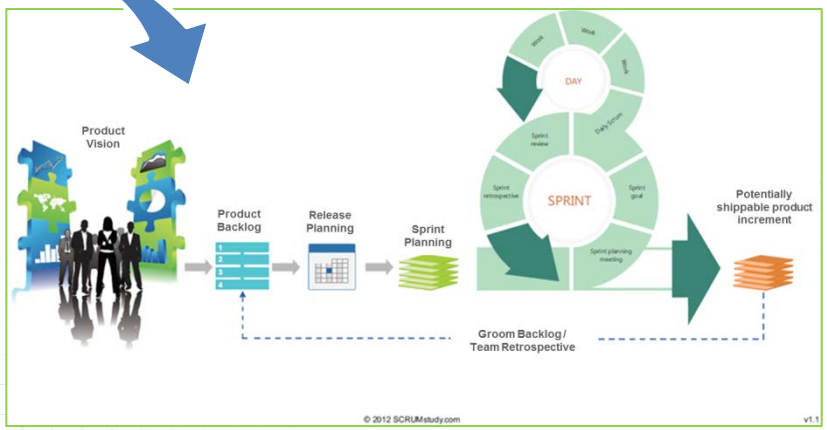
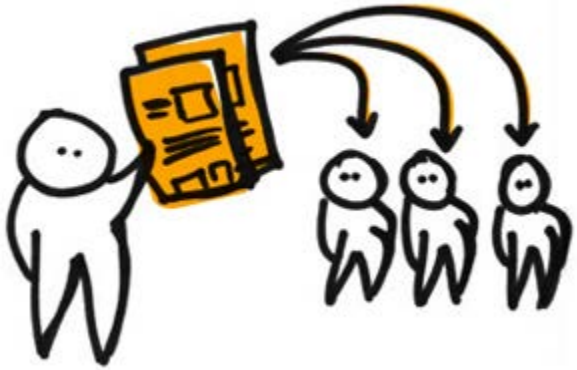
Software Engineering Methodology

+

PMBOK





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U.S. Department of Energy
Washington, D.C.

ORDER
DOE O 415.1

Approved: 12-3-2012

SUBJECT: INFORMATION TECHNOLOGY PROJECT MANAGEMENT

1. PURPOSE. To provide the Department of Energy (DOE) Elements, including the National Nuclear Security Administration (NNSA), with Information Technology (IT) Project Management guidance for the acquisition and management of IT projects and initiatives. Common IT Project Management requirements will ensure that IT projects are delivered within the original performance baseline, cost, and schedule and fully meet Mission performance, safety, safeguards, and security standards in alignment with section 5123 of Public Law (P.L.) 104-106, *Performance and Results Based Management*.

   a. To responsibly manage IT projects that will improve the efficiency and effectiveness of DOE operations and, as appropriate, the delivery of services to the public;

   b. To establish communications within the Office of the Chief Information Officer (OCIO) and across all DOE Elements for DOE Enterprise-wide IT projects;

   c. To align decision making within the OCIO and across all DOE Elements for Department–wide IT projects; and

   d. To reduce duplication of effort and the Total Cost of Ownership (TCO) for DOE IT projects.

2. CANCELLATION. DOE Guide (G) 200.1-1, *Software Engineering Methodology Guide*, dated 5-21-97.

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SUBJECT: INFORMATION TECHNOLOGY PROJECT MANAGEMENT

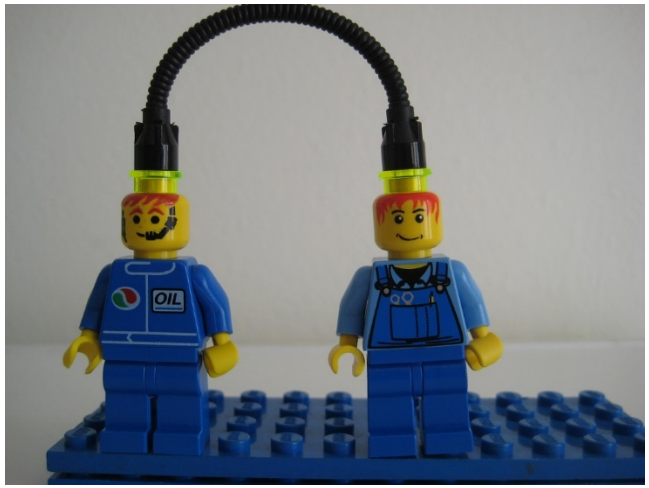
choose and implement one or more of these...

Recommended in the Order	Applies To
ANSI/ASME NQA-1	Does not apply to NS projects - organizational certification program for those companies supplying items or services that provide a safety function for nuclear facilities.
ISO 9000 Series	For organizational certification, not projects. At ORNL, SBMS is the ISO 9001:2008 certified Quality Management System (QMS), the major component of 9001:2008 certification. Currently, no ITPM-specific guidance is included in SBMS.
IAEA 50-G-Q Safety Guide Series	Does not apply to NS projects – this series provides quality assurance information and management pertaining to safety in nuclear power plants and other nuclear installations.
PMBOK	From the PMBOK: "...provides guidelines for managing individual projects and defines project management related concepts. It also describes the project management life cycle and its related processes, as well as the project life cycle. The PMBOK contains the globally recognized standard and guide for the project management profession (found in Annex A1)."

PMI Knowledge Areas	PMI Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Integration Management	• *G2 Project Charter*	• *G2 Project Plan* • Product Roadmap	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site • User Training Materials • *G2 User Guide* and Online Help	• Daily Scrum • Weekly Team Meetings • Retrospectives	• Release Notes • User Acceptance Verification • User Training
Project Scope Management		• *G2 SRS* • *G2 CM and Software Change Control Plan* • Backlog (and Backlog grooming) • Release Planning Meetings	• Design Documents • RTM • Source Code and Deployed Code • Customer Demos • Deployment Guide	• Meetings with Executive Sponsor • QA Testing • UAT	
Project Time Management		• Backlog (and Backlog grooming) • Release Planning Meetings		• Backlog (and Backlog grooming)	
Project Cost Management		• EAC		• EAC Reviews • Monthly Cost Reporting	
Project Quality Management		• *G2 SQA Plan*	• Application Test Plans and Reports • QA Testing • Code Reviews • Peer Review	• Defect Reporting • Process Audits	
Project Human Resource Management		• *G2 Project Plan* • G2 Organization Chart • G2 Project, Nondisclosure Agreement	• *G2 Project Plan* • Daily Scrum • Backlog (and Backlog grooming)		
Project Communications Management		• *G2 Project Plan* • *G2 SRS*	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site	• Daily Scrum • Weekly Team Meetings • G2 Project's SharePoint Site	
Project Risk Management		• *G2 Project Plan* • *G2 Failover Plan* • *ORNL Cyber Security Program Plan Supplement: Nonproliferation Systems Hosted Applications* • Product Roadmap • Backlog (and Backlog grooming) • Release Planning • Daily Scrum • Weekly Team Meetings • Retrospectives • Task Board • Interconnection Security Agreement between G2 and the National Security Alarm Training (NSAT) system		• Daily Scrum • Weekly Team Meetings	
Project Procurement Management		• *G2 Project Plan* • SOWs • Source Selection Criteria	• Subcontracting Agreements • Internal agreements with ORNL IT Services Division	• Contract Compliance • Receipt of Deliverables	• Contract Termination • De-obligation of Funds
Project Stakeholder Management	• *G2 Project Charter*	The Agile development method (used on this project) is based on routine and continuous stakeholder engagement spanning the Planning, Executing, and Monitoring and Controlling Project Management Process Groups			


May
12


G2 Project Team
March 9, 2016
2360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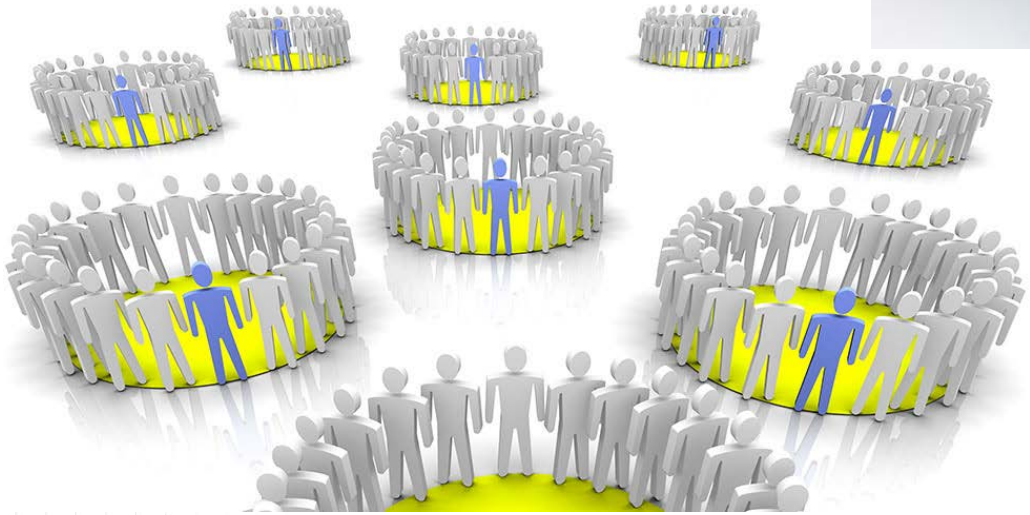

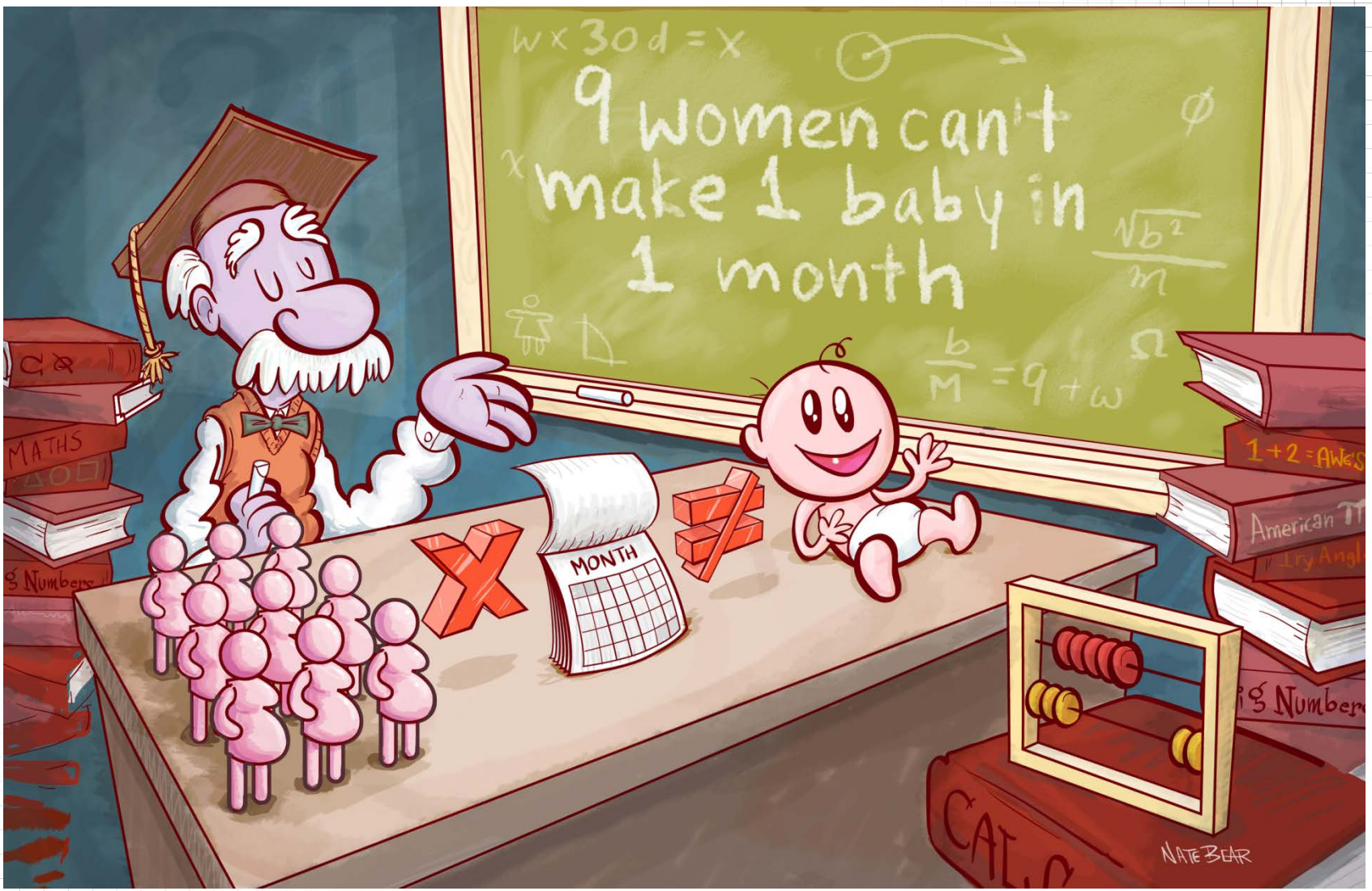
9 women can't make 1 baby in 1 month
MONTH
MATHS
NATE BEAR

Remember...

Does this make sense for us?

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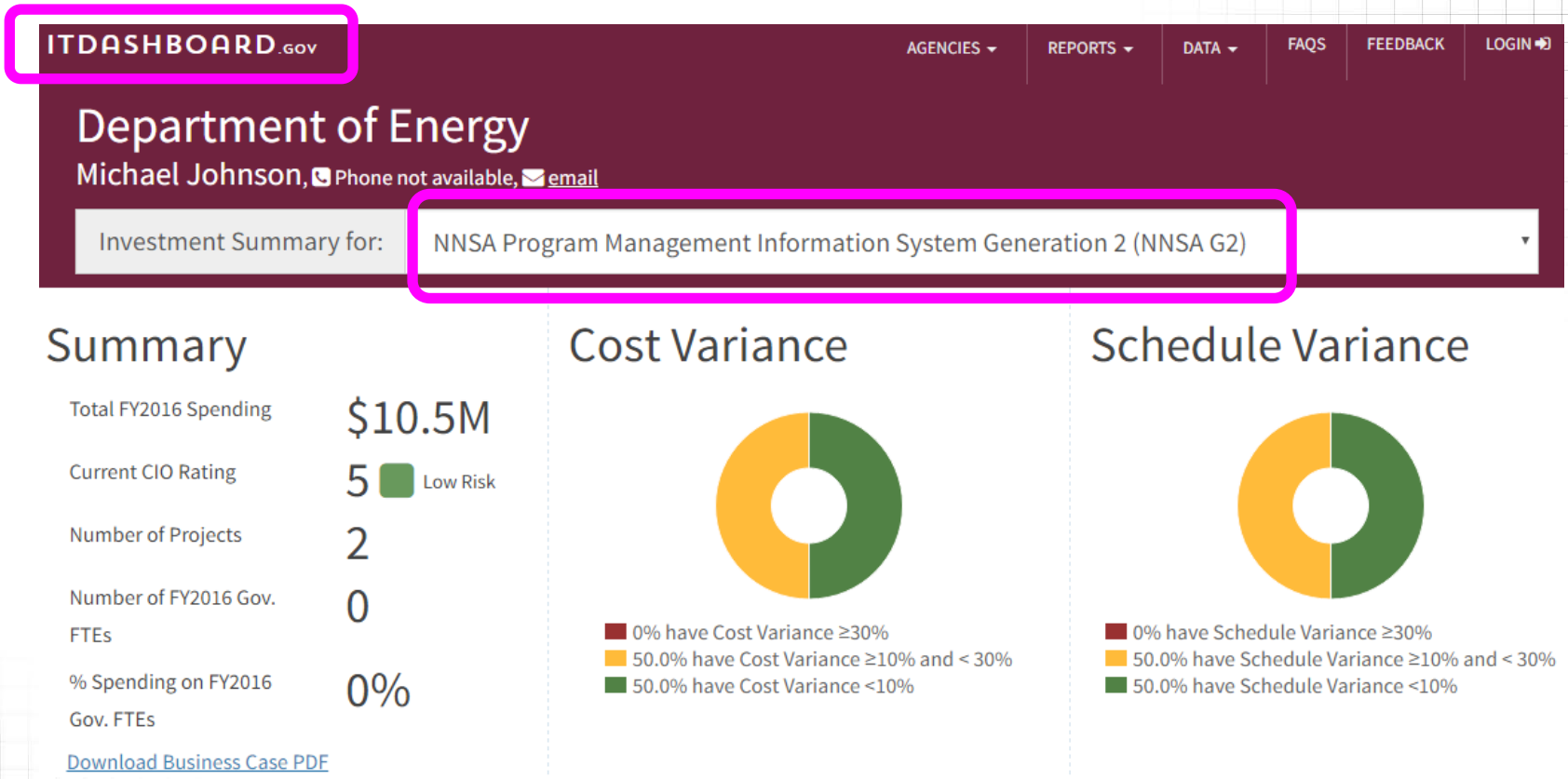
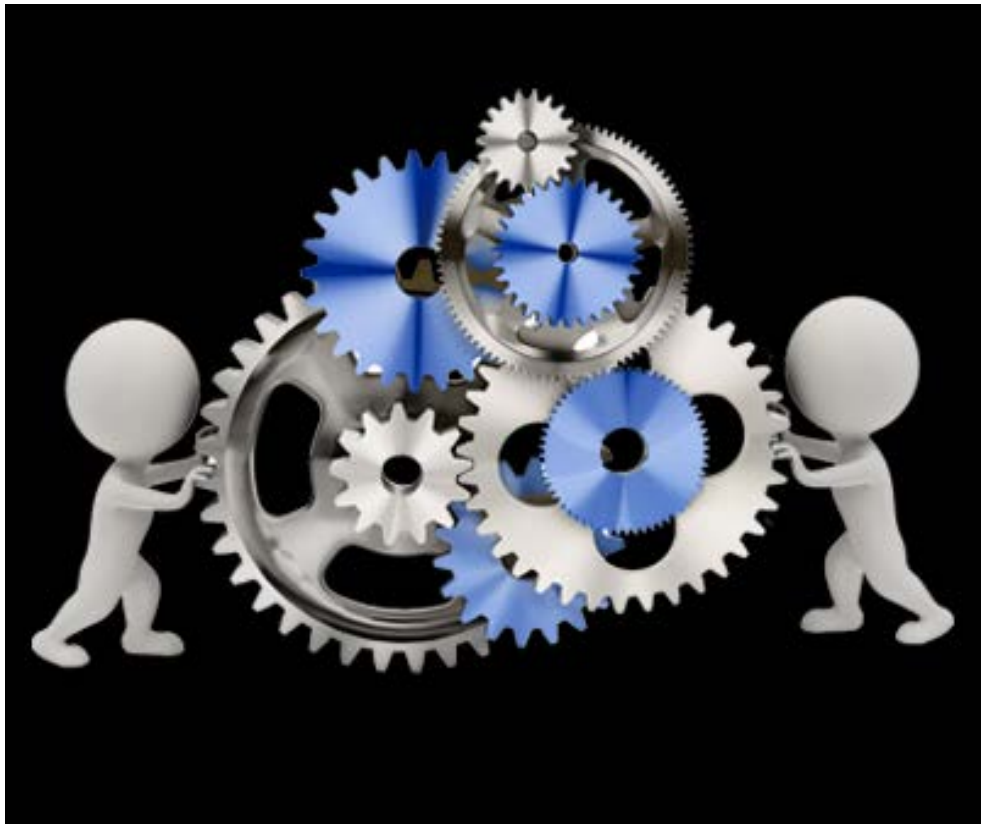
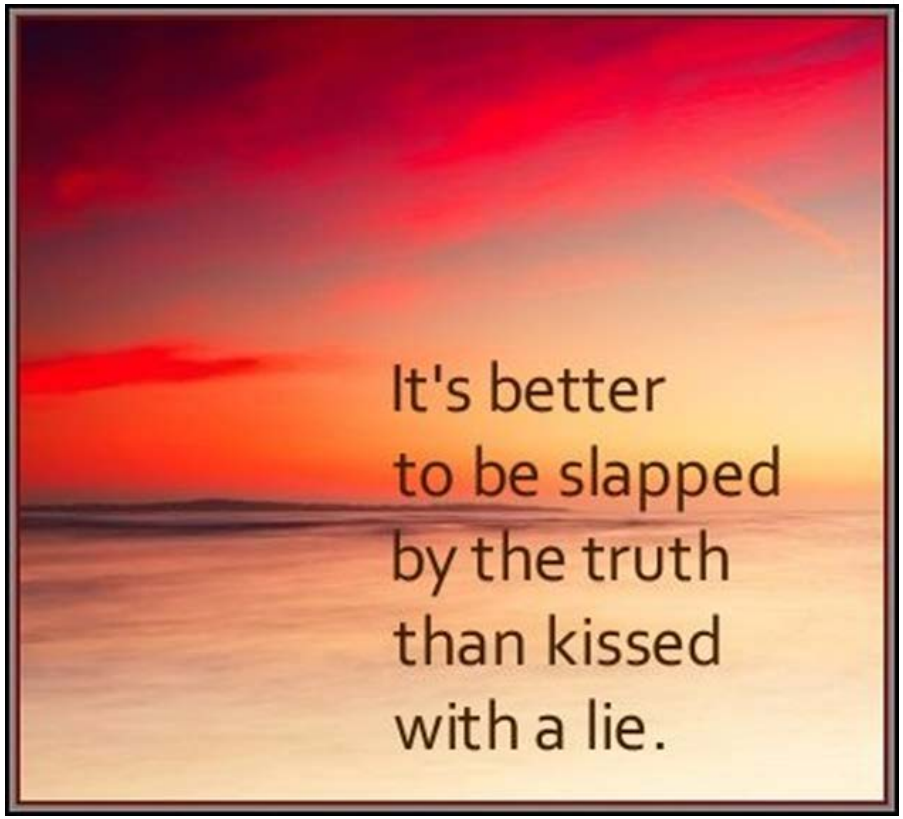



G2 Planning Meeting – March

To improve a highly functioning Agile team:

Listen, gather necessary data, and proceed with intention




It's better
to be slapped
by the truth
than kissed
with a lie.

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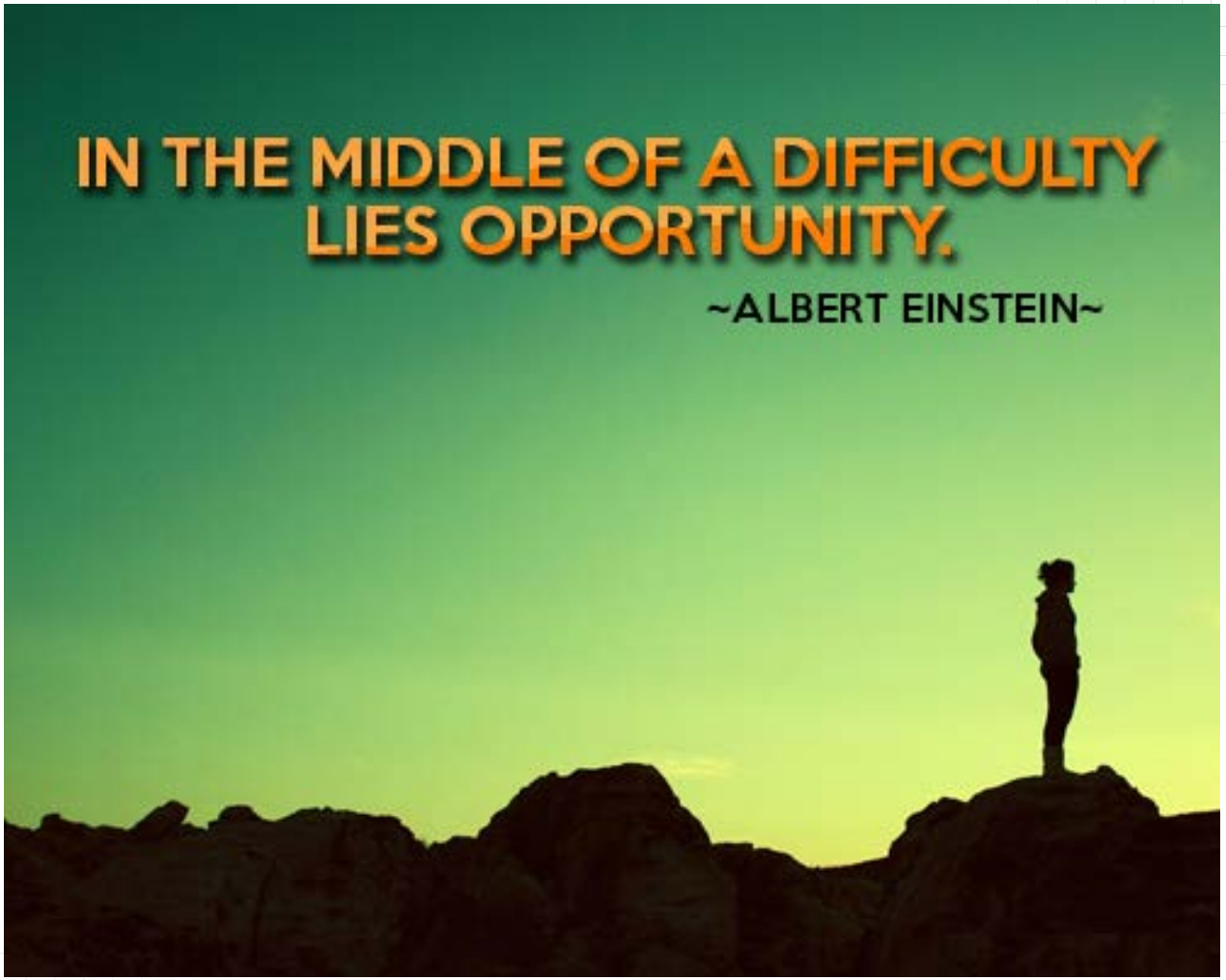
Let your past make you better, not bitter


AGILE TEAMWORK
COMMITMENT
OPENNESS
FOCUS
COURAGE
RESPECT

I'm a great believer in
LUCK,
and I find the harder I
WORK,
the more I have of it.

~ Thomas Jefferson


IN THE MIDDLE OF A DIFFICULTY LIES OPPORTUNITY.
~ALBERT EINSTEIN~

Thank you for attending…

Tangible Strategies for Aligning Your Processes with Agile

Kim Hobson

2016 Project Management Symposium