



**PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE**  
A.J. CLARK SCHOOL OF ENGINEERING  
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# HELPING ENTERPRISE PMO AND AGILE PLAY NICE TOGETHER

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# Helping Enterprise PMO and Agile Play Nice Together

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**MITRE**

## The Challenge

- Government PMO needs to make multiyear plans for strategy, budget, etc.
- Agile development runs 40-day Program Increments and has fallen behind in delivery
- The PMO is understaffed, inexperienced with SAFe; has difficulty to establish and maintain the alignment between the Program vision and Agile development
- Without the guard rails of a long range plan the agile release train may run off the track
- Without plans, communications up, down, across, and outside of the program tend to be ad hoc, time consuming, and inconsistent
- How to help the PMO to effectively utilize SAFe, at the same time minimize the burden on the limited resources?



## A Solution – Integration and Implementation Planning\* (IIP) Approach

- This approach provides synchronization and integration mechanisms for the PMO:
  - The Goals synchronize all elements of the approach
    - Determine what “done” looks like
  - The Action Plans integrate critical activities required to fulfill the goals
    - Identify the path to “done”
- The IIP approach:
  - Provides vetted objectives and goals to the SAFe Portfolio/program Level
  - Aligns PMO activities with Program Increment (PI) cadence
  - Focuses on useful artifacts (agile) maintained in a shared repository and is able to quickly collect them into a publishable document (PMO)
  - Provides a “process-lite” method to complete major elements of program planning



\* An IIP focuses on the milestones the PMO is responsible for collecting, managing, and maintaining. These milestones can be used as a starting point for the development of the PMO's detailed schedule.

# The Line of Sight

- The key to success is how these elements are used individually and collectively.
- Goals are the linchpin. Everything is traced back to goals and goals are used to report progress.



## Examples of the Line of Sight PMO Elements

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**An objective is a succinct and clear description of what success looks like**

“New data dissemination platform is fully production ready and becomes the primary platform for structured data.”

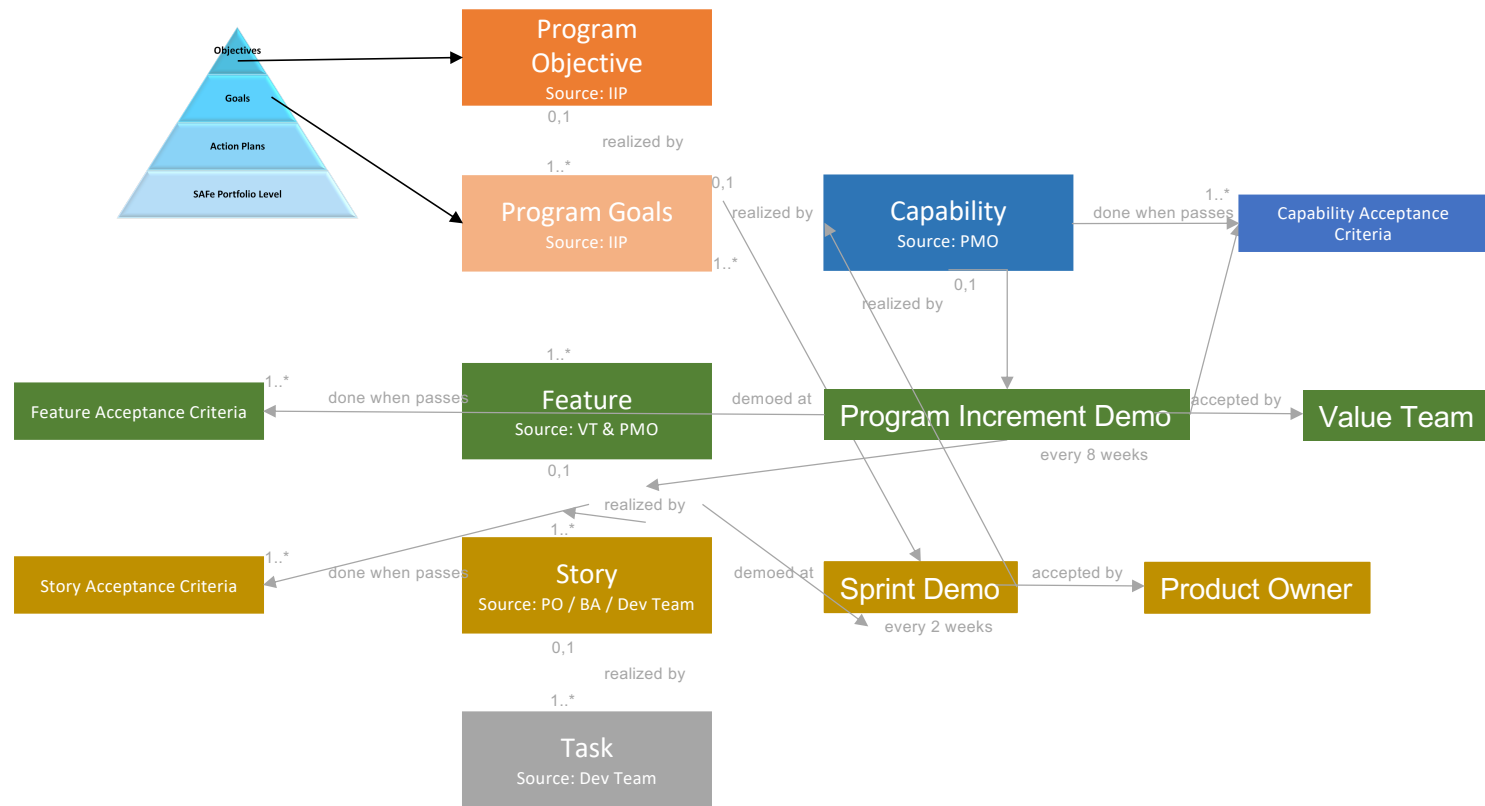
**A goal should be SMART – Specific, Measurable, Achievable, Relevant, Time bound :**

“Develop strategy for disposition of the legacy data products by September”

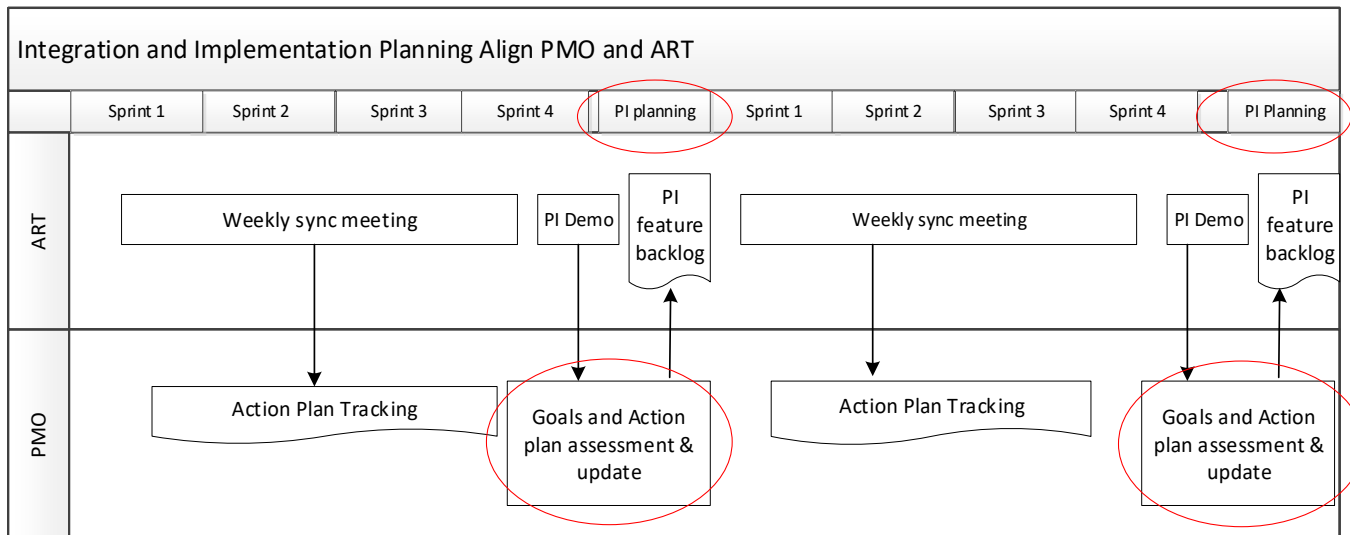
**Action Plan activities should be a high-level descriptions of the tasks necessary to accomplish the goal**

1. Identify the legacy data products
2. Negotiate with the product owners
3. Document and brief the strategy
4. Update the Segment Architecture

# Apply SAFe Requirement Model



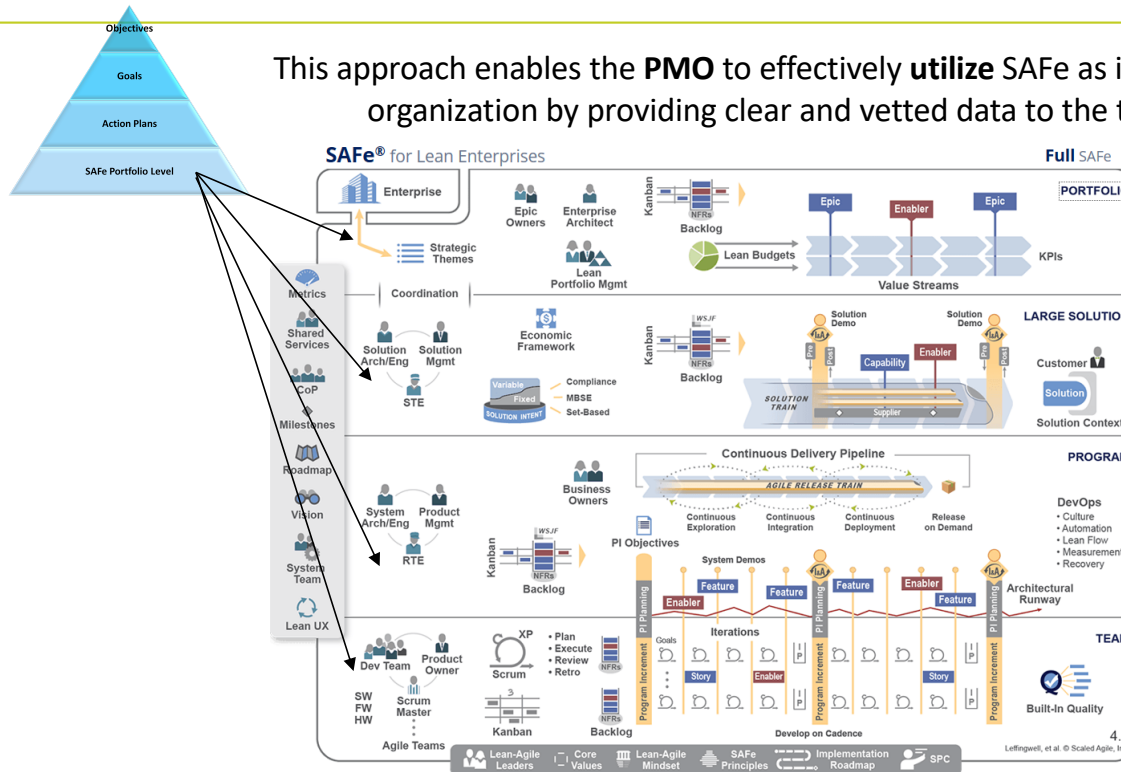
# Alignment with PI Cadence



ART = Agile Release Train  
 PI = Program Increment  
 PMO = Program Management Office



# Provides vetted Objectives/Goals to the Highest SAFe Level Implemented



<https://www.scaledagileframework.com/#>

## Who benefits by using the Integration and Implementation Planning approach

- All participants in the SAFe program:
  - Program Management
  - Project Teams
  - Delivery Partners
  - Upper Management



The approach provides the line of sight from Strategy to real work, with a visibility that allow all parties to examine objectives and goals for suitability, applicability, and usability.

## Summary

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- The IIP approach provides synchronization and integration mechanisms for the PMO to manage the program:
  - The Goals synchronize all elements of the approach
    - Determine what “done” looks like for all **participants** (SAFe participants, governance, executives, stakeholders, delivery partners, team members, etc.) and **key plans** (Segment Architecture, Budget, etc.)
  - The Action Plans integrate critical activities required to fulfill the goals
    - Identify the path to “done” via the **activities** and **associated role assignments**
- The IIP approach:
  - Provides clear and vetted objectives and goals to the SAFe Portfolio Level by **delivering** a long range **vision** and SMART **goals**
  - Aligns PMO activities with Program Increment (PI) cadence by **scheduling** Action Plan updates **prior to each PI planning day**
  - Focuses on useful artifacts (agile: **Goals, Action Plans**, etc.) maintained in a shared repository and is able to quickly collect them into a publishable document (PMO: **IIP, Segment Architecture**, etc.)
  - Provides a “process-lite” method to complete major elements of program planning