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NEXT SESSION

MIGRATING FROM WATERFALL TO AGILE: CONCERNS AND REMEDIES

Jerome Alston

Founder and President, Marjen LLC.

This session will be
recorded.

University of Maryland
Project Management
Symposium



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



Migrating from Waterfall to Agile: Concerns and Remedies

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2023 Project Management Symposium



Discussion Topics

- Executive management support
- Organizational hierarchy
- Backlog requirements and tasks
- Scheduling
- Reporting

Executive Management Support

- Concerns
 - Support degradation
 - Migration stagnation
 - Migration degradation



Photo by [Christina @ wocintechchat.com](https://www.wocintechchat.com) on [Unsplash](https://www.unsplash.com)


Executive Management Support


- Secure time with sponsoring authorities
- Promote continued learning
 - www.scrum.org/resources/scrum-guide
 - <https://scaledagileframework.com>
 - <https://www.pmi.org/learning>
- Alert executive management of expected and realized obstacles



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Executive Management Support

 **Scrum.org™**
The Home of Scrum



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General Resources

All Resources

Search to find what you are looking for

The Scrum Guide

The definition of Scrum by its creators

Videos

Watch to learn from Scrum experts

Case Studies

See how others are using Scrum

Professional Scrum Competencies

A set of focus areas that all classes and certifications are built upon

Webcasts

Register for webcasts and watch recordings

Podcasts

Listen to Recordings from our community and beyond



Books


Written by Ken Schwaber, Professional Scrum Trainers and the Scrum.org team

Executive Management Support


The screenshot displays the Scaled Agile Framework (SAFe) website. The header includes the SAFe logo, a navigation bar with links like Home, About, Blog, and a search icon. Below the navigation bar, the 'SAFe 6.0' section is highlighted, showing various configuration options: OVERVIEW, ESSENTIAL, LARGE SOLUTION, PORTFOLIO, and FULL. The 'ESSENTIAL' configuration is selected, revealing a detailed diagram of the SAFe framework. This diagram illustrates the flow from Business Owners and Agile Teams through various roles and processes (like Product Mgmt, System Architect, RTE, Product Owner, Scrum Master / Team Coach) into the ART Flow (Customer Centricity, Design Thinking, Lean UX, ART Backlog) and Team Flow (SAFe Scrum, Built-In Quality, Team Backlogs). The central focus is the 'Continuous Delivery Pipeline' featuring the 'AGILE RELEASE TRAIN' with stages: Continuous Exploration, Continuous Integration, and Continuous Deployment. It also shows 'Release on Demand' with System Demos, Features, and Enablers, and 'IP Iteration' with PI Planning, CI, and CE. The bottom of the diagram shows 'PI Objectives' and 'Architectural Runway'. A sidebar on the right lists 'Vision', 'Roadmap', and 'System Team'. The footer contains icons for Lean-Agile Leadership, Lean-Agile Mindset, Core Values, SAFe Principles, Implementation Roadmap, SPC, and Continuous Learning Culture.

Executive Management Support



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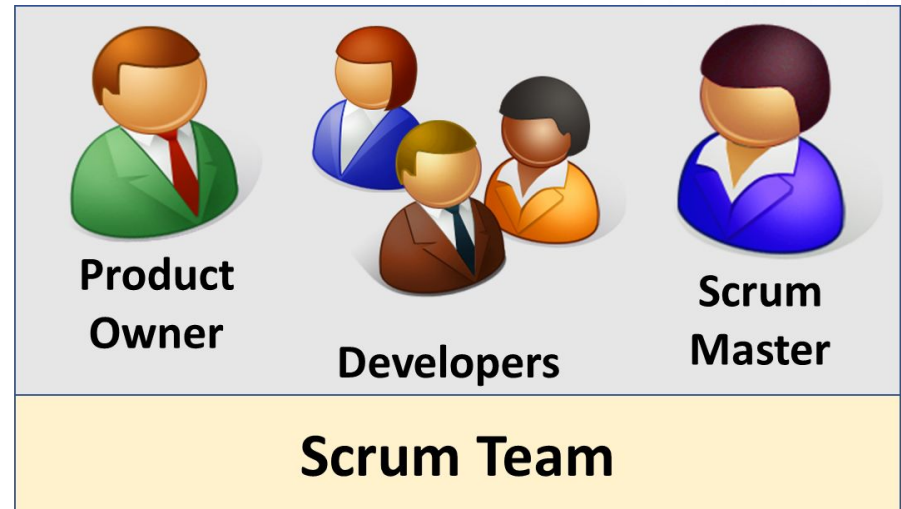
Discover articles and features at [Career Central](#), visit the [PMI Job Board](#), or view the results of [Earning Power](#), our latest [project management salary survey](#).

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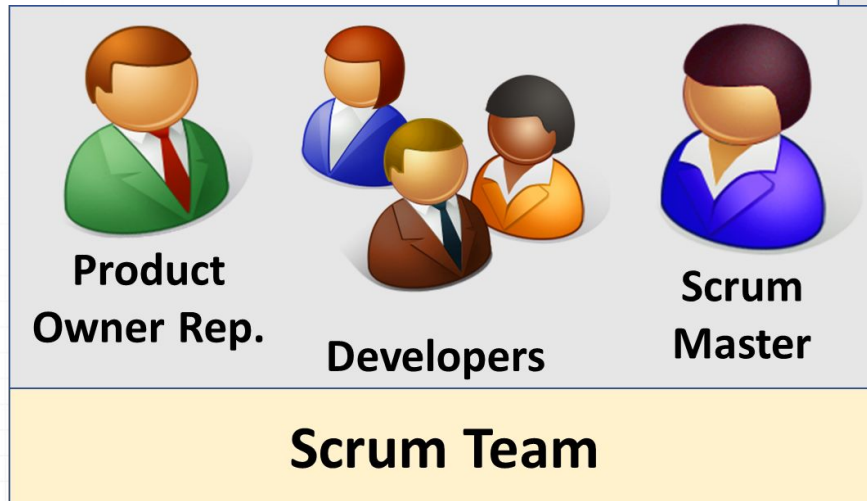
Organizational Hierarchy

- Concerns
 - Team composition
 - Roles and responsibilities
 - Developing progressive practices



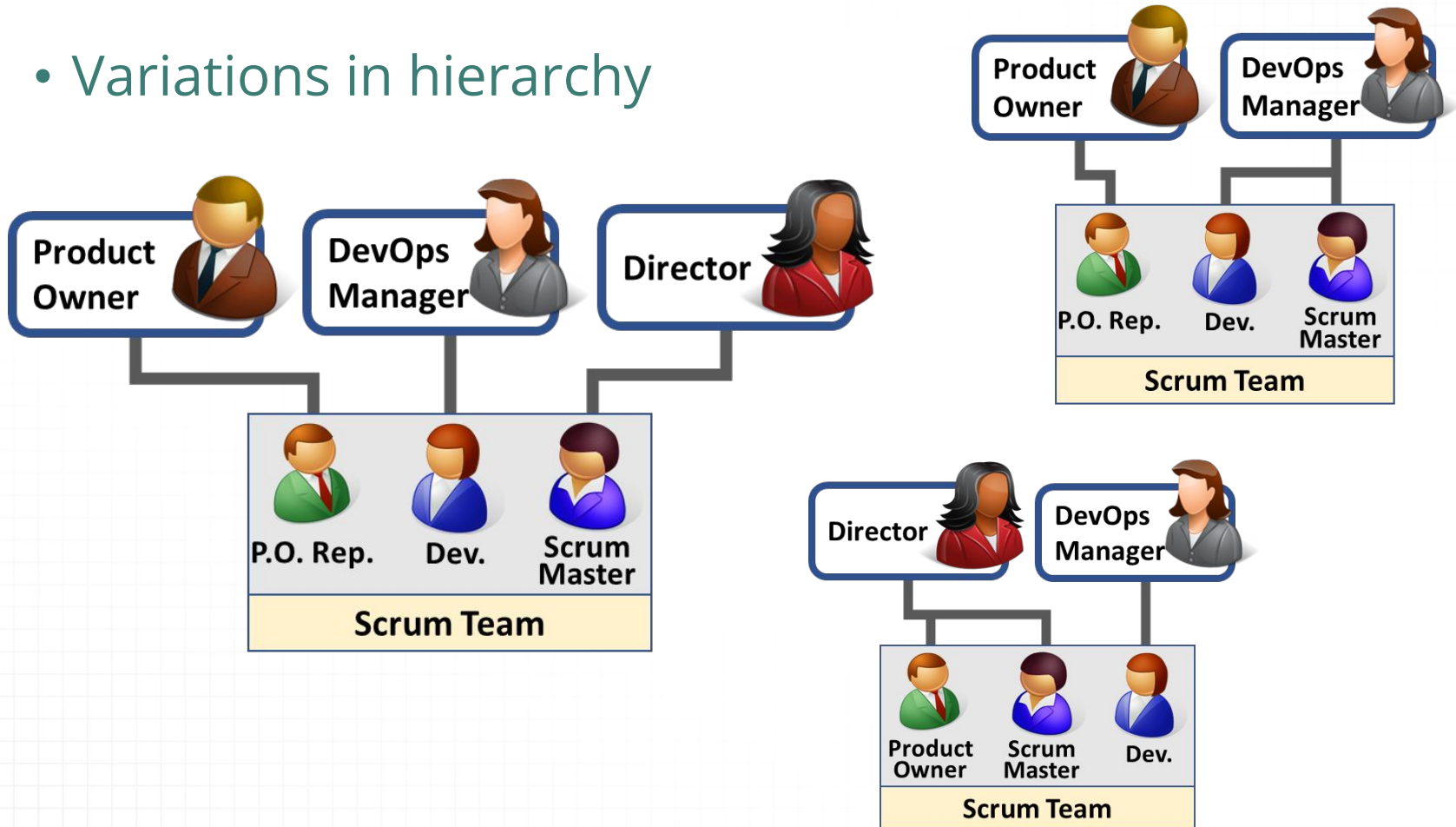
Organizational Hierarchy

- Variations in hierarchy



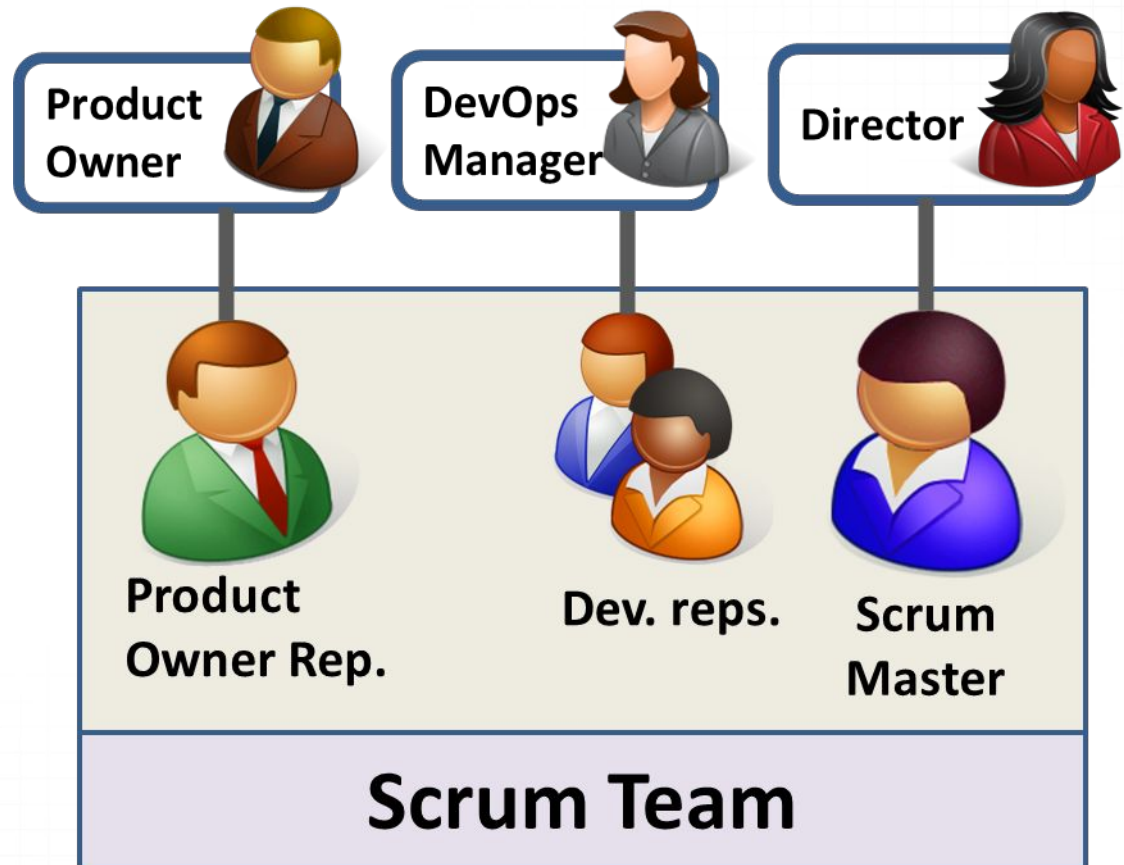
Organizational Hierarchy

- Variations in hierarchy



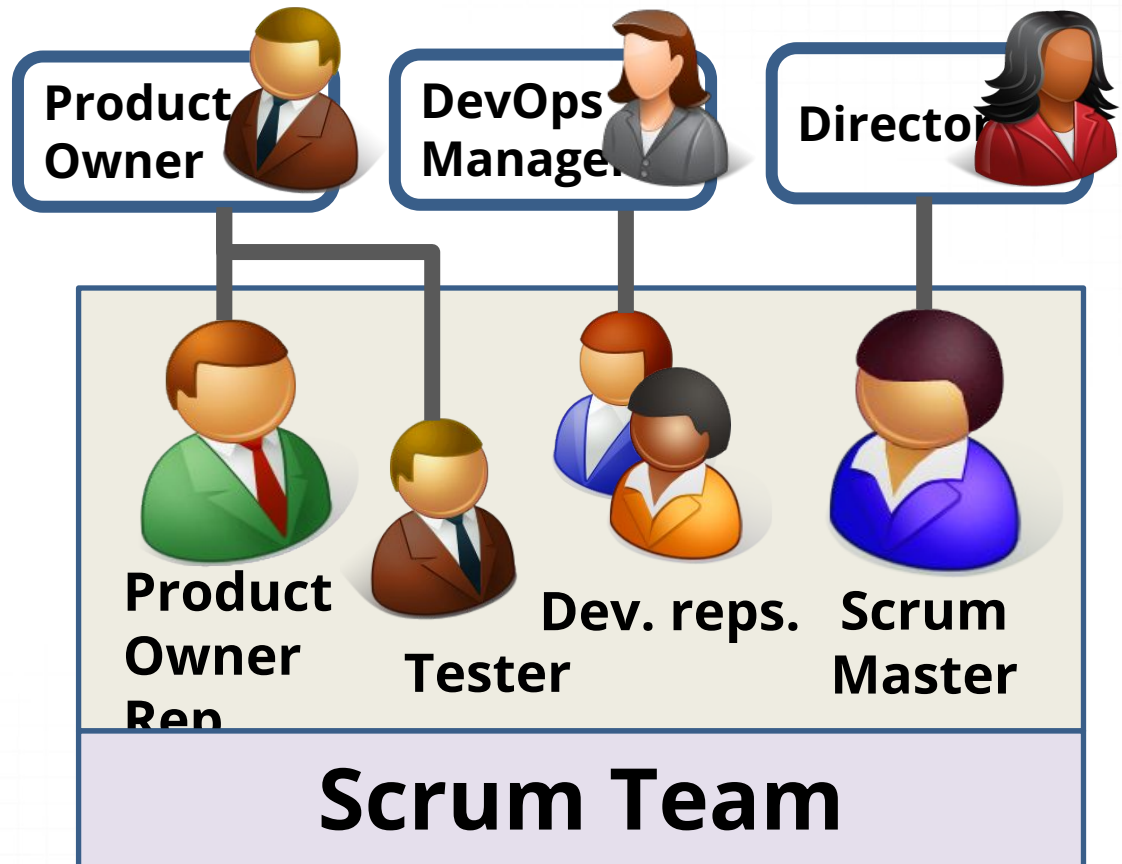
Organizational Hierarchy

- Ensure product owner and representative are in “lock-step”
- Meet regularly with the DevOps manager
- Ensure developer representation remains allocated to the team / effort.



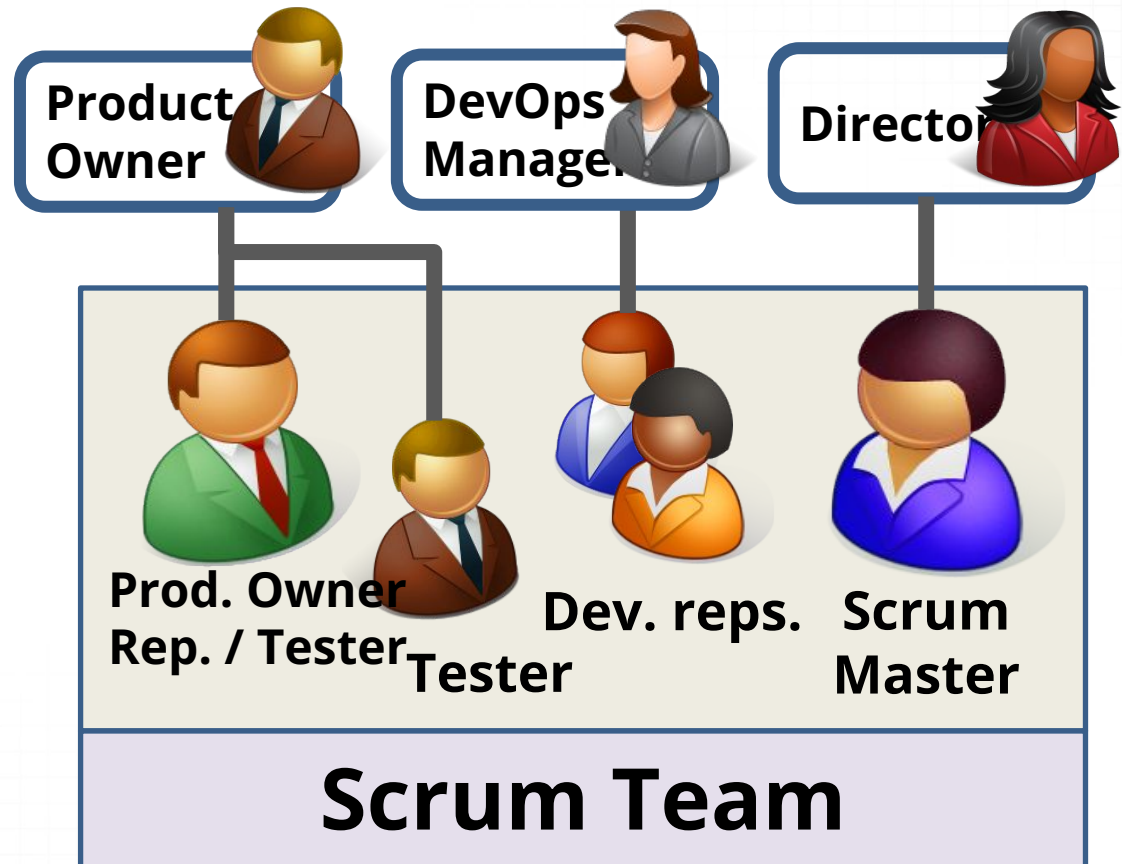
Organizational Hierarchy

- There should be a tester on the team!
- The tester should represent the product owner / user perspective.



Organizational Hierarchy

- There should be a tester on the team!
- The tester should represent the product owner / user perspective.
- It is acceptable for the product owner representative to be the tester.

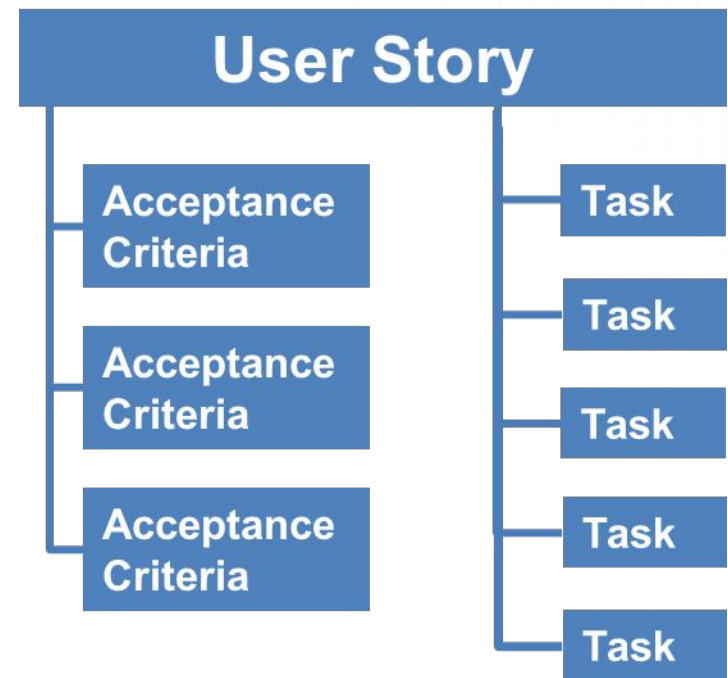


Backlog Requirements and Tasks

- Concerns
 - How should requirements be documented?
 - What other artifacts need to be documented?

Backlog Requirements and Tasks

- Project goal
- Backlog user stories
 - As a (user role),
 - I would like to (activity),
 - So that (business value)
- Sprint goal
- Acceptance criteria
 - Given (a specific condition)
 - When (a specific action occurs)
 - Then (a specific result is expected)
- Tasks

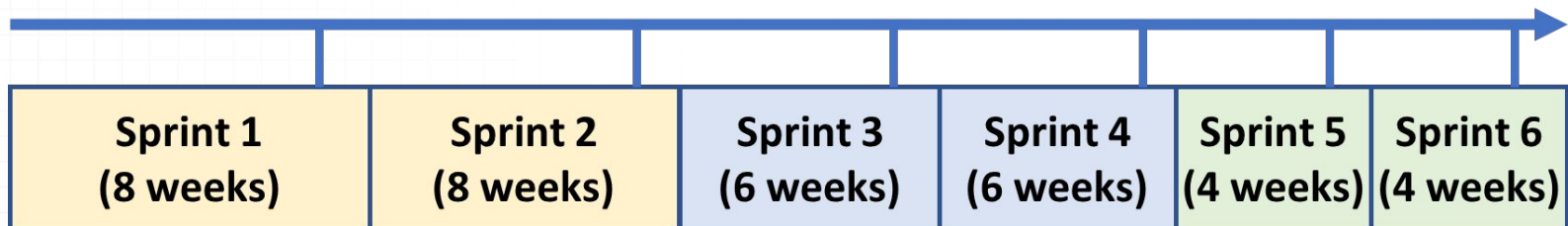


Scheduling

- Concerns
 - How long should the sprint cycle be?
 - What should you do if you have to break the sprint schedule?

Scheduling

- Anticipate that changes will be required.
- Do not be too aggressive with your sprint schedule.
 - If an organization is historically completing major development projects in 1 year, do not suggest sprint release schedules of 1 month.
 - Start longer and improve towards the targeted sprint schedule progressively.

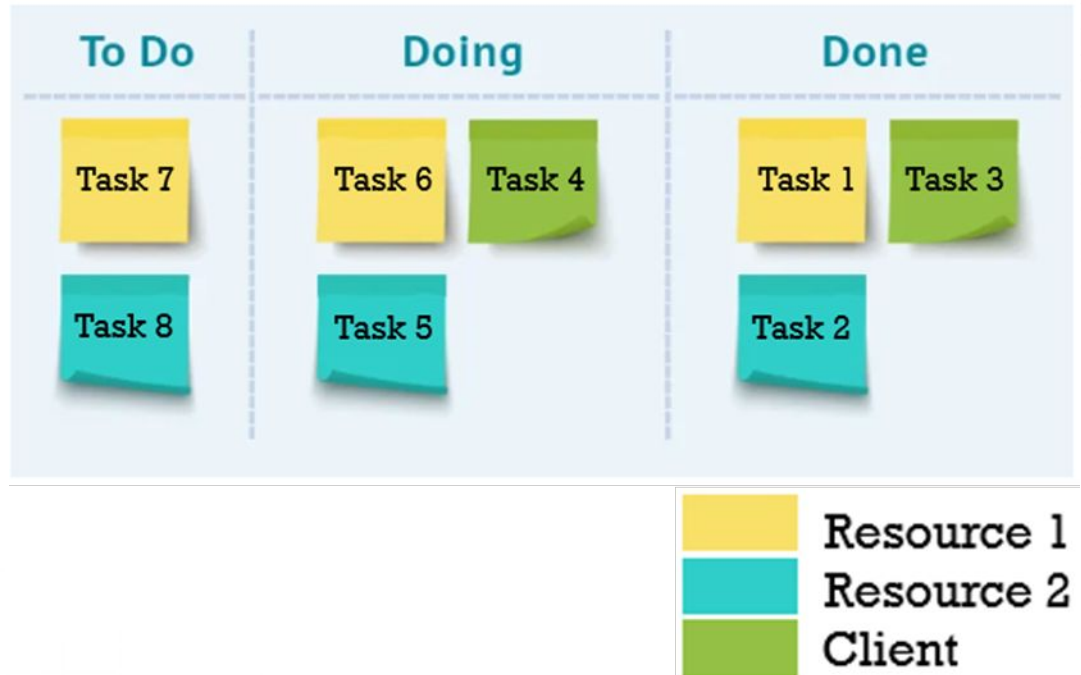


Reporting

- Concerns
 - What should be reported?
 - Who should receive reports?
 - How should progress be reported?

Reporting

- Consider
 - The overall project
 - The sprint
 - The audience
- Tools
 - Kanban Boards
 - Service Now
 - Jira
 - Quad charts



Reporting: Quad Charts

Project Overview

Sprint Goal: Implement a secure MPD interface to increase the speed of data transfer between our primary vendors.

Item / Activity	% Complete	Actual
Finalize requirements	100%	10/14/22
CISO design review	100%	10/21/22
MPD interface developed	75%	11/2/22
Interface test complete	0%	11/4/22

Budget

Period	Billed	(over) / Under	Cumulative Billed	Cumulative (over) / Under
Sep	\$50,000	\$2,000	\$50,000	\$2,000
Oct	\$52,000	\$0	\$102,000	\$2,000
Nov	\$55,000	(\$3,000)	\$157,000	(\$1,000)
Dec	\$57,000	(\$5,000)	\$214,000	(\$6,000)
Jan	\$50,000	\$2,000	\$264,000	(\$4,000)
Feb	\$49,000	\$3,000	\$313,000	(\$1,000)

Risks

Description	Likelihood	Contingency
Awaiting artifacts to support IV&V requirement 13.4	Low	If no artifact rec. by Nov 7 th , conclude process is not compliant.
Project emergency may prevent interviews from being conducted on time	High	Reschedule interviews to take place later in the month

Next Steps

- Perform process tests
- Conduct leadership team interviews
- Conduct system administrator interviews
- Perform system tests



Questions?

Evaluate Session

