CoEPM² European Commission

Centre of Excellence in PM² presents

OpenPM² 2018 CONFERENCE

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Agile PM²

Connecting Agile Practices to PM² projects

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European Commission

European Commission | Council of the European Union | European Committee of the Regions | European Central Bank Eurosystem | European Union External Action

Agenda

- Planning and Estimating
- Project organisation – Governance Model
- Roles and Responsibilities
- Artefacts
- Tools & Techniques

Planning and Estimating

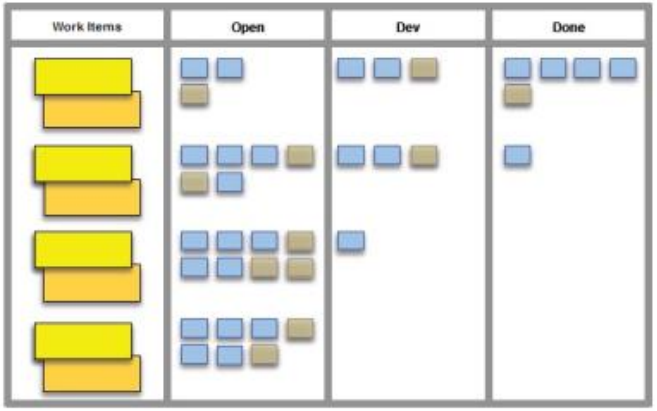
Planning with Agile PM²

Two Levels of Planning

Release Planning

Focused on Accuracy
Uses Relative Estimates

Iteration Planning



Focused on Precision
Uses Absolute Estimates

Accuracy and Precision

Let me tell you a quick story about it…

"Agile PM² acknowledges that It's more valuable to be roughly right than precisely wrong!"

Estimating with Agile PM²

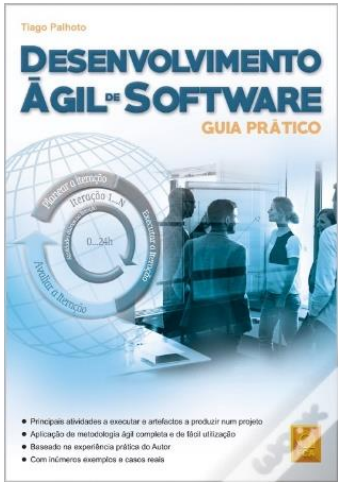
How long will it take me to prepare a chicken supreme with root vegetables?

20 minutes preparation;

45 minutes cooking;

Estimating with Agile PM²

How long will it take me to write my next book?



Something between 20 and 28 months

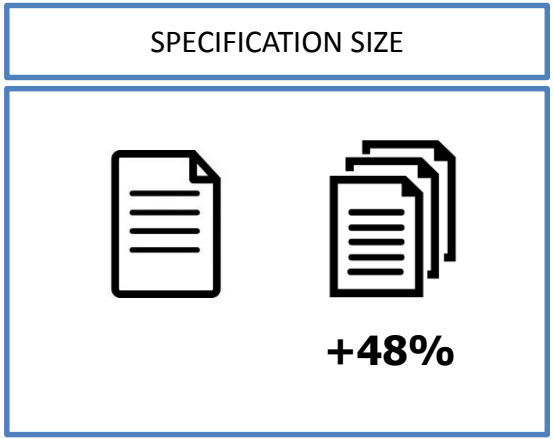
The bigger and more complex the task, the harder will be to provide an absolute estimate.

Relative and Absolute Estimates

Investigation has shown that we are not that good with estimates. Magne Jorgensen and Stein Grimstad, from Simula Research Laboratory, in Norway, conducted a study in 2006 about how bad we are estimating taking into account some information provided for an initial software development estimate

1º Case (Specifications size)

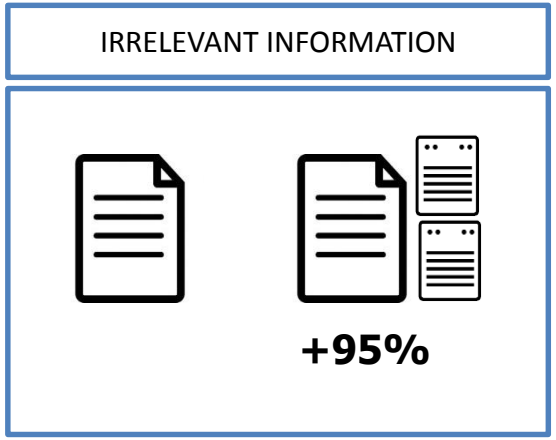
- The same specification was given to two different groups that were asked to provide estimates;
- The first group was given the specification within only one page;
- The second group was given the EXACT same specification but throughout 7 pages;
- The second group came up with an estimate almost 50% higher;



Relative and Absolute Estimates

2º Case (Irrelevant information)

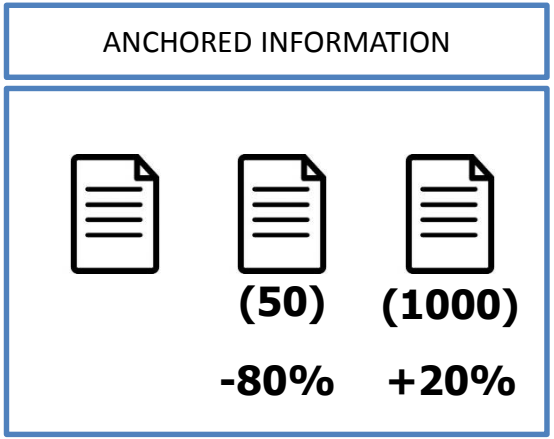
- The same specification was given to two different groups that were asked to provide estimates;
- **Irrelevant** additional information was given to the second group, like installed software in the computers, whether they had mouse or not, etc;
- The second group presented an estimate that was about **twice** as big the estimates from the first group.



Relative and Absolute Estimates

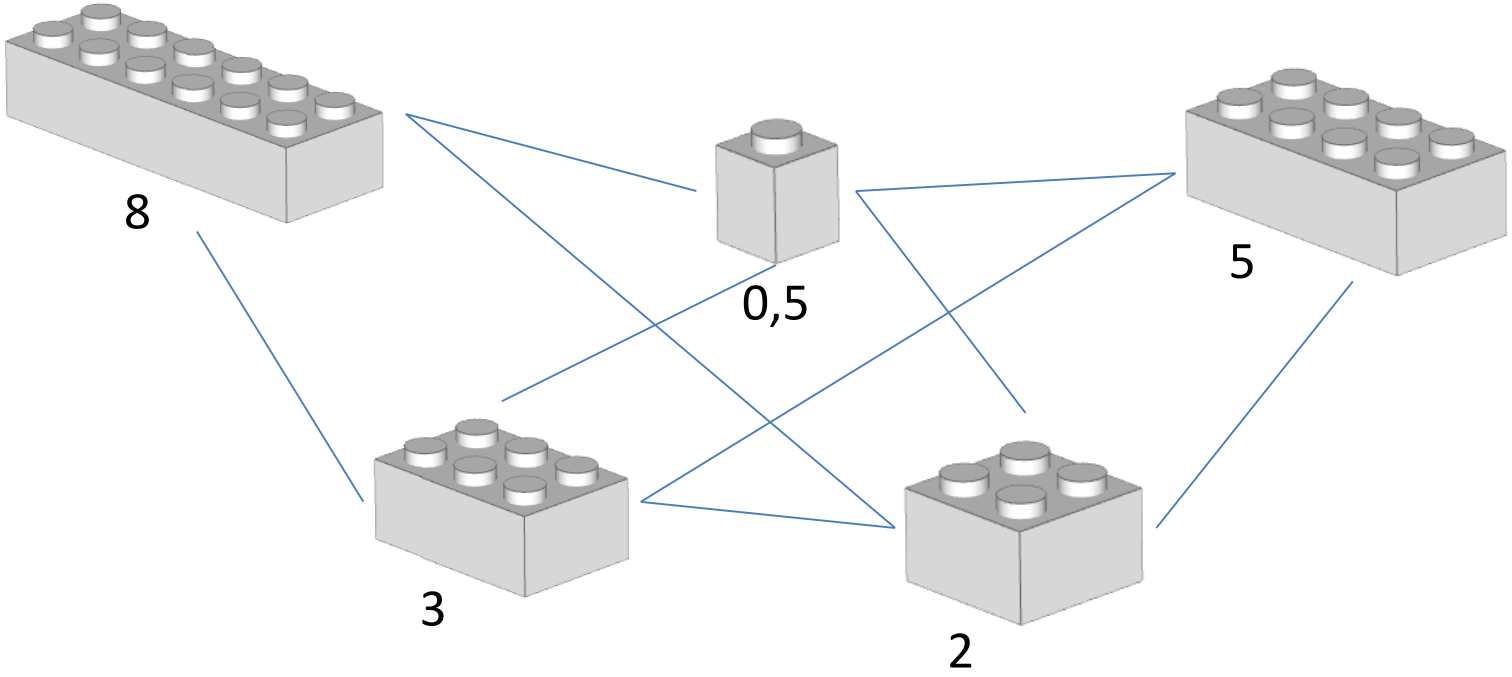
3º Case (Anchored Information)

- The same specification was given to three different groups;
- The first group (control group) made their estimates soly based on the specifications;
- The second group was told that the client, although he does't know a thing about software development, thinks that the development can be achieved in 50 hours;
- Third group was told exactly the same, except that the estimates from the client were 1000 hours;
- The first group estimated 456 hours, the second group (limited to 50 hours) estimated 99 hours and the last group (limited to 1000 hours) estimated 555 hours.



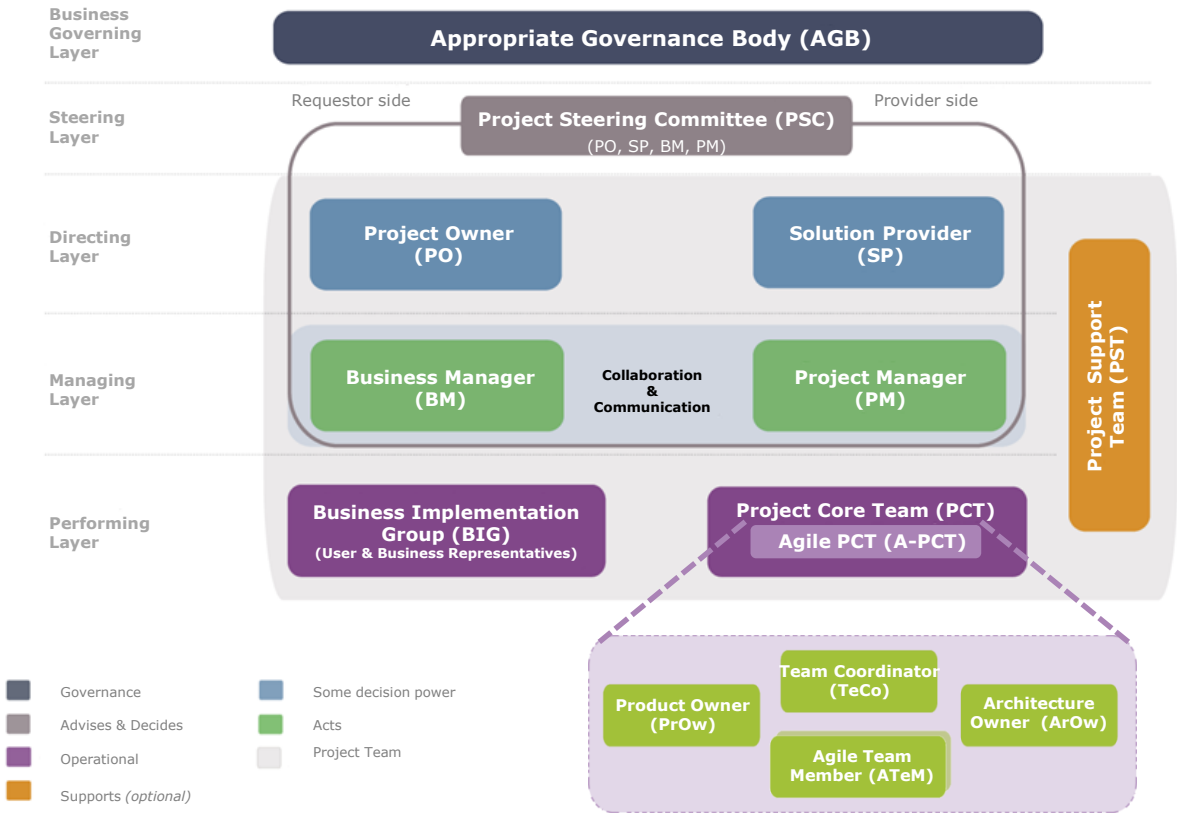
Relative and Absolute Estimates

Building Relative Estimates



Project Organisation

Governance Model



Agile PM² Responsibilities (PM)

Project Manager

- Manages and coordinates the Agile Project Core Team's daily (A-PCT) activities, making optimal use of the allocated resources.
- Manages Stakeholders expectations

Agile PC Team

Product Owner

Agile PM² Responsibilities (BM)

Business Manager

- Coordinates the Business Implementation Group (BIG) and acts as a liaison between the User Representatives (UR) and the provider organisation.
- Ensures that the products delivered by the project fulfil the user's needs.

Product Owner

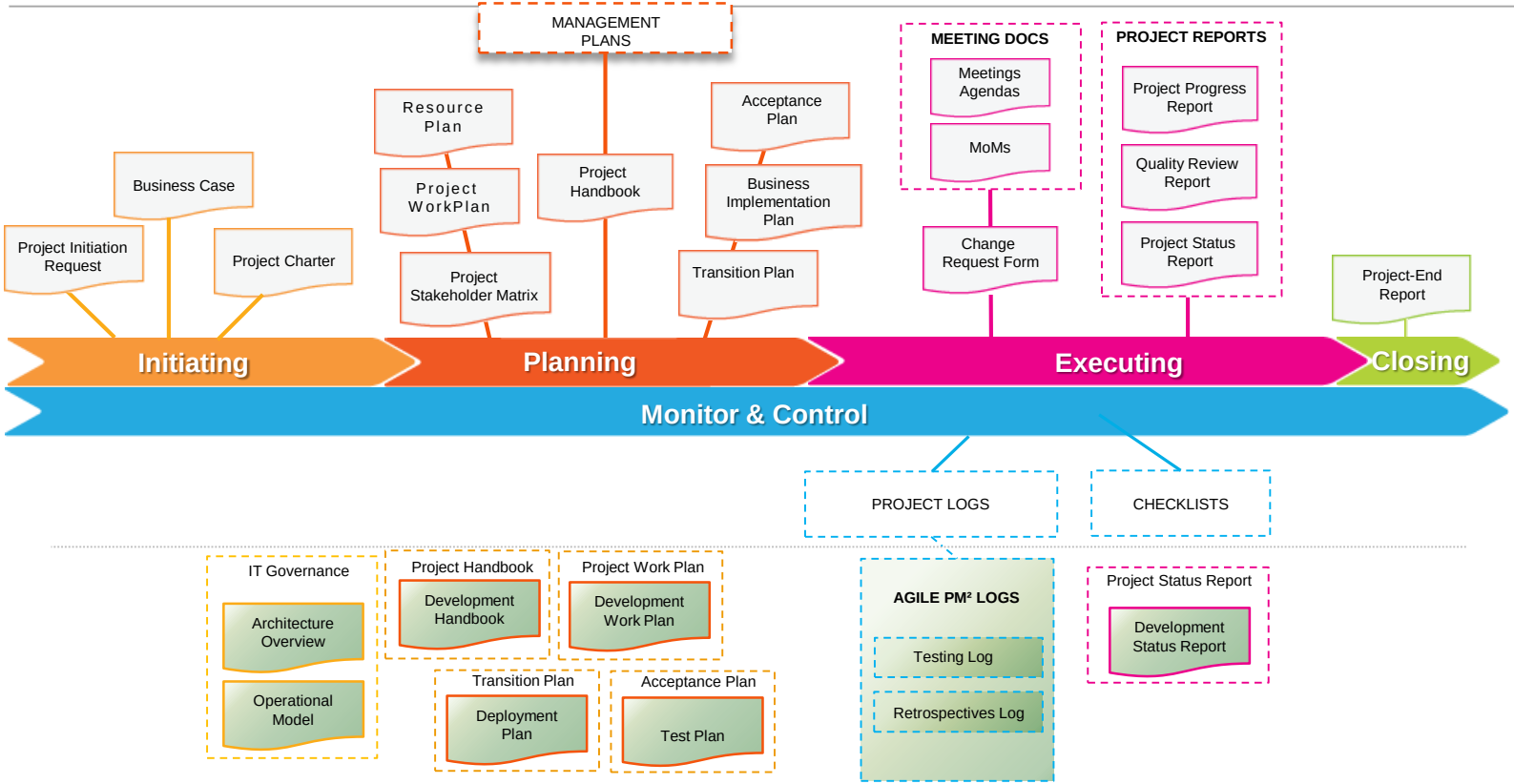
Artefacts

Artefacts

Agile PM² groups the relevant artefacts in three different groups:

- **IT Governance** – These artefacts provide information requested by the Organisation IT Governance;
- **Agile Specific** – Capture information regarding the planning of specific processes, activities, releases, iterations and other milestones;
- **Coordination & Reporting** – Capture information needed to coordinate the overall project activities with those undertaken by the A-PCT.

Artefacts Landscape



Project and Development Work Plan

- For a full IT project, the Development Work plan can become the core of the Project Work Plan;
- Nevertheless, the Project Work plan provides guidance to the Development work plan with:
  - Work Breakdown;
  - Effort and Cost estimates;
  - Project Schedule

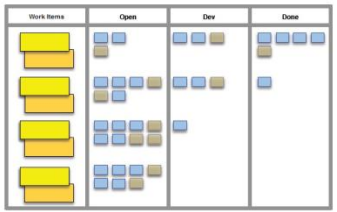
Work Breakdown

A hierarchical decomposition of all the work that must be done to meet the needs of the customer:

- From a release perspective, the Work Items List is built in the beginning of the project;

Work Items List

- From an Iteration Perspective, Iteration List of tasks is built in the beginning of each Iteration.



Tasks

Effort and Cost Estimates

Estimate the Work Items List (Relative Estimates)

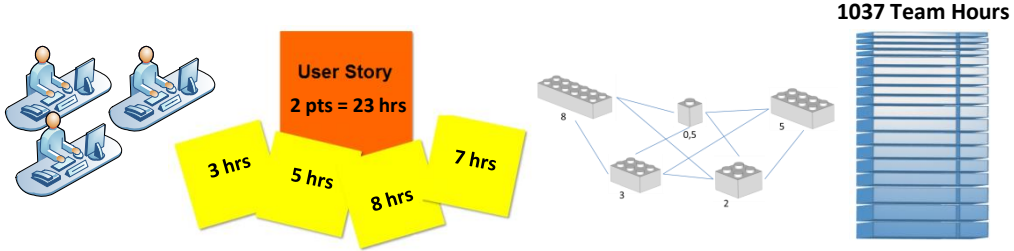
COST =
Total Team Days x Cost Day/Team

1037hrs/36hr = 29 Team Days aprox.

29 Team Days x 2.386€ = 69.194€

Resource	hours/day	Daily Cost
Nuno Marcolino	4	300.00 €
Paula Rafael	4	232.00 €
Junior Rodrigues	4	324.00 €
Joana Piano	5	275.00 €
Carlos Palheiro	5	300.00 €
Salim Moreno	4	280.00 €
Tiago Salgado	5	400.00 €
Márcia Albuquerque	5	275.00 €
TOTAL	36	2,386.00 €

Determine Team's Cost



Estimate team's effort (hours)

Resource	hours/day
Nuno Marcolino	4
Paula Rafael	4
Junior Rodrigues	4
Joana Piano	5
Carlos Palheiro	5
Salim Moreno	4
Tiago Salgado	5
Márcia Albuquerque	5
TOTAL	36

Determine Team's Capacity

Project Schedule

1 Point = 12 hours
One Iteration = 2 weeks

- **Team's availability = 36 hours/day = 360hrs per Iteration**
- **Velocity (points per iteration) = 360/12 = 30 points**

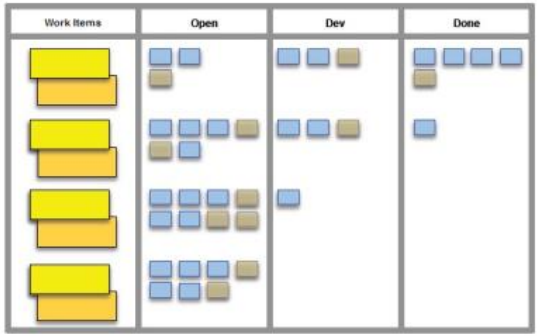
Iteration 1: 2 weeks – 30 points

Iteration 2: 2 weeks – 30 points

Iteration 3: 1 week – 12 points

From Project to Development Work Plan

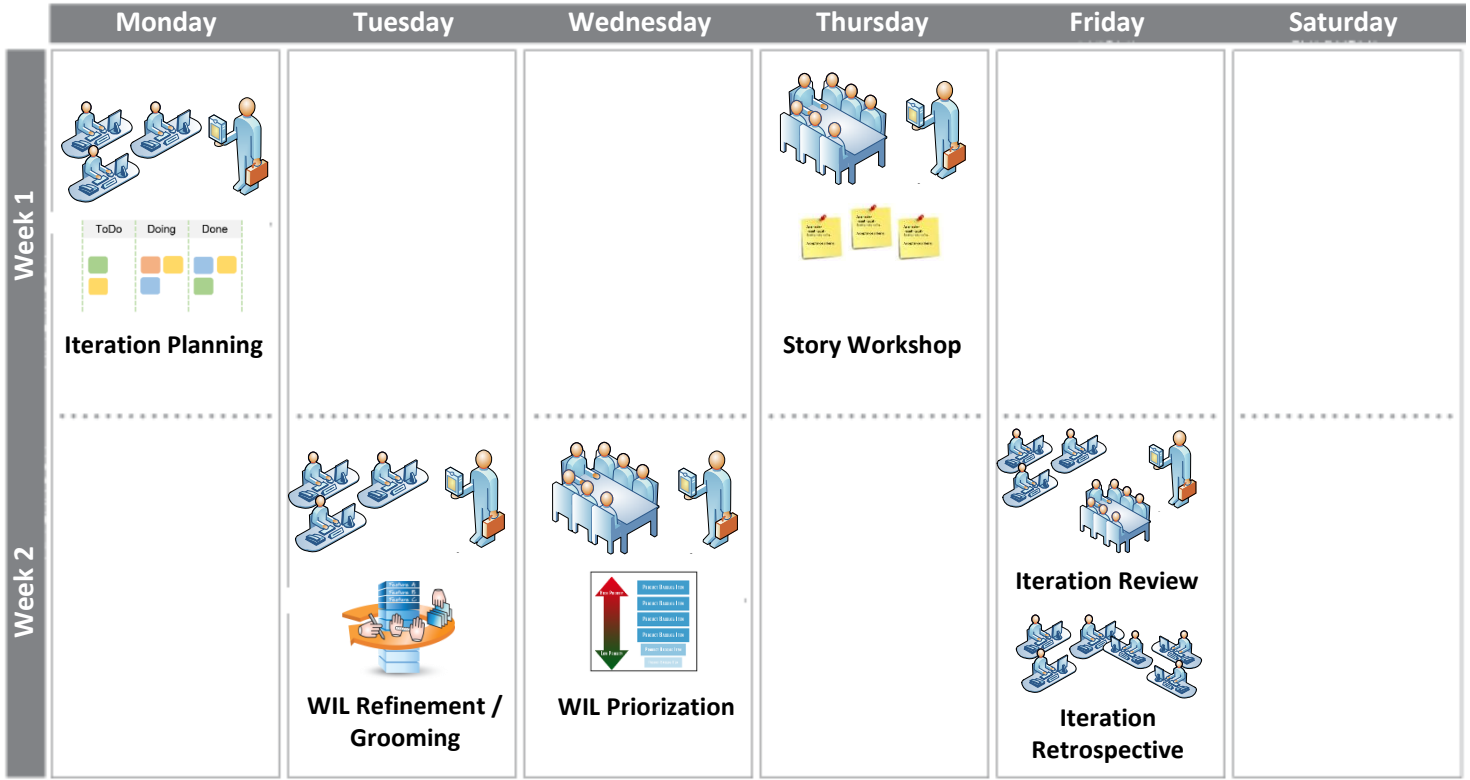
- The Three previous steps from the Project Work plan provided the answer for the Work Items List and the Release Plan of the Development Work plan;



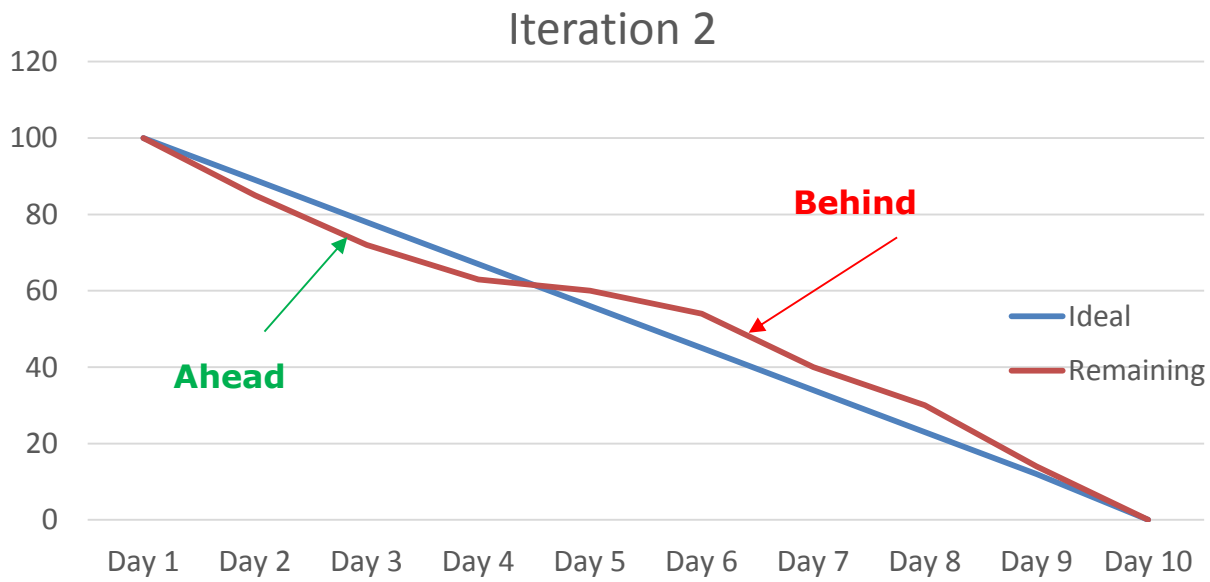
- There's an Iteration Plan for each Iteration

Tools & Techniques

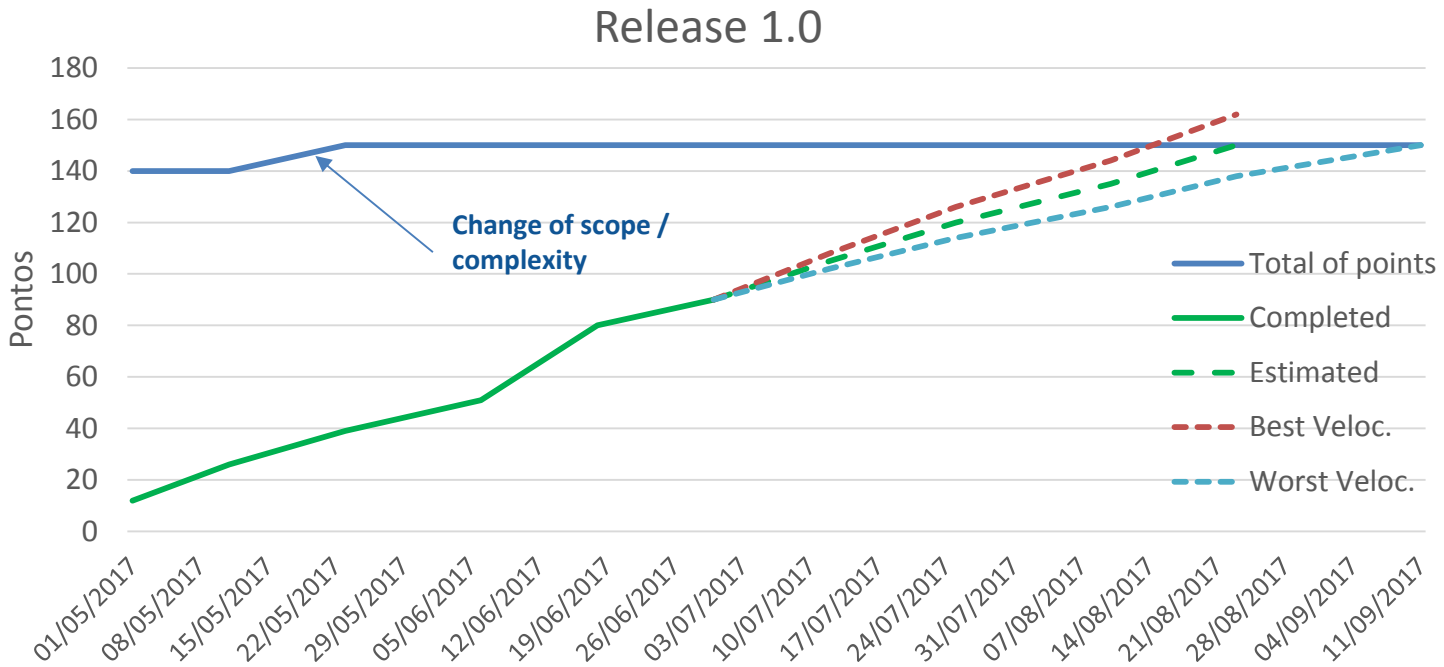
Calendar of Activities



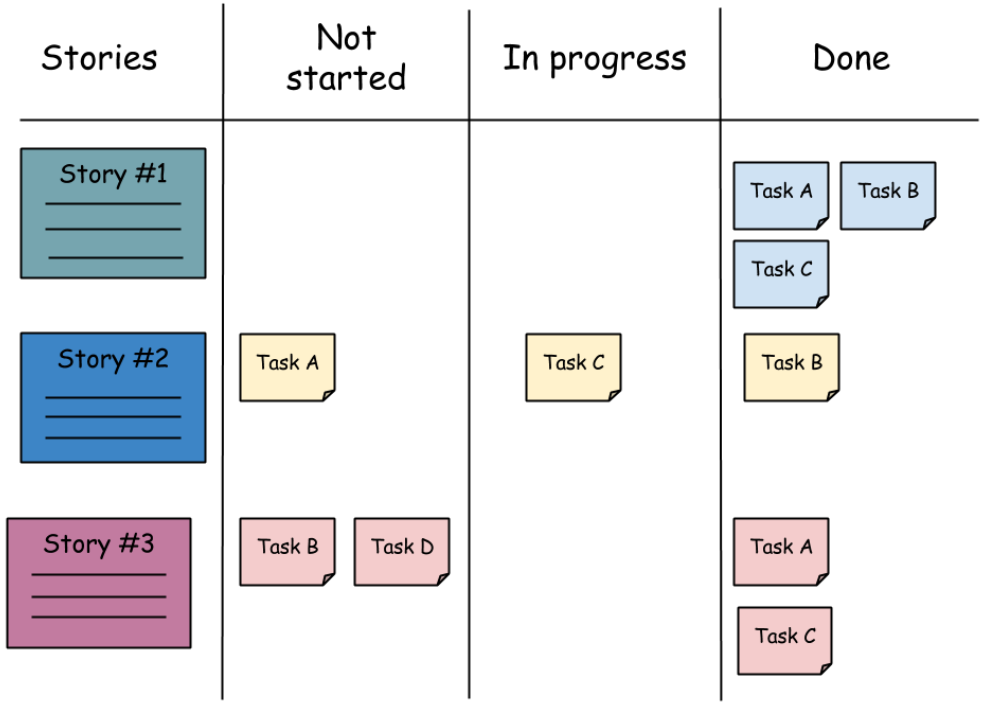
Iteration Burndown Chart



Release Burnup Chart



Iteration Board



MoSCoW Prioritization

For the prioritization of requirements:

The **MoSCoW** initials mean:

M – Must have

S – Should have

C – Could have

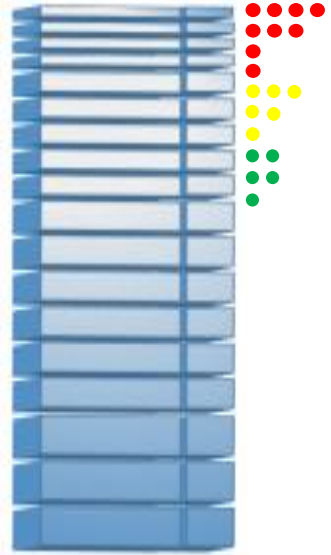
W – Won't have

MoSCoW Prioritization

Yeah, sure…but for the PrOw and the BIG, everything is a Must!

Deligh the group with the Colored Dots!
Assign a color to each priority of the MoSCoW Prioritization:

Must Have
Should Have
Could Have
Won't Have



Thank you!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