Agile Programme Management

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Agenda?

- Why Agile Programme Management?
- Who has been involved and how did we do it?
- What is Agile Programme Management?
- When and where released

I KEEP six honest serving-men
  (They taught me all I knew);
Their names are What and Why and When
  And How and Where and Who.
I send them over land and sea,
  I send them east and west;
But after they have worked for me,
  I give them all a rest. - Kipling

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Why

- Survey for the need and demand for Agile Programme Management guidance

- Review of existing (Agile) Programme Management guidance

  - PMI; MSP; SAFE; SCRUM; BCS

- Helps solve the scaling agile question

- Helps solve the hybrid question

- Natural progression
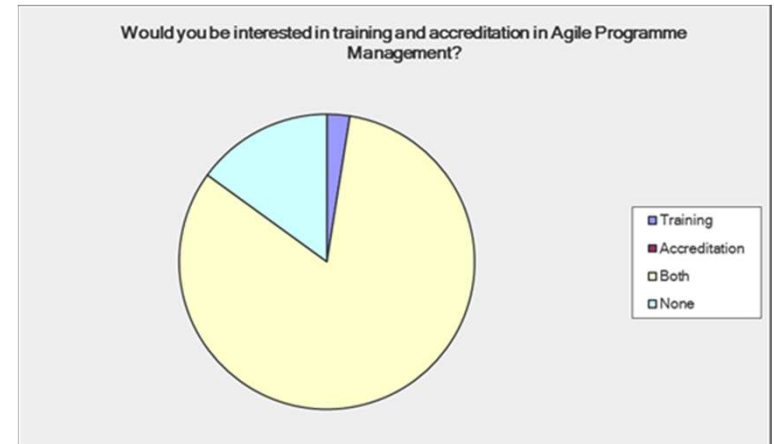
85% of respondents think training and accreditation a good idea.
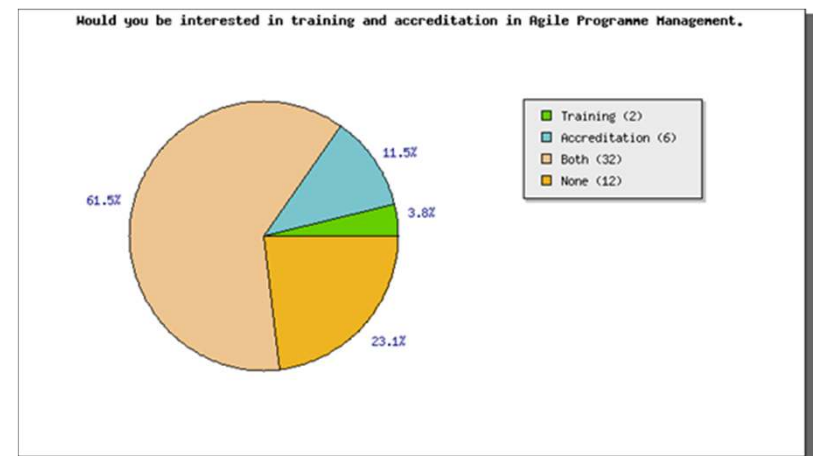
75% of respondents think training and accreditation a good idea

Why - Agile works

- Small multi-functional team

- Work together

- Easily Communicate

- Empowered

- Focused on outcome

- Iterative and incremental approach

- Business closely and continuously involved

- Good product results

Why - Complexity

- Part of a bigger whole
- Value against other initiatives
- Many more activities have to be done
  - Business Processes
  - Infrastructure
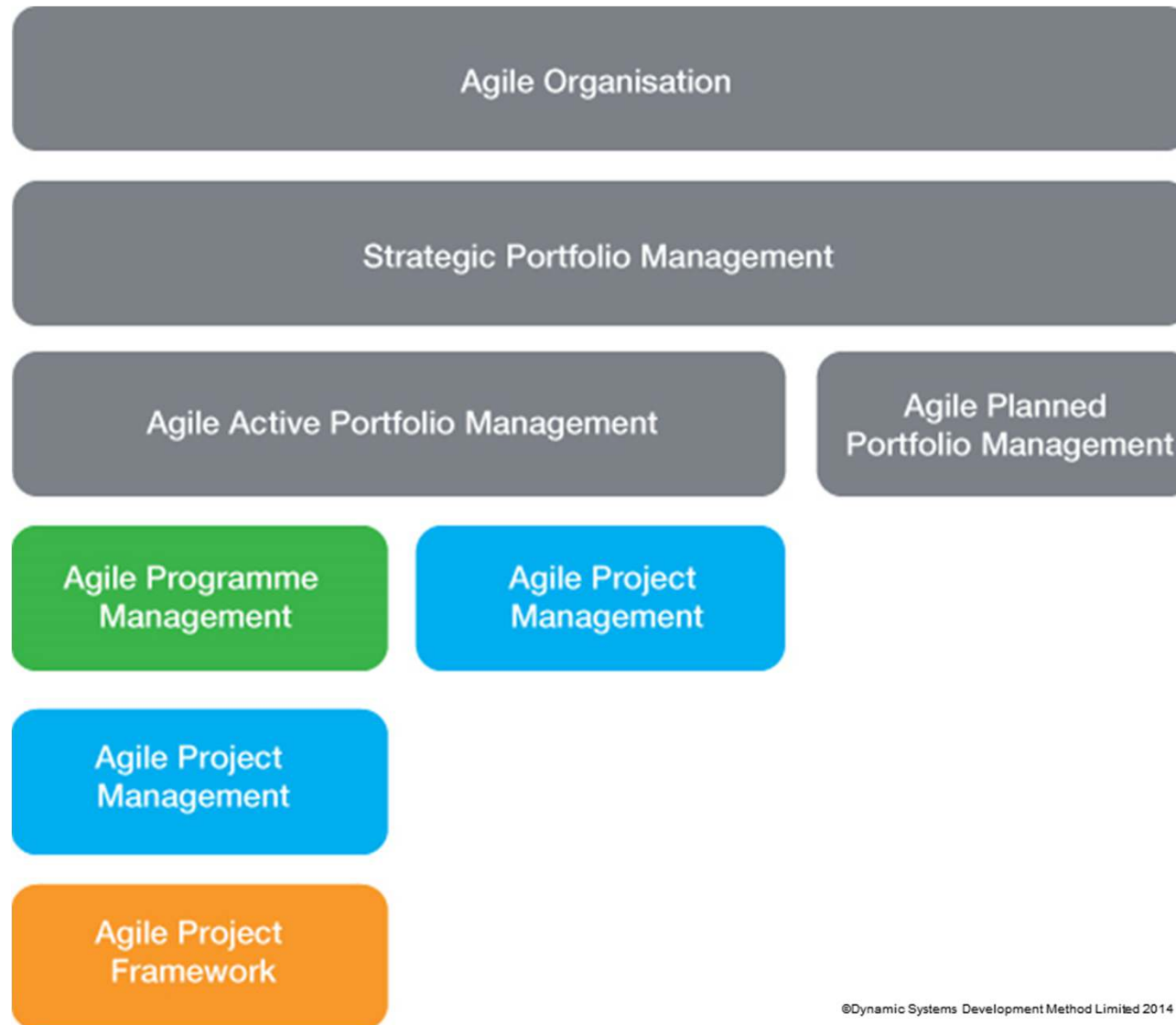 - Location
  - Benefits realisatio
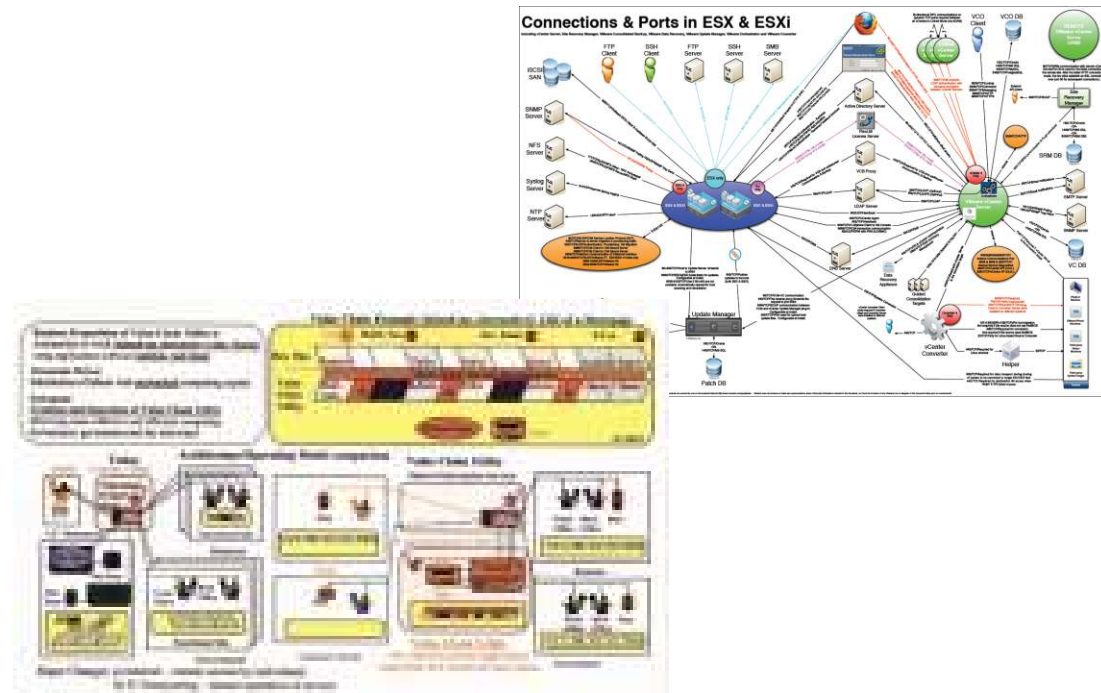
What is Agile Programme Management

A temporary, flexible structure created to deliver outcomes and benefits related to the organisation's strategic objectives by driving, monitoring and co-ordinating a set of related projects and activities.

What - The Agile Bit

- An agile approach to the programme
- Contains agile and non-agile projects
- Frequent Enablement of Capabilities
- Early Benefits Realisation
- Autonomous Projects
- Includes non-project activities

DSDM Agile PgM Framework in context

Agile Organisation

Strategic Portfolio Management

Agile Active Portfolio Management

Agile Planned Portfolio Management

Agile Programme Management

Agile Project Management

Agile Project Management

Agile Project Framework

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Philosophy

The agile programme management philosophy is that an agile programme delivers what is required when it is required – no more no less

The Five Principles

1. Programme goals are clearly and continuously aligned to business strategy

2. Benefits are realised incrementally and as early as possible

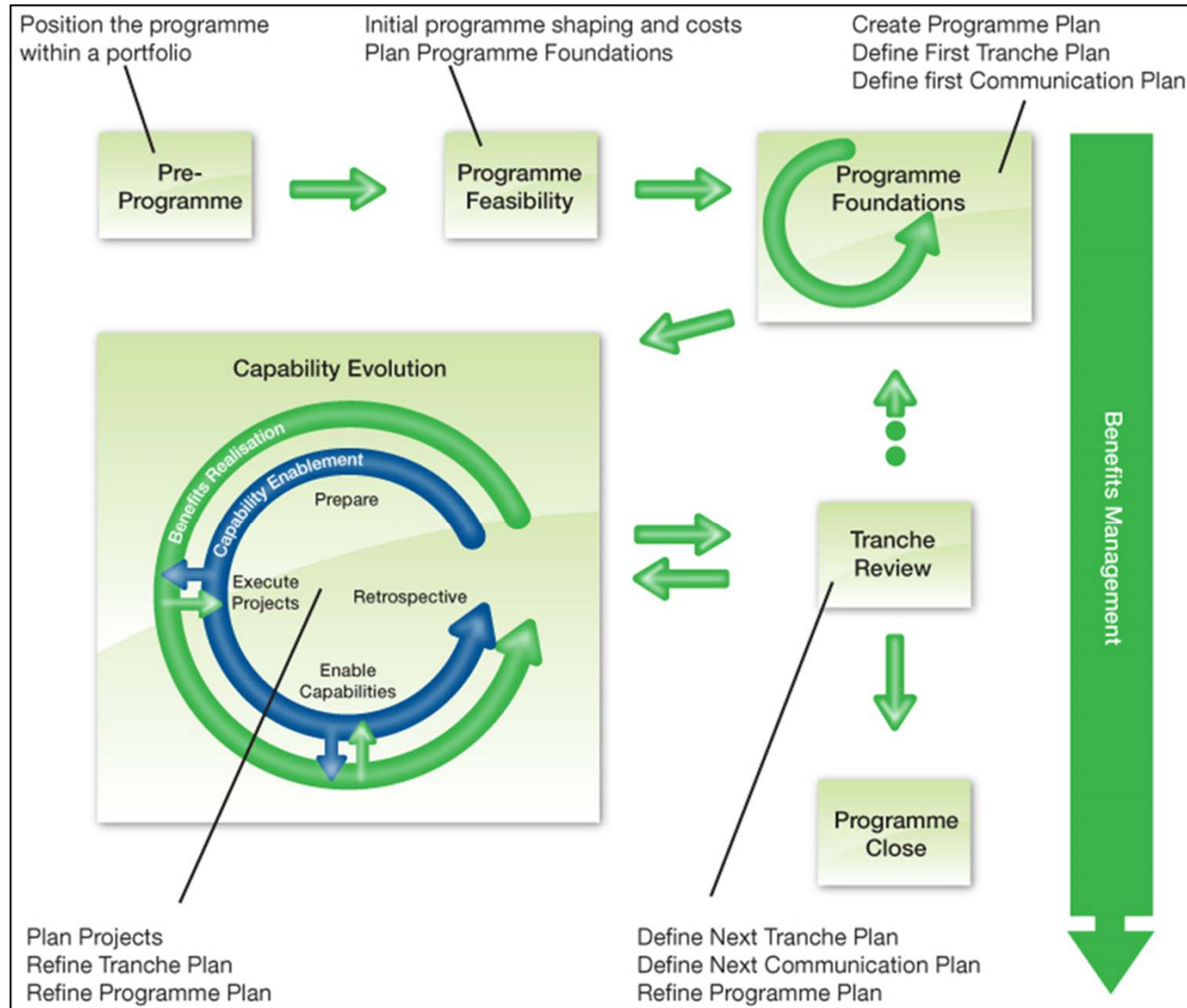3. Governance focusses on creating a coherent capability

4. Decision-making powers are delegated to the lowest possible level
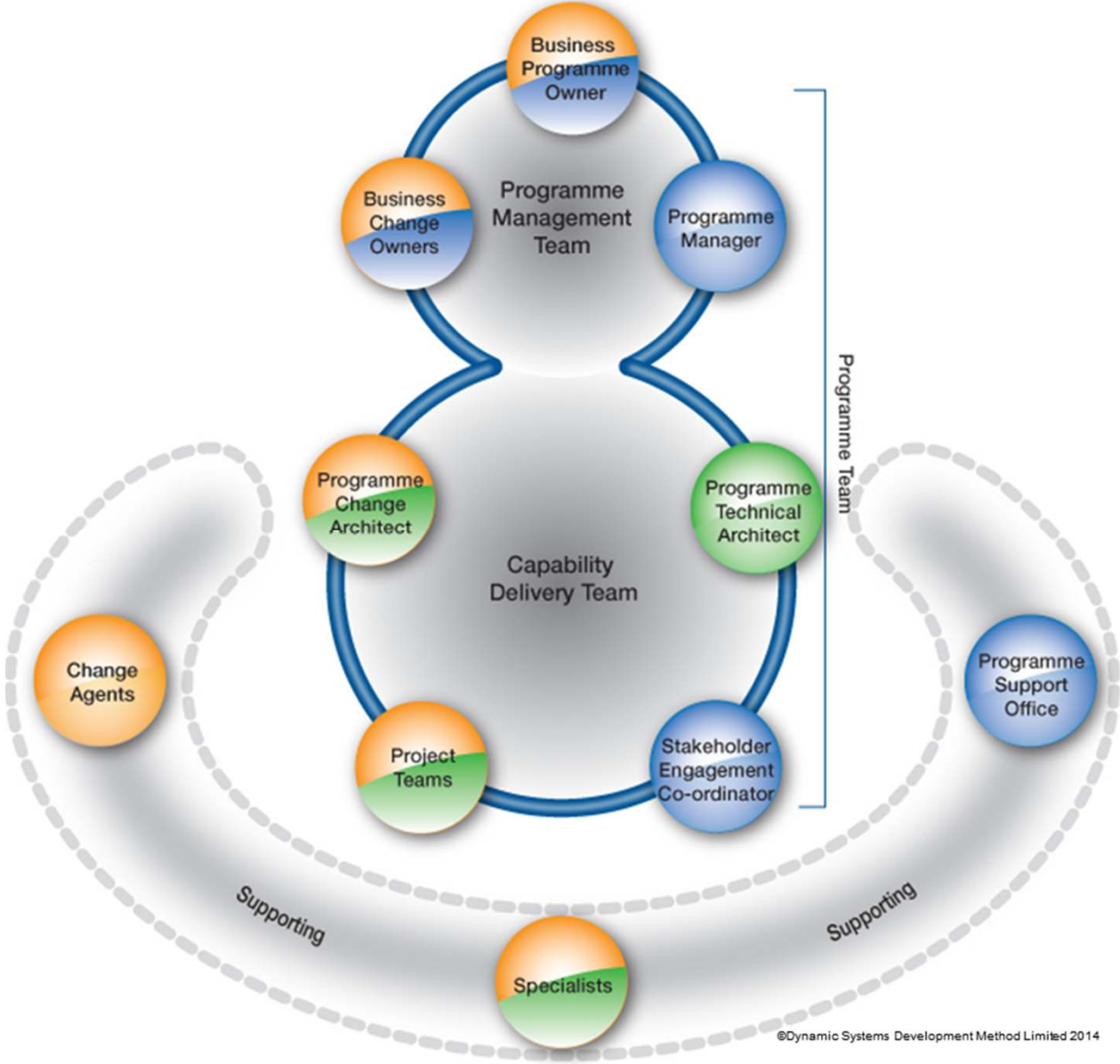
5. Agile programmes are iterative and have the ability to contain both agile and non-agile projects

Lifecycle

Position the programme within a portfolio

Initial programme shaping and costs
Plan Programme Foundations

Create Programme Plan
Define First Tranche Plan
Define first Communication Plan

Pre-Programme

Programme Feasibility

Programme Foundations

Capability Evolution

Benefits Realisation
Capability Enablement
Prepare
Execute Projects
Retrospective
Enable Capabilities

Tranche Review

Programme Close

Benefits Management

Plan Projects
Refine Tranche Plan
Refine Programme Plan

Define Next Tranche Plan
Define Next Communication Plan
Refine Programme Plan

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Roles and Responsibilities

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Governance

- Well communicated
- Not bureaucratic
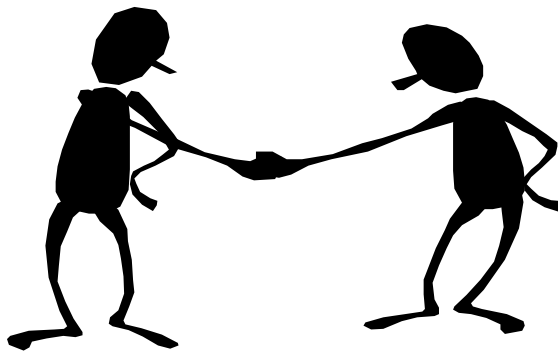- All stakeholders
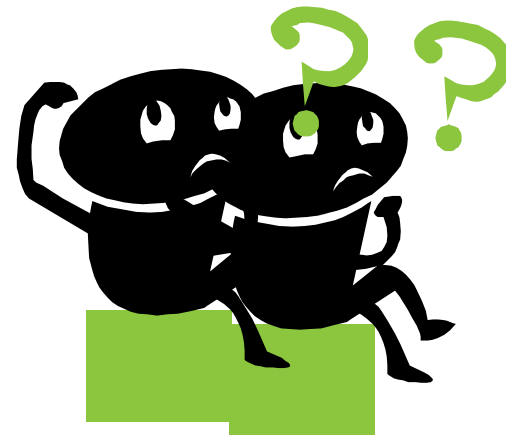- Decisions at lowest possible level
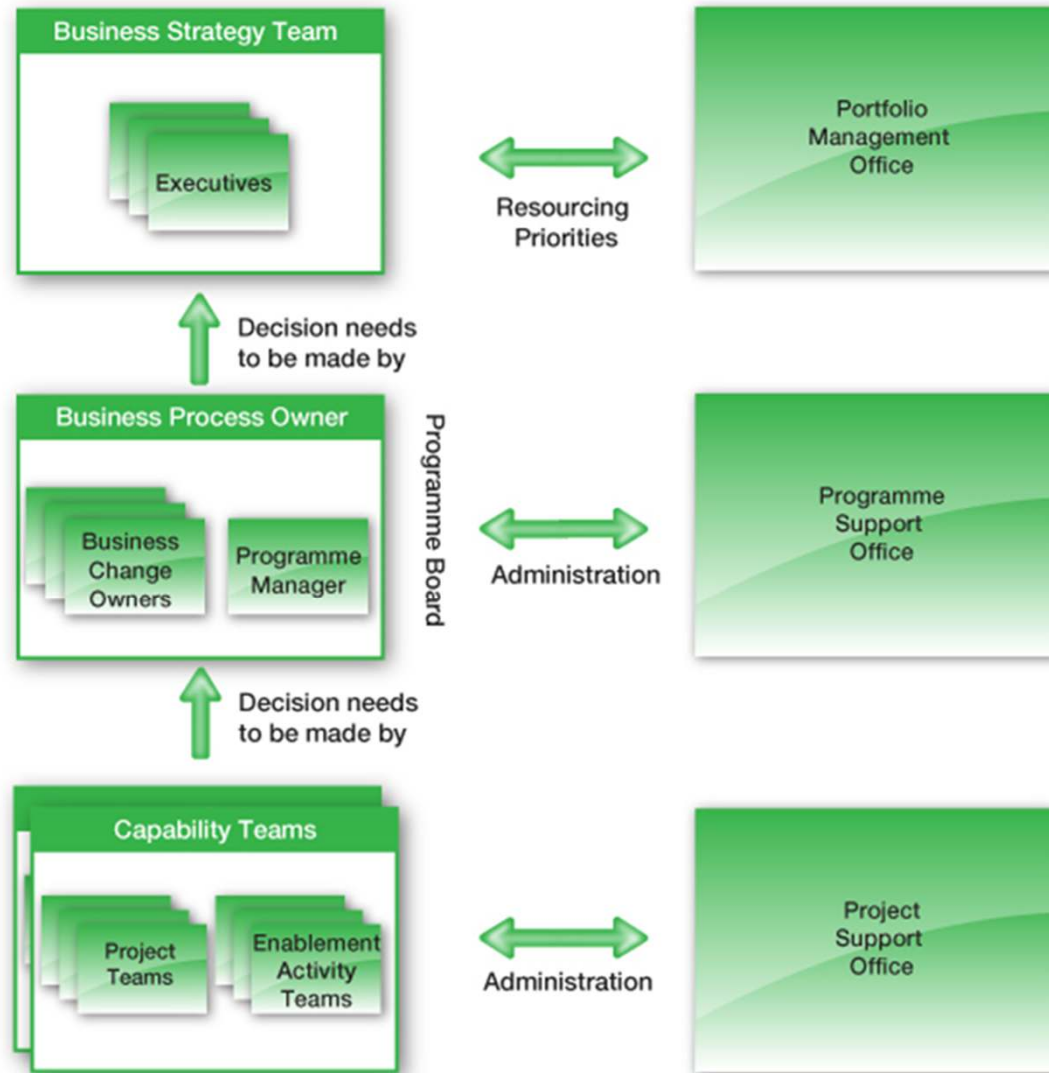
Governance Structure
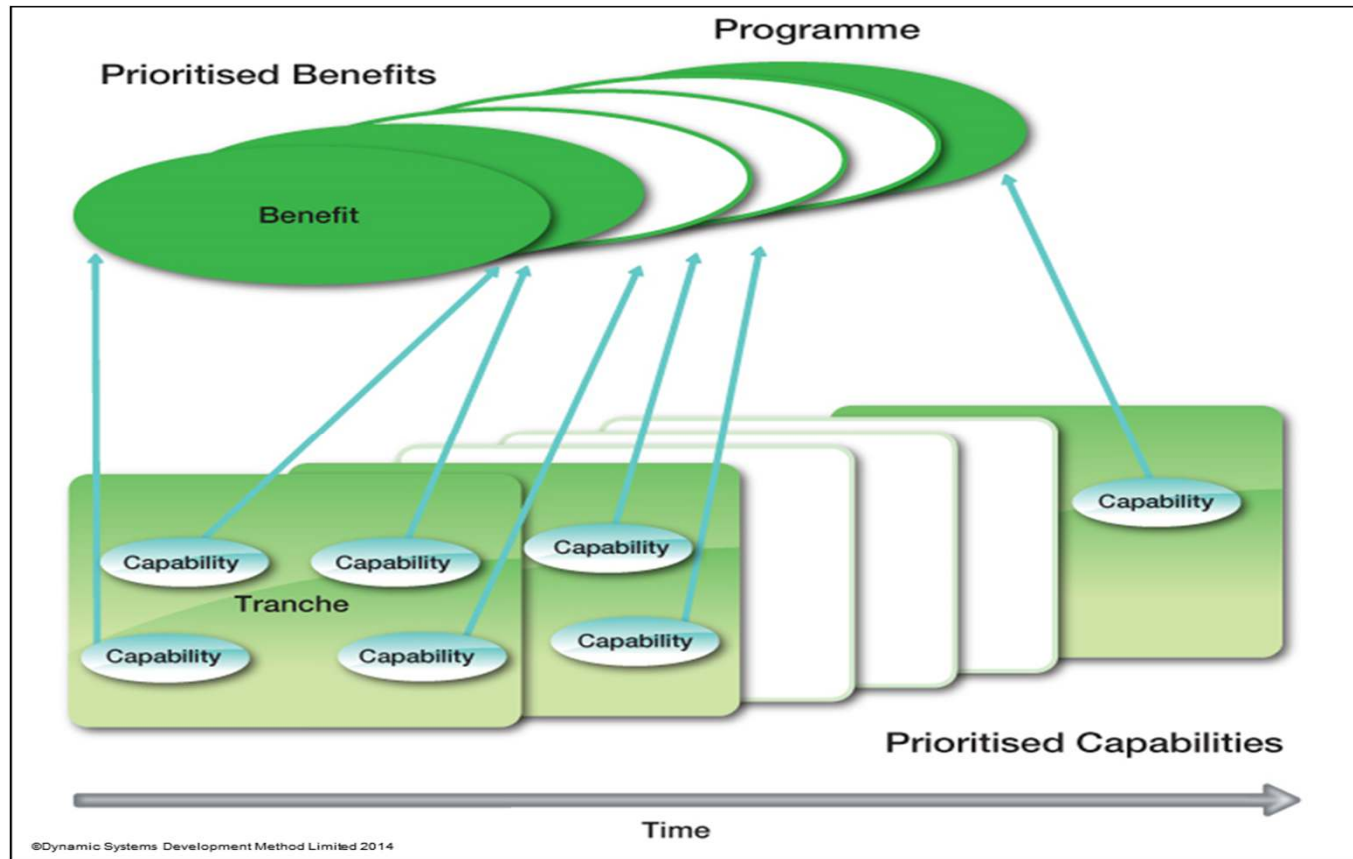
Governance – Empowerment

Team are empowered to make day-to-day decisions inside agreed boundaries

Team have to make decisions

Vision and Planning

- For large transformational programmes, Business Vision, Business Case, Benefits Realisation Plan and Roadmap produced in Programme Foundations

- JIT planning

Planning Horizons

- ## Programme Horizon
  - Plan in Outline
  - Define potential tranches
  - Potential Capabilities / Benefits

- ## Tranche Horizon
  - Detailed for this tranche
  - Projects and activities
  - Not detail of projects

Agile Programme Structure
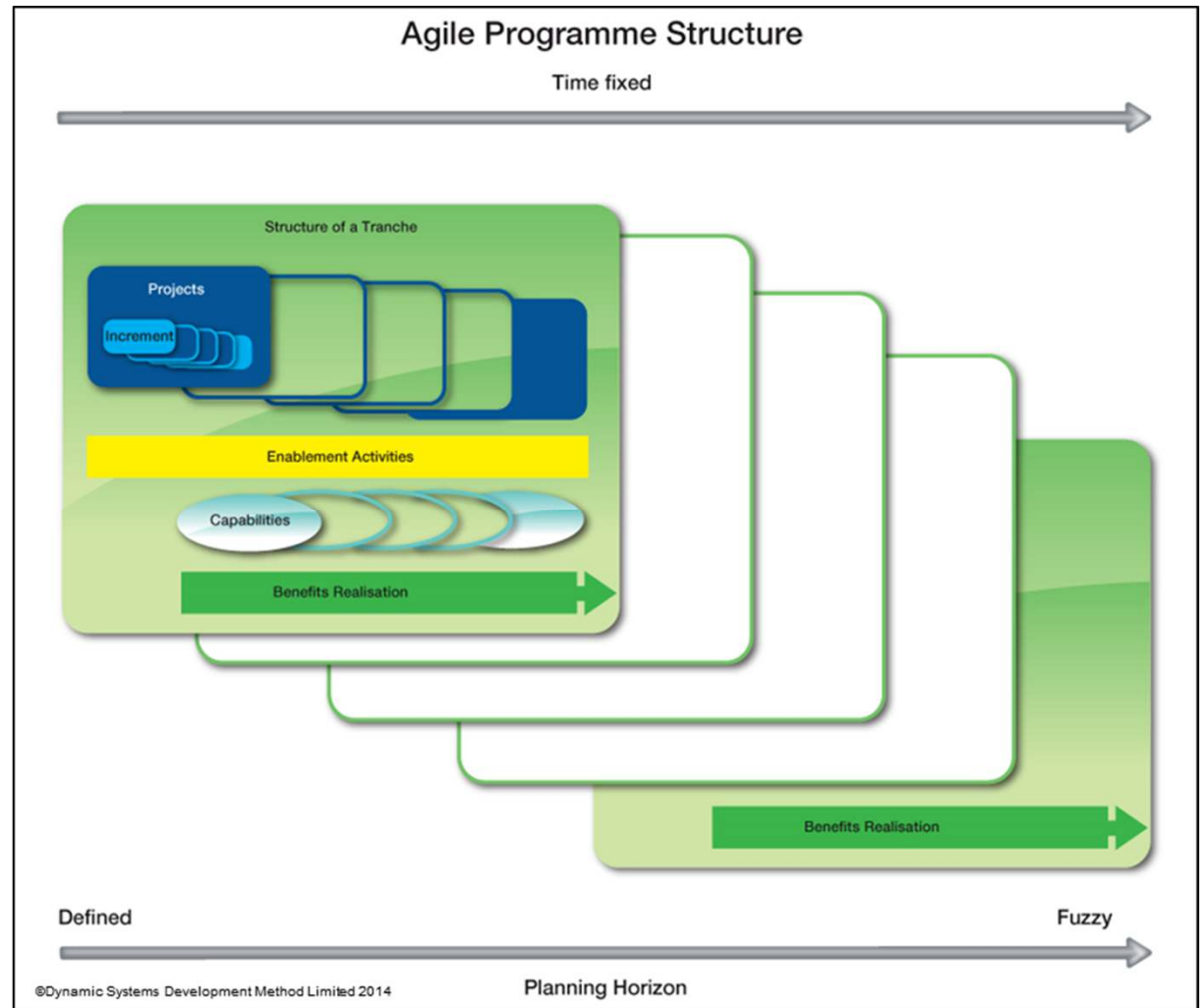
Products
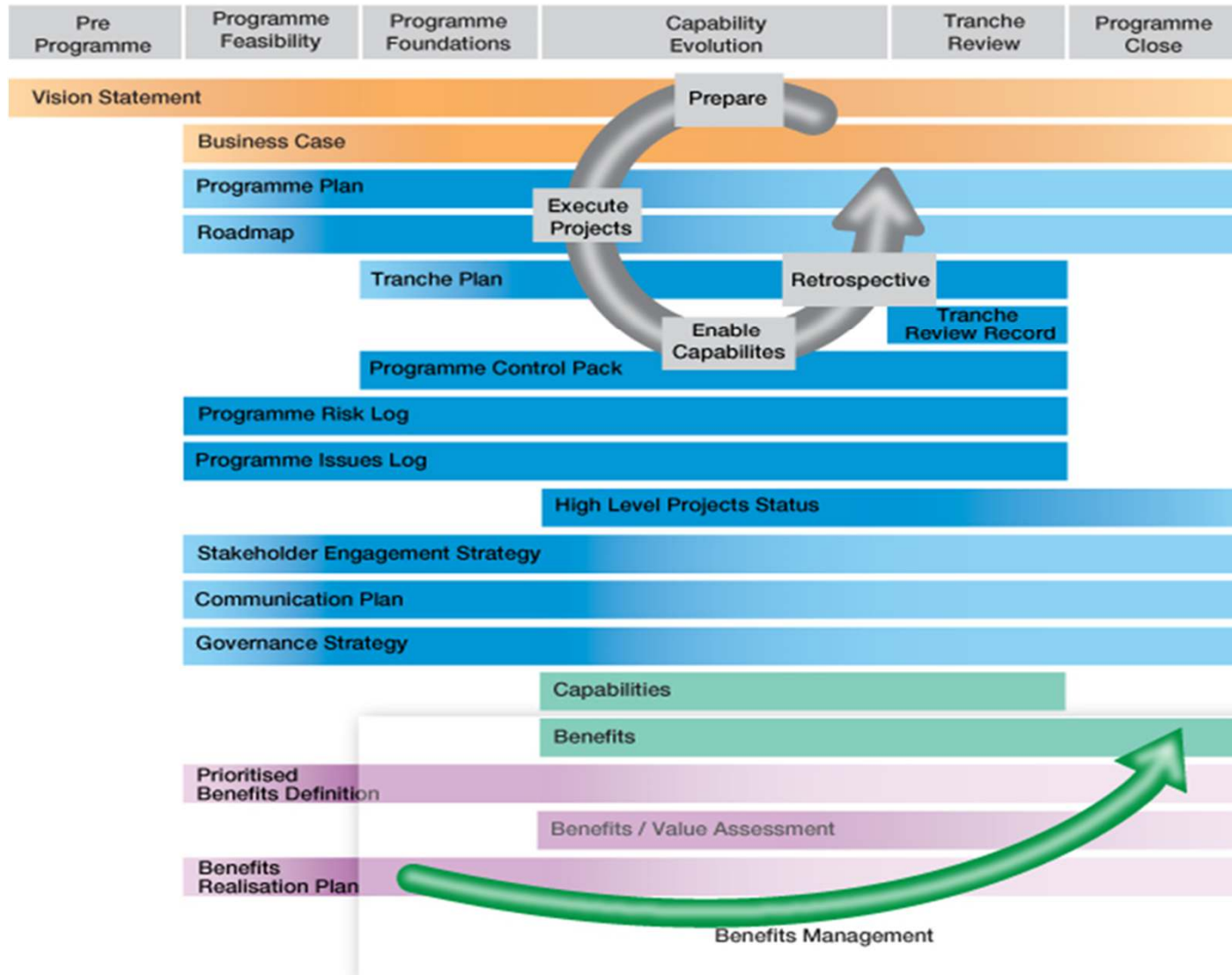
and ...

- Monitoring and Control - hybrids
- Risk
- Quality

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When and Where

- Printed guidance available from DSDM Stand

- Foundation Training Materials available from APMG

- Foundation Syllabus and Exam launched

- Trainer presentation 26/9/2014

- Handbook and pocketbook

AgilePgM™ Foundation Qualification target Audience

Anyone involved in agile programmes will benefit from the qualification, but it is specifically aimed at:

- Programme Managers
- Those responsible for implementing change in organisations
- Senior business people who have responsibility for programmes
- PMO Managers
- Project Managers participating in an agile programme
- PMO Staff
- Governance bodies (e.g. financial, strategic, compliance)
- Programme Assurance
- Sponsoring Groups
- Risk Managers
- Procurement Professionals involved in agile programmes

Qualification Syllabus

Syllabus Area Code	Syllabus Area Title
OV	Overview of AgilePgM philosophy, key definitions, terminology and principles.
LC	AgilePgM Lifecycle
RS	Roles, responsibilities and Stakeholder engagement
GO	Governance structures and style
PL	Planning
MC	Management and Control
QM	Quality Management
PR	Products required to support an Agile Programme

Summary

- This qualification would give those involved in programmes the tools needed to

  - take an agile approach to programmes

  - be able to scale agile

  - to be able to incorporate both agile and non agile initiatives into the programme.

- It provides a full Programme Management framework that

  - can easily fit with existing programme management methods

  - can be used in its own right.

- Provides a standard approach to executing agile programmes

- Enables organisations to get the benefits from agile approaches whilst addressing the challenges of using agile at scale

- Recognises that, at this level, some parts may not be possible to carry out in an agile way.

- Is the only framework to give comprehensive set of guidance for handling (large, complex) programmes that can be a hybrid of agile and non-agile.

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Agile Programme Management Source Materials

- Agile Programme Management (Agile PgM) is defined in the Agile Programme Management Guidance – see dsdm stand

- The guidance is the definitive source for all Agile PgM exams – see APMG stand