



Agile

**Framework &
Standards**

Key issues

- Inconsistent approach to Agile Development across BG IS due to historical rollout of Agile methods
- Often poor mobilisation of Agile Development in projects
- Task/effort/Waterfall mindset is limiting business value driven principles
- Inconsistent understanding of Agile in impacted business groups at senior levels
- Constantly changing SCRUM teams from project to project – limiting continuity & team development
- Struggling with “co-location costs & logistics”



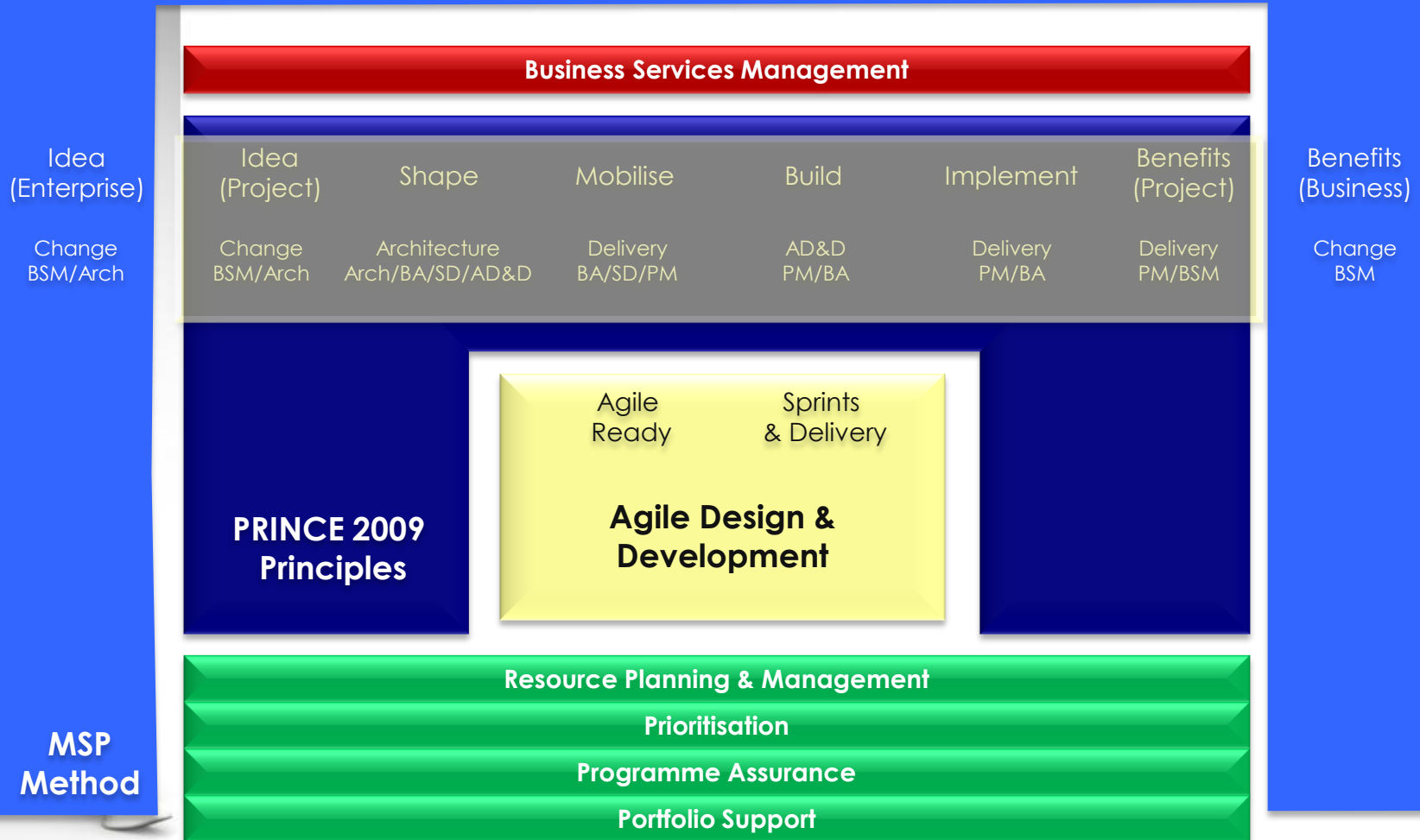
Reverting to basic principles

1. Our highest priority is to satisfy the business through early & continuous delivery of valuable software
2. We consider benefits & business value the key drivers of our development approach
3. Simplicity, the art of maximising the amount of work not done, is the foundation of Agile
4. We welcome changes to requirements, even late in development to deliver relevant solutions
5. Working software is the primary measure of progress in each SPRINT
6. Our business people & development teams collaborate and take collective responsibility for what it delivered & the associated business value
7. We build projects around motivated individuals that we trust to get the job done
8. At the end of each SPRINT our teams reflect on how to become more effective, then tune & adjust their behaviour accordingly
9. Continuous attention to technical excellence and good design enhances agility
10. Our best architectures, requirements & detailed designs emerge from self-organising & motivated teams

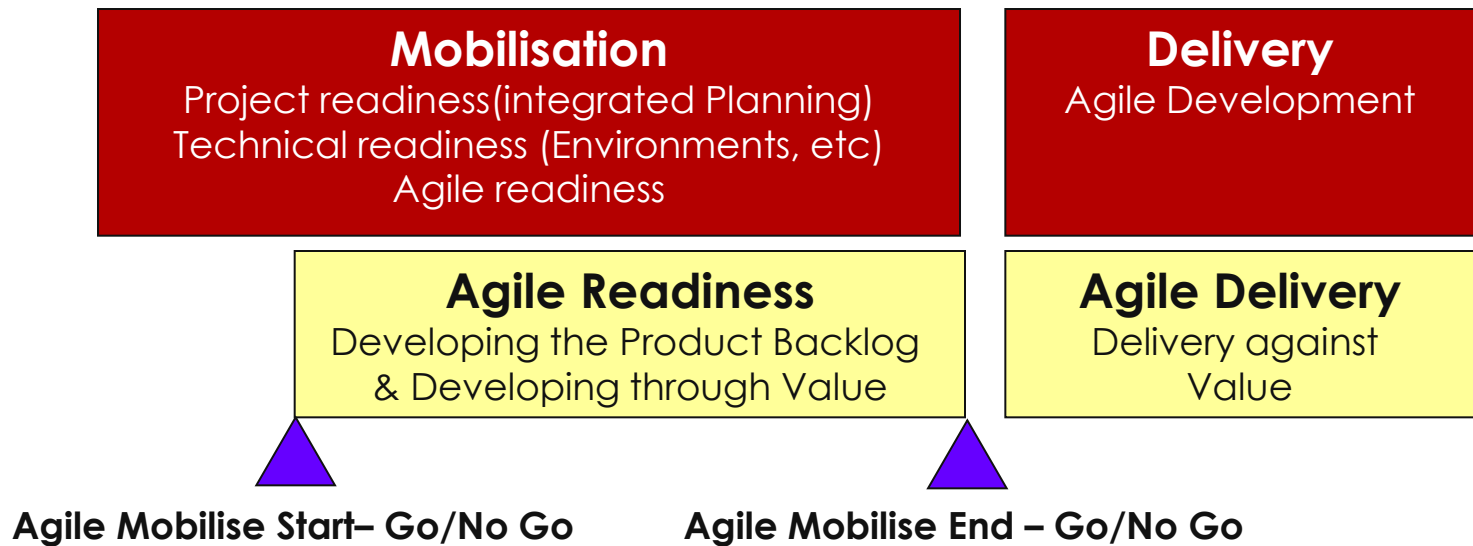


Operating Models in Context

Portfolio & Programme Management



Improving Agile Mobilisation



Project Steering Approved

- Project Vision, benefits to be derived & common understanding of Business Value
- Clear Benefits Owner
- Clear PID

Approved High Level Requirements (HLR)

- Baselined high level functional business requirements

Approved Solution Design (SD)

- Agreed Solutions Design & initial development estimates

Agile Start

- High Level Functional requirements transferred to Mingle
- Assigned Project Manager & Qualified SCRUM Master/Lead SCRUM Master
- Qualified Product owners identified, trained & mobilised
- Key AD&D resource for user story development

Mobilisation products

- Product Backlog contains EPICS to cover the full release
- Product Backlog with enough detailed estimated stories to fill the first Sprint
- Scrum teams in place
- Standard Definition of Done for stories in place
- Agile Release plan & expected Project burn-down developed
- High Level SCRUM plan published
- Story point budget for the release & each sprint calculated
- Metrics for measuring story value agreed and applied to stories
- Validated budget and benefits case
- Facilities & equipment to (virtually) collocate the team in place along with associated remote working solutions



Agile Estimating, Change & Value

Shaping

Developing business solutions

Agile Readiness

Developing the Product Backlog & Developing through Value

Agile Delivery

Delivery against Value

Business Value

Business Case
Benefits
Value Indexes

Value Indexes
EPIC & User Story Prioritisation by Value
Business Value percentage contribution

Cumulative Business Value
Backlog & prioritised
through Value Indexes
throughout delivery

Estimating

High level
resource
estimating
(effort days)

Convert to relative Story Point
estimating for user stories through
reference products
(story points)

Project burndown in Story
Points
SCRUM Burndown using
remaining effort

Change Management

Baseline
Requirements &
Solutions Design

Changes to Baseline Requirements or
Solutions Design subject to change
control
(Carried through to Agile Delivery)

Changes to backlog that
doesn't impact HLR or SD
are managed through
SCRUM process



Agile Responsibilities by Function

Delivery

Shape & prepare integrated plan
Agree development timeframe
Identify Benefit Owners
Resource non AD&D resources

Overall accountability for Agile Ready gates
Procurement & management of qualified Business Product Owner resources from Benefits Owners for backlog development
Development of links between Product Backlog delivery & integrated milestone plan

Management of release/implementation for products available for release
Tracking, manage & publish delivery milestones against SCRUM Progress
Issue/Risk and Change Mgt

AD&D

Technical readiness (environments, infrastructure, third party management)
High Level EPIC estimating
Allocation of SCRUM Master & SCRUM resourcing plan

Procurement of Development Team for Backlog development
Facilitation of Product Backlog development including identification of "chore" products & estimating at Story Point level
SPRINT planning for SPRINT one

Delivery of user stories through SPRINTs
Facilitation of SCRUM Process
Mitigation of Technical impediments
Escalation of project risks/issues

Architecture

Development of Architectural fit
Development of Programme, Project & High Level Requirements
Development of Solutions Design
Mgt of Caliber

Support of the Product Owner & SCRUM Master in the development of the Product Backlog
Development of value indexes and percentage business value against user stories

Support of the SCRUM in terms of quality assurance against business requirements & value
Cumulative business value management

Business

Define high level requirements & benefits

Define value indexes & prioritise
Assign Business Value contribution by user story

Backlog management
Prioritisation of user stories
Assess Earned Business Value
P&L Expectations mgt

Shaping

Agile Readiness

Agile Delivery