MICROAGILITY PROGRAM FRAMEWORK™

MicroAgility
Institute for Business Agility

One of the core services provided by MicroAgility includes Program Management. MicroAgility uses a 12 steps program framework which is derived from the multiple commonly used frameworks in the industry including RUP, PMI, Six Sigma and others. Some of the frameworks currently utilized in the industry are very generic, and the others are targeted to a particular type of business or industry. MicroAgility's customized framework brings the best of breed framework components together and provides a great platform to build on top of it and has been successfully utilized in the industry for a number of years.

Definition
Mission, Vision, Strategy, Principles, Sponsor, Clients, Stakeholders, Goals, Objectives, Products / Services Roles, Responsibilities and Skills, Transitional Activities

Coaching
Project Management Coaching (Project Definition, Work plan, Project Management Procedures, End of Project Reviews), Coaching Engagement Delivery Process

Roles
Engagement Manager, Program Manager, Coach, Deployment Project Manager, Quality Assurance Specialist, Communication Specialist, Repository Librarian,

Project Controls
Deliverables Reviews, Quality Assurance, System testing, User Testing, Project Audit, Issue Management, Risk Management, Change Management, Sign Offs

Deployment
Current State, Future State, Gap Analysis; Pilot Deployment; Business Requirements, Production Deployment;

Repository
Repository Structure, Repository Organization Content, Organizational Document Management, Document Purging, Security Level, Repository Release Process

Reporting
Project name, Sponsoring organization, Relative priority, Green/yellow/red status indicator, Deadline date, Budget allocated, Comments if yellow/red indicator on

Metrics
Organizational Value Metrics, Program Metrics, Project Metrics, Metrics Collecting and Benchmarking, Success Criteria, and Measuring Actual Project Benefits After

Approach Management
Development, Delivery, Implementation, Support, and Continuous Enhancement

Organizational Assessments
Determine the Scope of the Assessment, Determine the Assessment Approach, Conduct the Assessment, Prepare a Summary of the Findings

Training
Determine the Scope of Training, Determine Training Needs, Create Training Strategy, Create Training Plan (Optional), and Develop Training Curriculum

Others
Establishing and Managing a Common Resource Pool, Document Review Service, Defining the Role of Contractors on Projects, Determining Project Time

MicroAgility Program Framework ™

The above program and project management framework covers our detailed approach for any significant program. This program framework provides detailed step by step instructions and templates for each step of the process to ensure that proper controls are enforced and best practices are followed. The framework and templates are included for each of the main players and function of the engagement. There are instructions and check points, and templates which are reviewed and signed off. Following is an overview of some of the critical functions of the MicroAgility framework:

1. Definitions

The framework forces upfront planning and analysis in any engagement. There are several flavors of PMO, so one must determine what type of PMO makes most sense for an organization. In this section, the framework helps define the PMO mission, vision, clients, products, services and so on. This information provided the foundation for everything that the PMO subsequently does. It also ensures that goals and vision for the project is agreed upon and understood and the management is behind it.

2. Roles

A successful PMO relies on people who are performing in one or more roles. This section ensures that all the roles of the people involved with the project are well defined, agreed upon, and assigned to the appropriate people. This needs to be reviewed at various points in the lifecycle of the engagement to ensure it is going smoothly. Roles help ensure that no PMO obligations are dropped and that multiple people are not unknowingly doing the same jobs. This section describes a number of roles within the PMO. A very large PMO could end up filling most or all of these roles, although certainly one person could serve more than one role. Smaller PMOs may not need to fill all of the roles.

3. Deployment

This section describes how you would go about deploying project management in an organization. The larger your organization, the more structured and rigorous your deployment approach needs to be. The Getting your organization or company to become better project managers requires more than just training. You need to take into account many other areas to successfully upgrade project management skills. Whenever you change how people do their jobs, you will find some level of resistance. Therefore, you need to use techniques that facilitate organizational change management. This section contains a holistic approach to implementing project management methodology within an organization.

MicroAgility framework has a checklist that ensures that the future state of the project is defined and a gap analysis is done between the future state and the current state. This immensely helps in the prioritization of subtasks within the main project. This defines standards for business requirement gathering, production deployment and implementation.

4. Reporting

In this section, reporting standards, goals, process for reporting, reporting frequencies and various reporting status indicators are defined.

5. Methodology Management

In this section, it's ensured that methodology for the development, delivery, and other parts of the engagements are well defined and agreed upon. Methodology refers to the processes, procedures, templates, best practices, standards, guidelines, policies, and so on that we use to perform certain aspects of work. All of these "methods" that we use to manage projects become part of our project management methodology. The methodology provides the framework that project managers use to manage the work. It is agile to meet the changing needs of the business, and it must add value to the projects that utilize it. In addition, as new technologies and methods emerge to better the project management process, the methodology is flexible to reflect those improvements.

Project management methodology should be viewed as a product. The processes, templates, training, etc. that make up the methodology are some of the specific deliverables that are produced as a part of this "product". These deliverables and the product in general, need to be supported and improved over time.

6. Training

Training is one of the premiere services offered by PMOs. Training framework is very critical for any successful engagement. Many projects fail, though the system implemented had exceptionally good functionality but the users were unable to make use of it due to lack of training. Very often systems are dubbed as overly complex, or non-intuitive, which sometimes has to do with lack of training. MicroAgility ensures that proper framework is put together for training and is properly executed.

There is a lot to consider when rolling out a training program. Like many of the services offered, training must be considered holistically, along with any other services that the PMO is offering. If we have the resources, and if our pool of project managers has the need, we want to put classes together to create an overall curriculum. The curriculum can include internal classes, vendor classes, computer based training, and so on.

7. Coaching

Coaching refers to working with individual project managers or project teams to transfer knowledge and teach new skills. In this section, we make sure that the personnel involved in the project have the right level of coaching and training and are able to execute the project successfully. Many times the project managers, sponsors need training into robust project management techniques and procedures. In general, the coach should be a subject matter expert on project management and must be able to transfer his or her knowledge effectively to others.

8. Project Controls

In MicroAgility framework, project controls are of critical importance. In this section, we ensure that project controls are well defined, agreed upon, and rigorously applied. This includes QA, reviews, testing, audits, issue management, change management and more.

9. Repository

One of the value propositions for deploying common project management processes is the ability to reuse processes, procedures, templates, etc. This reuse also extends to the level of actually being able to reuse specific documentation from prior projects. In MicroAgility methodology, Project Management repository plays a key role as it is the place where all the players go to get the latest status on the project. Various reports are categorized and stored differently.

10. Metrics

The PMO must collect metrics that show how effective the PMO is at delivering services, and how well the organization is adopting the new processes. We also attempt to collect metrics that show how the organization is benefiting from the services of the PMO. If the PMO does not attempt to track and quantify some of these benefits, the organization will have no idea what value has been provided. In general, the metrics associated with project management value are also indirectly indicative of the value of the PMO. If the value of project management is unknown, then the value of the PMO will also likely be unknown. On the other hand, if the value of project management can be proven over time, then the value of the PMO (which is building project management capability) will also have been validated.

Since MicroAgility was started initially to provide services for the investment banks, it pays special attention to various metrics including ROI, value metrics, benchmarking, definition of success criteria, and actually defining and measuring the benefits of the project.

11. Organizational Assessment

Despite the best-laid plans, it is not a given that new project management processes will become embedded in the organization. The people in the PMO have a lot of touch points with project managers and team members throughout the organization. We use these touch points to gather feedback on how well the processes are being integrated. However, this does not provide a full picture of what is going on. We also look at the organization on a periodic basis and perform an assessment as to how well the project management processes are becoming integrated into the work routine. These assessments are compared to the prior assessments to gain a sense for the progress made. This information is especially interesting to the sponsor and other management stakeholders who want to understand how the deployment is going.

An often overlooked but critical area is the organizational assessment before and after the project. Many times the well developed functionality in a new system would increase efficiency to such an extent where workforce reduction could be a possibility, or may demand changes in the organizational structure of the organization.

In this section, we ensure that enough thought is given to the changing needs of the organization in light of the changes in the business process and the resulting changes in the system space.

12. Others

This section includes other standards including the identification of the common resource pool, engaging document review service, defining the roles of the contractor vs. hiring agency etc.

SIX STEPS OF COMMUNICATION ROADMAP

Determine the project stakeholders

Determine the communication needs for each stakeholder:
Mandatory:
Informational:
Marketing:

Determine the form, frequency, and content of the communication

Determine the effort required to create and distribute each of the identified communication options outlined in step 2

Prioritize the communication options that were established in the preceding steps

Add the resulting communication activities to the workplan