Agile Champions and Challenges at the University of Victoria
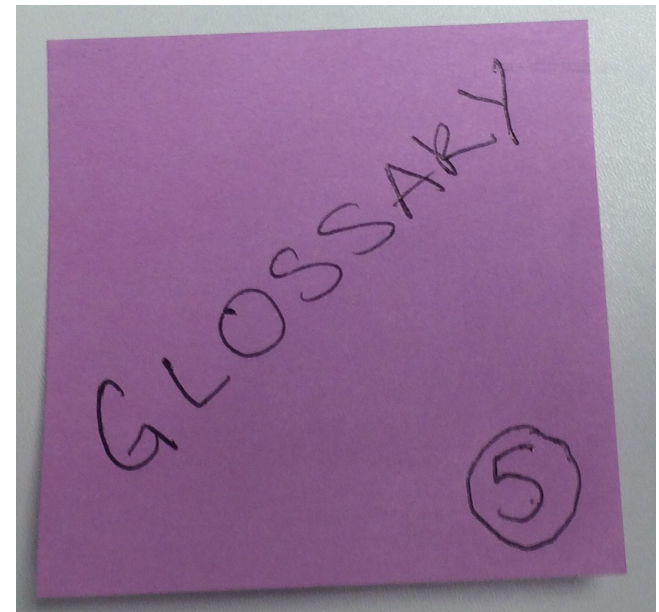
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What is a Project?

- A project is a temporary endeavor undertaken to create a unique product or service. (Project Management Institute (PMI))

- Projects utilizing University Systems (IT) resources use the **University Systems Project Management Methodology** and approval processes.

- Projects and resources approved by the University Systems Project Review Committee (PRC)
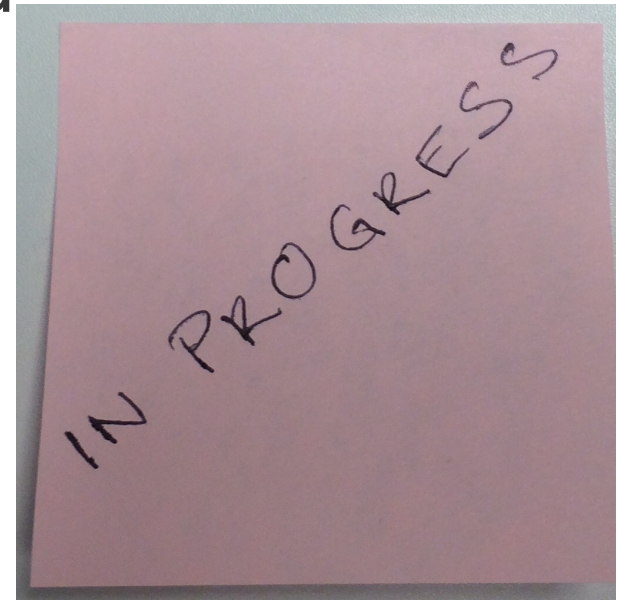
Project Management

- 95-98% of active projects are traditional "waterfall" projects

- We initiate and plan, then gain approval before execution

- Monitoring and controlling begin at planning and end when the closeout report is complete

- Minimize changes, emphasis on up-front decision-making

Agile

- Agile projects are characterized by rapid evolution of the product with an incremental and **iterative approach**

- Continuous releases and improvements to the product

- Popular methodology is **Scrum**, which details how agile practices can be implemented
    - Focus on roles and responsibilities
    - Meetings, such as "**scrum**" and "**sprint** planning, review, and retrospective"
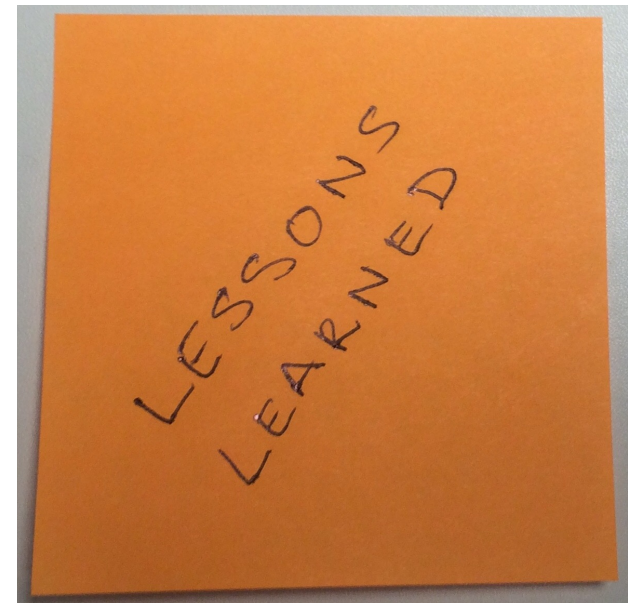
Agile

- Started using Scrum framework in 2011 with success

- Related projects and initiatives continued to follow Agile ideals and challenges surfaced

- Project Plans lacked key information for Project Review Committee:

  - Overall resource impact
  - Incidental resources required
  - Scope control strategies
  - Funding needs

LESSONS LEARNED

What do we love?

- Personal, team accountability
- Focused work, less context switching
- Increased functional and stakeholder engagement
- Knowledge transfer
- Focus on **value** for the client
- Team space and co-location

Challenges to Overcome

- Resource contention, competing priorities
- Can be hard to keep up if a day or meeting is missed
- Distractions
- When to use agile (cost of change is too high)
- Scrum/Agile training
- **Agile project management practices are not well-defined in our methodology**

HOW CAN WE IMPROVE?

Our Champions and Challenges

Areas of Focus

- Client Engagement
- Initiating and Planning
- Communication and Monitoring
- Navigating Change
- Team Building

Project Documentation

- Agile Agreement
- Project Plan
- Status Reports
- Closeout Report

WHERE ARE WE NOW?

QUESTIONS?