BCNET

Shared IT Services for Higher Education & Research

Conference 2017

Project Governance without a PMO - An experiment with SCRUM

UNBC – Kevin Stewart

Project Governance without a PMO - An experiment with SCRUM

- Current Environment
- The Banner (ERP) User Group
  - Changing the format
- About SCRUM
- Adapting the model
- The Outcome

Current Environment

- No PMO
- No Project Governance Committee
- Projects Mandated from On-High
- Request made direct to IT
- Most Requests are often short-term projects
  - < 4 weeks

IT as King

The Banner User Group Meeting

SCRUM Manifesto

- Individuals and interactions over processes and tools

- Working Software over comprehensive documentation

- Customer collaboration over contract negotiations

- Responding to change over following a plan

The Process

PRODUCT BACKLOG   SPRINT PLANNING   SPRINT BACKLOG

DAILY SCRUM MEETING

2-4 WEEK SPRINT

POTENTIALLY SHIPPABLE PRODUCT INCREMENT

ScrumAlliance®

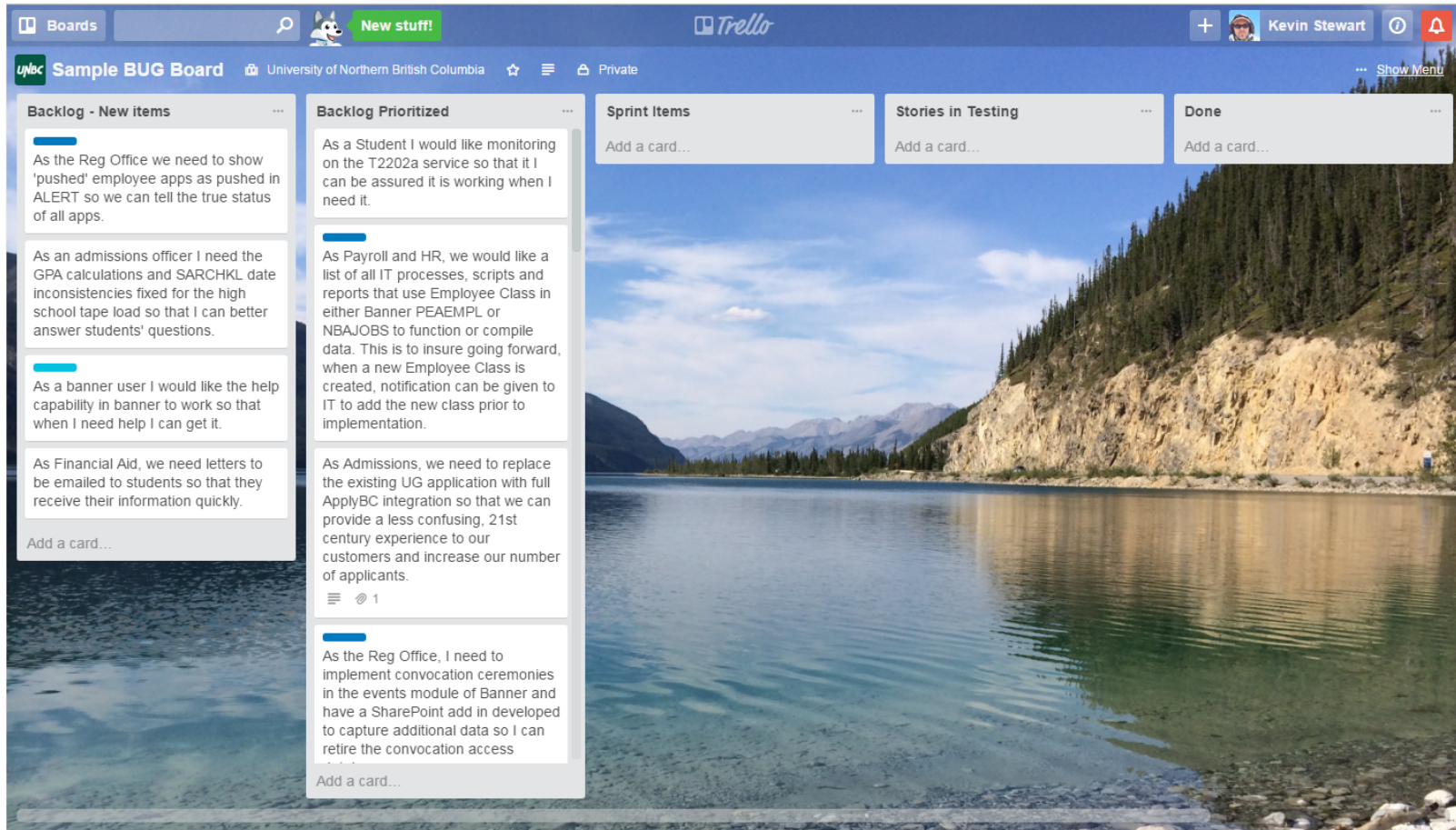# Product Backlog

PRODUCT BACKLOG

Priority Criteria

- Does the initiative have a direct impact on student recruitment or the student experience?

- Is the initiative required for compliance?

- Is the initiative an immediate risk mitigation?

- Cost savings and efficiencies fall under these three.

Sprint Planning

SPRINT PLANNING

Our KANBAN Board

Sprint Backlog

Estimate by Playing Poker

The Planning Meeting
It's Still Called BUG

The Up Side

- Improved Estimating

- Deliver Value every 4 Weeks

- Happier Customers

- Happier Team – Getting Shit Done Feels Good!

The Down Side

- The Request Start Pouring in Faster
- Not Everyone is Happier Without the Paperwork

Down the Road - The Rest of the Story

What we Learned

- Empowering people works
- Motivation improves with "skin in the game"
- Resistance to change is rampant
- Self-Regulating teams can work
- Communication is still key to success

Questions?

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