

"Scrum and PRINCE2, a love or hate relation..."

- PMI Belgium Chapter,
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by Steven Deneir

Learning Objectives

- Objectives of this seminar are
 - to provide insight into how you can implement PRINCE2 using Scrum practices
 - to provide insight into how agile project management techniques can be used within PRINCE2
- NOT
 - to provide an in-depth explanation of PRINCE2 or Scrum

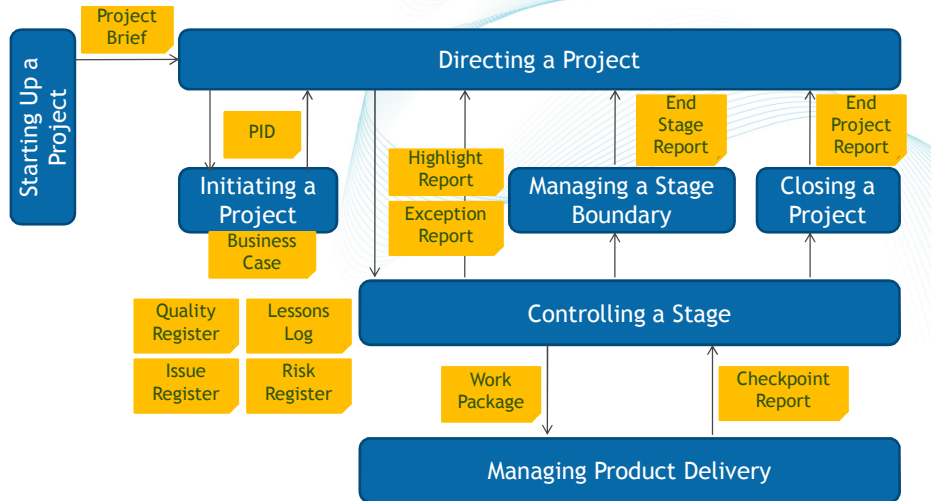
Structure of Presentation

- Introduction on both PRINCE2 and Scrum
- A case going through PRINCE2 while applying Scrum practices
- Conclusion
- Questions and Answers

Introduction PRINCE2

- Is a structured method
- Is a process-based approach
input(s) → transformation → output(s)
- Provides a number of themes that are applied within the appropriate activities
- Is often considered to be high-ceremony

PRINCE2 Process Overview



PRINCE2 Principles

- Continued business justification
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit the project environment

Introduction

Scrum

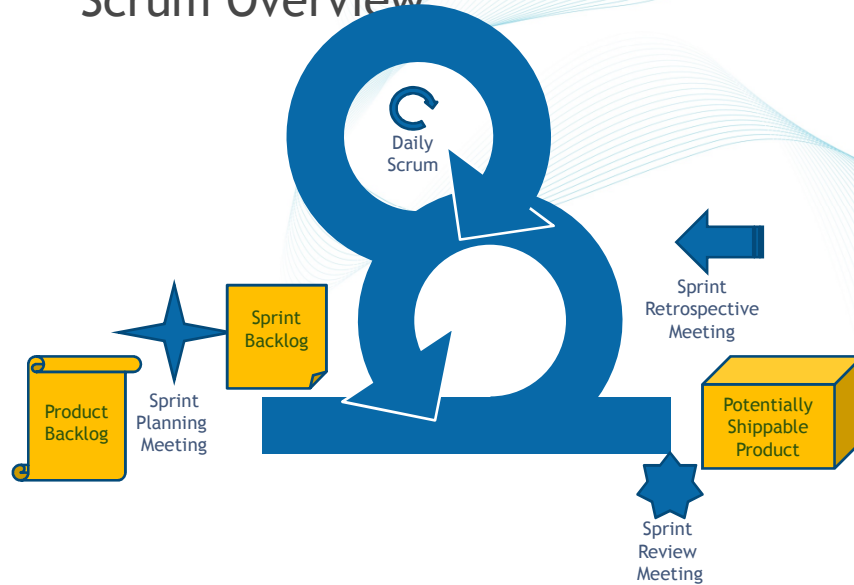
- Is a management and control process
- Implements the Agile Principles (see Agile Manifesto)
- Provides a number of best practices
- Is considered to be low-ceremony

Introduction

Scrum & Agile Principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- ...

Introduction Scrum Overview



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Case Context...

- Product: easy exchange of documents (e.g. invoices, orders, ...) between different parties, over the internet
- Concept: different customer schema's mapped against a central schema + additional online services (e.g. visualise invoices)
- Product development ongoing for about 2 years
- Except some proof of concept (technology seemed ok), not a single release into production
- Delivering became "necessary": short cycles, iterative & incremental
- Team in place with 7 to 10 technology experts
- No real project management method in place

The next slides only show one possible implementation of PRINCE2/Scrum

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Case

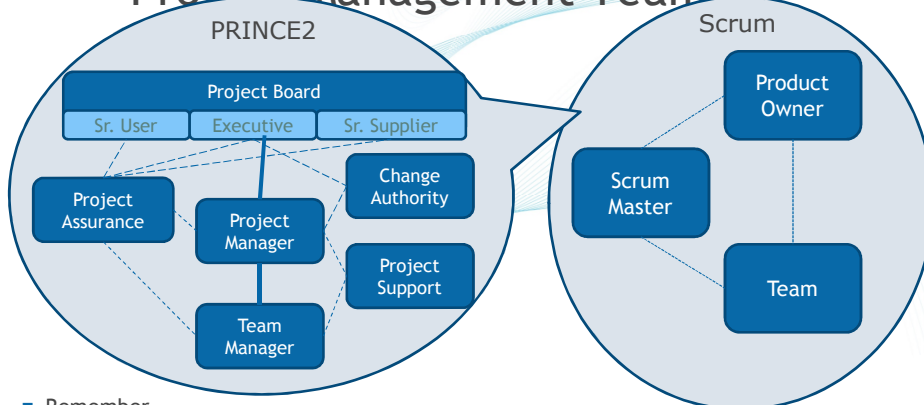
Starting Up a Project

- Business Justification
 - Authorities for initiation exist
 - Project brief
 - Project approach
 - Customer's quality expectations
 - Outline business case
 - Initiation stage plan

Remember: only AFTER this process, the project really starts

Case

Project Management Team



- Remember...
 - Business people and developers must work together daily throughout the project
 - Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

Project Brief

- Project Brief
 - Background,
 - Objectives,
 - Desired Outcomes
 - Scope,
 - Constraints & Assumptions,
 - Outline Business Case
 - Project Product Description
 - Project Approach
 - Project Management Team Structure
 - Role Descriptions
- Product Owner
 - Has the vision, and is responsible for business value
- Product Backlog
 - Contains what to do: functional and non-functional
- The Team (and Product Owner)
 - If necessary will log the necessary information themselves (during Sprint Planning/Review meetings)
- Approach:
 - internal development using Scrum and other Agile practices as much as possible

Plan Initiation Stage

- Plan for creating the Project Initiation Documentation
 - How to achieve the expected quality level
 - Develop the project plan
 - Refine the Business Case and risks
 - Set up project controls, i.e. how to monitor and control the project
- Creating the Next Stage Plan
- Scrum Master
 - Serves the team
 - Teaches and guides the team in the use of Scrum practices
- Specific actions such as setting up project files are done during the first Sprint (if no organisational standard is ready for use)
- Sprint Planning Meeting

Starting Up and Initiating a Project process merged

Initiating a Project

- Ensure understanding of
 - Reasons of the project
 - Scope
 - How, when, at what cost
 - Who is involved in decision making
 - How to achieve quality
 - How to identify and manage risks, issues, and changes
 - How to monitor and control progress
 - Who needs information

Quality Management Strategy

- Decide/Agree on
 - Establishing a quality regime,
 - Customer's quality expectations,
 - Acceptance criteria,
 - Procedures,
 - Tools,
 - Roles & Responsibilities
- Any applicable standards that must be followed?
 - E.g. Naming conventions, look and feel std., etc.
 - Agree on what means "Done"
- Sprint Planning Meeting
 - Explain what is expected?
- Sprint Review Meeting
 - Presentation of Potentially Shippable product provides valuable feedback

Case

Create the Project Plan

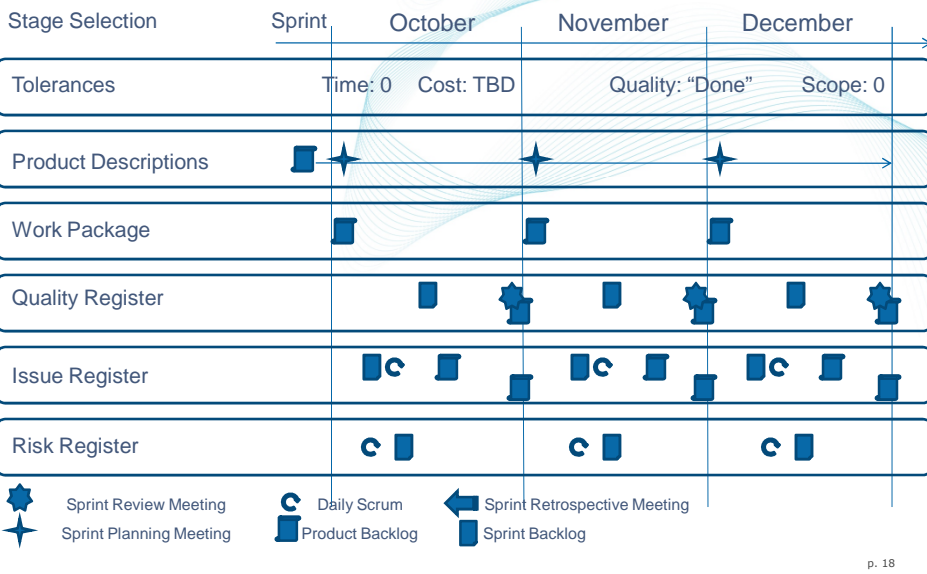
- Project plan showing
 - Stages
 - And for each stage
 - Main products to deliver
 - Resource requirements
 - Initial estimate on the costs
- Develop Product Backlog
 - Focus per release / sprint
 - Rough estimate

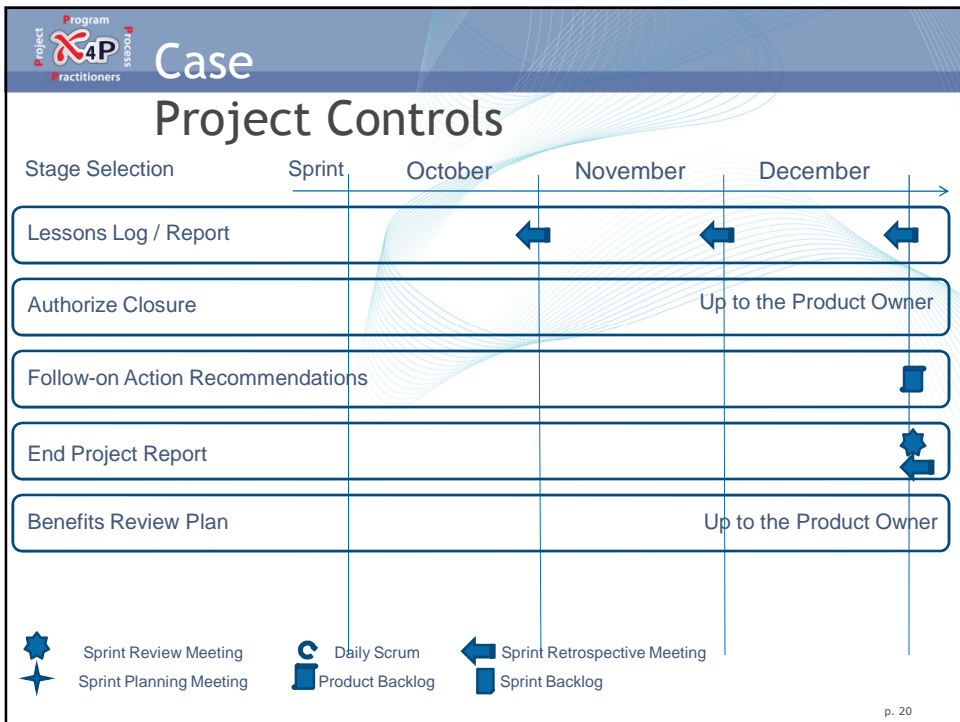
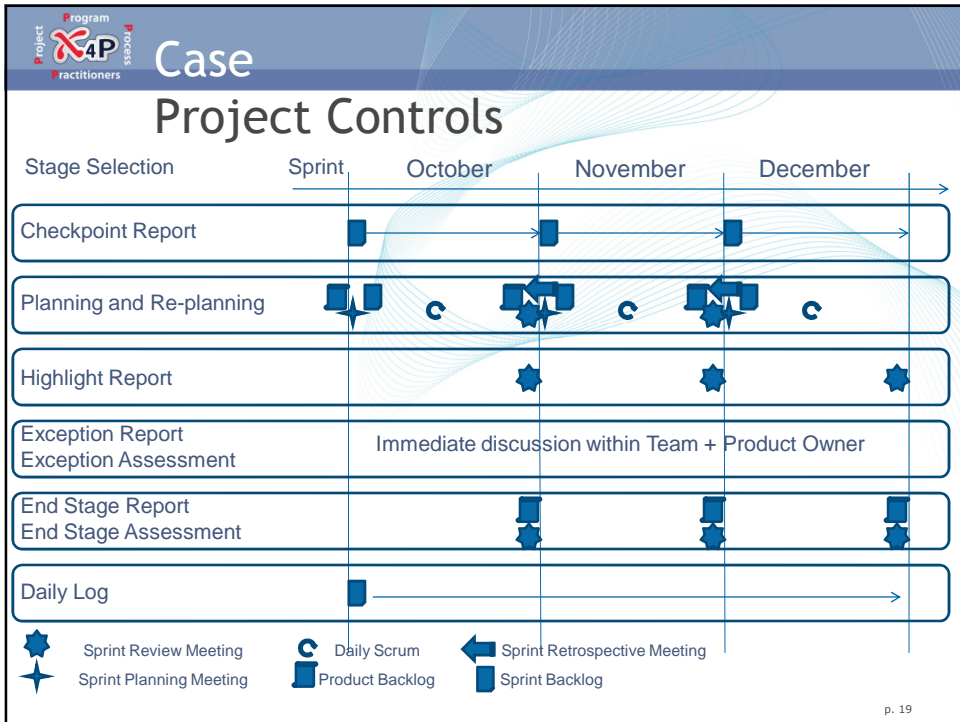
Release [release number] Focus:
 Target Release Date: [dd/mm/yyyy]

Pri ID	Description & Reference	Source	Date Entered	Included in Release	Included in Sprint	Remaining Effort in Hours											
						Week 01	Week 02	Week 03	Week 04	Week 05	Week 06	Week 07	Week 08	Week 09	Week 10	Week 11	
Total Remaining Effort						0	0	0	0	0	0	0	0	0	0	0	0

Case

Project Controls





Case Project Controls

Information	Target	Frequency	Who	Medium
What to produce next	Team	Monthly	Product Owner and Team	Product Backlog Sprint Planning Meeting
How to deliver	Team	Monthly	Team	Sprint Backlog Sprint Planning Meeting
Progress	Team	Daily	Team	Sprint Backlog Sprint Burndown Daily Scrum
Progress	All	Daily		Sprint Backlog Sprint Burndown Product Backlog Product Burndown
Progress	Product Owner Customer/User	Monthly	Team	Sprint Review Meeting
User Satisfaction	Team	Monthly	Product Owner Customer/User	Sprint Review Meeting
Blocking Items	Team Scrum Master	Daily	Team	Daily Scrum
Improvements	Team	Monthly	Team Scrum Master	Sprint Retrospective Meeting

Communication Plan

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Case Other PRINCE2 Processes

- Controlling a Stage
 - Managing Product Delivery
 - Managing a Stage Boundary
 - Directing a Project
 - Closing a Project
- Apply what has been decided during Initiation
 - Team updates Sprint Backlog
 - Team holds Daily Scrums and Sprint Retrospective Meetings
 - Team has Sprint Review and Sprint Planning Meetings with Product Owner, updating the Product Backlog
 - Product Owner is available for questions and when issues pop-up, if necessary prematurely close of a sprint
 - Product Owner decides when enough functionality is delivered during Sprint Review Meeting

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Conclusion

PRINCE2 complements Scrum

- Scrum starts only when the project is deemed necessary
- Scrum expects that a team is appointed, but does not state who should do this. The team must be in place from the start so that developing the first Sprint backlog can be done
- Scrum in fixed price, fixed time, fixed scope environments is not straightforward
- Scrum does not explicitly work with budget; focus is on delivery - separate accounting needs to be set up as required

Conclusion

Scrum complements PRINCE2

- Scrum maximizes the use of the available resources
- Scrum is about maximizing business value with the available resources
- Scrum provides best practices for the PRINCE2 controls

Closing

- PRINCE2 is a generic project management method that needs to be tailored to the project context
- Scrum provides a whole set of useful project management practices to make most projects more agile
- Scrum and PRINCE2 can complement each other
- PRINCE2 and Scrum can be combined

About Steven Deneir



Having 15+ years professional experience and track record in the IT-sector, Steven has gained a broad set of skills and knowledge allowing him to manage and support process improvement programs.

During his years as technical analyst, he identified a lot of possible improvements throughout the entire project and product life-cycle and with that knowledge he made the switch to project and quality management.

He started to be part of, and lead process improvement projects and programs, always paying attention to the people side of these changes.

Having gained experiences in multiple process improvements efforts, covering a wide range of work-areas, Steven decided to offer professional services through X4P (www.x4p.be).

Steven is an approved PRINCE2 trainer, “Portfolio, Programme, and Project Offices: P3O” practitioner certified, Managing Successful Programmes certified, and Certified ScrumMaster, and has broad experience using CMMI, ADKAR, TPI, en Volère.