



Flinders  
UNIVERSITY



# FLINDERS UNIVERSITY

ESTABLISHED IN 1966



94,000  
ALUMNI  
IN 120  
COUNTRIES

\$4.2 MILLION  
WORTH OF  
SCHOLARSHIPS  
OFFERED IN 2016



25,180  
STUDENTS

3,023  
HIGHER DEGREE  
RESEARCH  
ENROLMENTS

2,802  
STAFF

December 2016

ASSOCIATE PROFESSOR  
KAREN BURKE DA SILVA  
▪ 2016 ▪

AUSTRALIAN  
**TEACHER**  
OF THE YEAR

JORDAN GIFFORD-MOORE  
SA 2017  
**RHODES**  
SCHOLAR

# GEOGRAPHIC FOOTPRINT

*Headquartered in Adelaide, South Australia, we offer exceptional teaching on campus and online, with a physical presence extending across multiple locations from regional Victoria to the Northern Territory.*

## **ADELAIDE**

BEDFORD PARK  
TONSLEY  
VICTORIA SQUARE  
BROOKLYN PARK  
NOARLUNGA

*We are on Kaurna  
Land and recognise  
that Flinders University  
operates on Indigenous  
peoples' traditional  
lands and waters.*

## **SOUTH AUSTRALIA**

BAROSSA  
PORT LINCOLN  
MOUNT GAMBIER  
MURRAY BRIDGE  
VICTOR HARBOR  
RENMARK

## **VICTORIA**

WARRNAMBOOL  
HAMILTON  
BURWOOD, MELBOURNE

## **NORTHERN TERRITORY**

DARWIN, ROYAL  
DARWIN HOSPITAL &  
CHARLES DARWIN  
UNIVERSITY CAMPUS  
KATHERINE  
NHULUNBUY  
TENNANT CREEK  
ALICE SPRINGS



# My Agile Journey – Kerrie Campbell





**My journey**

# Most projects fail...

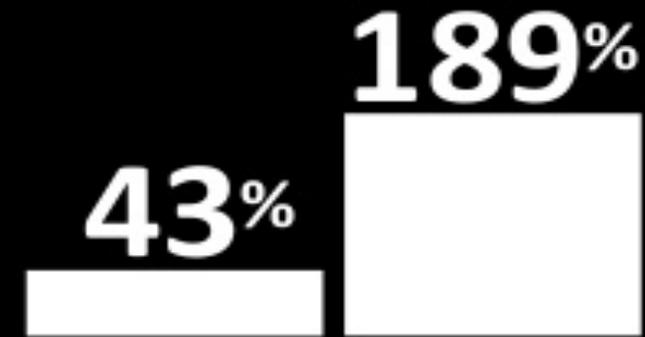
Abandoned



Over time/budget



Cost Overrun



No benefits



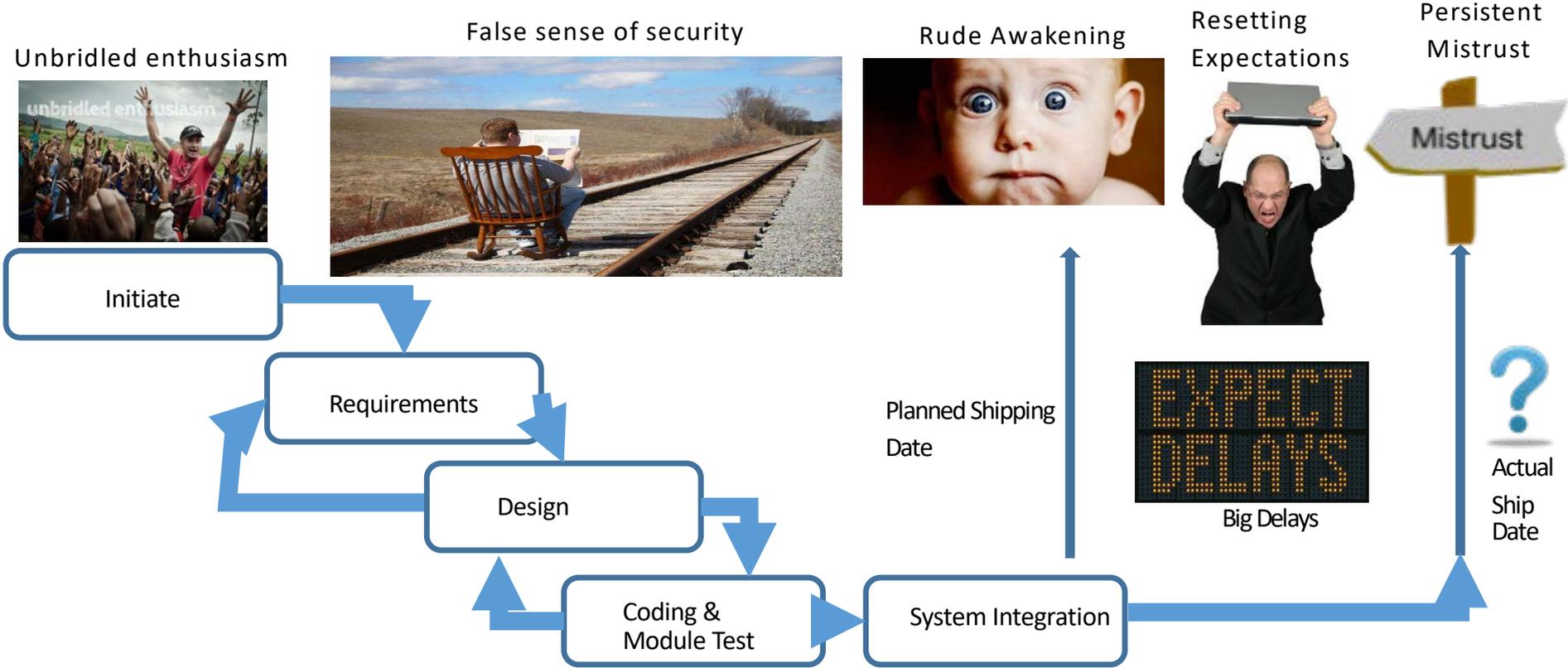
Fail to deliver



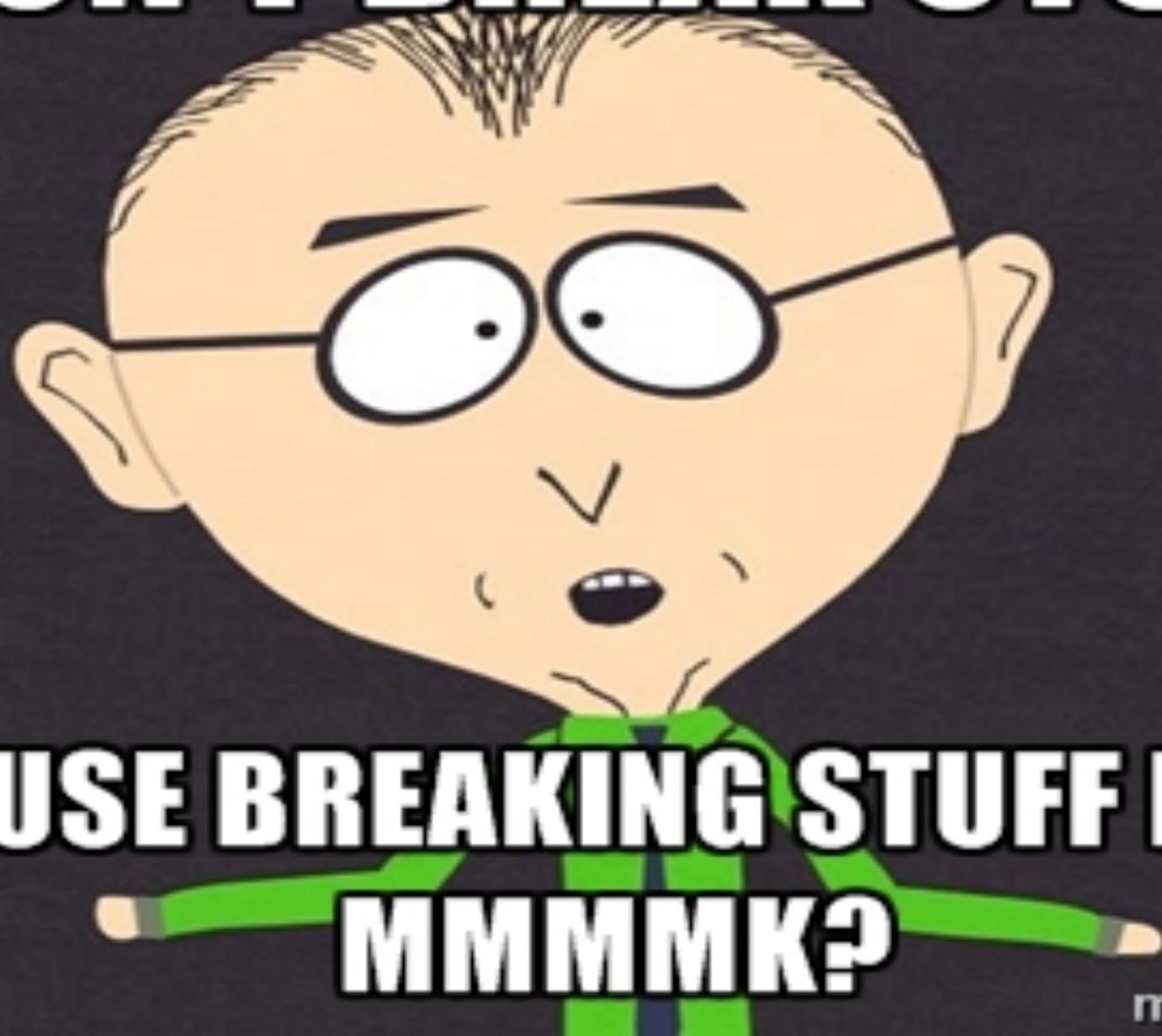
Source: R Young, Case Studies – How Boards and Senior Management have Governed ICT projects to succeed (or Fail), Standards Australia [HB 280-2006](#) p11; Paul Kallenbach in [The Age](#), 'Australian IT project failures spark new ICT governance standard' by Trevor Clarke, 14/1/14



# Real, Real Waterfall Reality



**DON'T BREAK STUFF**



**BECAUSE BREAKING STUFF IS BAD,  
MMMMK?**

WORK

MENTS

~~Threat~~

Opportunity

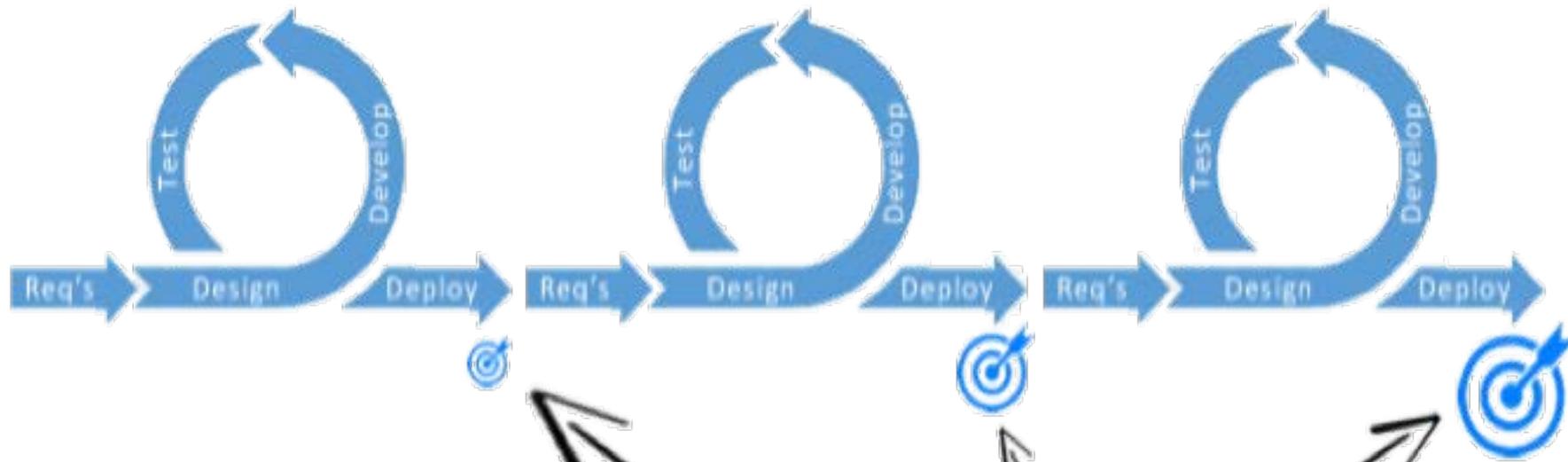
**Time for change**

# Waterfall



*Big outcome at end* →

# Agile

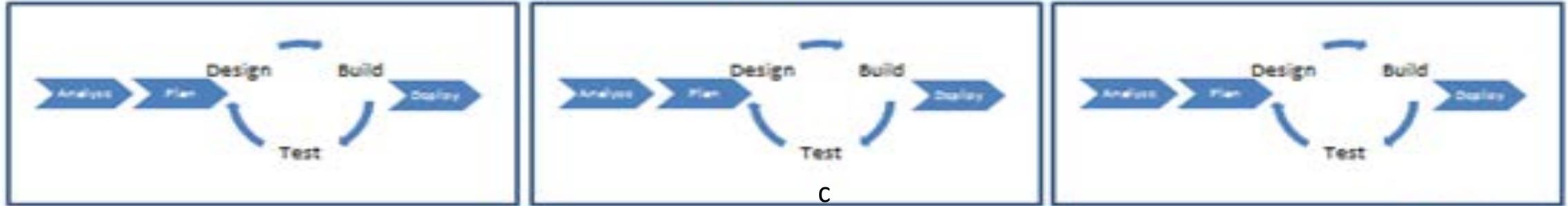


*Cumulative outcomes* →

# Waterfall



# Agile



## Project Timeline



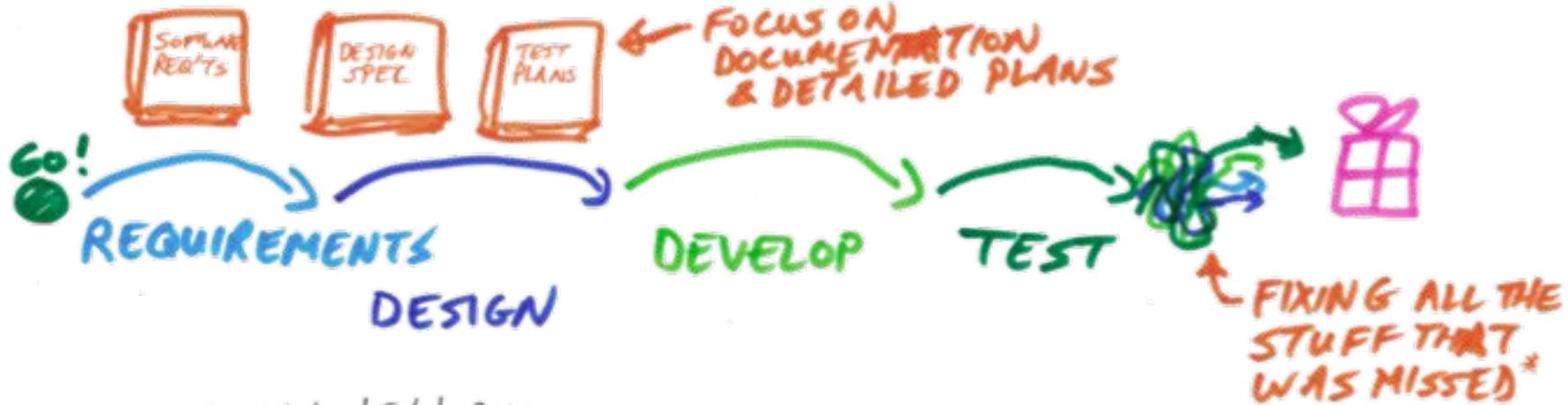
# AGILE



COLLABORATING  
LEARNING



# WATERFALL



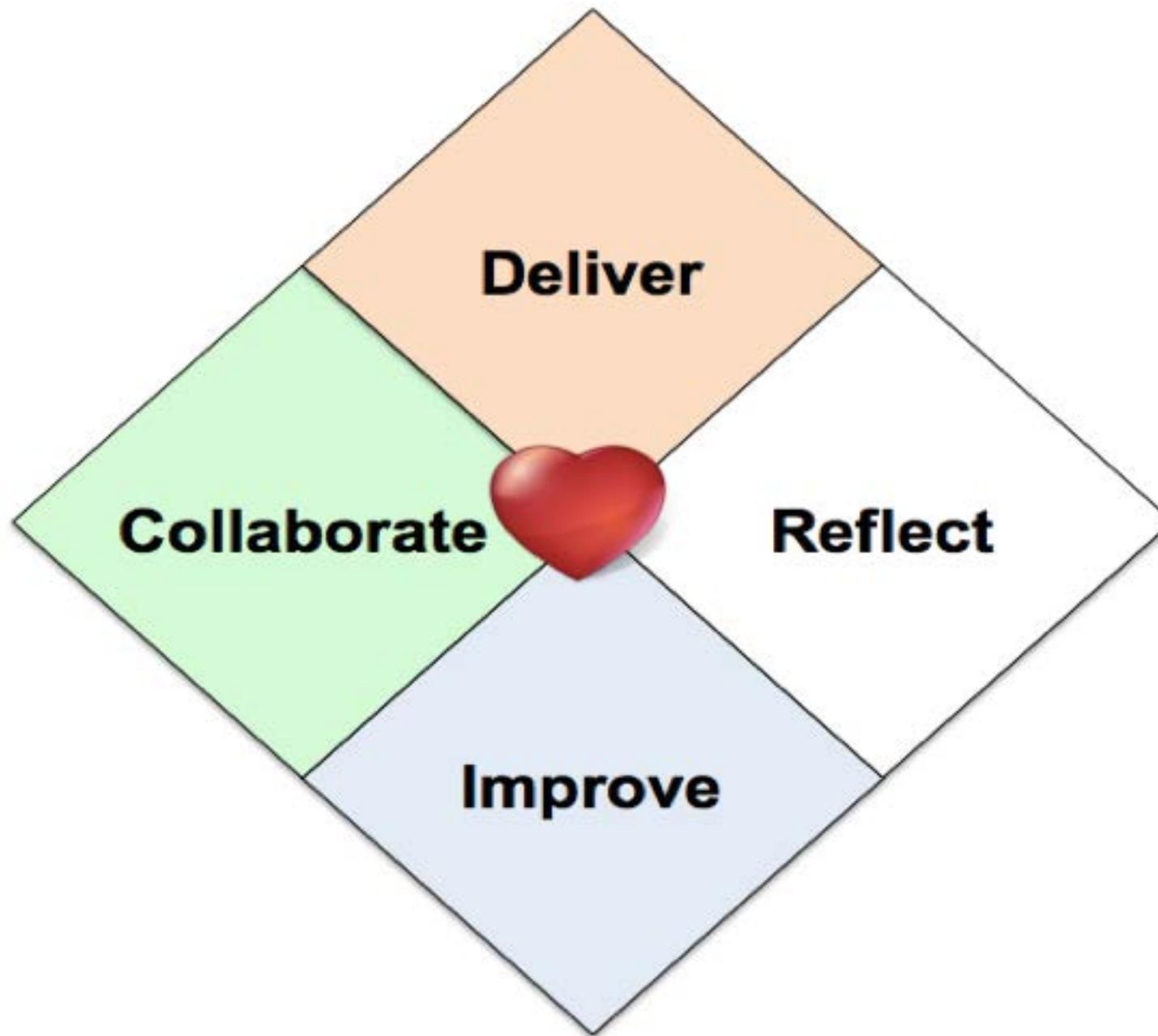
CC Michael Sahota 2016

# Your people



# Extremists





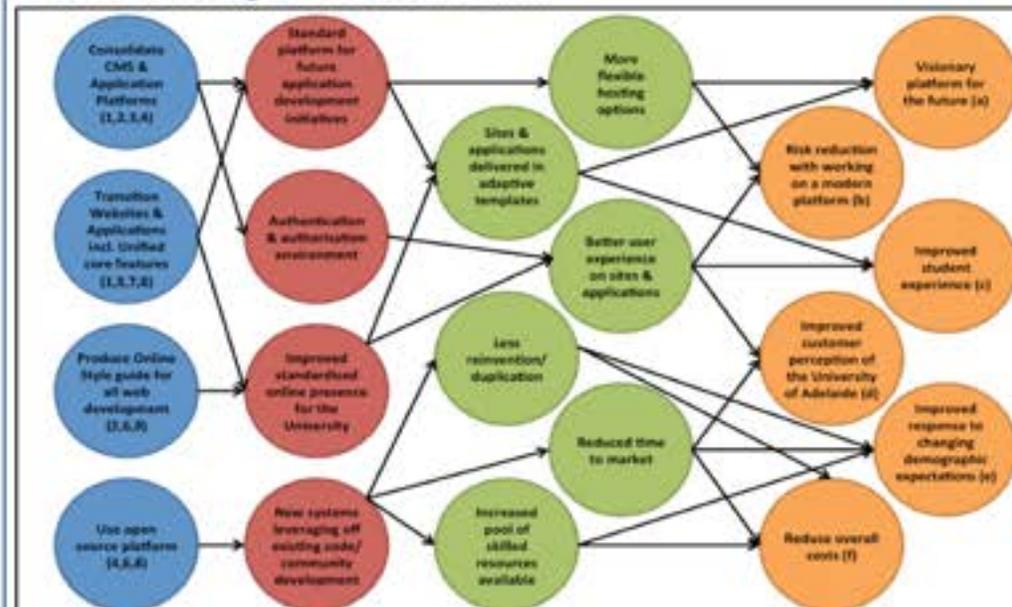
each layer of  
process added  
is expensive



## Problems

No	Business Problem
1	Aging, <u>UoA</u> bespoke developed and managed CMS software (TMS) is currently used to build and manage the public facing <u>UoA</u> website.
2	No standardised and consolidated website and application systems used to build and manage <u>UoA</u> online services (e.g. <u>Liferay</u> CMS currently supports Unified)
3	Multiple architectures/platforms are in use to support the different online systems in use across the <u>UoA</u> .
4	Authorised Staff/Students must individually sign-on/sign-off multiple times to access different areas or applications within the private <u>UoA</u> website(s)
5	Development of new functions or delivery of specific modules for TMS and <u>Liferay</u> is labour intensive and time consuming reducing the ability to effectively respond to changes
6	Limited implementation of websites and applications that are compatible with mobile devices such as tablets and smart phones
7	Unified has essential features valuable to the business but in its current form it doesn't deliver to the needs of the business.
8	Useability of current online systems results in disengagement of our core customers

## Benefits of Solving - WCMS Results Chain



This project will not achieve significant tangible benefits in either staff number reductions or increased revenue.

## Cost Savings

**Total Savings = \$205,000**

Licensing cost reduction:	
Views Flash	\$7,000
Liferay	\$54,000
<b>Licensing total</b>	<b>\$61,000 per year</b>
External developer portlets	\$33,000
Support TS - 1 FTE HE08*	\$111,000

\*including GOOGLE

## Costs Associated with not Approving

**Sunk costs + Costs of delay = \$1,389,000**

<b>Sunk costs</b>	<b>\$872,000</b>
Costs of delaying the project:	
Support TS - 1 FTE HE08*	\$111,000
Support M&C - 1 FTE HE07*	\$99,000
Upgrade costs - TS & M&C	\$300,000
Relicensing	\$7,000
<b>Total costs of delay</b>	<b>\$517,000</b>

## Recommendation

The University of Adelaide (UoA) relies extensively on digital content, online systems and applications for promotion of the University to the public and internally for the delivery of information services.

In January 2015 the University ITC Investment Committee approved the Web Content Management System business case recommending approval to:

- Commence the Drupal 8 Proof of Concept (Phase 1 Discovery (\$562,730))
- In principal, release \$1,500,000 IIP project funding for 2015 for recruitment of project & business resource backfill.

The project is driven by the objective to deliver an integrated, robust, flexible, scalable and stable WCMS platform supporting rapid development. Additionally, Drupal 8 has been selected as the platform to be used for the development of online applications.

The POC investigations have confirmed that Drupal8 is both a viable WCMS platform into the future and a suitable platform for development of online applications maximising the investment in this technology, minimising duplication, enhancing consistency and increasing the core/central pool of skilled resources available for online activities.

The POC has established the suitability of the platform for online application development with a number of Technology Services projects already earmarked for development in Drupal8. It is highly desirable that the core development of the platform continues.

The phased approach for the WCMS project is as follows:

- Phase 1- Discovery - Product analysis and Proof of Concept – Funded and completed
- Phase 2 - Foundation – Build/Test/Deploy/Refine the production ready architecture and platform
- Phase 3 - CMS Transition involving:
  - Transition of content from TMS to Drupal
  - Application Development – Platform available
  - Continuous Improvement - Monitoring & refinement of platform

**It is recommended that the University of Adelaide approve the release of remaining funds and the commencement of Phase 2 and 3 with a total 3 year indicative cost of \$3,976,000.**

## Cost of Solving

Summary of Budget vs Projected per Phase

	2014	Phase 1 – 2015	Phase 2 – 2016
Budgeted (IIP15)		\$1,500,000	\$1,860,000
Projected		\$872,000	\$1,860,000
Actual	\$47,000		
Carry forward IIP14	\$69,000		
Material costs			
Google search appliance			\$250,000
Hosting/Hardware costs			\$250,000
<b>Sub total</b>	<b>\$116,000</b>	<b>\$1,500,000</b>	<b>\$2,360,000</b>
<b>Grand total</b>			<b>\$3,976,000</b>

## Solution Scope

WCMS Product Vision: **FOR** web authors, admins, developers and the University **WHO** want to offer an adaptive, modern, consistent, consolidated online experience offering efficiencies.

**THE WCMS IS A** web platform **THAT** natively provides an accessible, user-friendly, efficient development, editing and managing experience, **UNLIKE** the fragmented, distributed, inconsistent, incompatible, hard to resource, highly technical, costly web platform and application suite.

**OUR PRODUCT** will use a community driven platform to deliver a consistent experience across all strata of the web creation and delivery experience.

## Out of Scope

Development of individual web applications.

## Customers and Responsibility

Role	Name
Beneficiaries	UoA internal and external stakeholders
Board	University ICT Investment Committee (UICITC)
Project Board	Digital Experience Board (DEB)
Sponsor	Mark Gregory
Business Owner	Ben Grindlay
Key Stakeholders	Kerrie Ann Campbell, Greg Zweck
Drupal Architect	Simon Lindsay
Subject Matter Expert	Kate White

## Approach

Phase 2 will build on the Agile approach used to great effect in Phase 1.

Phase 3 will be a gradual transition for existing sites based on prioritisation by the web team.

## Activities

Activity Groups
1. Build site development platform
2. Build enterprise site manager
3. Theme development
4. Authentication & authorisation
5. Documentation of business processes
6. Ongoing transition of websites
7. Application development (MC & TS) <span style="float: right;">Separate projects</span>

## Resources Copy from Business Case XLS if needed.

### Human Resources

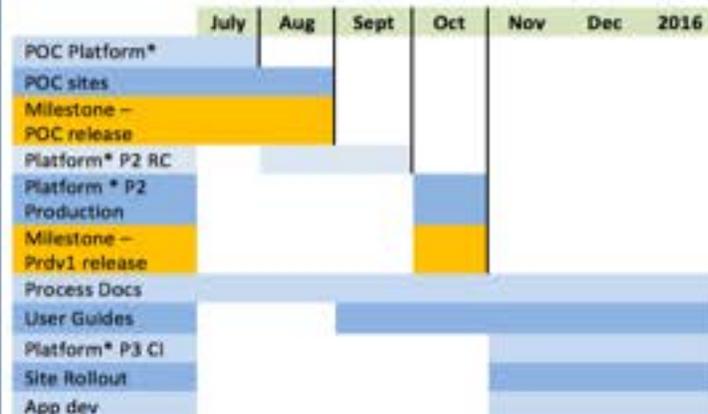
	July	Aug	Sept	Oct	Nov	Dec	2016
Simon Lindsay	70%	70%	70%	70%	70%	70%	70%
Kate White	85%	85%	85%	85%	85%	85%	85%
Casey Fulton	100%	100%	100%	100%	100%	100%	100%
Michael Priest	100%	100%	100%	100%	100%	100%	100%
Chris Barton	90%	90%	90%	90%	90%	90%	90%
Ben Melville	90%	90%	90%	90%	90%	90%	90%
Andrew Smith	80%	80%	80%	80%	80%	80%	80%
Emma Spoehtl	80%	80%	80%	80%	80%	80%	80%

### Material Resources

Google Search Appliance – \$250,000 over 3 years

Web hosting hardware- \$250,000

## Schedule



Phase 1: POC – Proof of Concept,

Phase 2: RC – Release Candidate & Prdv1 – Production v1

Phase 3: Ongoing enhancements & continuous improvement on the platform, site rollout and application development (app dev will be funded as separate projects).

\* Platform= Enterprise Web Platform and includes UASM & theming.

## Dependencies, Constraints & Assumptions

Describe the key project Dependencies, Constraints & Assumptions as a narrative.

Dependencies
None identified

Constraints
None identified

Assumption
Assuming there will be ongoing platform enhancements /continuous improvement post 2016. [Can capital costs surplus be used to fund this?]

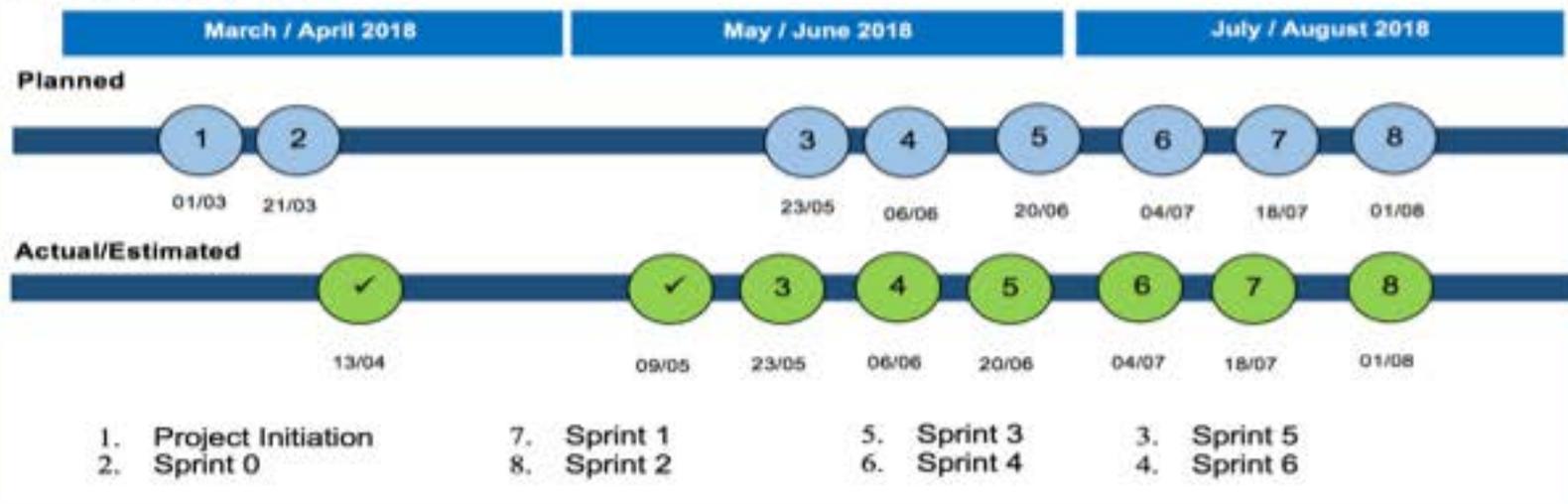
## Deliverables

Deliverable	Activity & Benefit
1. Ability to build and deploy websites & applications (Enterprise Web Platform)	Realised by activity group 1, 2, 3, 4, 5 Realises benefit a, b, c, d, e, f
2. Ability to manage site development access (University of Adelaide Site Manager -UASM)	Realised by activity group 2,4,5 Realises benefit a, b, f
3. Responsive theme template for all future sites & applications	Realised by activity groups 1,3,5 Realises benefits a, b, c, d, e, f
4. Sites in production on new platform	Realised by activity group 6 Realises benefits a, b, c, d, e, f
5. Applications developed in Drupal8 (for TS, MC & other University areas)	Realised by activity groups 7 Realises benefits a, b, e, d, e, f (*Note out of scope of this project)
6. Core Drupal development team across both Technology Services and Marketing & Comms.	Realised by activity group 1,2,3,4 Realises benefit a, b, c, e, f
7. Standardised procedures and methodologies supporting web development across UoA.	Realised by activity group 1, 2,4,5 Realises benefit b, c, d, f

## Key Risks

Risk & Mitigation	Risk
1. Working outside the vision (scope creep). Appropriate governance defined, implemented and adhered to	High
2. Commissioning projects before the platform is stabilised and tested. Appropriate governance defined, implemented and adhered to	High
3. Lack of assessment of business value prior to undertaking projects. Appropriate governance defined, implemented and adhered to	High
4. Unclear prioritisation of current and future applications. Appropriate governance defined, implemented and adhered to	High
5. Unrealistic expectations of schedules.	Medium
6. Hiring too many staff too quickly – before basics are ready.	Medium
7. Lack of business process re-engineering prior to project commencement leads to putting bad business processes online.	Medium
8. Expecting technology to solve poor business processes.	Medium
9. Too much focus is on the technology at the expense of content, impacts and business requirements.	Medium
10. Lack of resourcing from areas to update content for roll out. Not mitigated by adding more external resources – needs to be local.	Medium
11. Risk to the University of not planning for or funding ongoing development of platform.	Medium
12. Resistance to change by the broader UoA community.	Medium
12. Lack of clear governance model.	Low
13. Roles & responsibilities not formalised between TS & MC.	Low

## Key Releases



## Summary

### Project Description

Establish a proof of concept service management platform with base capabilities (yet to be defined)

### Scope

- Define Top 8 service
- Define Tool
- Configure
- Test
- Change & Comms
- Training
- Deploy

### Budget

- Budget Made Available: \$
- Spend to-date: \$
- Forecast total spend: \$
- Contingency Remaining: \$

### Project Team

- Product Owner, Chris Bishop (50%)
- PM/ Scrum Master, Mathew Lister (80%)
- UX Designer, Lee Crawford (80%)
- Sol<sup>r</sup> Arch – Kelvin McCarthy (20%)
- Customer Rep – Ian Menz (20%)
- Change Mgmt. – Joanna Brooks
- Business Analyst – Morwana Warrington
- Process Analyst – Assigned per process
- Portfolio Reps – Assigned per process
- College Services Reps - Assigned per process

### Recent Accomplishments

- First showcase demonstrating Service One
- Completed workshops with Four service area
- Daily stand-ups
- Started the 5 P's workshops
- Timetabling workshop held
- Domestic travel workshop held
- Credit Cards workshop held
- Legal contracts workshop held
- Defined Change Management strategy using PROSCI methodology

### Upcoming Key Activities

- Timetabling time and motion workshop with other Colleges
- Domestic travel time and motion workshop with other Colleges
- Legal contracts time and motion workshop with other Colleges
- Define User Stories
- Define backlog
- Define Sprints/ Start Sprint 2
- More workshops
- Plan for next Playback to workshop attendees

### Risks, Issues and Blockers

- None identified at present

### Required Decisions & Guidance

- Resource contention with other projects/ BAU around certain skillset/ individual(s) to attend workshops

Blue

Originally planned or completed

Green

On track; will complete as planned

Yellow

Planned delivery at risk

Red

Will miss planned delivery

# Agile Process Framework

## Roles

- Product Owner
- Scrum Master
- Development Team (incl. UX/Designer, QA)

## Product Owner (PO)

### Owns the Product Backlog

The Product Owner represents the interests of everyone with a stake in the project (Stakeholder) and they are responsible for the final product.

- elicit product requirements
- manage the Product Backlog
- manage the release plan
- manage the Return on Investment

## Scrum Master (role fulfilled by PM)

### Owns the Scrum process

The Scrum Master is responsible for the Scrum process. They ensure everybody contributes. They remove impediments for the Team. The Scrum Master is not part of the Team.

- manage the Scrum process
- remove impediments
- facilitate communication

## Development Team

### Owns the software

The team figures out how to turn the Product Backlog into an increment of functionality within a Sprint. Each team member is jointly responsible for the success of each iteration and of the project as a whole.

- software quality
- technical implementation of User Stories
- delivery of a "potentially shippable" product increment at every Sprint

## Requirements

Make **SMART** Requirements: Simple, Measurable, Achievable, Realistic, Traceable.

## User Stories

**INVEST** in User Stories: Independent, Negotiable, Valuable, Estimable, Small, Testable.

## Tasks

Make sure a Task is **TECH**. Time boxed, **Bygones** (can pick it up), Complete and Human-readable.

## Events

- Sprint Planning and Estimation
- Scrum Meeting
- Sprint Review
- Sprint Retrospective

## Sprint Planning

### Commit the deliverable(s) to the PO

**Two part** meeting. First, the PO presents the User Stories. Second, when the Team thinks they have enough Stories to start the Sprint, they begin breaking it down in Tasks to fill the Sprint Backlog (normally 3 to 4 days of work, then inspect & adapt).

Time-box: 4 hours

Owner: Product Owner

Participants: Team, Scrum Master

## Regular Scrum Meeting

### Inspect and adapt the progress

In this stand-up meeting the Team inspects their progress in relation to the Planning by using the Burndown Chart, and makes adaptation as necessary.

Time-box: 15-20 minutes

Owner: Scrum Master

Participants: Team, all interested parties may silently attend.

## Sprint Review

### Demonstrate the achievements

The team demonstrates to the PO the result - the developed/delivered product - of the Sprint. The PO can accept or reject features depending on the agreed acceptance criteria.

Time-box: 4 hours

Owner: Team

Participants: Scrum Master, Product Owner, optionally the PO can invite other Stakeholders

## Sprint Retrospective

### Maintain the good, get rid of the bad

At the end of a Sprint, the Team evaluates the finished Sprint. They capture positive(s) as a best practice, identify challenges and develop strategies for process improvements. The outcomes would be captured as action items for the team.

Time-box: 3 hours

Owner: Scrum Master

Participants: Team, (Product Owner)

## Artefacts

- Product Backlog
- Sprint Backlog
- Burndown Chart

## Product Backlog

### Dynamic prioritised list of requirements

The requirements for the product are listed in the Product Backlog. It is an always changing, dynamically prioritised list of requirements ordered by Business Value. Requirements broken down into User Stories by the PO.

## Sprint Backlog

### List of Tasks to fulfil the Sprint Goal

The Sprint Backlog contains all the committed User Stories for the current Sprint broken down into Tasks by the Team. All items on the Sprint Backlog should be developed/delivered, configured, tested, documented and integrated in order to fulfil the Sprint Goal.

Estimate Story complexity by playing Planning Poker.

## Potentially Shippable Product

Scrum requires at the end of each Sprint that the product is potential shippable to the customer. That means the increment is:

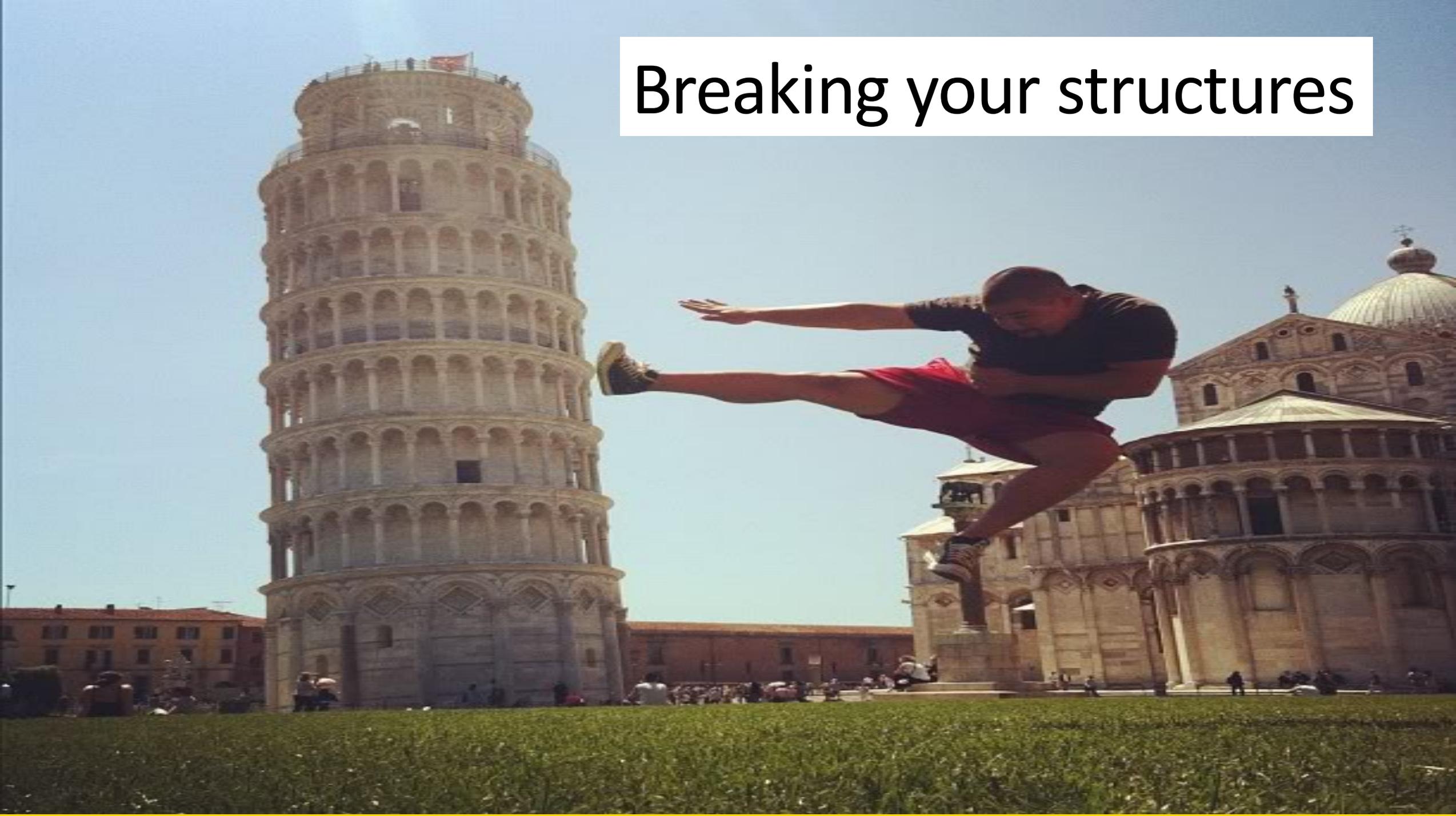
- thoroughly tested and stable
- well-structured
- well-written code (where appropriate)
- Sustainably configured
- Appropriately integrated with other systems or services
- user operation of the functionality is documented

## Burndown Chart

### Displays the remaining work

The Burndown chart shows the amount of work remaining per Sprint. It is a very useful way of visualising the correlation between work remaining at any point in time and the progress of the Team(s).

Breaking your structures



# Pre-Agile IT Structure



**CIO**

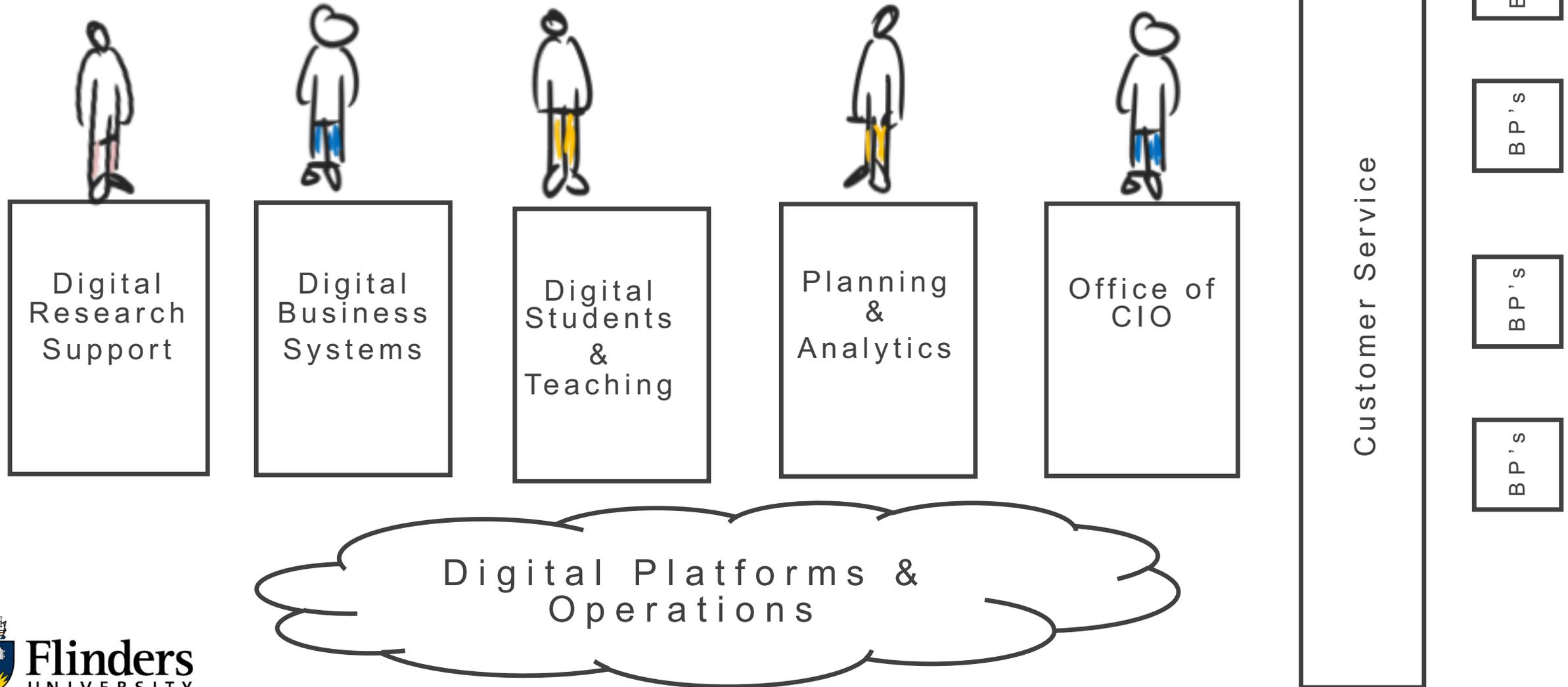
**Customer Service**

**Development**

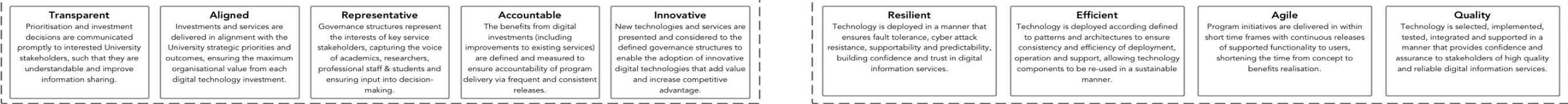
**PMO**

**Infrastructure**

# Post-Agile IT Structure



OUTCOMES



## Digital Governance Committee (Quarterly)

Provides strategic leadership and oversight of the digital strategy and roadmap prioritisation, measurement of benefits and implementation supporting realisation of the 2025 Agenda, professional services project and related organisational projects.

### Composition

- Vice President (Corporate Services)
- Deputy Vice-Chancellor (Research)
- Deputy Vice-Chancellor (Students)
- Pro Vice Chancellor, International
- Chief Information Officer (CIO)
- Rotating Vice President & Executive Dean
- Executive Director, Office of Communication and Engagement



### Defining the 'why' and prioritising 'what' should be done according to the digital strategy and University strategic outcomes.

<h4>RESEARCH</h4> <p>Digital Research Governance Sub-Committee (Monthly)</p> <p>Provides strategic oversight and direction to the digital research portfolio and related services that enable, support and enhance the effectiveness of University's core research activities. It represents the needs and interests of the Flinders University research community.</p>	<h4>STUDENT &amp; TEACHING</h4> <p>Digital Student &amp; Teaching Governance Sub-Committee (Monthly)</p> <p>Provides oversight, guidance and direction of the digital student &amp; teaching services portfolio to improve teaching and student outcomes by increasing innovation and the effectiveness of related technologies. It represents the needs and interests of the Flinders University teaching and student communities.</p>	<h4>PROFESSIONAL</h4> <p>Digital Business Governance Sub-Committee (Monthly)</p> <p>Provides oversight, guidance and direction of the digital business services portfolio to enable the automation and digitisation of the University's core supporting administrative activities increasing efficiency and timeliness of services provided to the University community.</p>
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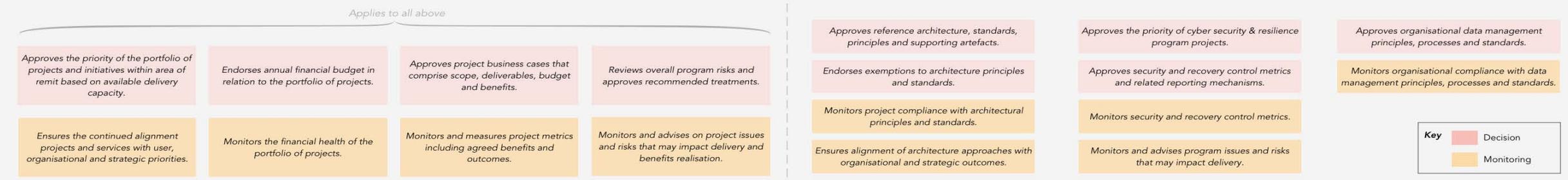
### Defining 'how' digital technology is implemented and operated.

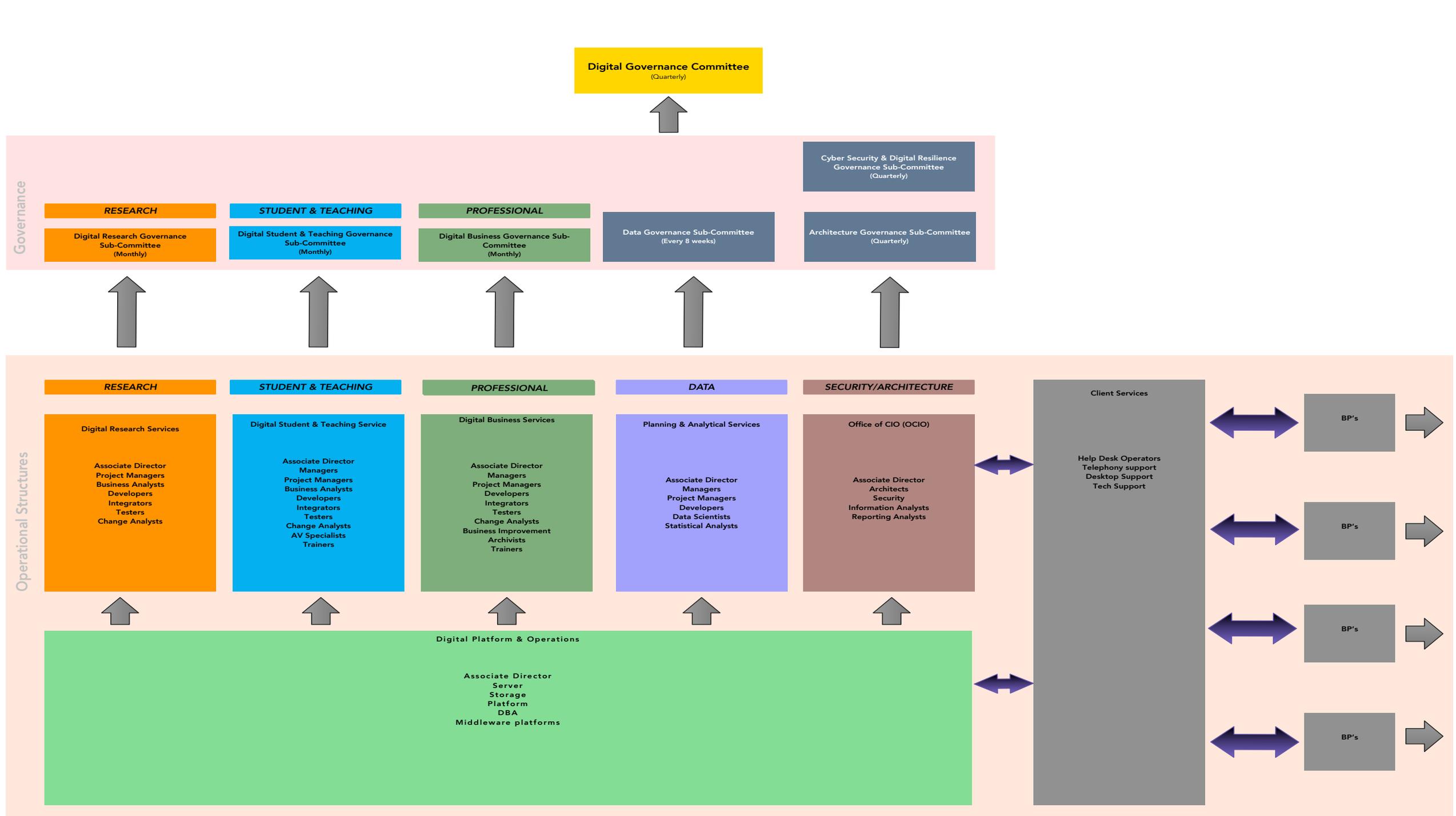
<h4>Architecture Governance Sub-Committee (Quarterly)</h4> <p>Reviews, approves, manages and monitors the University's enterprise architecture principles and related artefacts that enable the consistent and efficient design, implementation and maintenance of digital information services.</p>	<h4>Cyber Security &amp; Digital Resilience Governance Sub-Committee (Quarterly)</h4> <p>Provides oversight and approves the direction of the cyber security portfolio and related IT continuity and operational security processes that ensure the reliable, predictable and secure operation of the University digital information services.</p>	<h4>Data Governance Sub-Committee (Every 8 weeks)</h4> <p>Provides oversight and direction of the data management, planning and analytics portfolio delivery to improve the quality, use, security and value of data within the University to support learning and business analytics, related planning activities and data-informed decision-making.</p>
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COMPOSITION

- |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <ul style="list-style-type: none"> <li>• Deputy Vice-Chancellor (Research)</li> <li>• Director, Research Development and Support</li> <li>• Associate Director, Digital Research Services</li> <li>• Dean of Graduate Research</li> <li>• Rotating Dean (Research)</li> <li>• Rotating Dean (Research)</li> <li>• Rotating Dean (Research)</li> </ul> | <ul style="list-style-type: none"> <li>• Deputy Vice-Chancellor (Student)</li> <li>• Pro Vice-Chancellor (Student Life)</li> <li>• Pro Vice-Chancellor (Learning and Teaching Innovation)</li> <li>• University Librarian</li> <li>• Director, Student Administration</li> <li>• Associate Director, Digital Student &amp; Teaching Services</li> <li>• Rotating Dean (Education)</li> <li>• Rotating Dean (Education)</li> <li>• Rotating Dean (Education)</li> <li>• Representative Member of Academic Senate</li> </ul> | <ul style="list-style-type: none"> <li>• Chief Information Officer (CIO)</li> <li>• Chief Financial Officer</li> <li>• Executive Director, Office of Communication &amp; Engagement</li> <li>• Director, People &amp; Culture</li> <li>• Director, Legal &amp; Risk</li> <li>• Director, Buildings &amp; Property</li> <li>• Associate Director, Digital Business Services</li> <li>• Rotating Dean (People &amp; Resources)</li> <li>• Rotating Head of College Services</li> </ul> | <ul style="list-style-type: none"> <li>• Chief Information Officer (CIO)</li> <li>• Associate Director, Information Security &amp; Governance</li> <li>• Associate Director, Planning &amp; Analytical Services</li> <li>• Associate Director, Digital Business Services</li> <li>• Enterprise Architect</li> <li>• Head of College Services - Medicine &amp; Public Health</li> </ul> | <ul style="list-style-type: none"> <li>• Associate Director, Planning &amp; Analytical Services</li> <li>• Deputy Vice-Chancellor (Students)</li> <li>• Pro Vice-Chancellor (Learning and Teaching Innovation)</li> <li>• Chief Information Officer (CIO)</li> <li>• Chief Financial Officer (CFO)</li> <li>• Dean, People &amp; Resources - College of S&amp;E</li> <li>• Head of College Services, Humanities, Arts and Social Sciences</li> <li>• Associate Director, International Operations &amp; Performance</li> <li>• Director, Student Recruitment</li> </ul> |
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ACCOUNTABILITIES







Changing the  
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Ideas	Triage	Analysis	Ready	WIP		Done
<p>In this stage projects that exist on the project backlog and stakeholder ideas are captured.</p> <p>This is essentially the top of the funnel, where projects have not yet been fully formed or prioritised.</p> <p>Projects stay here until the management team agrees to triage, or a Governance Committee triggers the next activity.</p> <p>The resources required to investigate each idea need to be considered before moving to the next stage.</p>	<p>An initial investigation takes place to help determine if the idea/concept should be developed further. This stage can be considered the 'pre-business case'.</p> <p>The business problem is defined, alongside high level benefits and interested stakeholders.</p> <p>This stage is a sanity check to ensure the project is aligned with the University's strategy and it has a clearly defined business sponsor.</p>	<p>Projects that are prioritised are scoped further and a full business case is developed for final Governance committee approval. Once approved the project can move onto the next stage.</p> <p>This analysis includes developing:</p> <ul style="list-style-type: none"> <li>Initial resourcing plan</li> <li>Project/change risks</li> <li>Budget</li> <li>Duration and milestones</li> <li>Epics</li> <li>Business readiness assessment</li> </ul>	<p>At this stage a project has been approved by the relevant Governance group and is awaiting resources to commence.</p> <p>A project may only enter the next stage if it has resources and Governance committee approval, also at least one epic must be defined.</p>	<p><u>Projects</u></p> <p>The project has commenced, has budget, people and other resources. The project must have at least one associated epic to be in this stage. Basic status reporting is required at each standup to identify blockers and ensure releases are on track.</p> <p>By this point the project card must be fully formed (as per below)</p>	<p><u>Releases</u></p> <p>This area is for the upcoming releases associated with each project. These describe the next 1 or 2 releases of the project and the business value they will deliver.</p> <p>At each standup the group will review the upcoming releases, discuss any risks/issues or blockers that would prevent ontime delivery.</p>	<p>This stage is for projects and releases that are complete and hence been marked "done".</p> <p>Only projects that have completed all defined releases are considered done.</p> <p>The project output (software or service) has been handed over to the relevant support team(s).</p>
<b>Project Cards</b>				<b>Release Cards</b>		<b>Project &amp; Release Cards</b>
<ul style="list-style-type: none"> <li>Ideas register</li> </ul>	<ul style="list-style-type: none"> <li>Business concept</li> </ul>	<ul style="list-style-type: none"> <li>Business case</li> </ul>	<ul style="list-style-type: none"> <li>Project/Program mgmt plan</li> <li>Project/Program comms plan</li> <li>Project/Program budget</li> </ul>	<ul style="list-style-type: none"> <li>Project status report</li> <li>Project kanban board</li> </ul>	<ul style="list-style-type: none"> <li>User stories</li> <li>Product backlog</li> <li>Sprint backlog</li> <li>Sprint review</li> <li>Sprint retrospective</li> <li>Issues register</li> <li>Risks register</li> <li>Test plan</li> <li>Test case</li> </ul>	
			Agile Delivery Framework			
				QA Framework		

### Process Details

- Each project is colour coded to represent the stream (and therefore Governance committee) that is responsible/accountable for delivery;
- Items can only be moved to the next stage within a stand-up context with the members of the Senior Management team present;
- The priority discussion at stand-ups will be on blockers and issues that are slowing the delivery of releases and therefore projects;
- Blockers are to be added to project cards when identified with a date to ensure timely resolution;
- Project (shirt) sizes S, M, L are yet to be defined

### Project Card (Front)

#### Project Name Project Manager / Product Owner

- Project Size
- Total Duration
- Delivery Timescale
- Resource Requirements (just type - PM, BA, Sec, Ansh, Int, Chg, Vendor, Internal, test etc)

### Project Card (Back)

- Business Problem
- Benefits

**Agile Means  
No Planning**

**It Involves Continuous  
Planning. Flexible, with  
the Goal in Mind.**



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Thank you

Questions/Discussion



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**Kerrie Campbell**