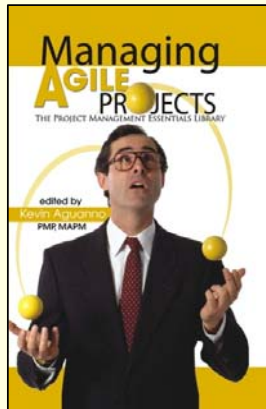


Building an Agile Release Plan Using MS Project



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Your Presenter: Kevin Aguanno



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- 20+ years of PM experience
- 20+ published books, audiobooks, DVDs, and CD-ROMs – most on agile and PM-related topics
- IBM Certified Executive PM
- IPMA Certified Senior PM (IPMA B)
- Was IBM's Agile Centre of Competency Lead for many years
- IPMA-Accredited PM Competency Assessor for Canada and USA

Agenda

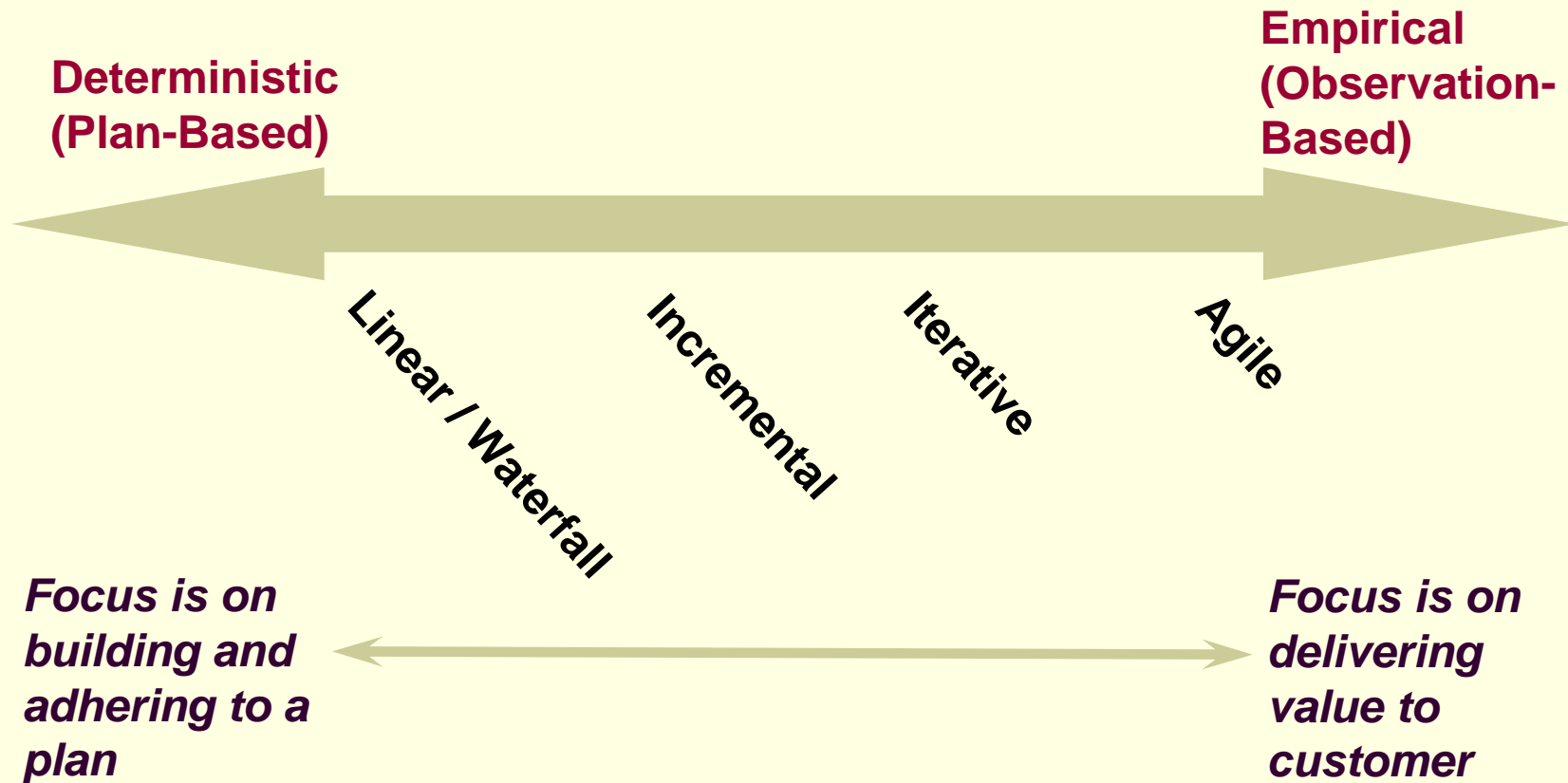
- What is Agile?
- Levels of Agile Planning
- Building a Release Plan
- Building an Iteration Plan
- Wrap Up

What is Agile?

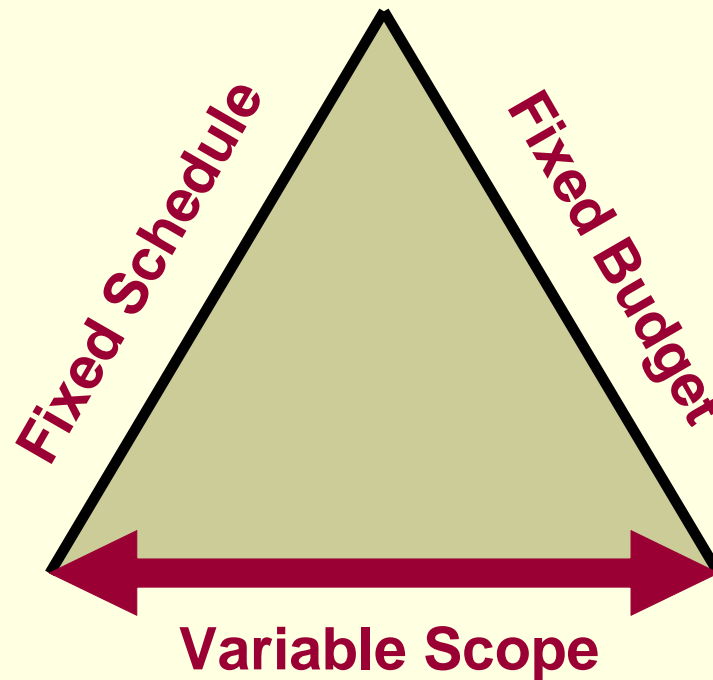
“A good plan [...] executed now is better than a perfect plan executed next week.”

General George S. Patton Jr. (1885-1945)

We Need a Range of Methods



Agile Methods are Ideal for High-Change or High-Complexity Projects



What is Agile?

- Scott Ambler: “An iterative and incremental (**evolutionary**) approach performed in a highly **collaborative** and **self-organizing** manner with just the right amount of ceremony to **frequently** produce **high quality** software in a cost effective and timely manner which **meets the changing needs** of its stakeholders.”
- Agile characteristics:
 - Processes tailored to the characteristics of the project
 - Continuous testing and validation
 - Consistent team collaboration
 - Rapid response to change
 - Ongoing customer involvement
 - Frequent delivery of completed features

Levels of Agile Planning

“Planning is everything. Plans are nothing.”

Field Marshal Helmuth Graf von Moltke
(1800-1891)

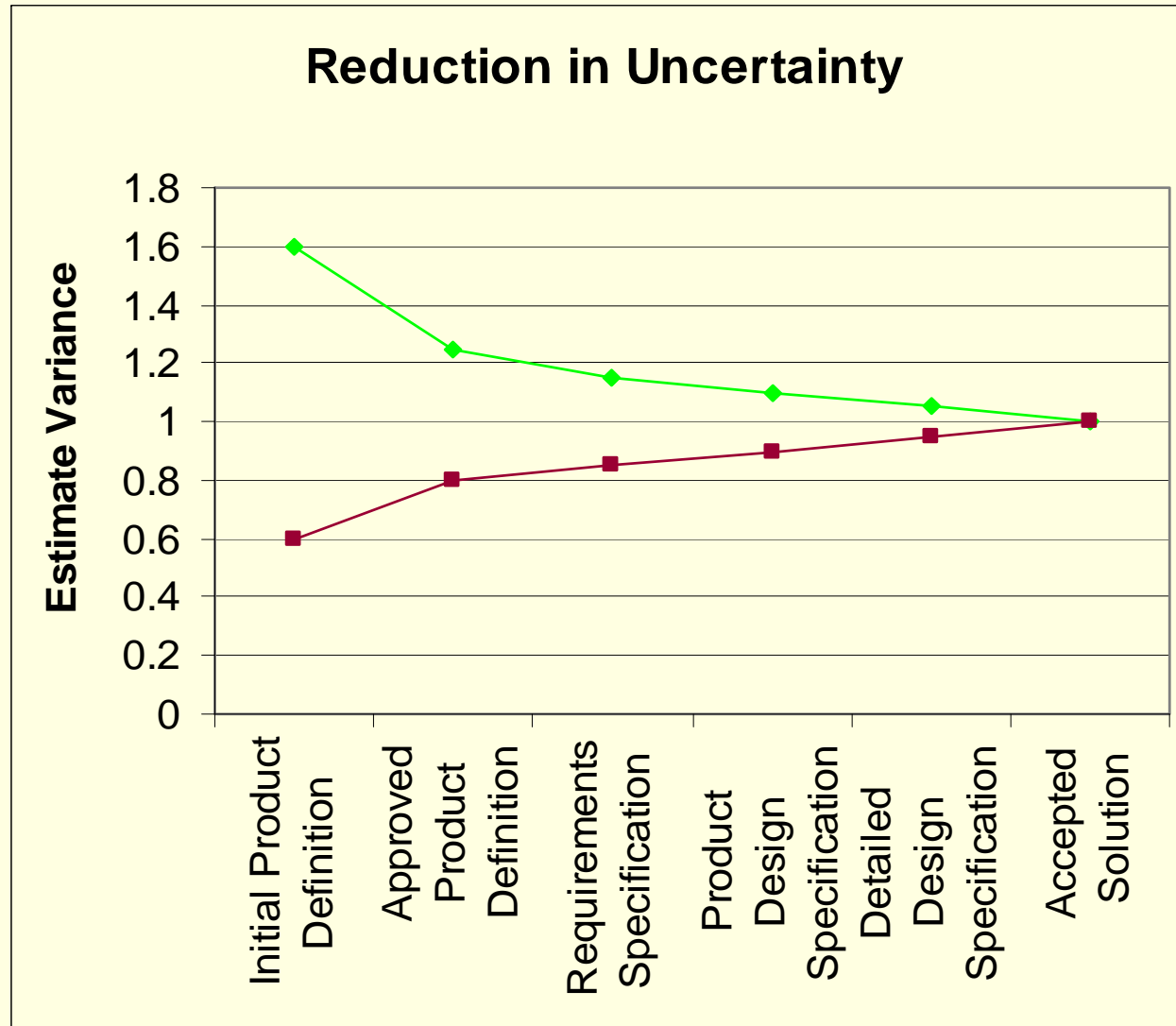
What is Agile Planning?

- “Plan” vs. “Planning”
- Happens throughout the project
- Effort vs. Value
- Designed to be easily changed

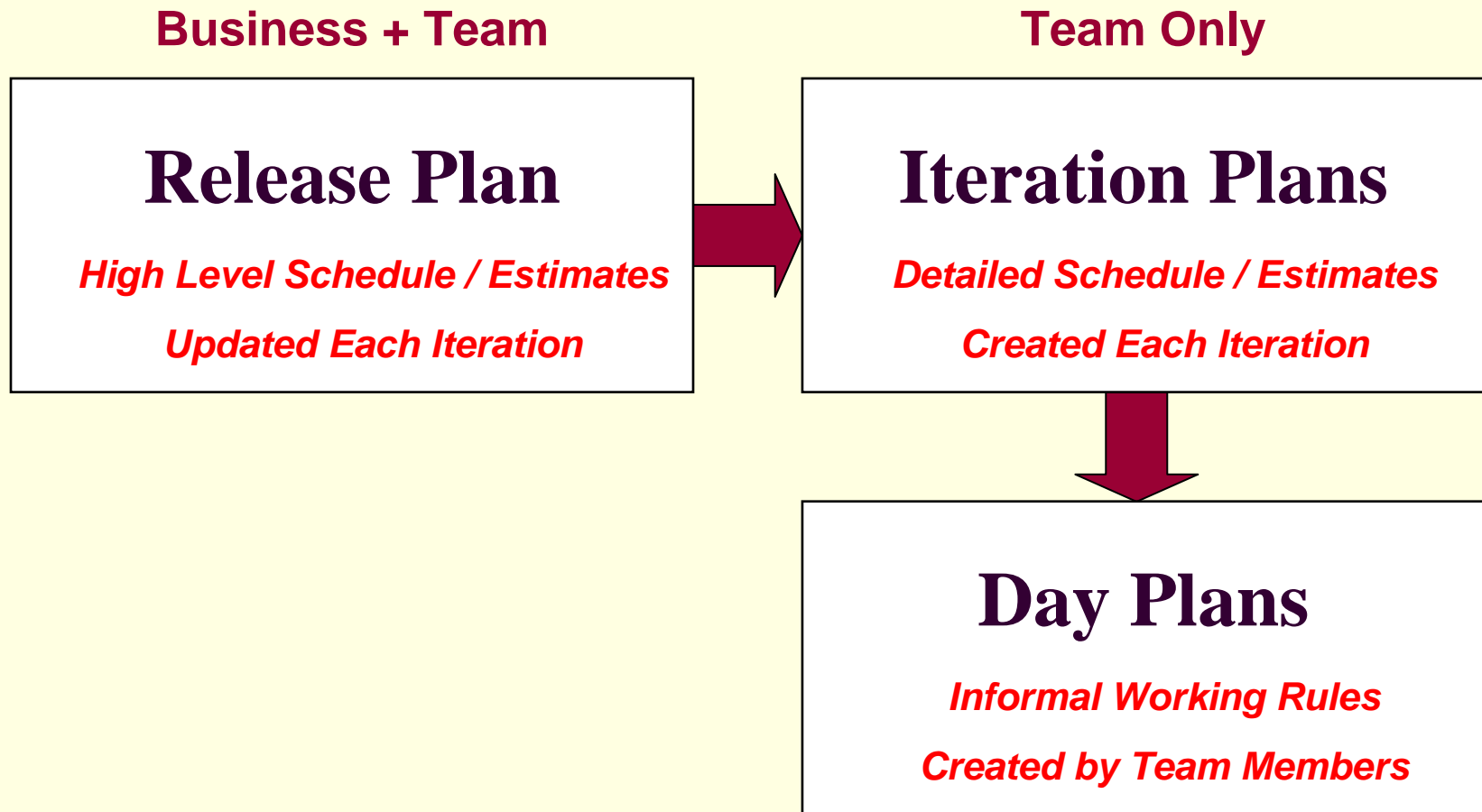
Agile approach to projects

- Plan on a multi-disciplinary team.
- Break project into short iterations.
- Deliver something each iteration.
- Focus on business priorities.
- Inspect and adapt.

“Strategic Procrastination”



Agile teams have three levels of planning

























Building a Release Plan

“It is better to be roughly right than precisely wrong.”

John Maynard Keynes
(1883-1946)

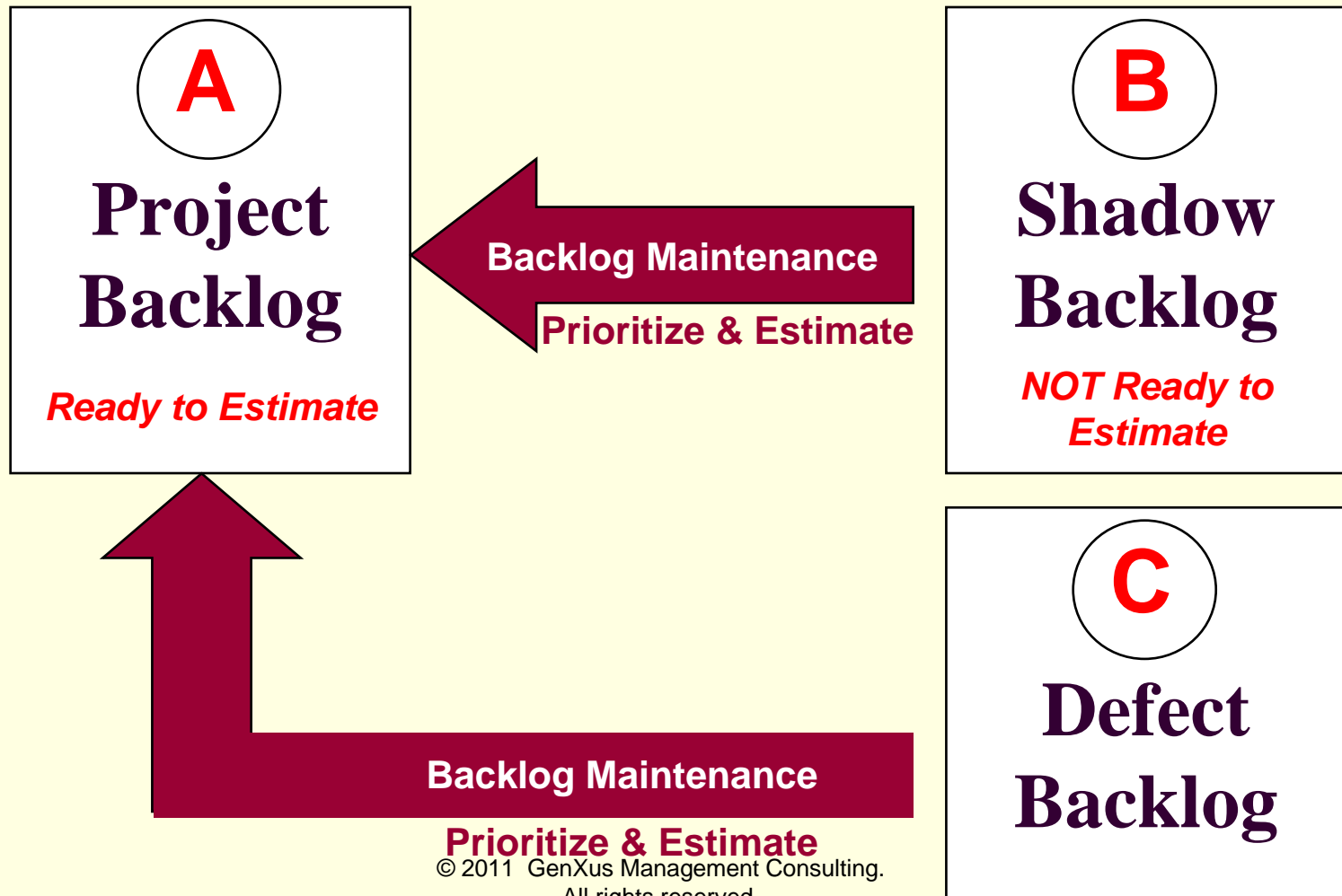
Scope Management: The Project Backlog

		Task Mode	Task Name	Priority	Predecessors	Complexity (in Points)
1			Acknowledgements	500		0
2			Dedication	500		0
3			Introduction	500		0
4			Chapter on Agile Requirements Gathering	500		0
5			Chapter on Agile Estimating	500		0
6			Chapter on Agile Planning	500		0
7			Chapter on Backlog Maintenance/Replann	500		0
8			Chapter on Agile Change Management	500		0
9			Chapter on Daily Meetings	500		0
10			Chapter on Velocity	500		0
11			Chapter on Reporting	500		0
12			Chapter on Dealing with Stakeholders	500		0
13			Chapter on Agile Testing	500		0
14			Conclusion	500		0
15			Bibliography	500		0
16			About the Authors	500		0
17			Index	500		0
18			Additional Resources	500		0
19			Solicitation Package for Early Endorsers	500		0
20			Book Marketing Plan	500		0
21			Back Cover Marketing Blurb	500		0

Task Sheet

“Number1” field























Project Backlog Maintenance

























Turning a Project Backlog into a Release Plan

1. Prioritize
2. Adjust for Dependencies
3. Estimate in Complexity Points
4. Choose an Iteration Length
5. Forecast Initial Velocity
6. Assign Scope to Iterations
7. Adjust for Constraints

Step 1: Prioritize























		Task Mode ▾	Task Name ▾	Priority ▾	Predecessors ▾	Complexity (in Points) ▾
20			Book Marketing Plan	25		0
21			Back Cover Marketing Blurb	25		0
3			Introduction	100		0
4			Chapter on Agile Requirements Gathering	100		0
5			Chapter on Agile Estimating	100		0
6			Chapter on Agile Planning	100		0
7			Chapter on Backlog Maintenance/Replann	100		0
9			Chapter on Daily Meetings	100		0
10			Chapter on Velocity	100		0
11			Chapter on Reporting	100		0
19			Solicitation Package for Early Endorsers	200		0
22			List of Final Book Reviewers	200		0
23			List of Possible Early Endorsers	200		0
24			Book Review Package	200		0
16			About the Authors	300		0
8			Chapter on Agile Change Management	400		0
13			Chapter on Agile Testing	400		0
1			Acknowledgements	500		0
17			Index	500		0
12			Chapter on Dealing with Stakeholders	600		0
14			Conclusion	600		0

Step 2: Adjust for Dependencies

		Task Mode	Task Name	Priority	Predecessors	Complexity (in Points)
21			Book Marketing Plan	25		0
22			Back Cover Marketing Blurb	25		0
3			Introduction	100		0
4			Chapter on Agile Requirements Gathering	100		0
5			Chapter on Agile Estimating	100		0
6			Chapter on Agile Planning	100	5	0
7			Chapter on Backlog Maintenance/Replann	100	5,6	0
9			Chapter on Daily Meetings	100		0
10			Chapter on Velocity	100		0
11			Chapter on Reporting	100	10	0
12			List of Possible Early Endorsers	200		0
20			Solicitation Package for Early Endorsers	200	12	0
23			List of Final Book Reviewers	200		0
24			Book Review Package	200	23	0
18			AK			0
8			CH			0
14			CH			0
1			Ac			0
13			Ch			0
15			Co			0
16			Index	500	3,4,5,6,7,8,9,10	0

Note: ID numbers and predecessor numbers change as items are moved around.

Step 3: Estimate in Complexity Points

		Task Mode ▾	Task Name ▾	Priority ▾	Predecessors ▾	Complexity (in Points) ▾
21			Book Marketing Plan	25		7
22			Back Cover Marketing Blurb	25		1
3			Introduction	100		2
4			Chapter on Agile Requirements Gathering	100		5
5			Chapter on Agile Estimating	100		6
6			Chapter on Agile Planning	100	5	7
7			Chapter on Backlog Maintenance/Replann	100	5,6	2
9			Chapter on Daily Meetings	100		3
10			Chapter on Velocity	100		6
11			Chapter on Reporting	100	10	4
12			List of Possible Early Endorsers	200		1
20			Solicitation Package for Early Endorsers	200	12	3
23			List of Final Book Reviewers	200		2
24			Book Review Package	200	23	3
18			About the Authors	300		1
8			Chapter on Agile Change Management	400		6
14			Chapter on Agile Testing	400		5
1			Acknowledgements	500		1
13			Chapter on Dealing with Stakeholders	600		4
15			Conclusion	600		2
16			Index	500	3,4,5,6,7,8,9,10	10

Step 4: Choose an Iteration Length

- Common iteration lengths: 2-4 weeks
- There is no “magic number”
- Factors to consider:
 - Nature of the work & the need for feedback
 - Size of features
 - Team experience level
 - Available automation tools






















For our example, let's choose two-weeks.

Step 5: Forecast Initial Velocity

- A measure (or prediction) of the team's performance/productivity.
- To forecast velocity for new projects, you can use:
 - historical values
 - actuals from a short pilot/proof of concept
 - estimates based on a quick analysis of team capacity and feature complexity

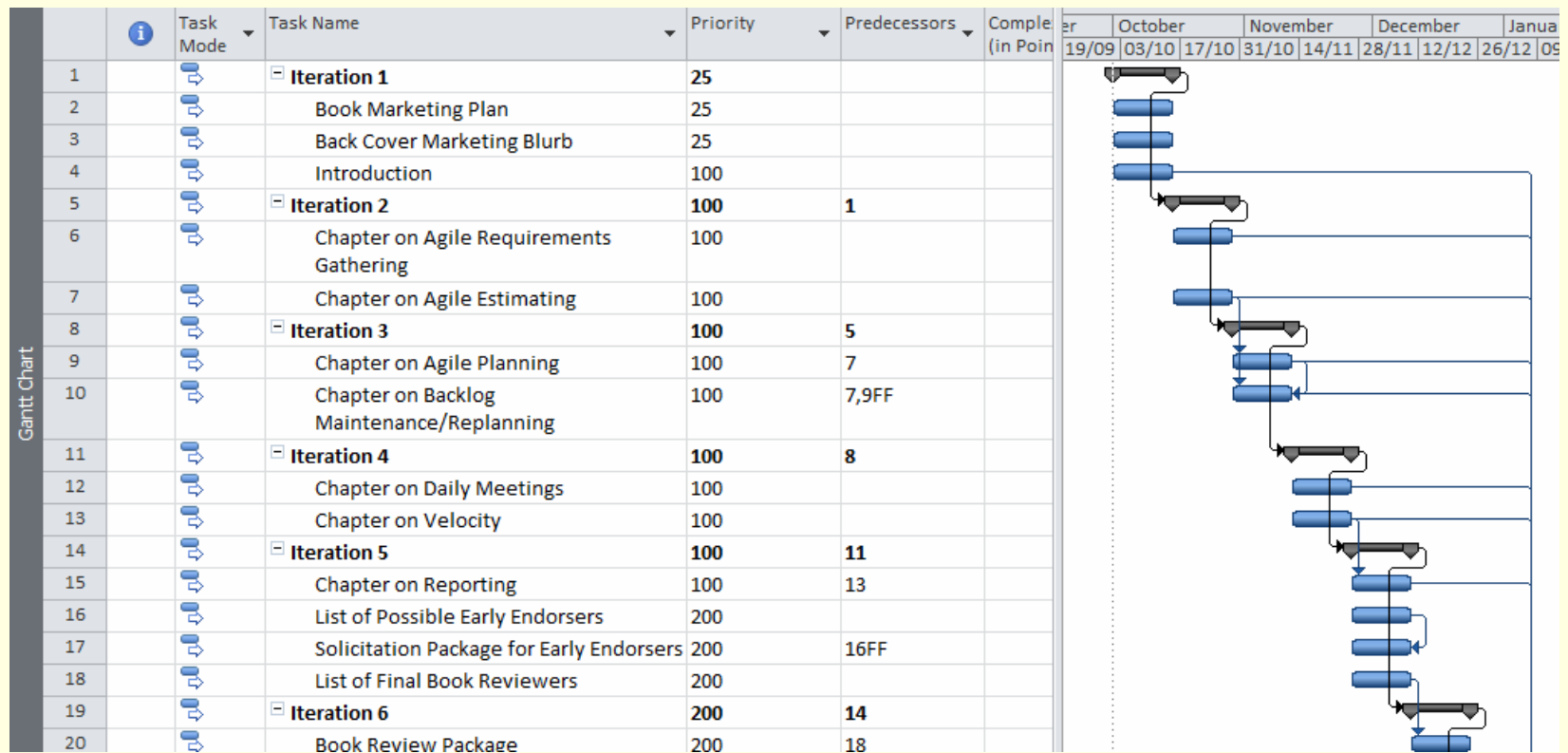
For our example, let's say it is ten (10).

Step 6: Assign Scope to Iterations

		Task Mode	Task Name	Priority	Predecessors	Complexity (in Points)	Duration
1			Iteration 1	25			10 2 wks
2			Book Marketing Plan	25			7 2 wks
3			Back Cover Marketing Blurb	25			1 2 wks
4			Introduction	100			2 2 wks
5			Iteration 2	100			11 2 wks
6			Chapter on Agile Requirements Gathering	100			5 2 wks
7			Chapter on Agile Estimating	100			6 2 wks
8			Iteration 3	100			9 2 wks
9			Chapter on Agile Planning	100	7		7 2 wks
10			Chapter on Backlog Maintenance/Repla	100	7,9		2 2 wks
11			Iteration 4	100			9 2 wks
12			Chapter on Daily Meetings	100			3 2 wks
13			Chapter on Velocity	100			6 2 wks
14			Iteration 5	100			10 2 wks
15			Chapter on Reporting	100	13		4 2 wks
16			List of Possible Early Endorsers	2			
17			Solicitation Package for Early Endorsers	2			
18			List of Final Book Reviewers	2			
19			Iteration 6	2			
20			Book Review Package	2			

Each iteration (and all of its features) are shows as 2-weeks' duration.

Step 6: Assign Scope to Iterations



Step 7: Adjust for Constraints

Usually done using the “Wall Planning” Method

Book Writing Project								
Release Plan (Final)								
2-week iterations								
Release 1 (Early Draft)					Release 2 (Final)			
October		November		December	January			February
Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5	Iteration 6	Iteration 7	Iteration 8	Iteration 9
20	4	6	9	11	24	8	1	Buffer
21	5	7	10	23	16	13	12	
3				19			14	
				22			18	
							15	
							2	
10 points	11 points	9 points	9 points	10 points	4 points	11 points	10 points	0 Points
					Christmas			Project End
						Early Endorsements Sent Out		

Keep the Release Plan Current

- Update at end of each iteration:
 1. Include new scope items
 2. Reprioritize
 3. Re-allocate scope using observed actual velocity

Building an Iteration Plan

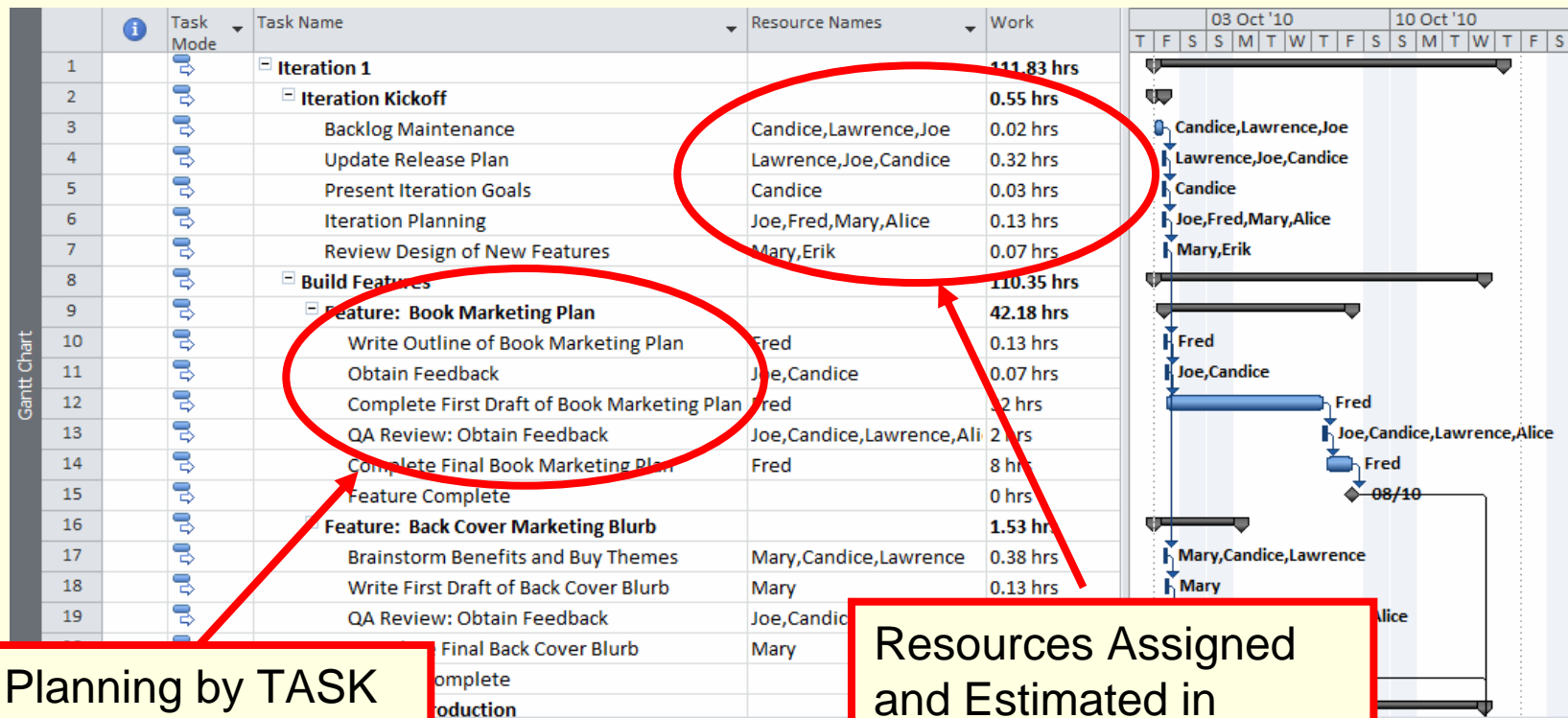
“Ideals are like stars: you will not succeed in touching them with your hands, but like the seafaring man on the ocean desert of waters, you choose them as your guides, and following them, you reach your destiny.”

Carl Schurz (1829 - 1906)

A Bottom-Up Verification of Release Plan Velocity Assumption

- PMI: “Rolling-Wave Planning”
- Traditional planning, but only one iteration at a time:
 - Develop a WBS
 - Identify task dependencies
 - Identify task owners
 - Owners estimate work effort in hours (or days)
- Outputs: Project schedule, iteration backlog, and initial iteration burndown (tracking) chart

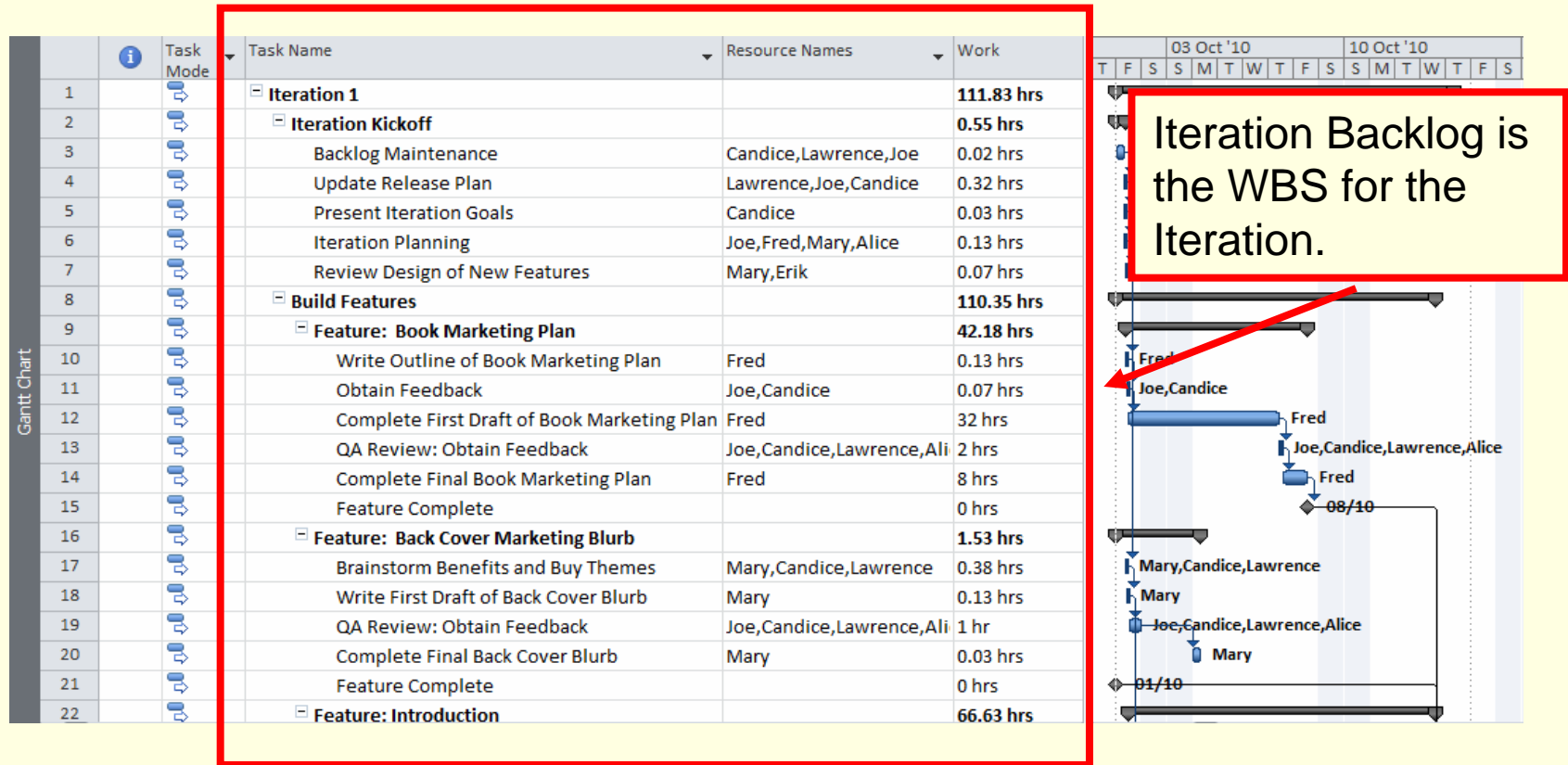
Project Schedule for First Iteration



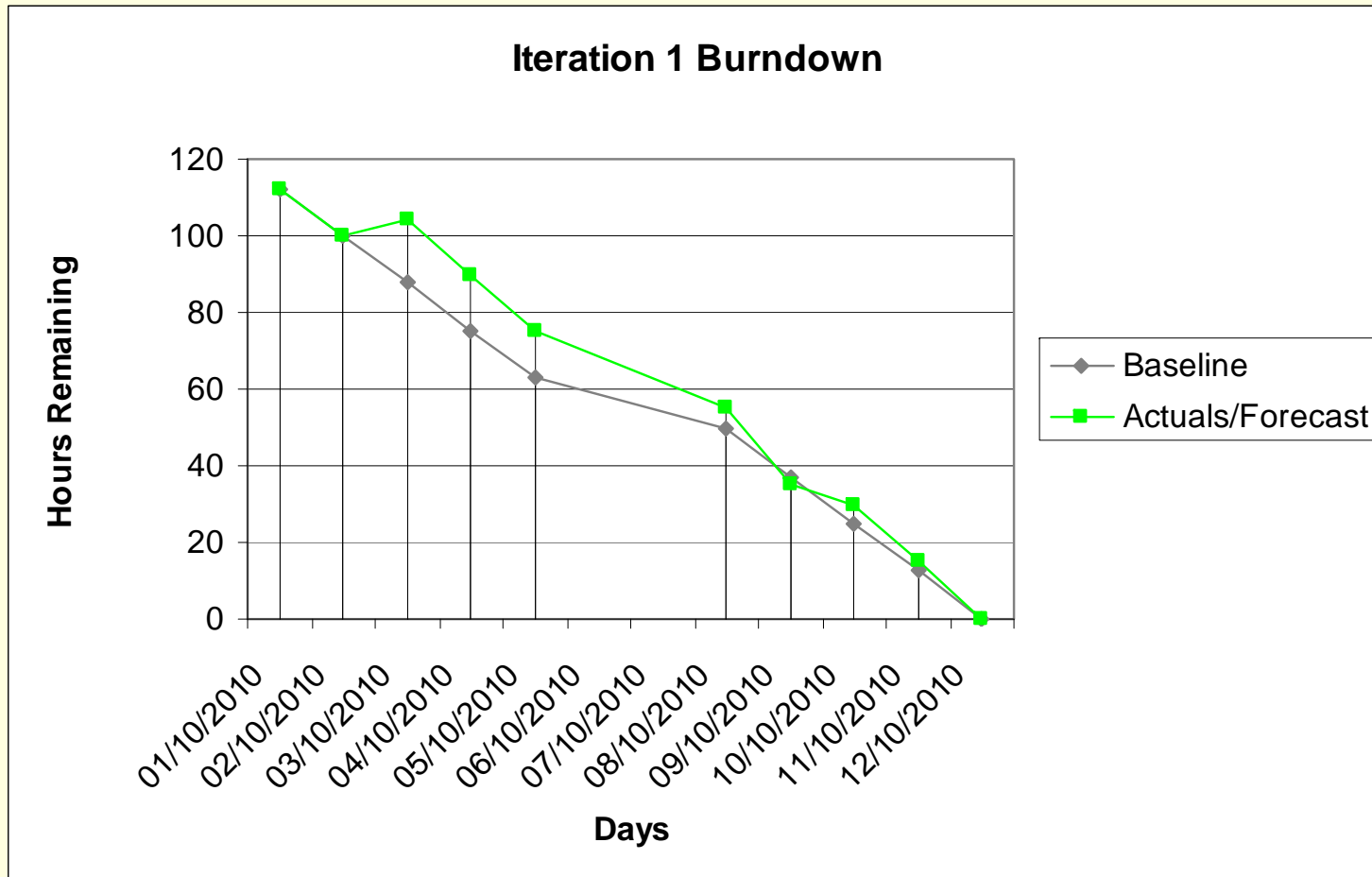
Planning by TASK

Resources Assigned and Estimated in HOURS

Iteration Backlog (Task List)



Sample Iteration Burndown Chart





Wrap Up

Conclusion

MS Project *can* be used for agile planning and tracking

(though some functions are best handled outside of the tool)

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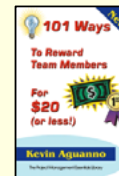
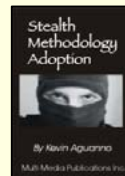
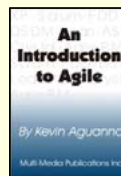
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- He is the author of over 20 books, audiobooks, DVDs, and CD-ROMs related to this subject matter:

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