

Agile Innovation

How to Ensure Your Public Sector
IT Initiative is Successful

January 10th, 2012

Traditional Approaches in the GC... How many more Years are we going to do this?



search ID: wpa0649

In the last three years, the federal government has approved funding of \$8.7 billion dollars for new business projects with significant use of IT. Despite their importance to departments, large IT projects have had a history of overspending, delays, performance shortfalls, and abandonment after major investments.

http://www.oag-bvg.gc.ca/internet/English/parl_oag_200611_03_e_14971.html#ch3hd3a

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Traditional Approaches in the GC... How many more Years are we going to do this?

Only two of the seven projects we looked at: the 2006 Census Online and My Account, My Business Account projects met all of our audit criteria for well-managed projects...

Five of the seven projects we looked at were allowed to proceed with a business case that was incomplete or out-of-date or contained information that could not be supported....

Depending on the project, the quality of project management ranged from good to seriously flawed. In two cases, poor project management led to long delays and large cost overruns....

http://www.oag-bvg.gc.ca/internet/English/parl_oag_200611_03_e_14971.html#ch3hd3a

Welcome to Cloud Computing in the Public Sector



Stupidity is a World Wide Phenomena!!

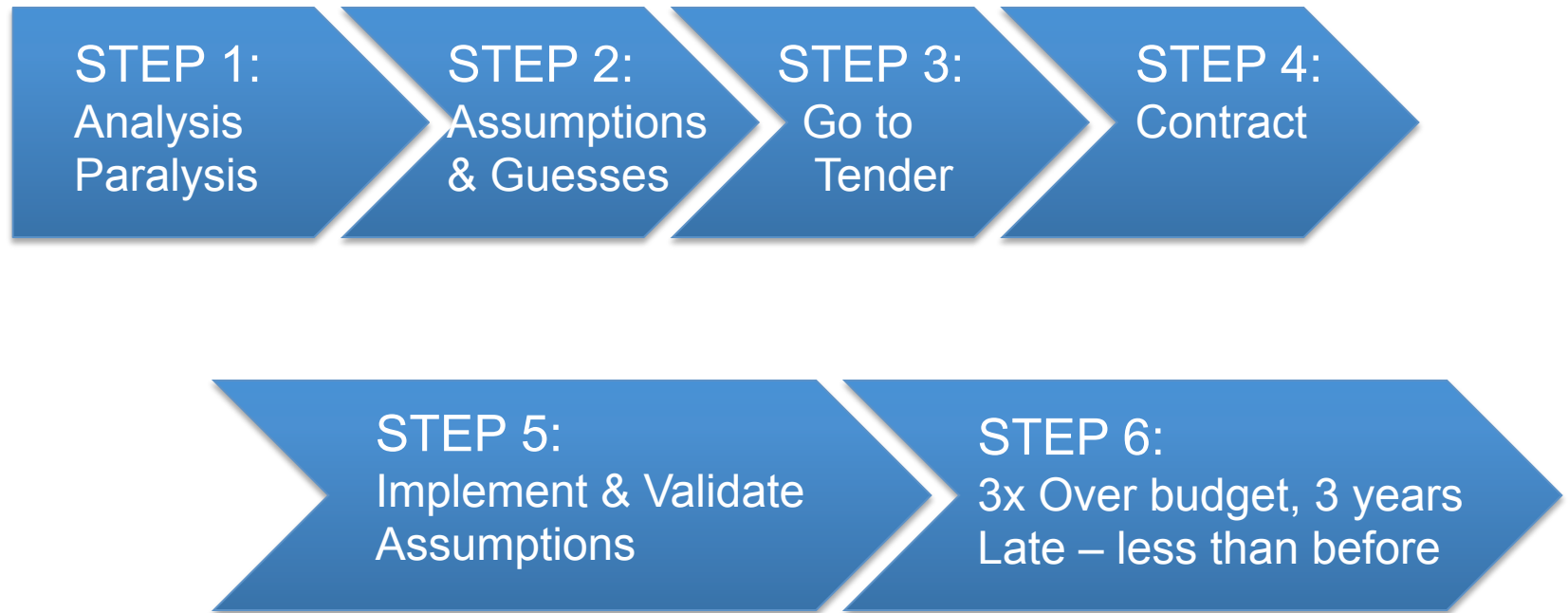
- Shared services:
 - Health Care Network
 - Educations and training shared services
 - ERP: HR/Payroll/Finance/Procurement
- Started in 2003 - initial completion target 2007
- Initial budget: \$82M estimated savings \$56M
- Project abandoned in 2011 (4 years late)
- Total Expenditure \$486M (almost 6x over budget)



GOVERNMENT OF
WESTERN AUSTRALIA

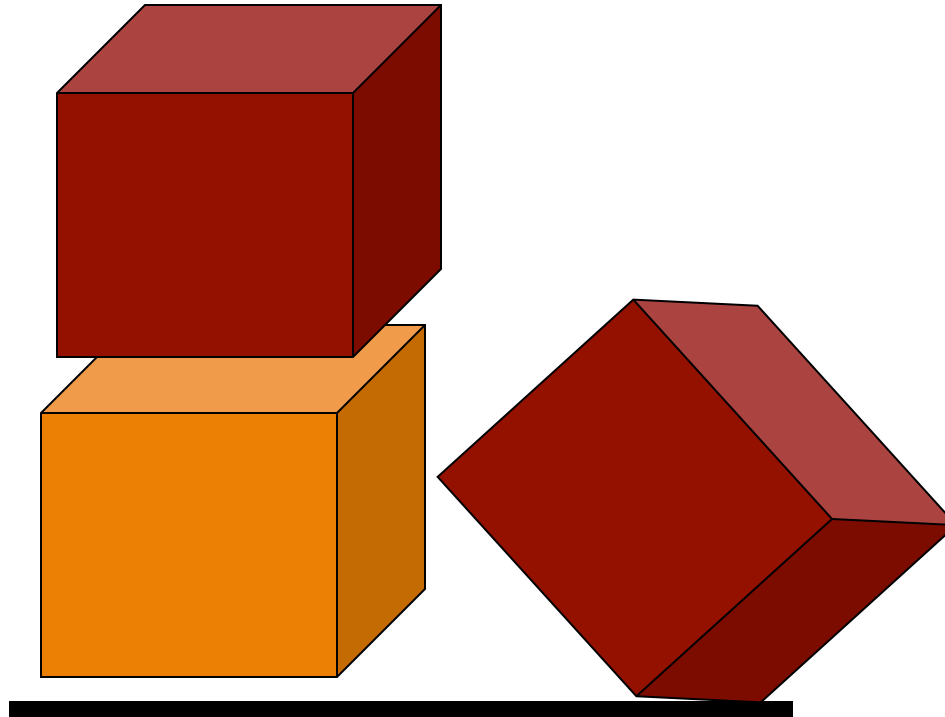
<http://about.ovum.com/app/western-australian-state-government-abandons-shared-services/>

Traditional Approach

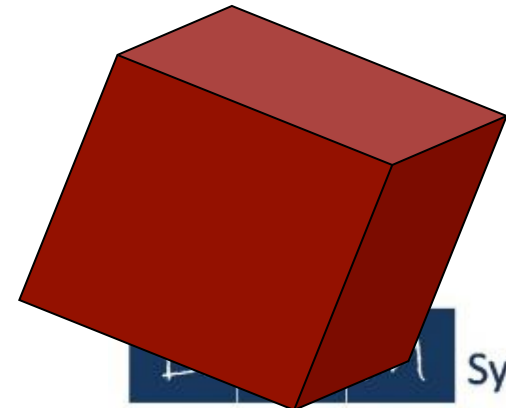


The Don't *%@\$ Work!!!

Successful



Failed

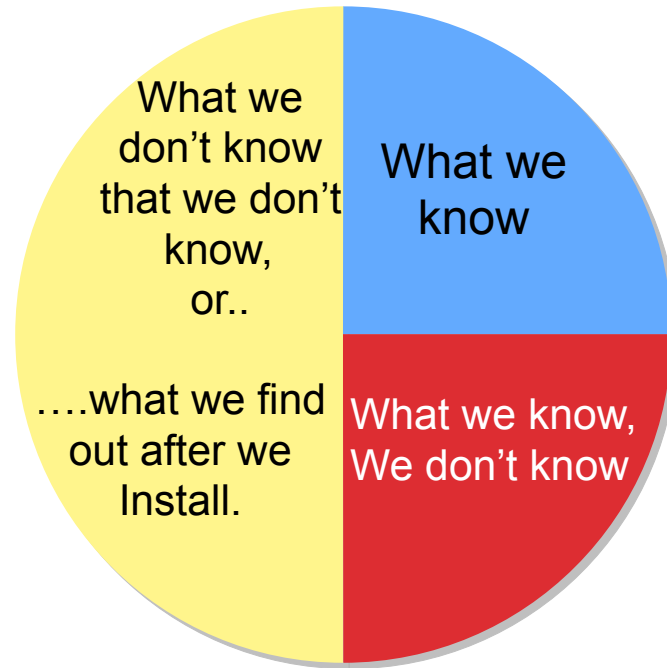


http://en.wikipedia.org/wiki/Cost_overrun

Big Projects Fail More and Larger Assumptions

Ops!

Assumptions



Shared MAN Service

Metro Area Network in Ottawa

1. Implement 4 data centers
2. Validate Assumptions
3. Connect PWGCS in the NCR
4. Validate Assumptions
5. Connect Beta Client # 1 & Engage stakeholder
6. Validate Assumptions
 - Total cost of ownership
 - Requirements validation
 - Service nuance validation
 - Stakeholder agrees to be a reference - validation
7. Announce the Service

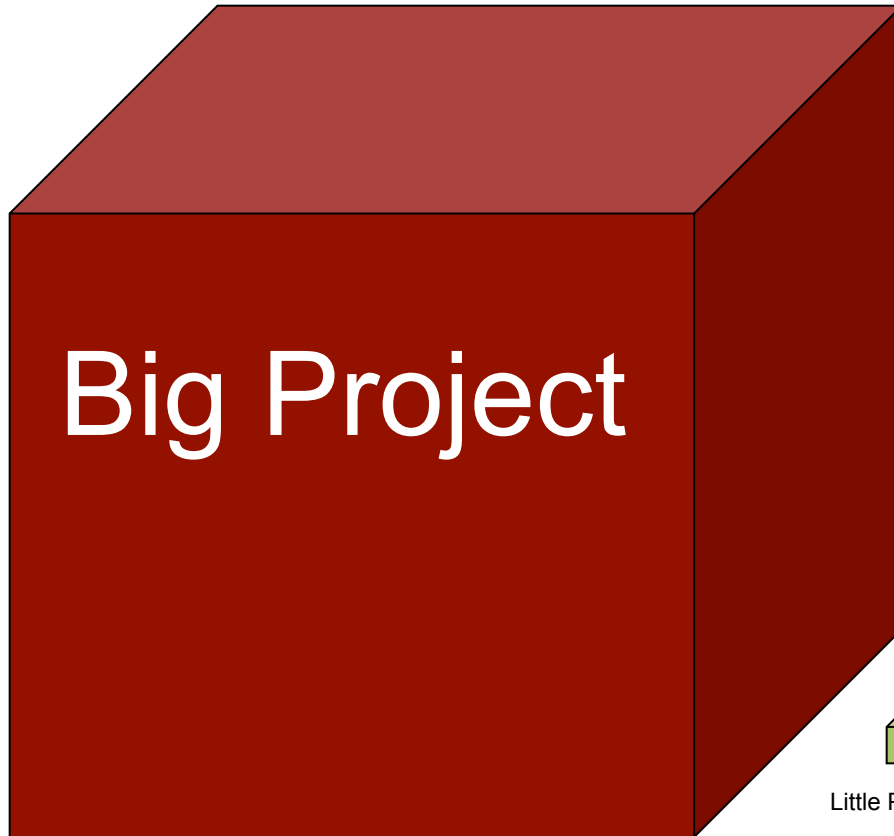
GC Telepresence Service

1. LAB Testing
2. Technical validation
3. Initial early Beta test – Olympics
4. Early service validation
5. GC Wide Business Case
6. Install 15 initial systems – 3 month
7. Initial stakeholder validation
8. Engage Stakeholder community to clarify requirements
9. Engage vendor community to clarify technical specs
10. Next Iteration to validate multi-department capability
11. Next Iteration to validate
12. Etc. etc..

Iteration Outcomes

1. Eliminate assumptions
2. Validate technology
3. Validate Requirements
4. Understand dependencies
5. Validate implementation schedule estimates
6. Understand the stakeholder landscape
7. Validate the financial metrics
8. Validate Service Levels
9. Validate internal team capability
10. Don't go to production until everyone is comfortable..

Little Projects – Don't Get Management Attention



Little Project

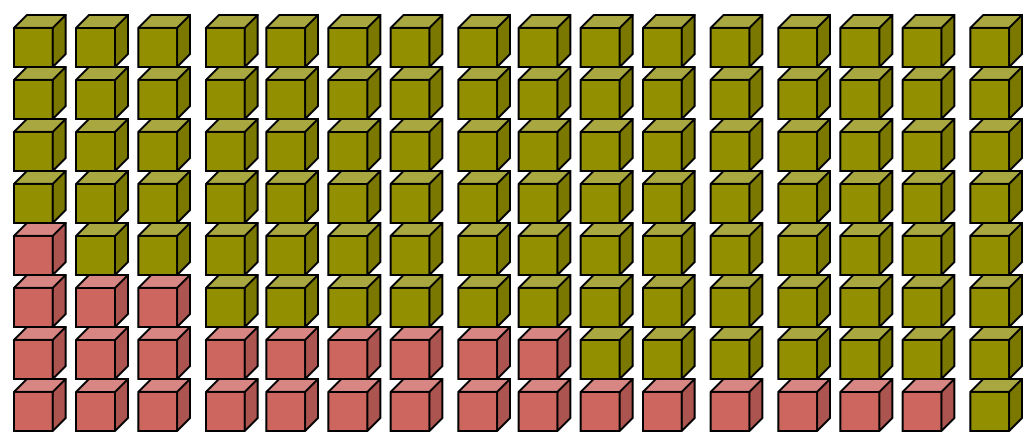


Probability of Success .. Many Small Initiatives

• \$100M Project - one shot!
 • 60% of budget consumed before a contract is in place
 • 90% likely to fail
 • Failure = 3yrs late, 2-3 x budget

- Requires big Risk Mgmt. Team
- Requires big Change Mgmt.
- Lots of example in the Public Sector & Private Sector
- The more complex - the more likely to fail
- Outsourcing does not solve the issue of not understanding the requirement!

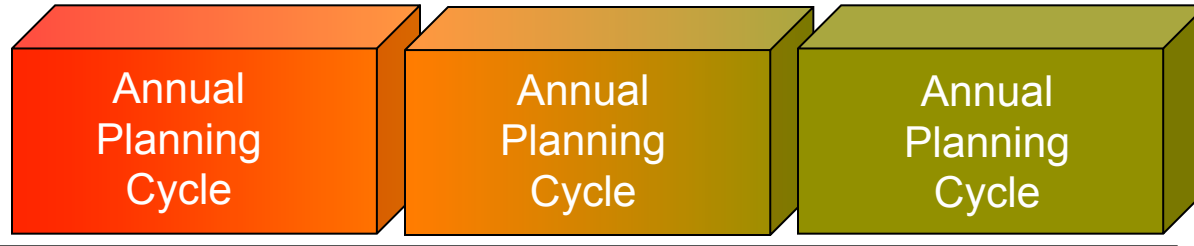
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
 Yr. 1 Yr. 2 Yr. 3 Yr. 4



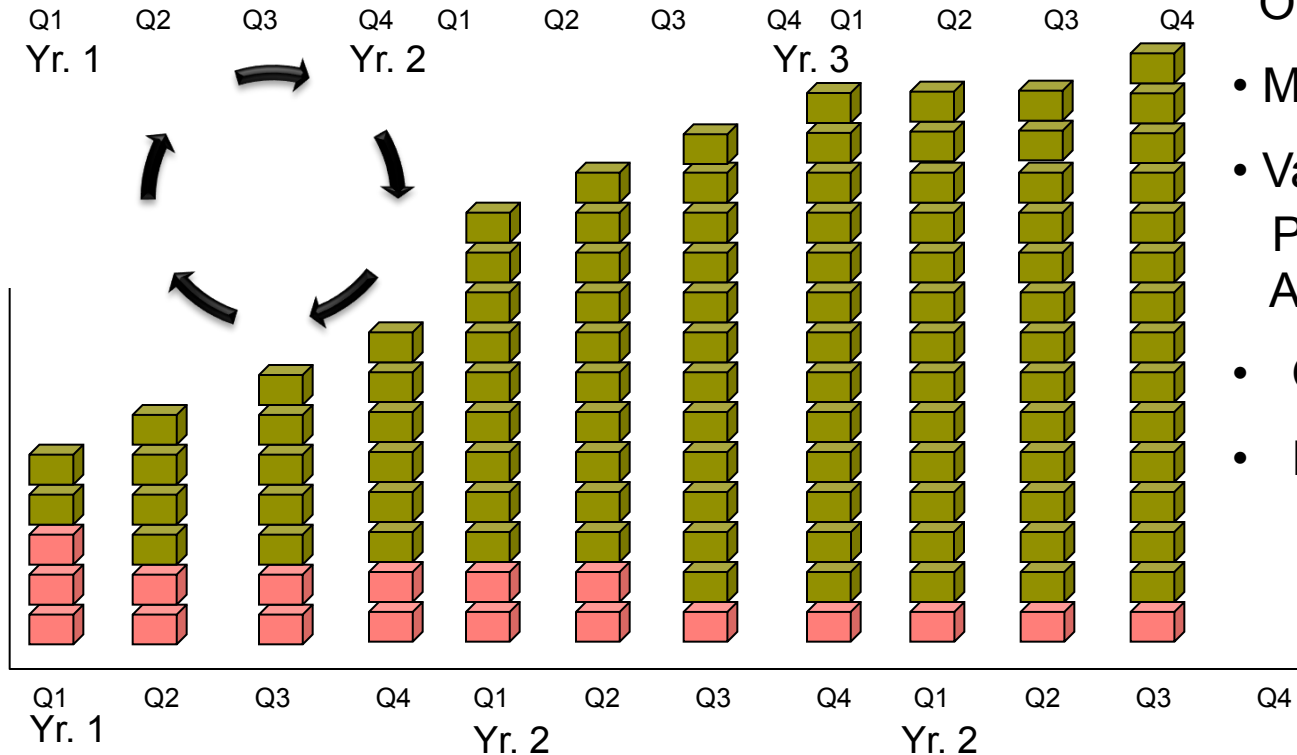
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
 Yr. 1 Yr. 2 Yr. 3 Yr. 4

- 6 projects / quarter @ \$1M each = 96 projects over 4 years @ \$96M expenditure
- Early iterations eliminate assumptions
- 60 -70% success rate
- Success improves over time
- Risk and change mgmt. disciplines built in

Alignment – Discovery Driven Assessment



- 50 initial mini-projects
- Avg. cost \$100K each
- Aligned w/ Mgmt. Priorities
- Aligned w/ Vision & Objectives
- Measured / Audited Qtrly.
- Validation of Annual Plan & Update Assumptions
- Quarterly Adjustments
- Early Stakeholders buy-in..



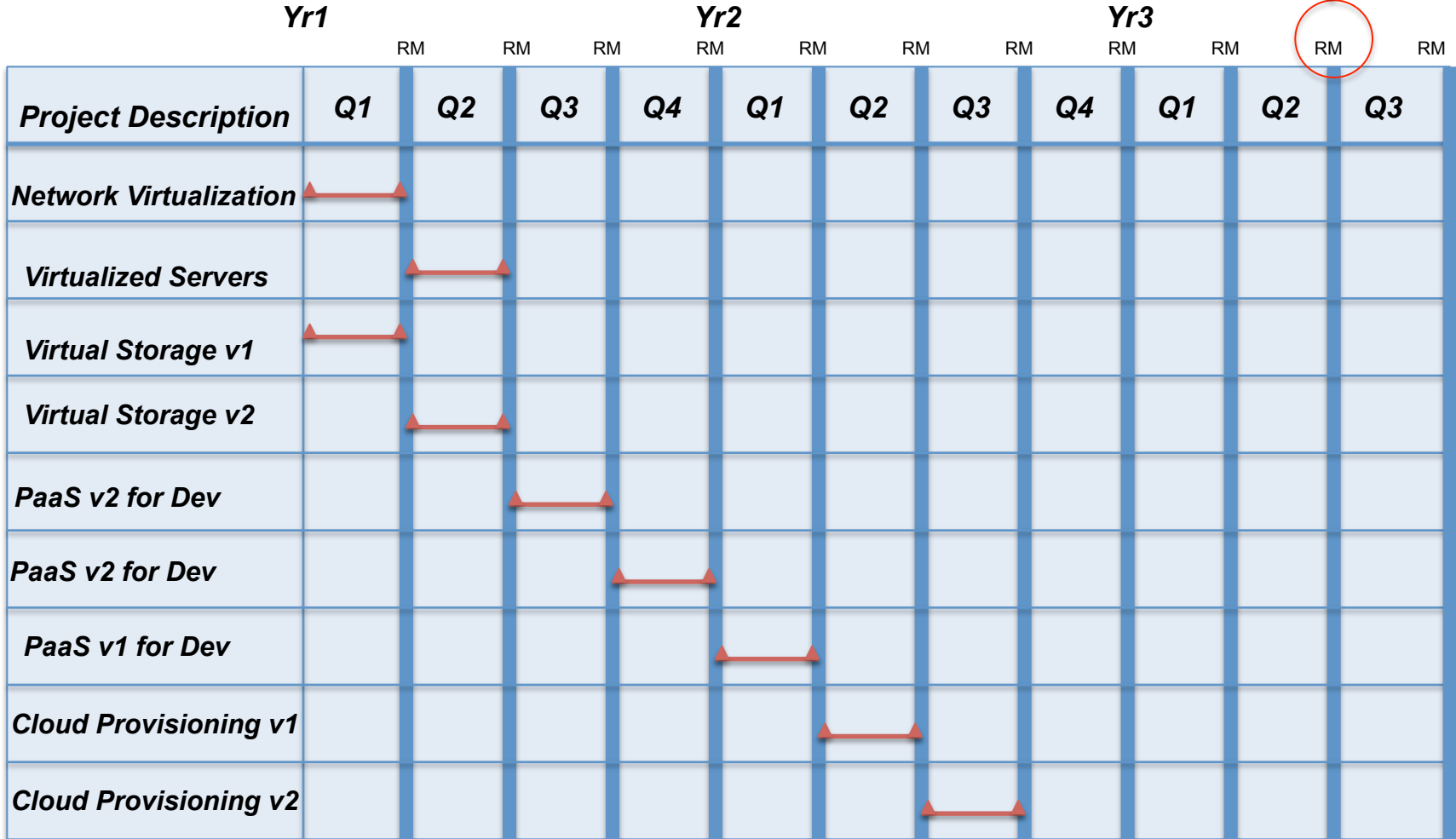
Quarterly Review Meeting

Project Portfolio	Quarterly Review Meeting
1. Project 1	<ul style="list-style-type: none">• Governance Exercise• Transformation priority setting / alignment quarterly• Early stakeholder buy-in• Elimination of assumptions• Quick wins• Validation of assumptions in limited production• Validate requirements• Get it right• Input to sourcing decisions• Validate architecture
2. Project 2	
3. Project 3	
4. Project 4	
5. Project 5	
6. Project 6	
7. Project 7	
8. Project 8	
9. Project 9	
10. Project 10	
11. Project 11	
12. Project 12	
14. Project 14	
15. Project 15	

Proposed Iteration Tracking

Start Implementing Immediately – Ask “What can we do!”

Review Meeting



RM = Review Meeting

Agile Iterative Implementation Approach ..

Critical Success Factor's

1. Keep the iterations and quick (90 day) small
2. Many iterations in parallel
3. Constant engagement of the client / user / (the one that is paying)
4. Ensure there is an escalation path and executive engagement
5. Ensure the necessary Governance structure
6. Test technology in the lab
7. Test service in beta w/ real clients
8. Eliminate assumptions via the Testing / Beta phases
9. Track metrics during the Testing / Beta phases
10. If its not going to work - kill it
11. Many small wins are better than a large loss
12. A small loss is called “tuition”

Canadian Federal Government Cloud on LinkedIn.. (121 Members)

The screenshot shows the LinkedIn interface for the 'Canadian Federal Government Cloud' group. At the top, the LinkedIn logo and 'Account Type: Basic' are visible. The user 'Dan Murphy' is logged in, with 'Add Connections' next to it. The navigation bar includes 'Home', 'Profile', 'Contacts', 'Groups', 'Jobs', 'Inbox', 'Companies', 'News', and 'More'. A search bar is present with a 'Groups' dropdown and a search icon. The group name 'Canadian Federal Government Cloud' is displayed with a Canadian flag icon. Below the name are tabs for 'Discussions', 'Members', 'Promotions', 'Jobs', 'Search', 'Manage', and 'More...'. A 'Share group' link is on the right. A yellow banner promotes the LinkedIn app for iPhone and Android. A blue notification box says 'Take a minute to set up your open group for success.' with links to 'Modify write permissions in Group Settings' and 'Edit your Group Rules'. Below this is a post creation area with a profile picture, a text input field, a character count, an 'Attach a link' button, and a 'Share' button. The 'What's Happening' section shows a post from 'Your Activity' with the text 'Welcome to the Canadian Federal Government Cloud. Congratulations Canada for leading the world - the first Federal Government to house...' and 'Join me to discuss this great initiative and to share our ideas on our future direction.' Below the post are buttons for 'Like', 'Comment', 'Flag', and 'More'. The 'Latest Updates' section on the right shows three updates: a discussion by Parham Eftekhari, a comment by Will Childs, and a group join by 6 people including John Steiner, Patrick Paul, and Andy Sparks. A 'See all updates' link is at the bottom right.

http://en.wikipedia.org/wiki/Martin_Fowler

Federal Government Transition to the Cloud

MONDAY, SEPTEMBER 12, 2011

Getting Started with Agile for Infrastructure...

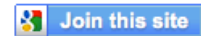
The Agile Methodology

http://en.wikipedia.org/wiki/Agile_software_development

Although there has been a significant shift in the software development industry toward Agile approaches, it is less evident in its use in Infrastructure related initiatives. The key lessons of the Agile approach can and should be applied to Infrastructure, new product, service solutions. In most cases the lead times may need to be longer in order to accommodate hardware delivery and installation for example, but this is rapidly changing with the emergence of the virtual infrastructure and cloud computing. The Agile Infrastructure Project (AIP) requires similar components as those found in software development initiatives:

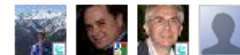
- Integrated teams – with on-going user engagement
- Stakeholder "buy-in"
- Small iterations
- Low latency between requirements freeze and feedback

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<http://fedgov2cloud.blogspot.com/>

Questions..

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<http://www.linkedin.com/groups/Canadian-Federal-Government-Cloud-4075191>