

Business white paper

Manage projects effectively

HP Project and Portfolio Management Center and HP Agile Manager



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Executive summary

Agile frameworks are rapidly gaining popularity among software developers in enterprises of all types and sizes. But with the promise of faster development and better software quality comes an even greater challenge—supporting dozens of fast-paced projects without losing track of the big picture—aligning IT with business objectives to increase business outcomes and providing executives with the requisite information to make decisions.

With multiple development projects—both Agile and traditional—underway or under consideration at any given time, how do you keep your IT team from getting overcommitted, over budgeted and overwhelmed?

The first step is to gain complete visibility into all your operational and strategic activities, and determine which ones will deliver the best business results.

Whether your organization is predominantly Agile or is working in a hybrid mode of both Agile and traditional lifecycle methods, IT management needs to implement effective and flexible controls across the entire organization and across the entire project (which may include traditional and Agile project components within it). Understanding project milestones, deliverables, resource, and budget requirements and keeping track of the project health and quality indicators allow IT management to bring order to chaos. Without such controls and visibility, it is impossible to reduce project schedule and budget overruns, reduce the risks, and achieve true business agility.

This white paper discusses how HP Project and Portfolio Management (PPM) Center and HP Agile Manager software can give you the information you need to ensure you are investing in the highest priorities for your business, lower the cost of running both your Agile and traditional development projects, reduce resource bottlenecks, and provide robust visibility into status of the entire project or program. We will highlight the core elements of Agile development methodologies and explore how Agile development can be aligned with the basic principles of project and portfolio management to make sure IT objectives meet the company's strategic business goals.

The HP Solution—invest in what matters most then manage it

HP Software provides an integrated platform not only for prioritizing, planning, staffing, and monitoring all enterprise projects, but also the management of specific Agile development projects and associated quality management efforts.

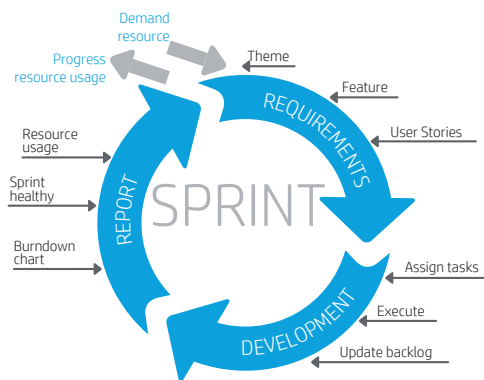
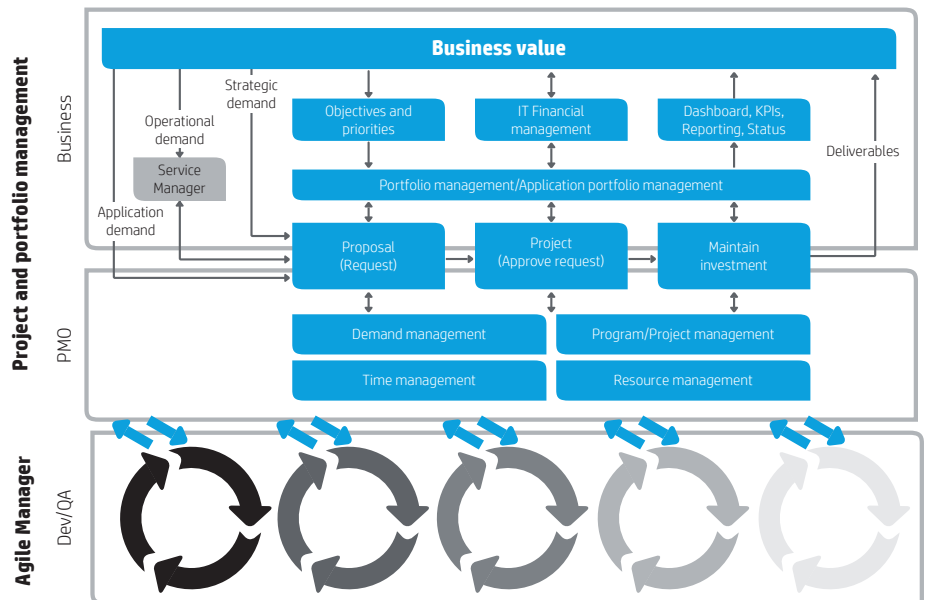
HP PPM Center offers the ability to easily prioritize the most important things to invest in. With flexible “what if” scenarios, this solution will help you ensure you are investing in the priorities that will best support your strategic business mission.

Once an investment has been prioritized, HP PPM Center provides a consolidated view of all IT and business activities so that management has better visibility into the investment portfolio, more effective resource management, greater flexibility in applying automated processes, tighter financial visibility, and better-defined quality standards. With the HP solution, your PPM system can give your organization visibility into everything that is being worked on—including project health data, non-project work, resource allocations, and cost information. HP PPM gives you the unique ability to aggregate both Agile and Waterfall projects and see the critical interdependencies among projects—for example, whether the resource demands of an operational project or other activity might prevent you from undertaking a proposed project. This capability enables you to manage and prioritize the collected work so you can ensure that the right people are working on the right tasks at the right time. You can capture all the details about all current work so every decision is supported by hard data.

Once an Agile project is underway, the high-level project information is passed HP PPM to HP Agile Manager to be further broken down and organized in the backlog as themes, features, and user stories which are then allocated to sprints and teams for completion. HP Agile Manager, which is tightly integrated with HP PPM Center combines elements of requirements management, release planning, and quality management into one scalable, Web-based solution that acts as the communication hub for Agile teams to plan, execute, and track Agile activities.

Software engineering with Agile methodology is a team effort, and HP PPM Center and HP Agile Manager are specifically designed for collaboration across the development cycle—prioritizing, planning, design, testing, editing, change management, and ongoing maintenance. They are closely integrated to allow data to flow seamlessly between stages and to enable control points and reporting at any point in the lifecycle, bringing together the right level of visibility, to the right person, at the right time, for real-time decision making. Together, these solutions are exceptionally capable of supporting both Agile and traditional IT projects. They enable you to align business goals with technical resources, help you enhance the business outcomes of IT projects, and are comprehensive and flexible enough to deliver true business agility without the added weight of rigid, bureaucratic processes Agile project teams will object to adopting.

Figure 1. HP PPM Center acts as the central point for managing and continuously assessing the health of the whole project or program, while Agile Manager stays focus on the Agile project components



Strategic planning for your Agile projects with HP PPM Center software

Agile frameworks emerged as an alternative to extensive project planning. However, before any new Agile project can begin, or even be considered, IT management needs to gain a complete view of everything that is going on in IT—proposed projects, application changes, strategic initiatives, services provided, and all relevant operational activities—to make realistic resource and time commitments and to select the projects that best align with the company's business objectives. You also need to continuously monitor project health to respond to fast-changing portfolio needs quickly.

Unlike approaches that offer only time-reporting systems and project scheduling tools, HP PPM Center offers top-down planning capabilities that are tightly coupled with bottom-up details of the project execution. HP PPM Center integrates project and portfolio management, program management, resource management and other key functions with all relevant operational activities, to enable that you have up-to-the minute visibility into your total IT workload.

To help make strategic decisions on which Agile projects will be given the green light, HP PPM Center gives you the portfolio or investment planning tools to analyze the trade-offs among various investment alternatives. This creates virtually unlimited scenario-based planning capabilities and gives you the ability to forecast the financial and technical impacts of changes. With HP PPM Center, you can clearly see what resources and capabilities are available at any given time for your fast-paced Agile development projects.

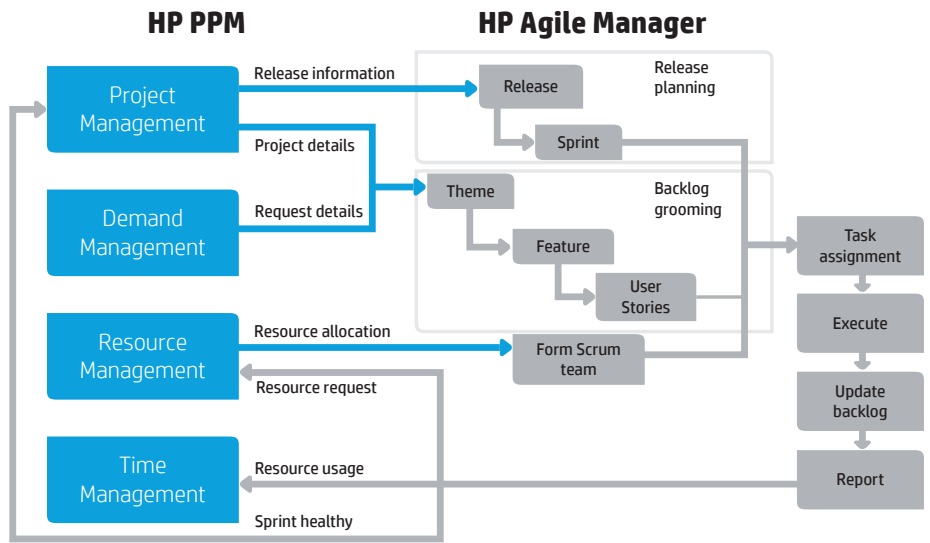
Building a product vision: initiating a project proposal

To initiate an Agile project, the Product/Application Owner creates the high-level Project Vision and submits it as a project proposal within HP PPM Center.

Based on the project details and supporting business case that are included in the proposal, the Portfolio Manager and other executives can begin the process of evaluating it against other initiatives—proposed or in-flight—and make a decision on whether the project will be funded.

HP PPM Center lets business and IT stakeholders collaboratively govern the entire IT portfolio with multiple levels of input, review, and approval. From proposal initiation, justification, and review to project initiation, resource assignments execution, deployment and benefits realization, HP PPM Center uses automatic, real-time updates and a clear and flexible process to keep all stakeholders involved.

Figure 2. Through tight integration between HP PPM Center and HP Agile Manager, key Agile project information is accessible to all team members, allowing for greater visibility and control at every stage of the development process



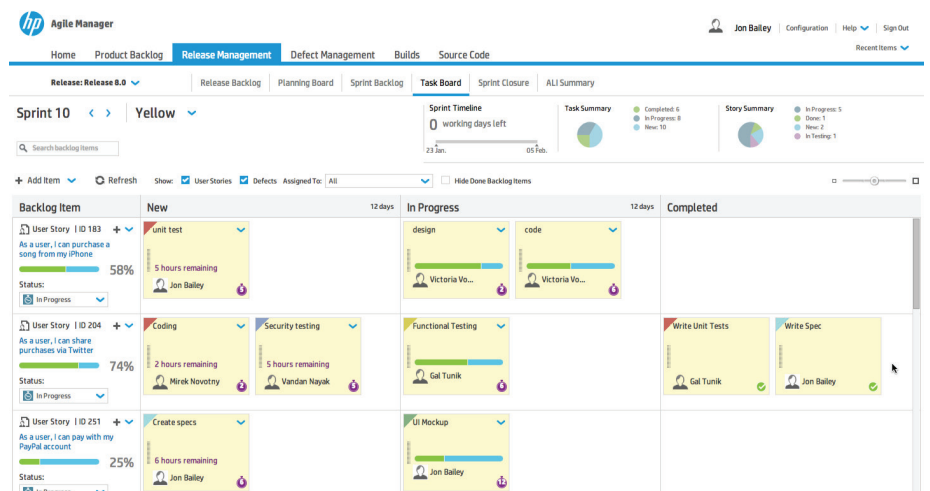
Creating a product roadmap: managing the entire project or program

Once the proposal is approved, it becomes an IT project and part of your product roadmap.

The HP PPM Center Project Management module provides a Web-based platform for project collaboration among team members and stakeholders with real-time visibility into resources, processes, status, and inter-project dependencies. Project managers can schedule sprints, create preliminary staffing plans and track overall project status, health and deliverables through the HP PPM Center Project Management dashboards.

Throughout the duration of the project, the Project Management module can act as the central location for managing and continuously assessing the health of the entire project, whereas HP Agile Manager focuses on the backlog management and the day-to-day planning, execution and tracking of the Agile team’s activities. HP PPM Center also offers bi-directional integration with Microsoft® Project on the server or the desktop.

Figure 3. With Agile Project Management, a Web-based integrated system, several Agile project status and tasks are easily tracked and monitored



Executing Agile projects with HP Agile Manager

HP Agile Manager provides a Web-based, integrated system for the Agile team to organize and execute their projects, and also provides several tools for the project manager to track Agile project status and health.

Scrum teams will break down the large ambiguous features into smaller, well-defined user stories that can be easily used by the teams in the next iteration, or sprint. Before each sprint, the team selects which user stories from the Product Backlog it will commit to based on their size estimates, and then breaks these into the specific tasks required for completion.

The team meets daily to discuss sprint progress, list tasks that are completed and need to be accomplished in the next day, and report any roadblocks. The ScrumMaster keeps track of these meetings and monitors the daily progress.

The team also updates several reporting options including:

- The sprint Backlog lists all committed user stories and defects, which need to be fixed
- The Burndown Chart totals the number of hours remaining for all tasks
- The Task Board shows all tasks that are in-progress and the resource usage

The goal for each sprint is to deliver all the functionality that the team has promised to deliver and to produce a complete piece of product functionality that has been designed, developed, and tested with acceptable level of quality. At the end of each sprint, the Product Owner, ScrumMaster, and the team review the finished product, discuss the development process, and incorporate the feedback into the Product Backlog and future sprints.

HP Agile Manager does all of this using a drag-and-drop interface that enables easy release and sprint planning, task allocation, and capacity management across teams and individuals.

Summary

There is no question that Agile methodologies are here to stay. They are gaining traction in enterprise development organizations and are being successfully used to build mission-critical financial, healthcare, and government software systems. But it would be a mistake to assume that implementing Agile techniques remove the need for enterprise portfolio management, prioritization, demand, resource, and budget planning. On the contrary, with so many Agile development projects being proposed and already underway in any organization, IT management needs even greater visibility into all IT projects, a way to manage and prioritize IT investments, and flexible controls over the release processes and solid compliance objectives.

The strength of HP PPM Center is in enabling collaborative decision making that complements the basic Agile principle of “individuals and interactions over processes and tools.” It works especially well across geographies, with Web-based collaboration and the free flow of information among project stakeholders and different teams. This helps support the offshore outsourcing models for IT development projects.

Together, HP PPM Center and HP Agile Manager help you focus on optimizing business outcomes rather than just running individual Agile projects. Using the integrated HP solution, companies can achieve the true alignment between business and IT that leads to a transformation in business results.

HP Services

Get the most from your software investment. We know that your support challenges may vary according to the size and business-critical needs of your organization.

HP provides technical software support services that address all aspects of your software lifecycle. This gives you the flexibility of choosing the appropriate support level to meet your specific IT and business needs. Use HP cost-effective software support to free up IT resources, so you can focus on other business priorities and innovation.

HP Software Support Services gives you:

- One stop for all your software and hardware services saving you time with one call 24x7, 365 days a year
- Support for: VMware, Microsoft, Red Hat, and SUSE Linux as well as HP Insight Software
- Fast answers giving you technical expertise and remote tools to access fast answers, reactive problem resolution, and proactive problem prevention
- Global Reach Consistent Service Experience giving global technical expertise locally

For more information go to hp.com/services/software-support.

For more information

To learn more about HP Project and Portfolio Management (PPM) Center visit hp.com/go/ppm.

For more information on HP Agile Manager, visit hp.com/go/agilemanager.

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