Learning Design Standard

(Agile) Delivery Management

Australian Government
Australian Public Service Commission

Australian Government
Digital Transformation Agency

dta

Key content areas

The following table outlines content areas that need to be addressed.

Unit = area of learning.
Topic = Component of area of learning.

Unit 1. Why Government needs agile delivery management

Learning objective: Describe the context and articulate the user need, benefits and outcomes when using agile to create government products and services.

Topic Title	Topic Learning Objectives	Critical Content
1.1 Agile definition	**Define** agile and agile delivery management **Describe** the core values and success criteria of agile thinking **Articulate** the difference between agile thinking and a traditional waterfall approach	1. What is agile? 2. What is delivery management in an agile context? 3. How agile approaches are used in the creation of products and services 4. Success criteria for agile methods 5. Compare and contrast agile with a waterfall approach 6. How decision making in context and content is rearranged when taking an agile approach
1.2 Transforming government digital service delivery	**Define** the Australian Government context for digital service delivery **Describe** how agile delivery management is integral to meeting the Digital Service Standard criterion	1. The Australian Government's Digital Transformation Agenda 2. Agile delivery in the digital transformation of government services in the APS 3. Taking a bureaucratic approach vs complex adaptive systems theory (CAS) approach in solving problems 4. The feasibility of CAS within government 5. A delivery model vs a governance model and how this is not in conflict with the implementation of policy and legislation 6. The Digital Transformation Agency's Digital Service Standard

Topic Title	Topic Learning Objectives	Critical Content
1.3 The history of agile	**Outline** how agile thinking evolved	1. Applying agile in science and the influence of Bell Laboratories on agile thinking 2. How Toyota revolutionized car manufacture through agile methods 3. The evolution of software manufacture and the pitfalls of waterfall-only approaches 4. The Agile Manifesto
1.4 The benefits of agile delivery	**Describe** the benefits of agile delivery	1. The reasons why government products and services are being delivered via agile 2. Key benefits of taking an agile approach for: – the user – the development team – stakeholders and product owners – the delivery manager – the agency/department
1.5 Applying agile in government product and service delivery	**Describe** the various ways to apply agile delivery	1. Use agile to: – create products and services (not projects) – deliver non-technology projects – deliver services 2. Examples of government products and services that have used agile methods
1.6 Agile delivery principles	**Describe** the principles of agile delivery	1. Value 2. Decision making 3. Velocity 4. Planning 5. Iteration 6. User centricity 7. Excellence

Unit 2. The agile mindset

Learning objective: Develop an agile mindset.

Topic title	Topic learning objectives	Critical content
2.1 A detailed look at the agile mindset	**Describe** the difference between a framework, a process and a mindset **Describe** the agile mindset	1. What is a framework 2. What is a process 3. What is a mindset 4. The agile mindset
2.2 The agile mindset in the government context	**Describe** how government uses an agile mindset	1. How government teams can be agile 2. Goal setting and KPIs 3. Applying an agile mindset to the team

Topic title	Topic learning objectives	Critical content
2.3 Agile principles	**Describe** the principles outlined in the Agile Manifesto	1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable services. 2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage. 3. Deliver working services frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale. 4. Business people and developers must work together daily throughout the project. 5. Build projects around motivated individuals. 6. Give them the environment and support the need. Trust them to get the job done. 7. The most efficient and effective method of communicating within a development team is face-to-face conversation. 8. A working service is the primary measure of progress. 9. Agile processes promote sustainable development. 10. Sponsors, developers, and users should be able to maintain a constant pace indefinitely. 11. Continuous attention to technical excellence and good design enhances agility. 12. Simplicity – the art of maximizing the amount of work not done – is essential. 13. The best architectures, requirements, and designs emerge from self-organising teams. 14. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Topic title	Topic learning objectives	Critical content
2.4 A closer look at agile principles and the Australian Government's Digital Service Standard	**Describe** how the agile approach relates to the Digital Service Standard.	1. Agile activity during the Discovery and Alpha stages – Test hypotheses and underlying assumptions with several prototypes – Follow a user-centered approach. Include the user in all areas of the prototyping (design, iterations and so on) – Work out incrementally what is the right thing to build – Determine the minimum viable product (MVP). 2. Agile activity during Beta and Live stages – Show how the service responds to user research and usability testing – Clearly describe the lifecycle of a user story, from user research to production – Explain the deployment process and how you are able to support frequent deployments with minimal impact to users.

Unit 3. Frameworks and practices of agile delivery

Learning objective: Describe the frameworks, practices and artefacts used in agile delivery.

Topic title	Topic learning objectives	Critical content
3.1 A detailed look at the project and service development frameworks	**Describe** the key project management frameworks	1. The project management frameworks available for product and service design – Prince2 – PMBOK – Agile – Scaled agile – Waterfall – Scrum – RAD – NPI (New Product Introduction) – Kanban – Lean – Six Sigma – LeSS – Nexus Scrum

Topic title	Topic learning objectives	Critical content
3.2 Understanding agile framework practices and artefacts	**Describe** the artefacts and practices for agile frameworks	1. Tasks/issues 2. Daily stand ups (or scrums) 3. Sprints 4. Waves 5. Epics 6. Release train 7. Backlog 8. Burndown chart 9. User stories – story name – value statement – acceptance criteria – definition of done – size in relative points 10. User needs 11. Iteration loop 12. Personas and proto-personas 13. Project data sheet / project charter 14. Sprint planning session 15. Sprint retrospective 16. Product or service roadmap

Unit 4. Tools and techniques used in agile delivery

Learning objective: Describe the tools and techniques that are used in agile delivery.

Topic title	Topic learning objectives	Critical content
4.1 Agile techniques and rituals	**Describe** the key techniques and rituals delivery managers use to manage team output	1. What are agile rituals and why are they important to agile teams? 2. Sprint planning and sprint events – what is a sprint? – how often is a sprint planned? – what timing is appropriate? – velocity and sprint planning 3. Timeboxing – what is a timeboxed event? – what time boxes are appropriate for different rituals? 4. Dashboards and team communication – TFS dashboards – Kanban boards – Digital Kanban 5. Agile metrics – what is being measured? – how metrics are communicated – constant feedback of metrics, measurement and iteration 6. Velocity charts 7. Vision and roadmap 8. Story mapping 9. Keeping the team engaged – estimating and planning poker – sprint retrospective activities that are fun and challenging
4.2 Agile tools for the delivery manager	**Explore** the Delivery Manager's tools	1. Virtual team management 2. Github, collaborative tools and code sharing 3. Product creation and control tools such as Jira and TFS

Unit 5. Managing an agile delivery team

Learning objective: Define the role of the delivery manager in managing an agile delivery team.

Topic title	Topic learning objectives	Critical content
5.1 The role of the delivery manager	**Describe** the delivery manager's key responsibilities in a government team	1. Overview of a delivery manager's responsibilities 2. Assembling the team – assigning roles – engaging extended team as needed 3. Setting team expectations – team velocity 4. Why collaboration is important for a high performing team 5. Coaching the delivery team 6. Facilitating team meetings 7. Working with the Service Manager and Product Manager – prioritisation – estimating 8. Removing barriers and blockers 9. Conflict resolution and negotiation 10. Using intuition with delivery team members 11. Facilitating self-organising teams 12. Managing stakeholders 13. Making clear the rules of the game 14. Working toward not being needed by the team 15. Team spaces 16. Creating a culture of safety

Topic title	Topic learning objectives	Critical content
5.2 Understanding the role of the delivery manager in the context of the team	**Describe** the layers and the team members in an agile team	1. The governance layer – management team – stakeholders – finance 2. The product/service layer – product manager 3. The iteration layer – delivery manager 4. The delivery team – specialists – all skills required are in the team
5.3 User centricity and the agile team	**Describe** a user centered approach and how it informs the product backlog	1. What is user centricity? 2. How to conduct user research 3. Generating user needs and user stories 4. Prioritising features 5. Having a perpetual feedback loop with users