CERS Maintenance PM Role/Responsibilities

Monday, April 23, 2018
7:51 AM

CERS Maintenance PM: Roles and Responsibilities

Agile Project Lead	**Agile Role/Responsibility: (Overview)** • Facilitates with the team, PO and stakeholders and represents the team's commitments to dates and budget • Provides support, motivation and monitoring needed to meet project goals, which includes using the tools promoted at American, such as, Key Performance Indicators (KPIs) and Agile Maturity Assessments • Establishes a consistent set of practices to ensure the integrity of project deliverables **(Working Agreements)** • Collaborate (informally) with other Project Leaders to obtain best practices and lessons learned • Removes impediments to keep the project on track and ensures the quality of the delivered product meets stakeholder's requirements
Agile Ceremonies and Meetings	CERS Maintenance PM/Agile PL: • Schedule and facilitate all Agile ceremonies, team meetings, or team work sessions using WebEx. • Use Outlook to schedule meetings, provide meeting agenda and WebEx. • Review and use the proposed meeting agendas by Agile ceremony. Included in the "Agile Ceremony/Meeting Agenda" section. • Encourage WebEx video conferencing for Agile ceremonies. Most common uses are for Retrospectives, Iteration Planning, Backlog Grooming, and Demo. • Share Rally screen (Standup, Iteration Planning, Backlog Grooming, and Demo) for Agile Ceremonies. • Work with Agile team to ensure Rally project reflects active work items in the current iteration • Maintain Rally Timeboxes (Releases/Iterations)

Agile Ceremony	Meeting Agenda/Working Agreements	Cadence
Daily Standup	CERS Maintenance Stand Up – Understand current Iteration Status (15 mins) What have I completed to date? What do I commit to complete by next standup? What are my roadblocks? 16min items (defects/team discussion) Team Working Agreements: • Team members will update Rally prior to standup • Any new/rejected defects not yet discussed will be reviewed as a 16 min	2 to 3 times a week; dependent on maintenance activity
Iteration Planning	Prior to Planning (Team Working Agreements) • Team will provide their availability (Accessible via Track →Team Status) • Team will ensure their user stories and tasks are up to date. • Any user stories not completed and accepted will move to next iteration • Any defects not closed and prioritized will move to next iteration • Any users stories on the Release backlog should be prioritized and groomed above the (Ready to be worked) line prior to Iteration Planning During Planning: • Team will decide stories and/or defects to work on for the iteration. • For stories added to iteration, break stories down into tasks and estimate in hours • For defects, ensure development and QA tasks and estimates in hours • **Commit** as a team to complete the work	Once an iteration

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<td><u>Notes:</u>

Consider allowing bandwidth for team to support production Ris or production support defects.
Are the Resources required to complete the work are available for the iteration?
Are there any impacts related to anyone’s availability during the iteration?
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<td>Backlog Grooming</td>
<td><u>Standup (5-10mins)</u>
Brief check-in on priority maintenance items.

<u>Backlog Grooming Agenda: (50 mins)</u>

Discuss/prioritize stories in backlog and move them above the "Ready Line*".
Break stories down into smaller stories (where applicable).
Add dependencies to stories (where applicable)
Task stories when able
Add stories still needed

<u>Team Working Agreements:</u> Prior to Team Grooming

Technical Leads/Application Leads: Complete any technical pre-grooming based on user stories below the "Ready Line". This may include decomposing user stories by dividing UI (front end) and Services (backend) work prior to grooming.
PO/BA: Create, identify and prioritized list of user stories for team grooming prior to just below the "Ready Line".
PO/BA: Create/Identify user stories to be discussed prior to team grooming.

<u>Notes:</u>
(1) Ready Line (US435146): READY LINE: All user stories above this line will be marked "READY". For user stories to be "READY" the definition of done is complete and user story has been estimated (story points). User stories deemed "READY" may or may not have tasks assigned.

(2) Limit story points are limited to 1, 2, 3, or 5 points. Most 8 point stories carry will take up to 2 iterations to complete.

(3) Story definition of Ready: (Required to move above the "Ready Line")

Stories and Acceptance Criteria have been reviewed and refined as necessary (this includes: business rules, external dependency resolutions, etc.)
User story has been sized by the team and the size is 5 POINTS OR LESS
External dependencies are resolved (e.g. Technical, infrastructure, environment, resource, etc.)
All preliminary defining documentation has been attached/linked to the user story (as appropriate)

Are there any impacts to the business processes?
Has the confirmation criteria been identified and agreed upon?
Do we have any wireframes/design needed?
Have the Business Rules been defined and agreed upon?

User Stories must meet the INVEST principles
"I" ndependent (Should be as independent as possible. Dependencies lead to problems in estimating and prioritizing)
"N" egotiable (Include enough information for us to have a discussion regarding the relative value of other US’s.)
"V" aluable (To users and customers – not developers)
"E" stimable (Must be able to size/estimate. Planning is based on US’s and their relative size to each other)
"S" mall (Decomposed to the point it can be done in iteration (usually ¼ of iteration or less))
</td>
<td>At least once an iteration</td>
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	"T" estable (Worded such that it is evident that it can be functionally tested to done or not done. (no 'partially finished' or 'done/except'))	
Iteration Demo	End of Iteration Demo: 1. Stories and/or defect fixes that are working through Stage: Story owner will prepare a working demo to share with the team. 2. For Spike Stories: Story owner will share results with team.	Once an iteration
Retrospective	Multiple styles for Retrospective. Consider using the format: 1. Shout Outs (What went well?) 2. What should we continue doing? 3. Challenges (What did not go well?) 4. Action plan (Actions we will take as a team to address Challenges. Typical one or two challenges are tackles an iteration) Notes: Use http://www.ideaboardz.com to create your own Retrospective board where the team may contribute. Consider a trip to DFW for the first retrospective. If you are not in DFW, ask Jo to setup a room for the team to meet in DFW for the retrospective. For offshore, all team members should be present on WebEx and request that team participants to use video conference so team can see each other.	Decide with team if this should be once an iteration or once a month.

CERS Maintenance Meetings/Work sessions required

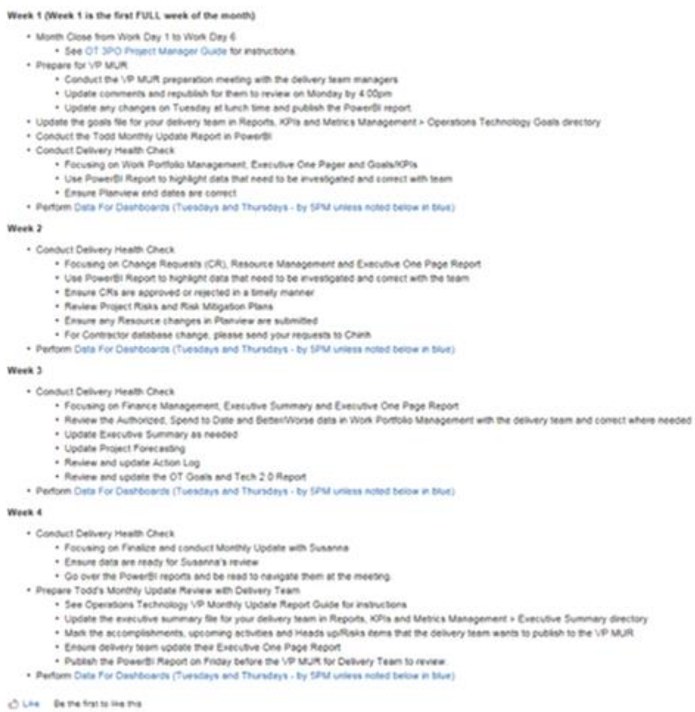
Meeting	Meeting Objective/Agenda	Cadence
All Production Change Requests	**Required for all Planned CERS program changes to the production environment:** • Identify change request summary for Production RI: Includes planned list of changes with Rally work item number(US12345, DE12345) and work item description. • Change Owners (PM and/or Project Representative) need to identify target date for RI and any team members required for the Change (Executor, QA, BA, PO) • Change Owners (PM and/or Project Representative) obtain the state of approvals(QA approval, PO approval, Executor approval, BA and/or PM approval) for proposed change. Ideally approval obtained prior to RI creation. • Change Owners (PM and/or Project Representative) draft the proposed implementation plan, post-implementation testing, and fallback/back out with executor and participants in the change. • Identify team member that will create RI. • Identify team member that will create SR (as required). SRs are commonly created to support database changes (such as schema changes, changes to synonyms, stored procedure changes, etc).	Prior to RI creation.
Final Go / No-Go	**Required for all Planned CERS program changes to the production environment:** • Review the change request summary: Includes planned list of changes with Rally work item number(US12345, DE12345) and work item description. • Verify all pre-implementation tasks are complete. ○ RI created/approved, ○ Implementation plan finalized ○ Deployment packages built ○ Database changes reviewed/approved ○ SR assigned and scheduled (as requried) ○ Change approval received from CERS Team: QA or QA Proxy, PO, Executor, Program Mgr or CERS Program BA.	***Recommended:*** Prior to RI creation. ***Minimum:*** 1 day in advance of RI.
Scrum of Scrums	**Updates must be completed in M&A for [BF/MO/SM ENH] CERS Maintenance every Tuesday, No Later Than (NLT) 12:00 Noon local time.** • Update the following on the Detail tab in M&A: ○ Reporting Period Start	Weekly NLT, Tuesday 12:00 noon.

<table>
<tr><td></td><td>○ Reporting Period End
○ Key Accomplishments
○ Overall Status Explanation, Project Comments, Major Next Steps
○ Go-to-green Plan (when project is in Yellow or Red)
○ Add Project Objectives/Scope (Optional for now)
○ Add Assumptions / Key Decisions (Optional for now)
• Update the following on the Subtasks tab in M&A:
• Add and maintain the CERS Maintenance milestones for Q2 2018
○ Consider Transition to Operation milestones for Pilot Event Reporting
• Add any CERS Maintenance milestones for Q3 2018
• Add Issues and/or Risks as they are identified for CERS Maintenance Rally Project. Maintain through closure.

Attend the weekly CERS Program Scrum of Scrums.

If unable to attend Scrum of Scrums provide M&A updates and review with your proxy prior to Scrum of Scrums.</td><td></td></tr>
<tr><td>Weekly SS&E PM Meeting</td><td><u>Attendance to the Weekly PM Meeting is mandatory</u>

Note: Prior to Weekly PM Meeting; ensure that M&A entries are up to date NLT, Tuesday noon local time.


Week 1 (Week 1 is the first FULL week of the month)
• Month Close from Work Day 1 to Work Day 6
• See OT 3PO Project Manager Guide for instructions
• Prepare for VP MUR
• Conduct the VP MUR preparation meeting with the delivery team managers
• Update comments and republish for them to review on Monday by 4:00pm
• Update any changes on Tuesday at lunch time and publish the PowerBI report
• Update the goals file for your delivery team in Reports, KPIs and Metrics Management > Operations Technology Goals directory
• Conduct the Todd Monthly Update Report in PowerBI
• Conduct Delivery Health Check
• Focusing on Work Portfolio Management, Executive One Pager and Goals/KPIs
• Use PowerBI Report to highlight data that need to be investigated and correct with team
• Ensure Planview end dates are correct
• Perform Data For Dashboards (Tuesdays and Thursdays - by 5PM unless noted below in blue)
Week 2
• Conduct Delivery Health Check
• Focusing on Change Requests (CR), Resource Management and Executive One Page Report
• Use PowerBI Report to highlight data that need to be investigated and correct with the team
• Ensure CRs are approved or rejected in a timely manner
• Review Project Risks and Risk Mitigation Plans
• Ensure any Resource changes in Planview are submitted
• For Contractor database change, please send your requests to Chinh
• Perform Data For Dashboards (Tuesdays and Thursdays - by 5PM unless noted below in blue)
Week 3
• Conduct Delivery Health Check
• Focusing on Finance Management, Executive Summary and Executive One Page Report
• Review the Authorized, Spend to Date and Better/Worse data in Work Portfolio Management with the delivery team and correct where needed
• Update Executive Summary as needed
• Update Project Forecasting
• Review and update Action Log
• Review and update the OT Goals and Tech 2.0 Report
• Perform Data For Dashboards (Tuesdays and Thursdays - by 5PM unless noted below in blue)
Week 4
• Conduct Delivery Health Check
• Focusing on Finalize and conduct Monthly Update with Susanna
• Ensure data are ready for Susanna's review
• Go over the PowerBI reports and be read to navigate them at the meeting
• Prepare Todd's Monthly Update Review with Delivery Team
• See Operations Technology VP Monthly Update Report Guide for instructions
• Update the executive summary file for your delivery team in Reports, KPIs and Metrics Management > Executive Summary directory
• Mark the accomplishments, upcoming activities and Heads up/Risks items that the delivery team wants to publish to the VP MUR
• Ensure delivery team update their Executive One Page Report
• Publish the PowerBI Report on Friday before the VP MUR for Delivery Team to review
• Perform Data For Dashboards (Tuesdays and Thursdays - by 5PM unless noted below in blue)
Like Be the first to like this</td><td>Weekly

Any meeting cancellations will be sent out prior to Weekly PM meeting.</td></tr>
<tr><td>Monthly Maintenance Update</td><td>Update CERS Maintenance summary and send me your revisions for effective dates (Week 4 through Week 3). Using March as an example: Week of March 26 - April 20.

<u>In the spreadsheet:</u>

Each row represents a different CERS Application and/or group of CERS Services:
• Legacy CERS Web: Includes work items for delivered for legacy web features (fill out report, report summary, my notifications)
• CERS Web (New) : Include any new features deployed to production (Accomplishments/Upcoming) and/or user stories and defects worked for New Web from the CERS Maintenance backlog. delivered per Pilot Event
• CERS Mobile: Includes work items delivered for CERS mobile Android and iOS.
• CERS-Services: Includes work items for services hosted on Middle and Service tier (Transformer, Message, Batch, and all SSEHub services)
• CERS Client: Includes work items for CERS Thick client.</td><td>Once a month; typically the end of Week 3 for any month.

** This does change from time to time to accommodate shifts in SSE MUR updates for MD or VP.</td></tr>
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<td>Expectations for each Column heading:
<table><tr><th>Application</th><th>Work Items Completed</th><th>Avg Age of Completed Items</th><th>Work Items in Progress</th><th>Release Backlog</th><th>Unscheduled Backlog</th><th>Major Accomplishments</th><th>Overall Status / Upcoming Activities</th></tr></table>

• Work Items Completed: The total count of accepted CERS Maintenance Rally work items (defects/user stories) by Application name.
• Avg Age of Completed items: The total time to complete each Rally work item once it is added and actively worked in an iteration by Application name.
• Work Items in progress: The total work items (user stories, defects) that are assigned in the current iteration by Application name.
• Release Backlog: The total count of work items (user stories, defects) on the current Rally Release backlog by Application name.
• Unscheduled backlog: The total count of work items (user stories, defects) on the unscheduled release backlog by Application name.
• Major Accomplishments:
○ Audience: SS&E VP/Managing Director/OT Director/Managing Director
○ Accomplishments for past 4 weeks by Application name (grouping).
• Overall Status / Upcoming Activities:
○ Audience: SS&E VP/Managing Director/OT Director/Managing Director
○ Upcoming activities or status summary for past 4 weeks by Application name (grouping).</td>
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<td>Financial Updates/ Demand Forecast</td>
<td>End of Week 2 for each month; provide the current demand forecast for CERS Maintenance by DXC Resource.

Work with CERS Program manager to adjust/correct reported labor for prior Month.</td>
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<td>ITSM CAB Notifications</td>
<td>Review all ITSM (CAB aka Change Advisory Board) Notifications:
• Identify any impacts to CERS applications, services, or database.
• Work with CERS Maintenance team and production support on-call to address CERS impacts.
• Identify non-evasive and/or test plan to ensure CERS applications and/or services are operational as required following the Enterprise change.
• Provide meeting invite and/or bridge number to CERS team members that will support the change.
• Identify and provide escalation contacts for any CERS impacts that are unresolved during/following Enterprise change.

*Note:
• Majority of Enterprise changes can be supported by Offshore Developers and/or QA.
• Application lead/Tech Lead/QA/BA can help in identifying support plan for proposed changes that impact CERS.</td>
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<tr>
<td>SAIS Notifications</td>
<td>Review all SAIS Notifications:
• Identify any impacts to CERS applications, services, or database in any CERS environment (Dev, Test, Stage, Production).
• Work with CERS Maintenance team and production support on-call to address CERS impacts.
• Identify non-evasive and/or test plan to ensure CERS applications and/or services are operational as required following the SAIS change.
• Provide meeting invite and/or bridge number to CERS team members that will support the SAIS communicated change.
• Identify and provide escalation contacts for any CERS impacts that are unresolved during/following SAIS communicated change.

*Note:
• Majority of SAIS changes that impact CERS will need to be communicated to DL_CERS_Support.
• Ensure that SAIS changes that occur during Offshore working hours have the escalated/support information available to prevent impacts to their work day.
• Application Lead/Tech Lead/QA/BA can help in identifying support plan for proposed changes that impact CERS.</td>
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Agile Team - Role and Responsibilities (Overview)

Role	Responsibilities
Product Owner	•Represents, or is, the customer and provides the product vision, goals and business case •Determines what to build and in what priority incorporating all collective feedback from various interested stakeholders •Provides User Stories with acceptance criteria at the right level of detail to ensure team understands the scope and can deliver what is needed •Adequately represents business needs by participating in all planning •Actively participates in testing, feedback and acceptance of requested functionality •Provides a business satisfaction score at the end of each iteration and release
Agile Project Lead	•Facilitates with the team, PO and stakeholders and represents the team's commitments to dates and budget •Provides support, motivation and monitoring needed to meet project goals, which includes using the tools promoted at American, such as, Key Performance Indicators (KPIs) and Agile Maturity Assessments • Establishes a consistent set of practices to ensure the integrity of project deliverables • Collaborate (informally) with other Project Leaders to obtain best practices and lessons learned • Removes impediments to keep the project on track and ensures the quality of the delivered product meets stakeholder's requirements
Agile Product Delivery Team	•Listen and talk to people. •Seek and accept help. •Embrace change. •Work and finish work items in a priority order. •Work on items in an order set by the Product Owner. •Want to improve __fill in the blank__. •Be pro-active and self-motivated. •Be honest (with yourself and others). •Be passionate about what you do. Embrace "all sink or all swim". Everyone involved has to has to be involved (Devs, QA, APM, PO, Business, Mgmt, etc.).
Architect	•Leads and coordinates technical activities and deliverables throughout the project •Create and maintain the evolutionary architecture model to support the product roadmap •Establishes overall structure for each architectural view. •Ensures data related business rules are represented in the design of the system