

7. Lessons report

Ref	Lesson	Owner
001	On certain projects, the role of Project Executive and Service Manager are better combined into one.	Business PE / PM / PS
002	Need to talk through roles better and mutually agree who does what (in an EA Environment where we're implementing a version of Agile; which is not written down and misunderstood by staff in wider business)	Business PM / Portfolio Director
003	Take time to better understand the definition of MVP (and "complete") and do it early in the project	Business PM / CIS Delivery Manager / Product Owner
004	Business Analysis is essential to define the scale of the project (particularly to understand the business process, broken processes shouldn't be unconsciously replicated but raised to Product Owner and wider business)	Product Owner
005	Business Analysts and Users Researchers should be agnostic toward the product and they may have conflicting views on the business processes and product implications which is a good thing, but must be passed to Product Owner and wider business to resolve (i.e. variance between top down and bottom up approach or "as thought" and "as done" approaches)	Business PM / CIS Delivery Manager / Product Owner
006	Staff continuity is critical to the success of the project. Particularly in key roles of Product Owner, Service Manager/Project Executive and Project Manager / CIS Delivery manager and at key times such as Discovery/Alpha; during FSoD process and during final stage of Service Transition.	Project Sponsor Portfolio Director
007	Managing projects using Agile methodologies requires special skills, expertise and experience. Large software development projects are not the place to learn, inexperienced PMs should shadow role to gain experience	Portfolio Director
008	Recruitment of contractors takes a long time	Business PM /
009	Greater scrutiny is required of the CVs of potential contractors. Their skills must be suitable for the design of project, their aptitude must be conducive to maintaining good working relationships with the team .	CIS Managers / CIS Delivery Manager
010	CIS non-development costs (i.e. not development cost) should be scoped, forecast and managed like any other supplier's costs.	Business PM / CIS Delivery Manager
011	Better organisational support and discourse between CIS Senior Managers and Portfolio is required to support complex projects	CIS Managers / Portfolio Director
012	A product owner from the business, embedded in the development team is a good way of working. Product Owner should have a background in the subject matter and	Business PM

013	The importance of building good team relationships cannot be underestimated (and the EA should be prepared to spend money on doing this as it reduces the long term costs of projects)	Business PM / CIS Delivery Manager
014	CIS Service Transition <i>does not include</i> a warranty period. It focuses on getting a service from pre-prod environment to live environment. The CIS Whole Life Cost Calculator and implementation <i>does not include</i> a warranty period. Projects should build a warranty period into project.	Business PM
015	Avoid finishing project at the financial year end, it complicates everything!	Business PM
016	The CIS Whole Life Cost Calculator is negotiable. Including when costs are transferred from business to CIS to cover costs of BAU.	Business PM
017	Organising penetration tests takes time and is aggravating. Sufficient time must be allowed to plan the test, take the test, discuss the findings with CIS Security and implement any must do changes.	CIS Delivery Manager
018	GDS are the independent assurer of costs and scope. They have an expectation as to the way things ought to be done. This expectation must be understood by early engagement and building a good relationship. If this is done, GDS are more amenable to discussing reasonable deviations away from their expectations.	Business PM CIS Delivery Manager / Product Owner
018	The GDS assessment is now made on the final product.	CIS Delivery Manager
020	Mock GDS assessments are the place to test a team's understanding of product, its genesis and the business processes it supports.	Service Manager
021	Service Manager should be appointed at the project outset and be engaged in the product development throughout the project lifecycle. It de-risks the GDS assessment and benefits service transition.	Business PE / PM / PS
022	Successful agile teams are co-located (i.e. desks, break out areas, facilities)	Business PM
023	It is unfair to expect single people to be responsible for multiple roles. For example, the product owner is solely responsible for the quality of the product and should not be responsible for managing the project as he / she should always be minded toward quality over time or cost.	Business PM
024	All user stories should be carefully examined for semantic and syntactic agreement to prior to MoSCoW and MVP processing	CIS Delivery Manager
025	MoSCoW prioritisation is essential part of defining the MVP and by implication ought to be completed before MVP is signed off.	CIS Delivery Manager
026	One or two (max) Kanban boards is sufficient	CIS Delivery Manager
027	A good working relationship with the IT_Tab coordinator, assessors and assurers is essential. Forward notice of intent, short briefings and drawing their attention to key issues will save time. The main lesson being to be proactive in the way you engage with the IT_Tab process	Business PM

028	Time and effort should be spent discussing and mutually understanding the "way we do agile projects" in the Environment Agency. Paying particular attention to the relationship between Agile Stages (Discovery, Alpha, Beta) and the FSoD process and GDS spend approval process. Furthermore, time should be spend properly understanding the traditional roles of PE/PM and Project Board with the Agile team so there is greater mutual understanding	Portfolio Director
029	The workshops for Discovery need to be well organised. They should run smoothly, be well facilitated (by agnostic staff) allowing presenters and attendees to relax and able to focus on the work.	Product Owner
030	Being able to demonstrate what a 'user story' is and explain the concept to our users and encouraging them to write these for themselves, both high and low level user stories means authentic user stories are produced	Product Owner
031	The EA approach to timescales means that the business is not used to moving as quickly as is required by Agile. If you ask for support you will get it but maybe not as quickly as you need it. But you cannot anticipate that in advance as you don't know what you need until you need it!	Business PM
032	Need to engage with correct people in CIS Management (i.e. CIS Resourcing who could have explained the timescales and approach; someone with experience of Agile and GDS; someone with experience of IT TAB;	Business PM
033	Use all the agile ceremonies (i.e. daily scrums, sprint planning, and retrospectives) to keep the project team focused and working at pace.	CIS Delivery Manager

