Agile Project Management

As Applied in Harvard Business School's Information Technology Group (ITG)

Structure of Agile in ITG:

5 Agile Teams responsible for various business partners/initiatives.

Each Agile Team has representation from:
Quality Engineering
Software Development
Project Management
The Database Group

In ITG the Agile Teams are:

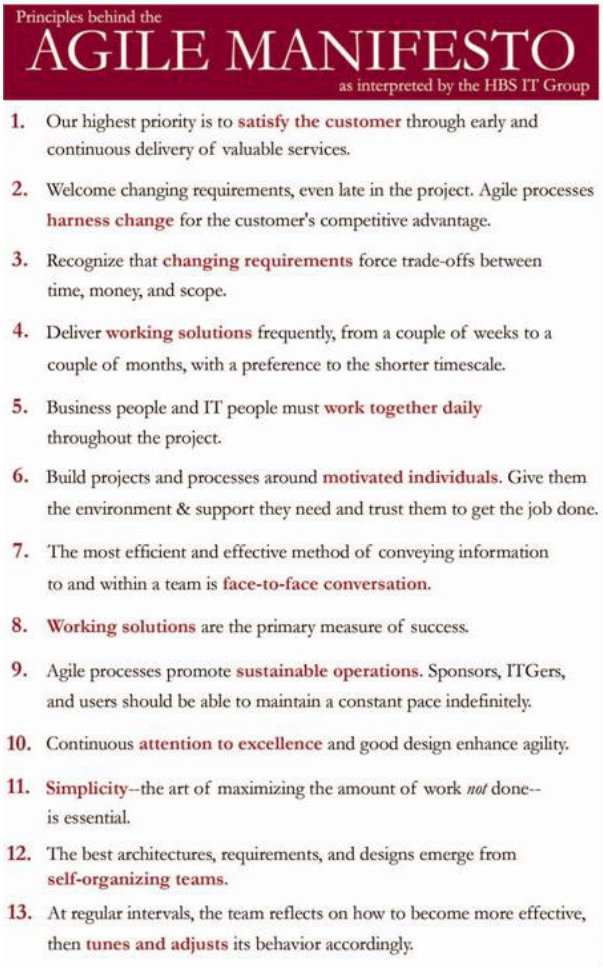
Blue Team:
Operations, Executive Education, External Relations

Purple Team:
MBA and Doctoral Programs

Green Team:
IT Infrastructure

Red Team:
Department of Research and Faculty Development, Human Resources

Silver Team:
Strategic Initiatives



In ITG, the agile teams that make up the Project Management Office (PMO) strive to manage projects according to this Manifesto. These are the principles that guide software and product development. The standard Agile manifesto is adapted here for ITG.

Agile Terminology in ITG:

Project Team:
The group of project managers, developers, quality engineers, support personnel, and others who will work directly with the project.

Project charter:
An agreement between ITG and its business partners that shows stakeholders, project phases, deliverables, etc.

Standup:
A brief daily meeting of the project team and representatives from the business partner to discuss project status and steps to be taken that day towards completion.

Project Champions:
Members of the business partner department who will be responsible for liaising with ITG during the project and championing the product being developed with their colleagues.

Why Agile in ITG?

- Provides a controlled response to change and risk management.
- ITG experienced numerous issues with late-stage changes and their negative impact on projects.
- Agile was a demonstrated project management methodology that would be appropriate for the rapidly changing and ever-evolving HBS culture.

How Agile was Implemented in ITG:

- ITG formed a pilot Agile Team to work on a portfolio of projects.
- This team worked for six months on various projects sticking as closely to the Agile Manifesto as possible.
- ITG slowly expanded the Agile methodology to the rest of its PMO as it realized the success of the pilot teams.
- Part of the process of realizing its success was communicating with business partners to get their input on the new processes.

Project Volume in ITG

Each year the Information Technology Resource Allocation Committee (iTrac) receives requests for projects and allocates ITG resources to various projects according to priority. For FY2014 requests totalled 75,000 hours. ITG has only 23,000 hours to allocate annually. This makes Agile necessary in order to lessen time spent accounting for change.