ICT Project Guidance

Stakeholder Desires – Delivery Project Manager

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## Description

<TODO>

## Synopsis

<TODO>

## Contents

[Description 1](#_Toc145232973)

[Synopsis 1](#_Toc145232974)

[Contents 2](#_Toc145232975)

[Synopsis 3](#_Toc145232976)

[Introduction 3](#_Toc145232977)

[Heading Level 3 3](#_Toc145232978)

[Heading Level 4 3](#_Toc145232979)

[Appendices 4](#_Toc145232980)

[Appendix A - Document Information 4](#_Toc145232981)

[Images 4](#_Toc145232982)

[Tables 4](#_Toc145232983)

[References 4](#_Toc145232984)

[Review Distribution 4](#_Toc145232985)

[Audience 4](#_Toc145232986)

[Structure 4](#_Toc145232987)

[Diagrams 4](#_Toc145232988)

[Terms 5](#_Toc145232989)

## Introduction

BOSSCARD/ RAID: Background [], Objective, Options, Scope[In/Out], Stakeholders [Users], Constraints, Assumptions, Risks, Dependencies, Decisions, Deliverables.

Desires

|  |
| --- |
| Desires |
| As the PM, I Desire being provided Building & Network Access, a Workspace, a Device, an (optional) phone |
| As the PM, I Desire being provided being Authorised with a procurement code. |
| As the PM, I Desire being provided a link to Project Management and Reporting Templates |
| As the PM, I Desire being provided documentation as to the Project Management expectations and processes |
| As the PM, I Desire being provided documentation as to the C&A expectations and processes |
| As the PM, I Desire being provided documentation as to the Delivery/Release expectations and processes |
| As the PM, I Desire being provided documentation as to the Procurement expectations and processes |
| As the PM, I Desire being provided documentation as to the Provisioning and Enablement expectations and processes |
| As the PM, I Desire being provided documentation as to Scheduling expectations and processes (eg: Semesters, Year End grey and black outs, etc.) |
| As the PM, I Desire being provided documentation on the Project so far (Business Case, Specifications, Design SAD, Progress) |
| As the PM, I Desire being provided access to a dynamic Dashboard within the ALM, in order to review progress of WorkItems, Functionality, Qualities, QA |
| As the PM, I Desire being Reponsible for reporting summaries of Current and Projected key metrics of Budget, Schedules, Resources, Capabilities, Effort, Functionality, Quality, Issues, Risks to Governance for them to base required Decisions |
| As the PM, I Desire being Responsible for obtaining a Data Classification for the Information managed by the Service (eg: IN-CONFIDENCE if involving PII, or SENSITIVE if involving PII Addresses) early in the project, to inform other tasks |
| As the PM, I Desire being Responsible for enabling a PTA exercise to occur early in the development process, in order to follow recommendations for tasks |
| As the PM, I Desire being Responsible for enabling a PIA exercise (if called for) to occur early in the development process, in order to follow recommendations for tasks |
| As the PM, I Desire being Responsible for requesting the development of a Project Space within the Organisation CMS |
| As the PM, I Desire being Responsible for requesting the development of a Project Space within the Organisation EDMS |
| As the PM, I Desire being Responsible for requesting the development of a Project Space within the Organisation ALM |
| As the PM, I Desire being Responsible for requesting the development of a Project Space Channel within the Organisation's Chat/Comms (eg: Teams) |
| As the PM, I Desire being Responsible for organising SOWs for required capabilities & services in the following order: [optionally] Business Case Consultant, Stakeholder and Business Analysis, C&A, Technical Security, Q&A Analysis, Q&A Automation Dev, Monitoring, Maintenance, Operations, Vendor Service Delivery, Service Development, Content Development, Data Migration |
| As the PM, I Desire being Responsible for providing Team members with Building Access, Network Access, Workspace, Device, production tool licensing and subscriptions |
| As the PM, I Desire being Responsible for hiring Resources in an order that preferences expectation discovery, obligation meeting, before system delivery. |
| As the PM, I Desire being Responsible for setting clear expectations by relying on both Business Analysts (focused primarily on the business group's needs) and Stakeholder Analysts (generalists capturing \*all\* defined Stakeholders groups) |
| As the PM, I Desire being Responsible for hiring in the following sequence: Business Case writers, C&A Specialists, Stakeholder Analysts, Business Analysts, QA Analysts, then Pipeline, Infrastructure & Test Developers, then Service and Client Developers, and finally Data Migration Developers |
| As the PM, If CB, I Desire being Responsible for hiring a Hero Developer to be on the service and client development team |
| As the PM, I Desire being Responsible for hiring such that Business SMEs are not tasked with performing as Business Analysts |
| As the PM, I Desire being Responsible for hiring such that Test Analysts are not tasked with repetitive Testing or Test Autiomation -- that's done by Test Automation Developers |
| As the PM, I Desire being Responsible for providing Team members with Training on Organisation, Department and Team processes |
| As the PM, I Desire being Responsible for providing Team members with Training on Privacy and Security as required to meet C&A expectations |
| As the PM, I Desire being Responsible for providing Team members with Training on role expectations within the Organisation |
| As the PM, I Desire being Responsible for setting clear expectations that the primary deliverable is the delivery service system, automated to function over 7+ years, which in turn delivers the business service automation systems. |
| As the PM, I Desire being Reponsible for setting clear expectations to iteratively deliver services in the following order: WorkItem Management (ALM), System & Process Documentation, Delivery (Pipeline), QA (Test Automation in the Pipeline), Service Server, Service Client, Integration, Data Migration |
| As the PM, I Desire being Responsible for providing an Independent Security SME with an Organisation Account, Access Card, Laptop Device, Desk, and an Service Environment to test |
| As the PM, I Desire being Responsible for providing an Independent Security SME remote access to online Service User Documentation to understand how to use the Service |
| As the PM, I Desire being Responsible for providing an Independent Security SME remote access to online Service Development Documentation to understand how the Services was developed |
| As the PM, I Desire being Responsible for providing an Independent Security SME remote access to online documentation of the Role-Permissions matrix to understand how to test for role setup errors |
| As the PM, I Desire being Responsible for providing an Independent Security SME the capable to sign in as different Test Users with different Roles (eg: SysAdmin, BizAdmin, BizUser, BizConsumer) |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including planning to consume more than 1/3 budget on Capex, and not allowing enough for Opex over a long service lifetime |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including hiring development capabilities before analysis and design have been performed to an appropriate depth to reduce risk |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including hiring QA resources who do not have the capabilities to separate Test Analysis from Test Automation Development within an Automated Delivery Pipeline |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including focusing on delivery Business Functionality, to the detriment of analysing and delivering the Functionality and Qualities required by other stakeholder groups to manage, operate, support the service over its service lifecycle |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including hiring for cost versus capabilities (ie penny wise, pound foolish) |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including hiring for technical expertise versus ability to deliver results with that knowledge (ie, all talk) |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including focusing on delivering the desired Business Service by hook or by crook (read manual delivery), rather than focusing on delivering the automated, ALM managed, Delivery Pipeline Service that \*in turn\* delivers the Service desired by the Business. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including delaying delivery to a PROD-DATA site because it's more red-taped (focus on automating the delivering of the simplest, non-functional, service to PROD first, then turn to focusing on adding functionality to what is released iteratively. The initial effort pays dividends later. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including letting developers design systems (focusing on the machines to drive the design) versus getting a dedicated technical architect to (focusing on the needs to drive the design). Developers are great Developers. Design is a different skillset. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including letting external requirements (UX / APIs) affect the design of system internals. The two are complementary, but distinct design areas. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including avoiding delving into the activity of resources, and therefore reporting based on heard platitudes -- rather than automated metric collection (Effort, Achievements, Velocity, Functionality, Qualities, QA Coverage and Issues) from the ALM's various databases. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including top-down directing (ie micro-managing) -- as opposed to commissioning early valuable Guiding Principles for Resources to self-direct themselves in a coordinated manner with others following the same Principles. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including putting off hiring C&A capabilities to manage the process of running the Information Classification, PTA/PIA, TSA, etc. exercises which traditionally take time |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including allowing the team to work with cleartext/obfuscated Production Data (eg: for "Discovery") - Discovering Data is not the same as Discovering Logic. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including putting QA effort \*after\* development. Designing what has to be passed (the Tests) \*beforehand\* provides a target to develop towards. Reducing ambiguity and rework. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including focusing on delivering Functionality before Security Qualities. Rewiring systems to add security later is poor design and implementation which adds unnecessary risk of major rework. |
| As the PM, I Desire avoiding issues common to IT Delivery failures, including being seduced to procure/use enteprise suites (designed to manage users internal to an organisation) to provide quality service to service consumers (users external to an organisation) |
| As the PM, I Desire avoiding issues common to IT Delivery Failures, including focusing on Technology before Information -- versus focusing on Information first, Technology second (hence the order of the letters I.T.) |
| As the PM, I Desire avoiding issues common to IT Delivery Failures, including hiring too early, consuming precious Capex - rather than staying lean, focused on Discovery and Definition (Objectives and Tests) before even contemplating Development, generally the most expensive resources. |

Appendices

Appendix A - Document Information

### Images

[Figure 1: TODO Image 2](#_Toc144995112)

### Tables

[Table 1: TODO Table 3](#_Toc145048484)

[Table 2: TODO Table 2 3](#_Toc145048485)

### References

**There are no sources in the current document.**

### Review Distribution

The document was distributed for review as below:

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### Audience

The document is technical in nature, but parts are expected to be read and/or validated by a non-technical audience.

### Structure

Where possible, the document structure is guided by either ISO-\* standards or best practice.

### Diagrams

Diagrams are developed for a wide audience. Unless specifically for a technical audience, where the use of industry standard diagram types (ArchiMate, UML, C4), is appropriate, diagrams are developed as simple “box & line” monochrome diagrams.

### Terms

Refer to the project’s Glossary.

##### IT

: acronym for Information, using Technology to automate and facilitate its management.

##### ICT

: acronym for Information & Communication Technology, the domain of defining Information elements and using technology to automate their communication between entities. IT is a subset of ICT.