Project Delivery Strategy

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| --- | --- | --- | --- | --- |
| Version | Author | Published | Review Date | Notes |
| 0.1 | RD |  |  | Draft for discussion |
| 1.0 | RD | 17/09/2021 | 17/03/2022 | Agreed terminology changed |
| 2.0 | RD |  |  | Project Charter Pack Added |

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# Background

This document outlines an approach to project delivery which supports Xyenta’s growth strategy. In addition to forming the back-drop to internal standard operational procedures, the programme also contributes to a variety of core strategic themes such as:

* Delivery excellence and client satisfaction
* Collaborative team working
* Creative solution design
* Achieving personal career goals

# Rationale

The strategy ensures the responsibilities of each project team member - and how their commitments are communicated to the client’s team - is clear and transparent to stakeholders. Whilst the level of engagement and number of resources contracted to a particular client project can vary, Xyenta’s proposition promises clients a level of back-office delivery support such as solution design input or coordinating team resource and communications.

Also within the scope of the Project Delivery Strategy is the maintenance of a Project Charter Pack to allow the standardisation and continual improvement of project initiation and onboarding processes. In this context onboarding can include the establishment and initiation of the project and it’s team or of new members to the team. The integration of a new project delivery team with a client relies on assimilation and agreement of standards, policies, procedures and other ways of working such as communication pipelines, project management methodologies or DevOps arrangements.

# Project Team Roles

The allocation of project roles to both contracted project team members and the wider Xyenta delivery support staff ensures our end-to-end delivery commitments are met, regardless of team size. This means that:

* Depending on the nature of each project and the resources required to manage them, Delivery Coordinators will have responsibilities across multiple projects.
* Senior developers (Technical Coordinators) will benefit from a formal oversight/mentorship with shared responsibility for technical approach or solution design.
* Solution design will be able to consider emerging requirements and allow the consistent application of technologies.
* Project delivery roles will benefit from a structured and defined distinction between team coordination/communication activities and standard project management responsibilities.
* Xyenta’s talent pool will have progression pathways allowing transition between project roles.
* Clients will benefit from a consistent approach to delivery monitoring and communications across all projects.
* A defined operating model will allow continual review and improvement of our own proposition and standard operating model.

In some cases project team roles will be notional and some projects will require multiple roles to be held by individual team members. It will be important to identify and acknowledge how role objectives will be met in these cases, in order to set expectations with all stakeholders.

The following diagram illustrates how roles might be allocated within and across specific projects:

Developer Analysts

Technical Coordinator

Developer Analysts

Technical Coordinator

Developer Analysts

Technical Coordinator

Developer Analysts

Technical Coordinator

Senior Architect

Senior Architect

Senior Architect

Delivery Coordinator

Delivery Coordinator

Developer Analysts

Technical Coordinator

The term Delivery Coordinator used throughout this document is proposed instead of Project Delivery Manager. Avoiding the use of ‘Project’ and ‘Manager’ or ‘Analyst’ in this case is intended to avoid any implied additional responsibilities. Also note that the titles discussed here are project team roles as opposed to corporate job titles (e.g. a Project Delivery Manager might hold multiple Delivery Coordinator roles).

## Senior Architect

A nominated senior architect will be responsible for oversight of technical approach and solution design. The role will provide support to the Technical Coordinator and wider team for ad-hoc technical design decisions. This role includes:

* Ensuring best practice design and development operations principles are followed
* Providing architectural and technical design expertise
* Confirming proposals in approach to requirements resolution

## Delivery Coordinator

The Delivery Coordinator is responsible for project-level client engagement and the management of project team resources/activities:

* Understanding project goals to support team member onboarding and manage skills gaps.
* Helping plan delivery iterations, ways of working, release management and DevOps strategies
* Maintain the Team Charter Pack
* Monitor project and team progress
* Collating management information, client feedback and reviews
* Supporting cross-project and project communication such as coordinating DevOps priorities and client Technical Design Authority input
* Assisting the Technical Coordinator in resource allocation
* Identifying and profiling new resource requirements
* Ensuring standard procedures are followed such as quality assurance/peer reviews and development standards
* Coordinating team familiarisation and estimation/design activities
* Coordinating project documentation

Technical Coordinator

The project Technical Coordinator is responsible for managing technical input into the project and assisting the Delivery Coordinator including activities such as:

* Understanding requirements and assisting in the development of User Stories
* Providing technical design solutions in collaboration with the project Senior Architect and client technical design authorities (or their representatives)
* Providing technical support and direction to the development team
* Collaborating with the Delivery Coordinator to ensure standard procedures and best practices are followed such as quality assurance/peer reviews and development standards.

## Project Roles & Responsibility Matrix

A matrix such as this should be completed to help the team understand how project roles are understood to be owned (●) or supported(○) for a given project e.g.:

|  |  |  |  |
| --- | --- | --- | --- |
| Role | Senior  Architect | Delivery  Coordinator | Technical Coordinator |
| Ensuring best practice principles are followed | ● | ○ | ○ |
| Architectural and technical design expertise | ● |  | ○ |
| Maintain the Team Charter Pack |  | ● | ○ |
| Understanding project goals | ○ | ● | ○ |
| Delivery iteration planning |  | ○ | ● |
| DevOps and Release Management planning |  | ○ | ● |
| Collating management information |  | ● | ○ |
| Supporting comms cross-project/project comms |  | ● | ○ |
| Monitor project and team progress |  | ● |  |
| Resource allocation |  | ○ | ● |
| New resource requirements |  | ● | ○ |
| Ensuring standard procedures are followed | ○ | ● | ○ |
| Coordinating requirement analysis |  | ● | ○ |
| Coordinating project documentation |  | ● | ○ |
| Requirements analysis. User Story/Task planning |  | ○ | ● |
| Technical design solutions | ○ |  | ● |
| Technical support to the development team | ○ |  | ● |

## Notes on Other Roles

Some discussion will be required to establish a position on other role requirements such as:

### Training Coordination

Could overall responsibility for each cohort of graduates be allocated to a nominated senior developer/architect?

### Recruitment & Human Resources

Should/are these responsibilities current defined and allocated?

# Project Charter Pack

The development of a set of key project information (collectively known as the “Project Charter Pack”) will:

* provide a checklist to support information gathering regarding the specifics of the project (“Project Initiation Data”)
* provide a mechanism for team members to update and record agreed ways of working, references to client procedure materials and assigned project team roles (“Project Specifics”).
* allow account management and senior technical staff to assess and communicate team skill-mix and training or awareness gaps (“Skills and Experience Assessment”)

It is likely that the Project Charter Pack information will be gathered and agreed at various stages of engagement starting when the opportunity is first identified. Project teams will be required to ensure that all the relevant facts are gathered and agreements made with the client in all relevant sections before the project commences. Addressing each section of the pack in the unique context of the project will ensure a consistent approach to delivery. Providing a communication trail confirming all agreements on standards and ways of working will form a benchmark for any project quality reviews or similar client initiatives. A process to record or share such project specific agreements will need to be provided.

## Project Pipeline

An Initial assessment of capacity, skills, commercial arrangements and timelines is made and the project’s status is monitored against a core project pipeline record. This record may not be available to all project team members.

|  |  |
| --- | --- |
| Entry | Details |
| Client Project ID (name) | How is the project known to the client? |
| Client |  |
| Key Client Contact |  |
| Key Xyenta Contact |  |
| Status |  |
| Pipeline Journal | Updated as a minimum each review date. To include project scope and description, actions, outcomes, considerations, additional benefits |
| Review Date |  |
| Day Rate |  |
| Team Size |  |
| Days |  |
| Estimated Value |  |
| Projected Start |  |
| Projected End |  |
| SoW Status |  |

## Project Initiation Data

Once commercial arrangements are agreed at least in principle, planning for capacity, approach and delivery can begin.

|  |  |
| --- | --- |
| Entry | Details |
| Client Project ID (name) | How is the project known to the client? |
| Overview | Background  How was the project Identified?  ​​​​​​​Who are the main client project sponsors?  What are the goals of the project?  What is the timeframe for the project - Are there target start/end dates?  What technologies are we expecting to use? |
| Team Profile | How many people will be dedicated to the project?  What skill sets will we need?  What level of experience/seniority will we need in each case |
| Delivery Management Team | Senior Architect? Delivery Coordinator? Technical Coordinator? |
| Project Team | Who are the development team identified for the project? |

## Project Specifics

In collaboration with the project’s Delivery Management Team, client stakeholders and Project Team, specific details about how the project will be conducted should be discussed, agreed, recorded and shared with all stakeholders.

|  |  |
| --- | --- |
| Entry | Details |
| Ways of Working | Project Management methodology, communication methods, frequencies, events and ceremonies, scope of decision making. National holidays e.g. India/UK/RoW |
| Roles and Responsibilities  (where relevant) | Design & Architecture  Requirements Specification  Business Analysis  Product Ownership  Key Sponsors  Database Administration  DevOps & Release Management  System Test  UAT  Production Support. |
| Solution Design Arrangements | Are there any client specific procedures which apply to this project? |
| Development Environment & Toolset | What are the development components? Server(s), environment/tool set (and versions), RDBMS (and versions), cloud/on premise etc. |
| DevOps and Release Management Environment Arrangements | Responsibilities? Change Committee? Deployment Toolset? |
| Client IT Operations | Service Desk/IT/DBA Support mechanisms, minimum ticket content, escalation procedures. |
| Documentation | Responsibilities? Scope? Acceptance Criteria? |
| Quality Assurance | Unit test evidence? Peer Review arrangements? |

## Project Skills and Experience Assessment

An assessment should be made which identifies strengths and weaknesses in the Project Team (and Delivery Management Team where relevant). Any potential weaknesses need not necessarily be viewed as disqualification criteria, rather an opportunity for training and education to ensure a successful project and individual .

|  |  |
| --- | --- |
| Entry | Details |
| Development Environment & Toolset | Access to, experience and familiarity with the development environment and toolsets/versions |
| Project Management | Familiarity and experience with the proposed methodology e.g. for Agile:  Scrum/Kanban  Responsibilities  Requirements Analysis  Approach/Design and estimation  Dependency planning  Communication |
| Communications & Documentation | Familiarity and experience with  publishing documents – e.g. confluence  Use of comms tools e.g. MS Teams, Jira |
| Domain Knowledge | Any special background information e.g. client, industry, function (finance, accounting etc.) |

## Project Journal

Project journals will be maintained by the team and coordinated by the delivery coordinator. It is expected that journals will be updated by the team at least weekly. Each journal will include current objectives and updates to the technical activities of the team. Additionally, news of client and management interactions, blockers, events, and reports of value-add or individual excellence/commitment should also be included.

# Appendix 1 - Teams as a Service

## Service List

Technical Supervision

Dev best practice / standards

Documentation standards

Coding Standards

Architecture & Design

Technical Requirements Analysis

Data analytics and visualisation

Process automation and transformation projects

Cloud data migration

Process management and automation

Data analysis and reporting

Product development

Service Process design

Service process management

Release pipeline design, configuration, management

Solution Documentation

Quality Assurance

Test Automation

System Testing

Service Desk - Technical Support

Process/workflow monitoring

System health Monitoring

Business User Support and Communications

Knowledgebase maintenance

Project Team Communication

Business Requirements Analysis

Resource Allocation

Skill-mix management

Progress & Activity Reporting

Satisfaction reporting

Cost forecasting

Project Journaling / Timelining

Issue prioritisation

Dependency Management

Agile Planning

Team integration / Project initiation

Recruitment

Onboarding/offboarding

Team scaling