



Harmony

A Project Delivery Tool kit

Deploying Effective People & Projects
Version 1.2



BACKGROUND

- Corporation
- Semi-Autonomous
- Outsourced Group Services
- Outsourced skills
- Process maturity levels unknown
- Prince in name only


Why do we need to change?

- Failure to deliver is risk on Corporate scorecard
- Poor track record in project delivery
- Unacceptable level of process maturity
- Significant gaps in skills and processes

PURPOSE AND BENEFITS

- Group wide standard
- Standard and Repeatable processes.
 - Templates
- Reduced effort (re-use)
- Guidelines for Project Managers
 - Summary for experienced
 - Detail for inexperienced
- Common terminology
- Transferable skills
- Improvement plan
- Enabler to delivering projects to time/cost/quality criteria
- Facilitate the sharing of knowledge and experience

**It is not rocket science.
But where do we start?**



DEVELOP & DELIVER LIFECYCLE

Harmony

Harmony Covers the Implementation of Change within the Overall Business Framework

<u>Strategic Management</u>		
<ul style="list-style-type: none"> Governance Quality management Policies and Standards Property/Workspace management Exploiting Technology Information Management 	<ul style="list-style-type: none"> Risk Management Benefits management Human Resources management Organisational learning Continuous improvement Cost management 	<ul style="list-style-type: none"> Skills and Competencies Managing Performance Security and Privacy IS/IT Management Joined-up working Benchmarking/capability
<u>Setting Direction</u>	<u>Implementing Plans</u>	<u>Managing Services</u>
<ul style="list-style-type: none"> Identifying Direction Business Requirements Business & Supporting Strategies Positioning for the future Customer focus Planning and estimating Enterprise architecture Supplier assessment 	<ul style="list-style-type: none"> Managing Change Business case Programme management Project management Procurement Requirements definition Managing transition Application, development, modularity PIR Construction management Requirements management 	<ul style="list-style-type: none"> Coordinating service management Managing relationships Managing contracts and service performance Managing changes to requirements End-user support Infrastructure management Business continuity and contingency planning Recompetition Disposal of assets Effective Partnering

Technology Management Model

Project Management

Project Communications Management
Project Configuration Management
Project Cost Management
Project Direction
Project Human Resource Management
Project Issue Management
Project Planning
Project Procurement Management
Project Quality Planning
Project Risk Management
Project Scope Management
Requirements Management

Delivery Lifecycle

Feasibility & Definition
Requirements
Conceptual Design
Solution Design
Development
Business Acceptance Testing
Implementation
Realisation & Project Closure

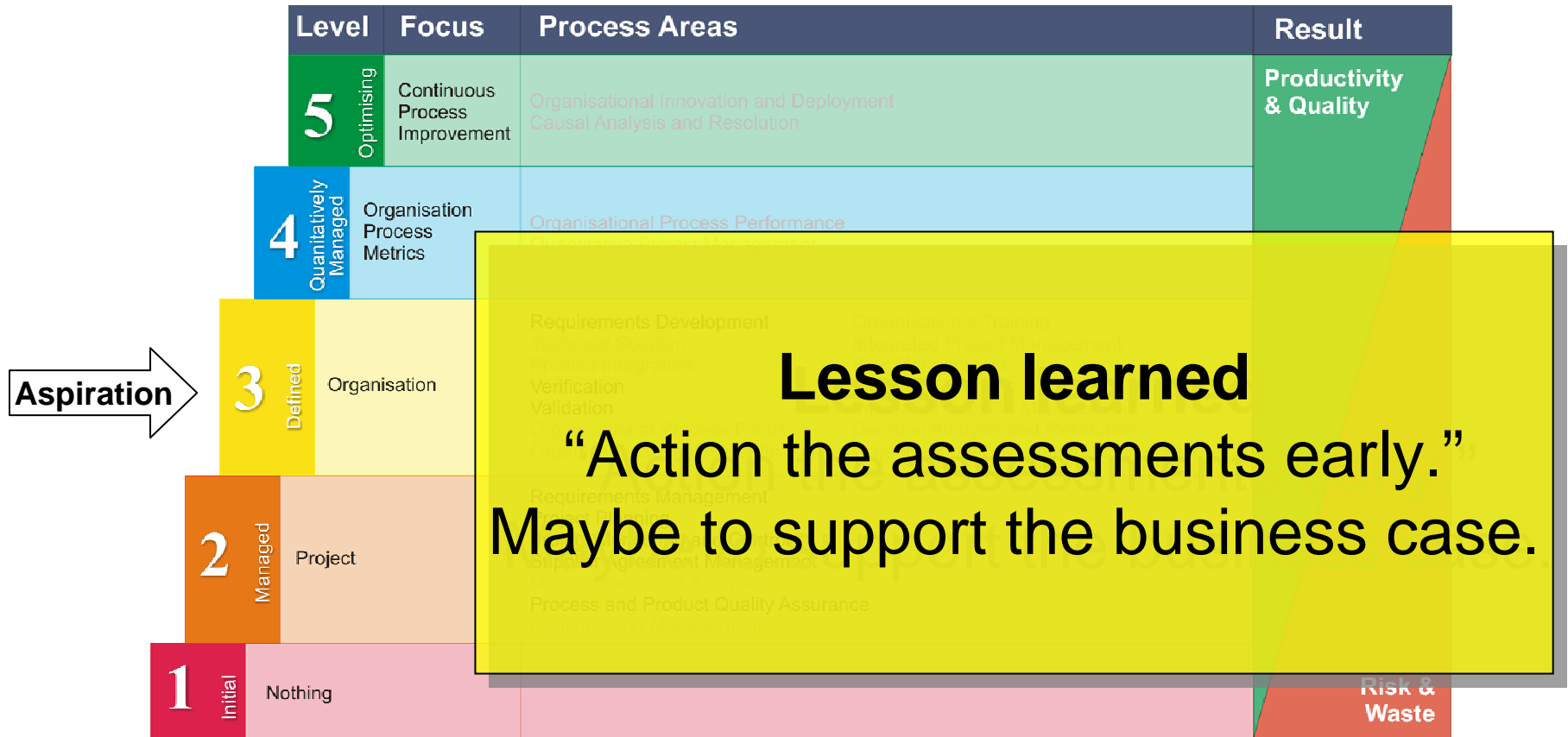
HARMONY

Project Lifecycle

DEPP

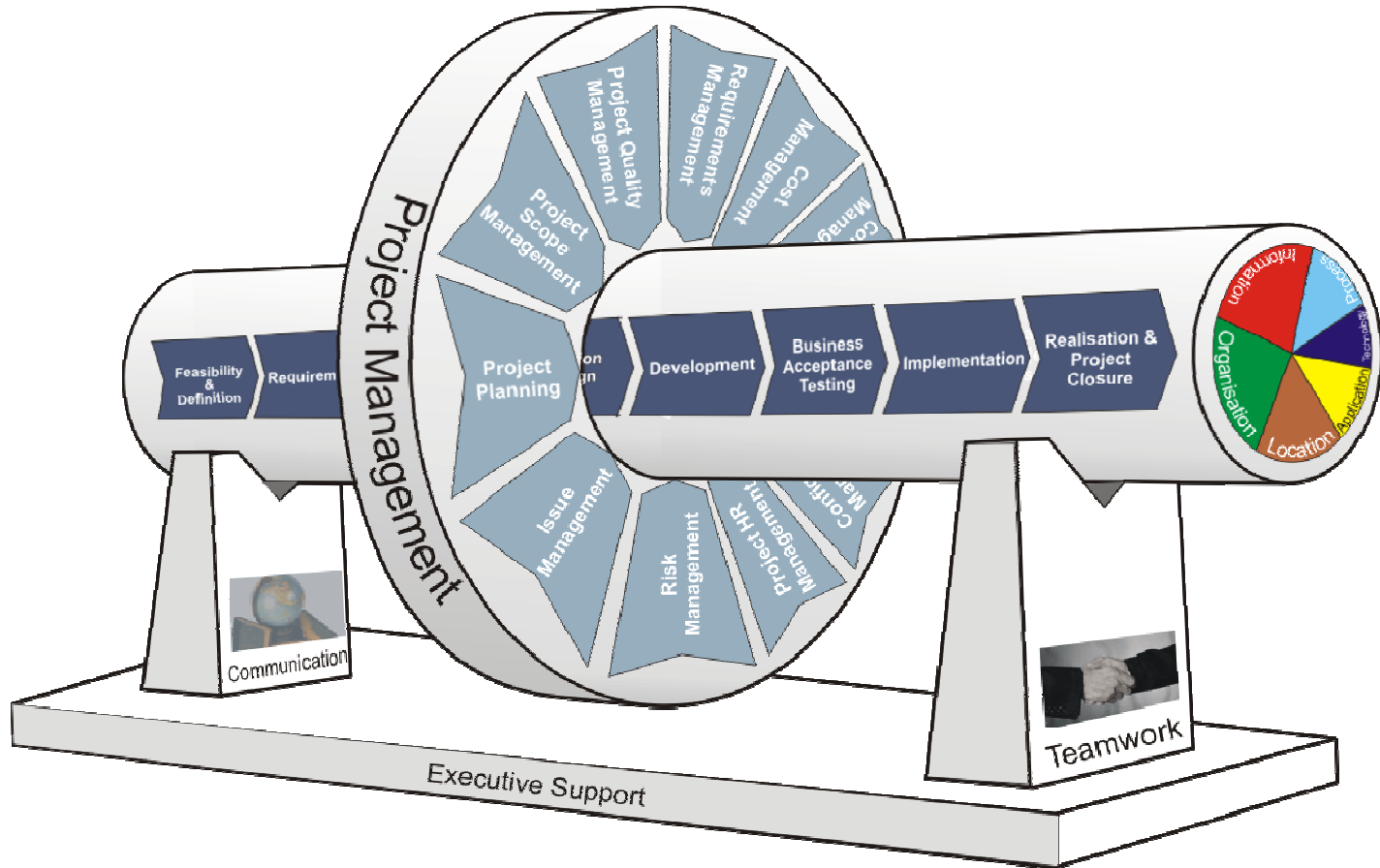
PHASE I FOCUS

Capability Maturity Model (CMMI®)



CMMI® is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University

THE STRUCTURE OF HARMONY



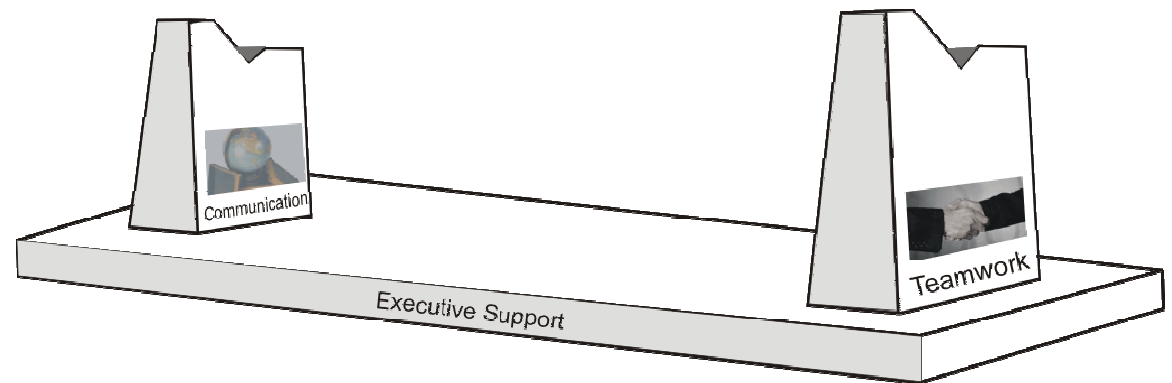
Adapted from: Kove Forsberg, Hal Mooz & Howard Cottorham. Visualizing Project Management. Models and Frameworks for Mastering Complex Systems, 3rd Edition, Wiley, NY, 2005 42



STRUCTURE OF *HARMONY*

Construction of *Harmony*

- Based on solid foundations and principles.

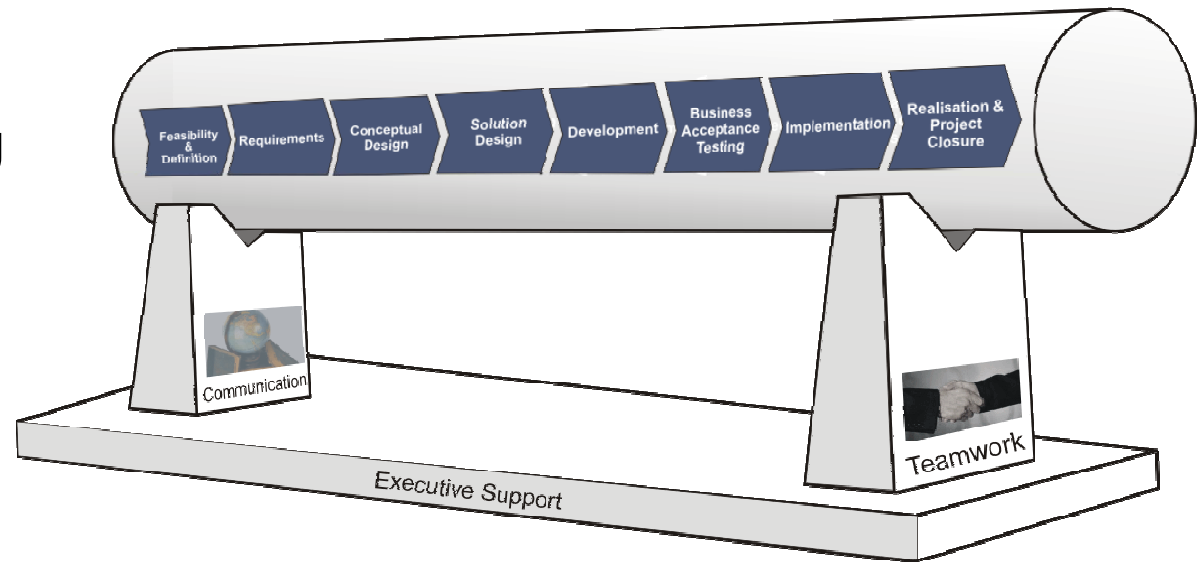


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STRUCTURE OF *HARMONY*

Construction of *Harmony*

- Based on solid foundations and principles.
- Comprises a defined set of common activities for delivering change.

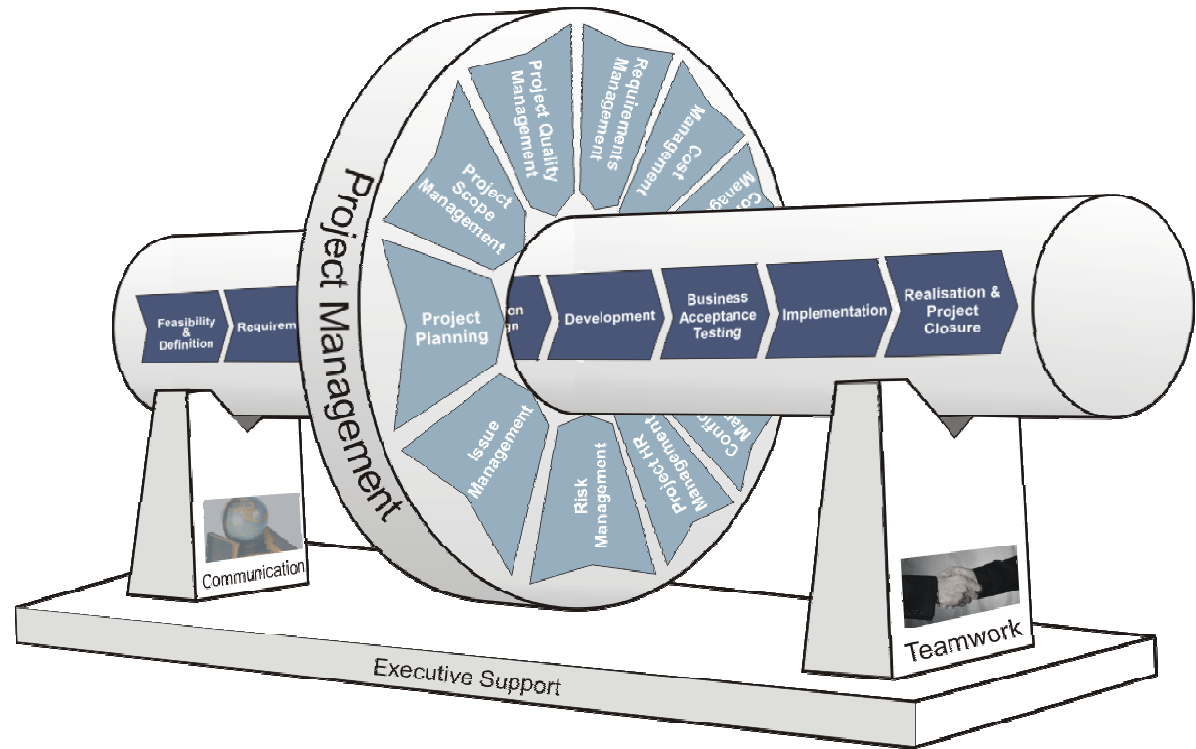


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STRUCTURE OF *HARMONY*

Construction of *Harmony*

- Based on solid foundations and principles.
- Comprises a defined set of common activities for delivering change.
- Governed by PRINCE2 Project Management.

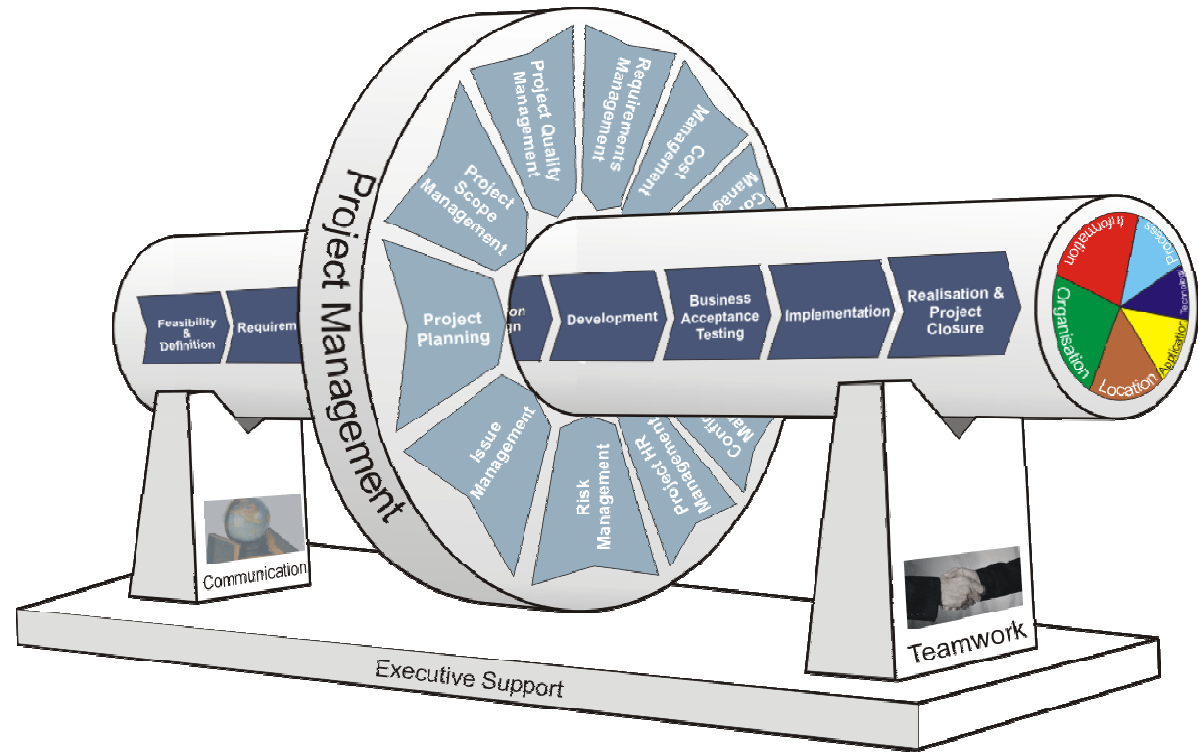


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STRUCTURE OF *HARMONY*

Construction of *Harmony*

- Based on a solid foundations and principles.
- Comprises a defined set of common activities for delivering change.
- Governed by **PRINCE2**
- Supports all elements of change.

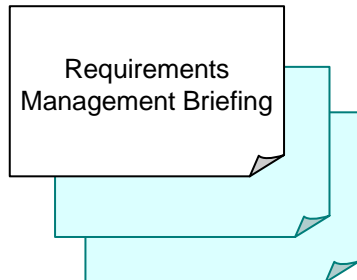


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STRUCTURE OF *HARMONY* PRINCE2 *Plus*

Project Management = PRINCE2 plus additional processes

COMMUNICATIONS MANAGEMENT	CONFIGURATION MANAGEMENT	RISK MANAGEMENT	SCOPE MANAGEMENT
PROCUREMENT MANAGEMENT	PROJECT MANAGEMENT	QUALITY PLANNING	PROJECT HR MANAGEMENT
REQUIREMENTS MANAGEMENT	PROJECT PLANNING	COST MANAGEMENT	ISSUE MANAGEMENT



Requirements
Management Briefing

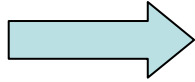
The Delivery Lifecycle



THE DELIVERY LIFECYCLE

Change Domains

Business Processes



- Procedures / Manual Processes
- Policies / Standards

Business Information



- Data Stores (Manual / Databases)

Organisation



- Organisation Structures
- Job Roles

Location



- Accommodation
- Real Estate

Technology



- Hardware
- Machines

Applications



- Automated Processes
- Operating Software

Education & Training



- Training Courses
- Awareness Raising

Testing



- Development Testing
- Business Acceptance Testing

Operations & Maintenance



- Service Delivery
- Service Support

Security

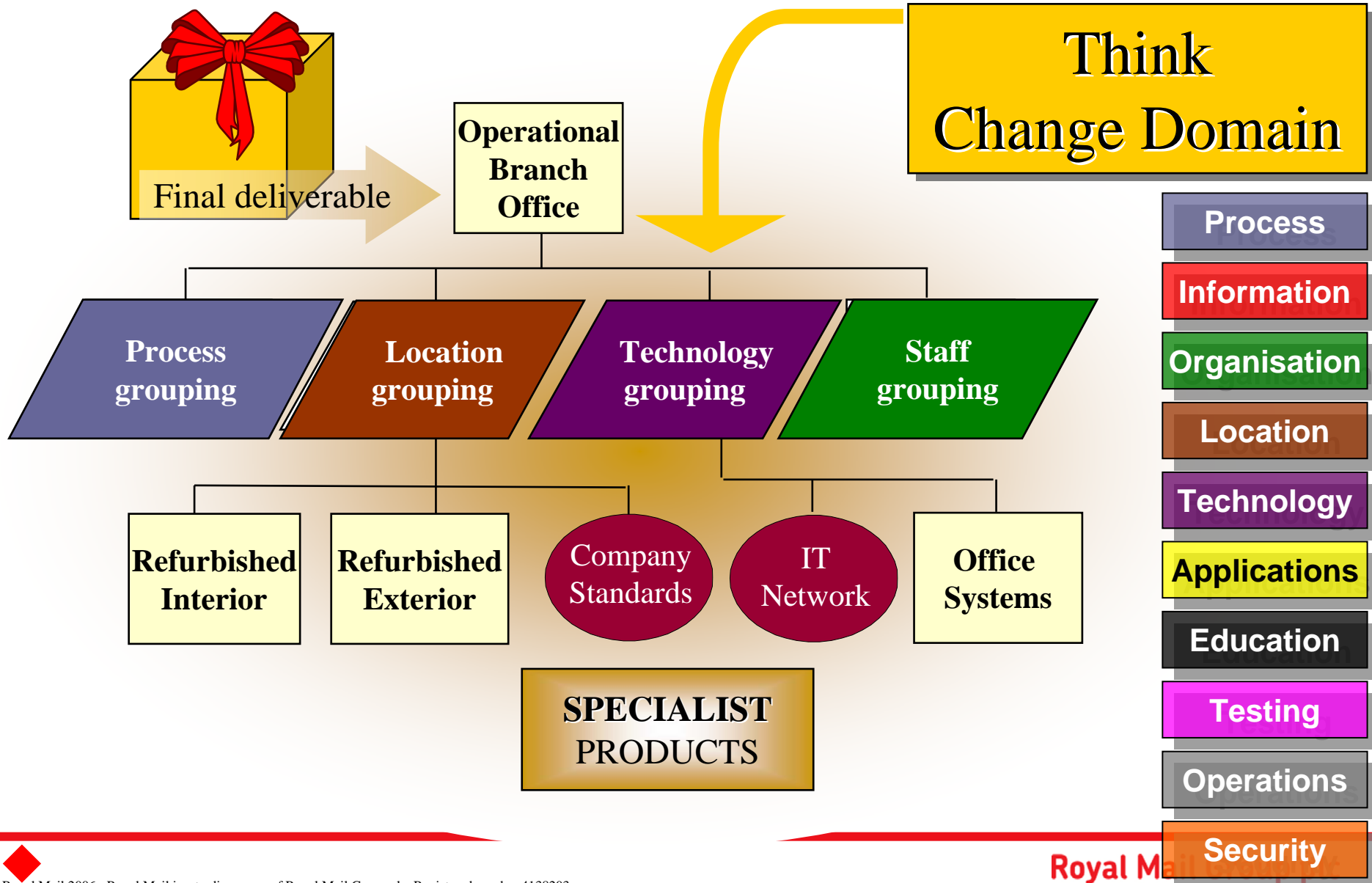


- Systems Security
- Facilities Security



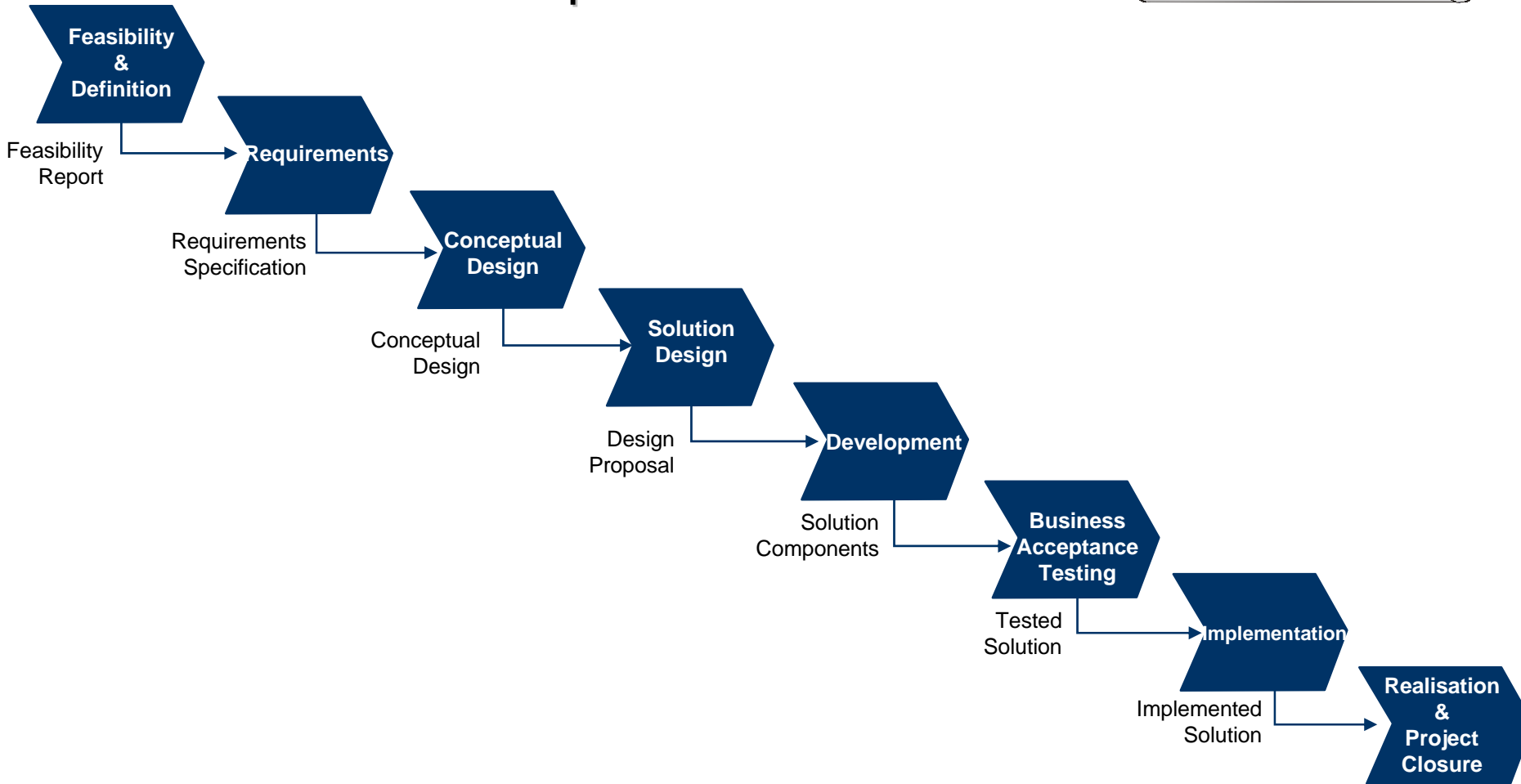
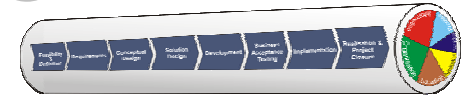
DEPENDENT

PRODUCT BREAKDOWN STRUCTURES

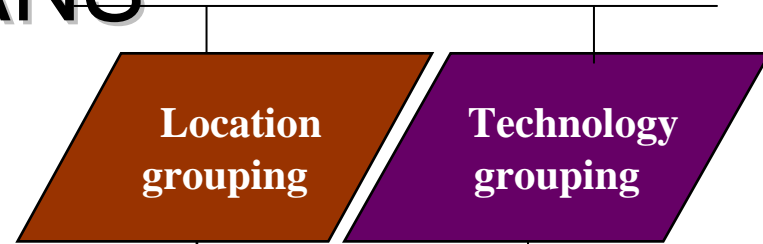
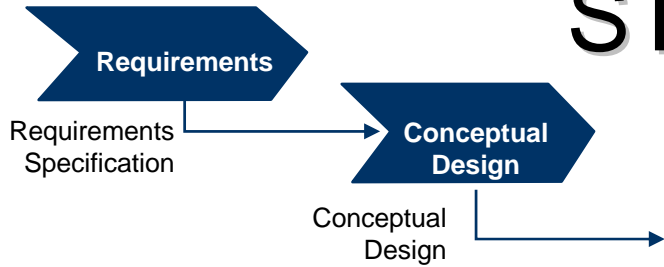


THE DELIVERY LIFECYCLE

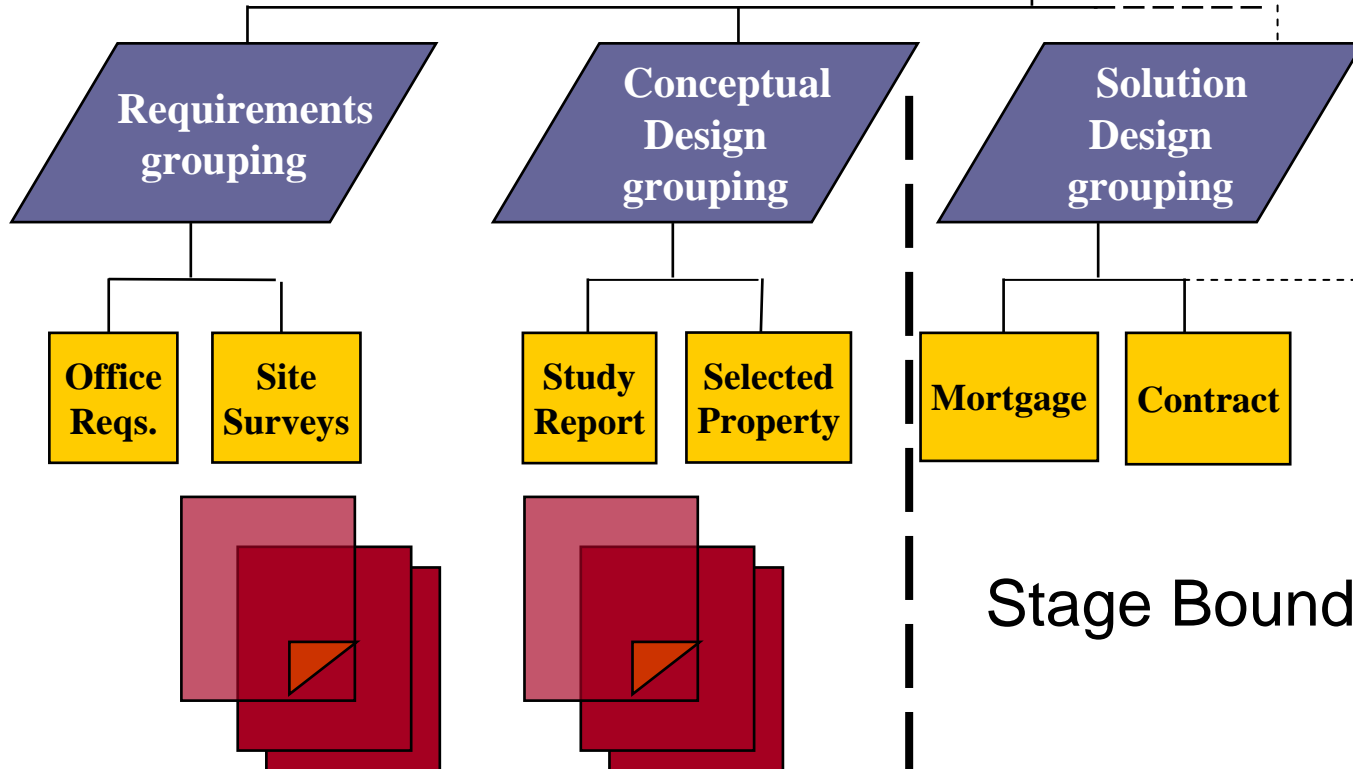
Top-Level Workflow



STAGE PLANS



Stage Product Breakdown Structure



Work Packages + Product Descriptions

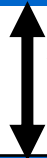
HARMONY PROJECT LIFECYCLE

Planning



Plans

Controlling
a stage



Work Packages

Managing Product Delivery

1
Feasibility &
Definition

2
Requirements

3
Conceptual
Design

4
Solution
Design

5
Development

6
Business
Acceptance

7
Implementation

THE HARMONY

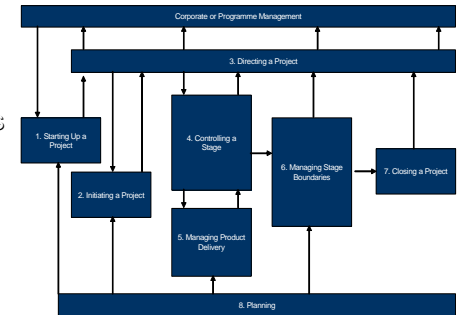
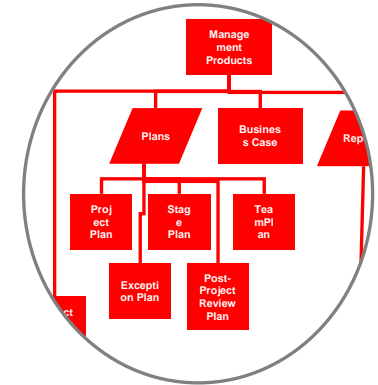
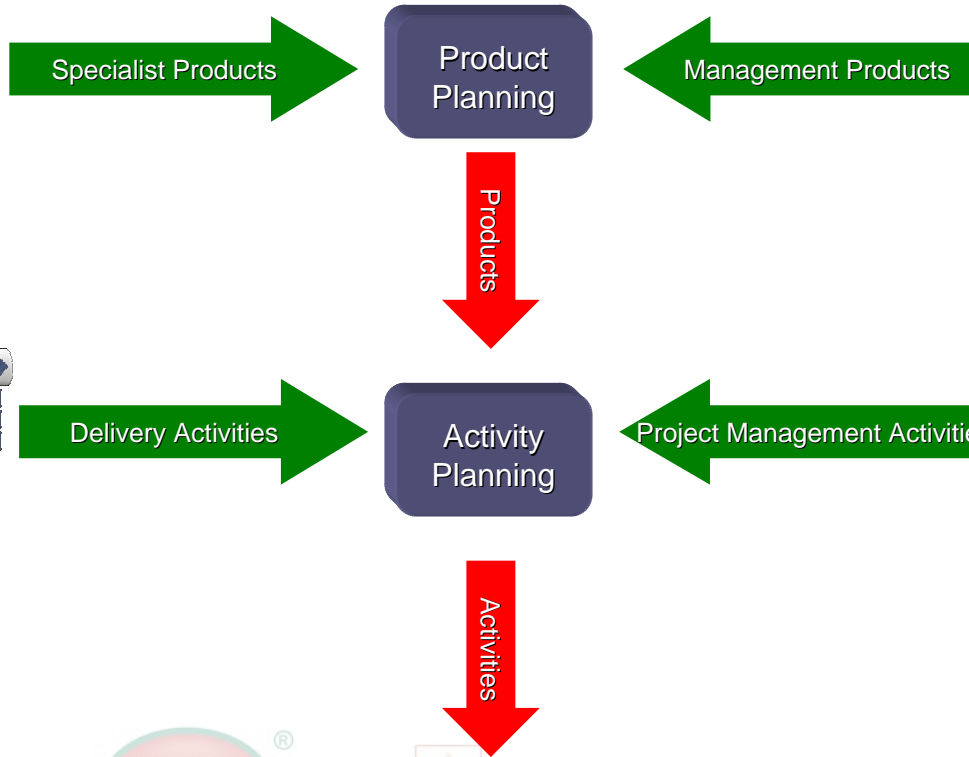
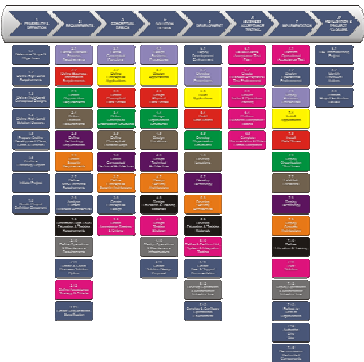
'Starter for 10'

Royal Mail Group plc

HARMONY
Delivery Lifecycle

HARMONY
PRINCE2
Project Management

- Business Processes
- Business Information
- Organisation
- Location
- Application
- Technology
- Education & Training
- Testing
- Operations & Maintenance
- Security



THIRD PARTY INTEGRATION

Harmony	CSC Catalyst	Xansa Method abc	eBusiness eExpress	BT Method	SAP Solution Manager
Feasibility & Definition	Vision and Strategy	Situation Definition	Work Authorisation Request	Diagnostic Phase	Project Preparation
Requirements	- Discovery Architecture	Situation Definition	Requirements Gathering	General Design Phase	Defining Target Solution Requirements
Conceptual Design		Shaping Solution	Solution Design Phase		Business Blueprint
Solution Design					Project Blueprint
Development		Solution Development	Design Development Phase		Project Realisation – Implementation Configuration
Business Acceptance Testing	Integration	Transformation Preparation	Quality Control	Test Phase	Project Realisation – Testing
Implementation	Deployment	Transformation Preparation & Consolidation	Deployment	Pilot Phase Deployment Phase	Final Preparation for Go Live
Realisation & Project Closure	Operational Services	Sustain & Optimise		Ongoing Exploitation Phase	

Harmony is designed to work with:

- Other Project Management methods
- Other Delivery Lifecycle methods
- Suppliers own methods

LEARNING & DEVELOPMENT

DEPP Courses & Plan

Tools
Techniques

Microsoft Project

Process Areas

Awareness

Foundation

Practitioner

Harmony

Harmony Overview
(½ day) *H*

Mentor Training
(Train-the-Trainer - 1 day) *H*

Project Planning

Project Planning Awareness
(1 day) *H*

PRINCE2 Foundation
(3 days)

PRINCE2
Foundation &
Practitioners
(5 days)

PRINCE2
Practitioners
Conversion
(3 days)

Project Monitoring &
Control

Project Monitoring & Control
Awareness (1 day) *H*

Requirements
Management

Requirements Management
(Briefing Paper) *H*

ISEB
Requirements
Engineering
(3 days)

Mastering the
Requirements
(2 x 2 days)

ISEB Business Analysis Diploma

Requirements
Definition

Requirements Definition
(1 day) *H*

Supplier
Management

Supplier Management
(CMO - 2 days)

H : tailored to Harmony

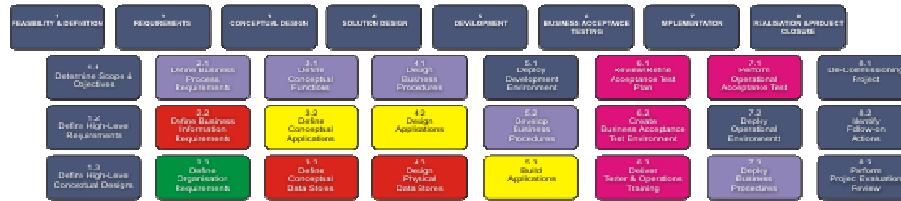
Quick win 'awareness' training linked to formal external courses

WHAT IS IN THE TOOL KIT TODAY?

HARMONY Project Lifecycle



Delivery Lifecycle



- Harmony full guide and Harmony Overview
- Various Guide Books (Paths)
- A Guide to how PRINCE2 works with Harmony delivery lifecycle
- 4 Awareness Training Courses
- Harmony intranet website
- Templates for products
- Project Management Process Guides (e.g. Requirements Management & Project Governance)

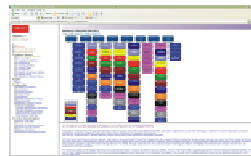
PRINCE2



Harmony Trainings Programme

HRM	Awareness	Foundation	Practitioner
Harmony	Harmony Overview (1 day)		
Project Planning	Project Planning Awareness (1 day)		
Project Monitoring & Control	Project Monitoring & Control Awareness (1 day)	PRINCE2 Foundation (3 days)	PRINCE2 Practitioner (3 days)
Requirements Management	Harmony Requirements Management (1 day)	REQ Business Analysis (1 day)	REQ Business Analysis (1 day)
Requirements Definition	Requirements Definition (1 day)	REQ Business Analysis (1 day)	REQ Business Analysis (1 day)
Supplier Management	Supplier Management (1 day)		

Available online...



...and on paper



Contact

Factor Business
DEFP Programme
Tel: 07803 874622



Questions

