

11<sup>th</sup> Central and Eastern European Software Engineering  
Conference in Russia - CEE-SECR 2015

October 22 - 24, Moscow



# Audits vs. Reviews: Can the delivery control themselves effectively?

Elena Belyaeva



# Do you like audits?

## **Audit is associated with**

- Formal approach
- Focus on non-compliances not problems
- Sampling approach: no transparency, not full coverage
- Regular but not frequent activity
- Finding of systemic problems in global QMS

## **New concept helps**

- Bring transparency
- Change attitude to “formal” approach
- Provide 100% coverage
- Increase frequency
- Focus on problems and risks of a particular project/program

# Delivery Transparency & Delivery Maturity Framework

## TRANSPARENCY



### Goal

- *Enable Transparency of delivery processes inside **each project***

### Actions:

- Project Classification
- Consolidated Project Status reporting
- CSS portal integration

## MATURITY



### Goal

- *Enable Maturity of project management for **each project***

### Actions:

- Delivery Maturity Reviews at different levels

## COMMUNITY



### Goal

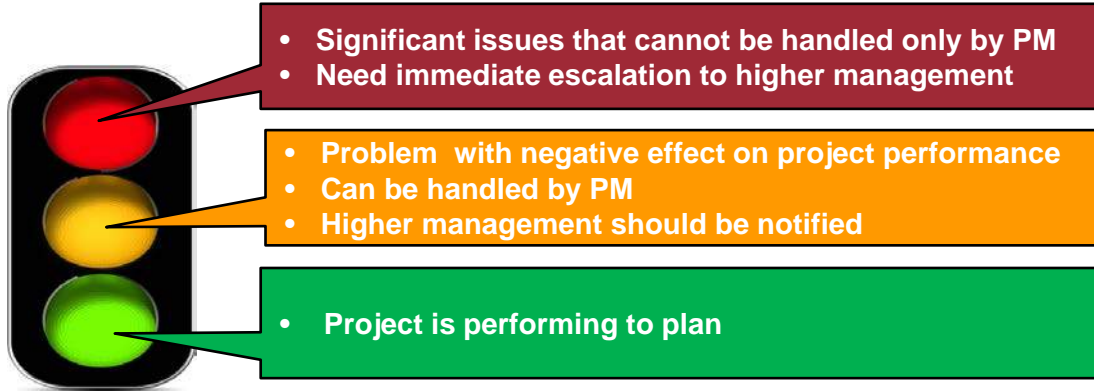
- *Accumulate the Delivery and Management experience and share it across the Company*

### Actions:

- Maintain pool of resources for conducting DM Reviews
- Enforce knowledge sharing

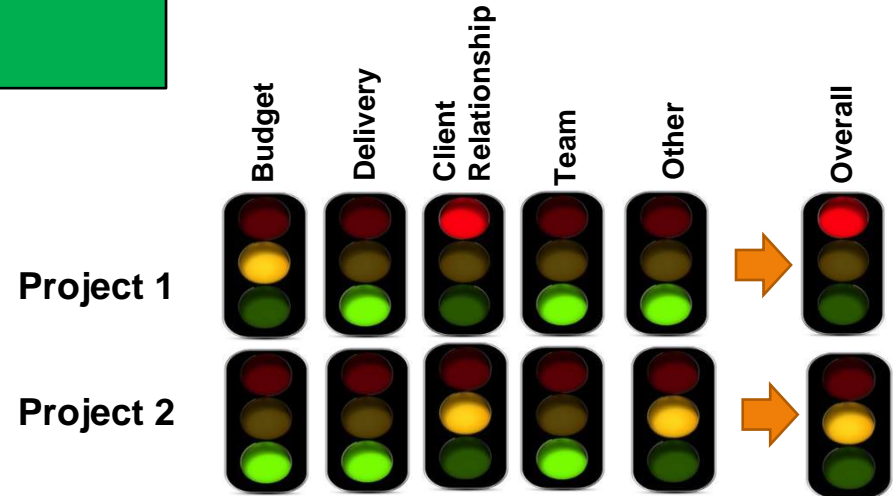
**Resources:** Quality Center, PMO and Trusted Delivery Managers

# Transparency: RAG Status



- Status reporting monitoring is done by PMO
- Expiration rules are automated

- Assessed by Project Managers
- Weekly
- 100% project coverage
- One Reporting System



# Maturity: DM Reviews



## 4 Maturity Tiers and Criteria

## DM Review Framework

### Tier Expiration Rules

### Account level

- Coordinated by **PMO**
- 100% of project coverage
- Review Team: PMO+DM of Account

### Company level

- Coordinated by **Quality Center**
- Focus on High Potential Accounts, difficult and critical projects across all Accounts
- 5-10% of project coverage
- Review Team: QC+TDM(+Supervisor)

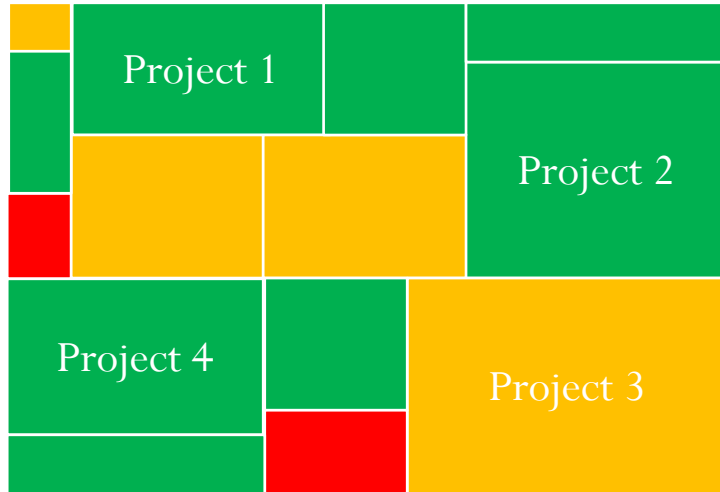
<b>Tier I</b>	stable projects quantitatively predictable defined process
<b>Tier II</b>	stable enough project with low/medium risks and issues, predictable process
<b>Tier III</b>	project with high risks and issues, unpredictable process, Delivery Managers attention is required
<b>Tier IV</b>	project in crisis TOP management attention in required

### DM Review Goal:

*Key problems and potential risks identification in projects and escalation to required Management levels*

# Status vs Maturity

## RAG status



- Do we have trouble right now?
- Are we on track for delivery?
- Are we staffed now?

≠

Reporting Levels

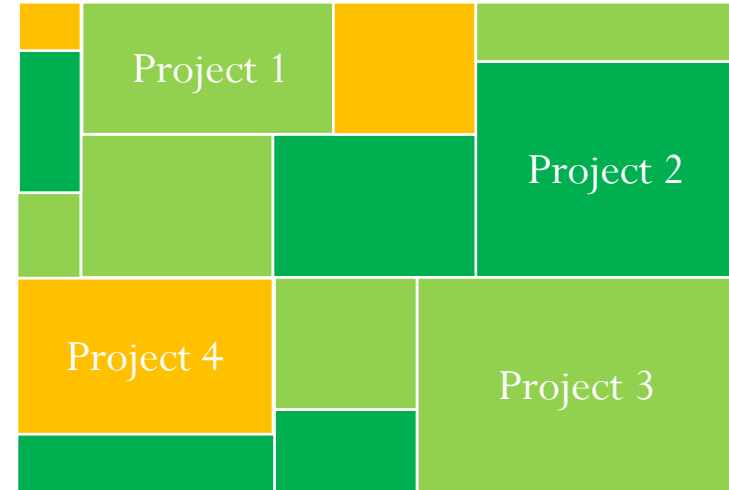
-> Account

-> Program

-> Project



## Maturity Tier



- Is reported status matches reality?
- Is PM capable of managing it?
- How much overlook we need?

# TDM Community

Seniority + Experience = Trust



## Why?

- Maintain the DM Review framework
- Independent view
- Knowledge sharing and accumulation

## Engagement maintenance

- Benefits for TDMs
  - *Visibility – Monetary – Additional Experience*
- Communication portal
- Regular Gatherings/Webinars
- Gamification

**Trusted Delivery Manager (TDM)** – independent Delivery Manager who will perform DM review

### TDM qualification

- 📅 ≥ 5 years of PM related experience
- 🕒 ≥ 1 year of PM related work in Luxoft
- ❤️ Positive feedback

**Supervisor (SV)** – senior and mature Delivery Manager who is supervising TDM's work during DM review and reviews the results

### SV qualification

- 📅 ≥ 10 years of PM related experience
- 🕒 ≥ 2 years of Program Manager/Account Manager related work in Luxoft
- ❤️ Substantial experience in TDM role with positive feedback

# Gamification



## LuxTown

*Company Internal Communication Portal*

+

## LuxTown Mobile

## Game for TDM Community

- Individual scoring
- Quarter competition
- Rewards



Activity	Points
Participation in gathering	1
Experience sharing at gathering	10
Participation in DM Review as TDM	10
Participation in DM Review as SV	15

## Game for QMS Portal

*Web-based storage of Company Quality Management System documentation*

- Quest at any time
- For everyone
- Answers through portal investigation
- Prizes





# Summary


## TRANSPARENCY



- One Reporting system
  - Common reporting rules
  - All projects involved
- 
- Project “health” transparency through management levels
  - In-time escalations
  - “Green-shifting” monitoring


## MATURITY



- One Reporting System
  - Common Review Framework
  - All projects involved
- 
- Project “immunity” transparency through management levels
  - In-time prevention measures
  - Maturity improvement

## COMMUNITY



- Resource Pool for Framework
  - Managers Engagement
- 
- Independent view on projects under review
  - Best Practices sharing
  - Overall PM maturity improvement

Thank you!  
Q&A



Delivery transparency & maturity framework

## Why review is valuable for delivery?



**Fresh and independent look** on known Project/ Programs/ Account



**Secure your business from “surprises”** and help your managers to improve managerial skills



SWOT analysis - ability to **recognize risks, issues, opportunities** in:

- Processes;
- Communication (internal and external);
- Finance;
- People management;
- etc



Ability to **get knowledge about best practices** in application to the object of Review (improvement plan)



Ability to **get attention and help from Company’s horizontals** (Center of Excellence, corporate services, etc)