

### Why apply Agile Project Management?

In complex project environments where outputs are difficult to define at project launch, traditional project management techniques often fail and result in overrun of time and budget. The Agile method provides a framework for projects allowing flexibility and the ability to manage changes as more information becomes available. It focuses on active collaboration between the project team and customer representative, breaking projects into smaller functional pieces and adapting to changing requirements.

Traditional project management requires a high degree of predictability to be effective. However, when a project scope is not fully known things become much less predictable. In many cases, customers only begin to understand what they actually desire once a project is underway. Under these conditions it would be difficult, if not futile, to develop a

detailed scope at project launch which is why the iterative approach is critical.

### Benefits of Using Agile

1. Creates a flow of value to customers by breaking project delivery into small, functional increments.
2. Continuous integration, verification and validation as the project evolves.
3. Frequent demonstration of progress to increase the likelihood the end product will satisfy customer needs.



### How Calsta's Adaption of Agile Works

Agile focuses on breaking large Programs of work into smaller, functional iterations named sprints, each sprint contains one cycle of Analyse, Design, Execute and Review. Initial scoping determines a baseline WBS defining Program requirements where sprints are then planned based on the priority and feasibility of project deliverables in collaboration with customer and project focused teams.

Sprints are managed using the Scrum method where short (15 minute) Scrum meetings are held daily to track progress and identify blocks (risks). Weekly Scrum meetings allow a

detailed progress update for the project team and Program owner. Program and Sprint progress is tracked using a dashboard showing progress as per the Agile Earned Value Management (EVM) method reported at a Program and personnel level.

At the end of each sprint, stakeholders review progress and re-evaluate priorities to ensure alignment of customer and company goals. Adjustments are made and a new sprint cycle begins.

At Program completion, training of customer

