

Mid Implementation Review (MIR) Report

Customer Program (HX-0007813)

12 February 2018

PUBLIC



Document Control

Title	Customer Program MIR Report
Revision	1.0
Status	Reviewed by Jason Ledbury 21/12/2017. Minor changes from Richard Dumont 12/02/2018.
Author	Michelle Bishop
Date Published	12/02/2018
File location	PM&R file

Reviewers

Name	Title/Role
David Counsell	Manager, Portfolio Governance
Jason Ledbury	Head of PM&R

Approvals

Name	Role/Title	Signature	Date
Jason Ledbury	Head of PM&R	Approved by email	12 February 2018

This document is the responsibility of AusNet Services. Please contact the author for any inquiries.

*AusNet Services
Level 31, 2 Southbank Blvd
Melbourne, Victoria 3006
Ph: (03) 9695 6000*

Contents

1.0 Executive Summary	4
2.0 Aims & Scope of the MIR	5
3.0 Stakeholders	5
4.0 Project Background	6
5.0 Scope of Work / Objectives	6
6.0 Scope / Quality Management	7
7.0 Cost Management	9
8.0 Time / Schedule Management	10
9.0 Risks and Issues Management	11
10.0 Benefits Realisation Review	12
11.0 Project Governance & SAP Data Management	13
12.0 Project MIR Summary & Conclusion	15
13.0 Summary of Recommendations	16

1.0 Executive Summary

1.1 Project Background

Following the review of Contact Centre processes, an assessment of operational 'pain points' was performed during March 2017, and several opportunities were identified to improve both internal and external capabilities. In addition, an LEK study identified that with appropriate process optimisation, ongoing OPEX can be reduced by approximately \$2M. As a summary of these reviews, 34 potential improvement initiatives were identified in the Customer Program business case.

Approval of the Business Case established a funding source for delivery of individual initiatives. The initiation of any individual initiative requires the further approval of the Enterprise Systems Council (ESC). Technology have determined to deliver the Customer Program initiatives through the recently adopted SAFe Adaptive Project Methodology. The governance of this relatively new Methodology within AusNet is explored within this MIR.

1.2 Summary of Key Observations

It was found that by applying SAFe Adaptive Framework to the Customer Program initiatives had the following advantages:

- The **quality** of the Customer Program work is monitored through early and regular input and reviews by the business that have increased buy-in from the business, enabled quick and timely decision making; reduced rework; ensured the solutions are meeting business requirements and provided early confidence that benefits will be realised. Business buy-in is evident and supported by a dedicated Business Project Manager.
- **Schedule** information is being retained at Program level and detail maintained in Jira technical development tool

Despite the good results, some areas were noted as requiring improvement including:

- Initiative level **financial** analysis and reporting (forecast to budget) requires refinement.
- Increased focus on **risk** management

Scope/Quality	Exceed
Cost	Needs Improvement
Time/Schedule	Exceed
Risks/Issues	Needs Improvement
Benefits	Satisfactory
Governance	Satisfactory

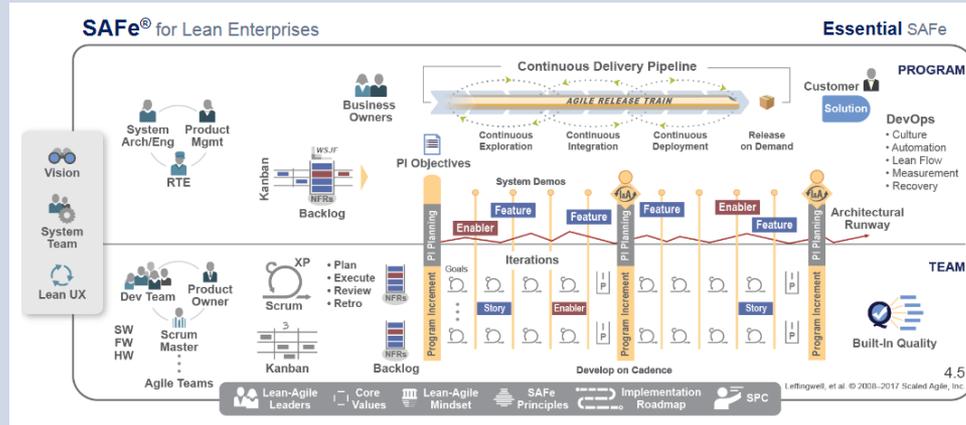
1.3 Lessons Learned and Key Recommendations

The Customer Program is leading the way in the Technology adoption of the SAFe Adaptive methodology and Technology are showing due diligence in setting up appropriate supporting Governance and Adaptive Project Method. However, it is recommended that there is increased focus on the financial, risk and benefit aspects of the project.

2.0 Aims & Scope of the MIR

This MIR will aim to cover the following aspects of the Customer Program:

- Assess use of SAFe Software Development Life Cycle (SDLC) Adaptive Methodology for the Customer Program (<http://www.scaledagileframework.com/>):



This report provides stakeholders information on the way SAFe projects will be run in AusNet Services.

- Assess compliance with the Governance Framework detailed in the Business Case
 - What is working well
 - Any gaps/ improvements required
- Assess identification and tracking of benefits for each initiative
- Assess quality of system data (SAP etc.) and Information Management specific to Adaptive projects
- Extract lessons to improve future project performance and fit-for-purpose governance.

3.0 Stakeholders

Key stakeholders for this project are:

- Project Initiator / Product Owner – Ellie MacDonald
- Release Train Engineer (RTE) – Gary Hammond
- Delivery Enablement Manager – Richard Dumont

Ellie MacDonald and Gary Hammond have been interviewed on their respective roles on the project as part of this MIR. The findings have been shared with Richard Dumont on 12 February 2018.

4.0 Project Background

AusNet Services strategy demands that we continue to generate trust and respect with customers and partners. Concurrently, AusNet Services remains focussed on further cost-efficiencies, through the reduction of ongoing operating costs. AusNet Services current systems and processes restrict the ability to concurrently achieve these two conflicting strategic objectives. These systems and processes need to be enhanced and modernised, whilst capitalising on opportunities to automate and create efficiencies in end-to-end processes.

Following the review of Contact Centre processes, an assessment of operational 'pain points' was performed during March 2017, and several opportunities were identified to improve both internal and external capabilities. In addition, an LEK study identified that with appropriate process optimisation, ongoing OPEX can be reduced by approximately \$2M. As a summary of these reviews, 34 improvement initiatives were identified in the Customer Program business case.

Approval of the Business Case in August 2017 established a funding source for delivery of individual initiatives. The initiation of any individual initiative requires the further approval of the ESC. Delivery of initiatives within Technology are through SAFe Adaptive Project Methodology.

5.0 Scope of Work / Objectives

Initiative	Title	Objectives	Status
1	Customer Access to Data	Build a portal to provide customers with electricity consumption data, allowing the retirement of My Home Energy and the MDPP procedures.	Approved in August 17 In progress. Go-live expected 19 March 2018.
2	Escalated Complaints and Claims	Develop a replacement for current processes based on the Lotus Notes hosted Incident Management System (IMS).	Approved in August 17 In progress – Process Modelling Technology work yet to commence
3	Workforce Management Tool	Develop a workforce management tool for the Contact Centre	ESC Conditionally Approved on 9/11/17 – review of ServiceNow tool required. In progress – Process Modelling
4	Case Management for the Contact Centre	Initial analysis underway	Initial analysis
5	New Connection Job Status	Initial analysis underway. Note: Potential dependency- Power of Choice/Field Work Integration	Initial analysis

As a summary of Contact Centre process and LEK reviews, 34 potential improvement initiatives were identified in the Customer Program business case. The Product Owner has led the prioritisation of the first 3 initiatives that have been approved for implementation based upon:

- 1) External dependencies, for example Greenwave contract ending (Initiative 1) and IMS solution end of life (Initiative 2)
- 2) Business Value – size of benefits and business priorities
- 3) Technology Architectural Runway input
- 4) Resourcing considerations – retaining specialist skills and keeping teams in place (SiteCorp and ServiceNow)

The Program Backlog are the Customer initiatives listed in the Business Case and are stored in Jira (Adaptive Technical Development tool).

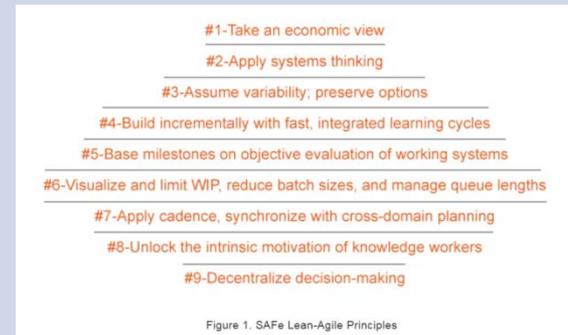
From a delivery perspective, the detailed scope has been managed through SAFe Adaptive Methodology Program Increment (PI) Planning, where the outputs are:

- **Committed PI objectives** – A set of SMART objectives with the business value assigned by the Business Owners.
- **Program board** – This highlights the new feature delivery dates, feature dependencies, and relevant Milestones.

The detailed scope as ‘features, enablers and stories’ are entered in Jira and status of progress updated in Jira. “Jira Software is built for every member of your software team to plan, track, and release great software.”

A key SAFe Agile-Lean Principle is ‘#3 – Assume variability; preserve options’ and, as such, detailed designs are adjusted as more knowledge is gained through time.

A core value of SAFe is ‘**Built-in Quality**’ that ensures that every increment of the solution reflects quality standards. Building quality in is a prerequisite of Lean and flow. The quality of the Customer Program work is monitored through: Fortnightly showcases; Retrospective discussions; User Acceptance Testing; Daily Stand-up conversations and PI Inspect & Audit meetings. These regular reviews have increased buy-in from the business, enabled quick and timely decision making; reduced rework; ensured the solutions are meeting business requirements and provided early confidence that benefits will be realised.



Key Observations	Recommendations
<p>Prioritisation has been coordinated by one person and without formal documentation to support the decisions.</p>	<p>Add prioritisation discussions to the newly formed Project Control Board (PCB) meeting – to ensure decisions are documented and that System Architecture, Product Management and Release Train Engineer (RTE) are in agreement. Provide visibility at ESC.</p> <p>Continue to refine a new list of potential initiatives for the “Customer Delivery Program – Phase 2” (FY19-20), noting the inclusion of other opportunities with confirmed business benefits could be prioritised throughout the life of the project.</p>
<p>The Customer Delivery features are being tracked in Jira. Jira is a tool that supports Agile technical development and has been beneficial for the project.</p>	<p>Ensure the AusNet Strategic PPM solution, to be investigated in FY19, considers how Adaptive Methodology will be supported and integrated. Note: there is a ‘Portfolio for Jira’ module that combines all the Jira project information up at Portfolio level.</p>
<p>Successful use of XSOL tool for Process Mapping with the Customer Program. XSOL provides a function step up from Visio. The process mapping exercises highlighted non-value add tasks and time delays, established system requirements and focussed team training priorities.</p>	<p>Continue to consider use of a specialist process mapping tool (such as XSOL) at Enterprise level to provide process metrics and enable advanced current and future state process modelling. Consider use within Business Case benefits process efficiency analysis.</p>
<p>The Initiative Funding Approval briefing pack presented at the ESC contains a high level scope statement but lacks the detail required to make an informed decision of cost and benefits attributed to the new initiative.</p>	<p>Provide Agile Release Train (ART) Canvas to ESC to support each investment funding proposal. The ART canvas includes Minimal Viable Product (MVP) Product features and replaces the traditional Project Management Plan (PMP) document within SAFe Methodology. Note: this exposure will also help the ESC members to increase their understanding of this new Methodology.</p>

7.0 Cost Management

Needs improvement

The original Business Case was initially estimated in June 2017 and approved in August 2017 for \$3.45 M (Including estimated CFCs and Overheads of \$457K and Propex of \$452K). At 30 November 2017 EAC is \$2.7M with actuals of \$549k. With the project ending on 30 June 2018 there is a likely significant underspend.

The financial reporting (below) omits in-flight and pipeline initiative budget information and so there is not a clear financial picture at individual initiative level.

SteerCo Financial Table															
Project Customer Delivery Program	Month End					YTD			LTD			Program Forecast			
	Actuals	Budget	Variance to Budget	Forecast	Variance to Forecast	Actuals	Budget	Variance	Actuals	Budget	Variance	ETC	EAC	Budget	Variance
Summary															
Direct Capex	115	318	203	218	103	542	1,272	730	542	1,272	730	1,998	2,539	2,544	5
Propex / Opex	1	57	56	16	15	1	226	226	1	226	226	449	449	452	3
Overheads	1	34	34	24	23	2	137	135	2	137	135	216	218	275	57
CFCs	2	23	21	3	0	4	92	87	4	92	87	37	42	183	142
Total Program spend	118	432	314	260	142	549	1,727	1,178	549	1,727	1,178	2,699	3,248	3,454	207
Stream:															
Mobilisation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Claims	26	-	(26)	20	(6)	112	-	(112)	112	-	(112)	180	292	-	(292)
Customer Access to Data	83	-	(83)	211	129	411	-	(411)	411	-	(411)	548	959	-	(959)
TPPS PMO	7	-	(7)	-	(7)	19	-	(19)	19	-	(19)	-	19	-	(19)
Unallocated	-	375	375	3	3	-	1,498	1,498	-	1,498	1,498	1,141	1,141	2,996	1,855
OHDs	1	34	34	24	23	2	137	135	2	137	135	216	218	275	57
CFCs	2	23	21	3	0	4	92	87	4	92	87	37	42	183	142
Total Program spend	118	432	314	260	142	549	1,727	1,178	549	1,727	1,178	2,122	2,671	3,454	783

Note: Initiative 1 CAD original estimate Totex **\$1.2M**
Initiative 2 Claims original estimate Totex **\$0.26M**

1 November commentary: Forecast to be updated for Workforce Management System once we have moved past conditional approval. Funding will move from unallocated to Workforce Management item (\$507k Capex, \$70k Opex, plus O/Hs and CFC's of approximately \$65k (\$642k).

Key Observations

Each initiative has a budget approved but these budgets are not detailed in the Technology Financial report (highlighted above)

The current Initiative Funding Approval Briefing pack contains a financial summary of the cost of the options and net benefits over time. Any changes to Technology ongoing Opex (e.g. ServiceNow licence costs for Initiative 3) are not clearly identified.

Costs associated with the Product Owner time for planning for new initiatives is being absorbed in approved initiative funding.

Recommendations

Budget for each initiative needs to be entered in the Technology Financial Report and forecast against budget analysed.

PM&R are formulating a new Cost Analysis diagram (cost base changes over time) for inclusion in Technology Business Cases and all new Customer Program initiatives should use this format for consistency. Technology Finance will also need to be made aware of any changes to ongoing Technology Opex.

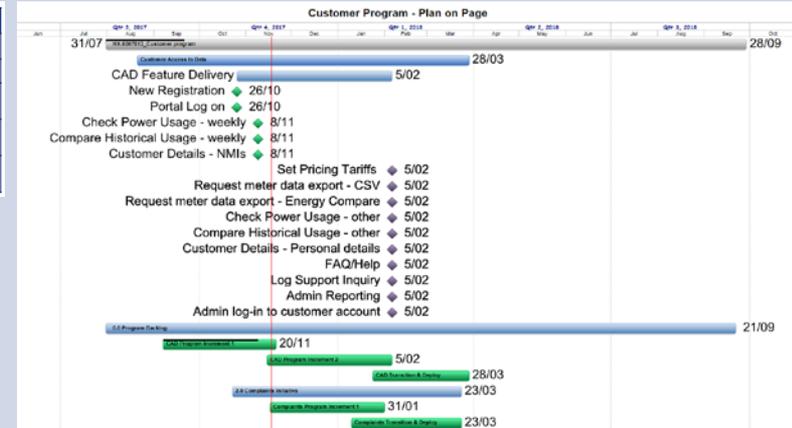
Set up a WBS element for the new initiative but keep the Budget at \$0 until approved.

The original Business Case schedule set a timeframe of 12 months to complete the work from 1 July 2017 to 30 June 2018. The Business Case was approved on 4 August and the current approved initiatives are due to be completed by 30 June 2018.

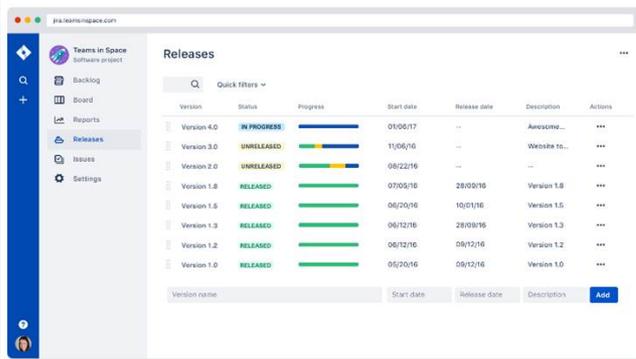
The Program schedule is managed by TPPS Master Schedulers that produce the Technology Portfolio Integrated Schedule. The schedule contains PIs and Iterations plus tracks the delivery of features as milestones in line with the SAFe Cadence.

The monthly Project Status Reports includes a Plan on a Page and Key Delivery Milestones:

Key Delivery Milestones – Next Key Milestones Due						
Key Milestone	Work Package	Baseline Completion	Forecast / Actual Completion	RAG	Critical Path (Y/N)	Commentary
PI2 Planning		21 Nov 17	21 Nov 17	●	Y	On Schedule
My Home Energy Retired		31 Mar 18	31 Mar 18	●	Y	On Schedule
Escalated Complaints and Claims System Delivery commenced		27 Sep 17	27 Sep 17	●	Y	Initial planning and delivery design commenced September 27
Escalated Complaints and Claims System Established		22 Dec 17	31 Feb 18	●	Y	Revised schedule following initial validation of Service Now platform and establishment of delivery team. Initial view is 2x 4 week sprints.



In addition, Jira is used to plan and track user stories and releases:



Plan

Create user stories and issues, plan sprints, and distribute tasks across your software team.

Track

Prioritize and discuss your team's work in full context with complete visibility.

Key Observations

Currently schedules are maintained in MS Project and Jira:

- **MS Project** is used as the standard for Technology wide Integrated Schedule
- **Jira** is used as the technology development management tool. Note: schedule reporting from Jira still requires further refinement.

Recommendations

PM&R to ensure the future PPM solution supports existing schedule standards including MS Project.

Add Pipeline initiatives high level schedules to Technology Integrated Schedule.

The original Business Case identified generic delivery risks of the project, including program cost overrun, resource availability, business benefits, delivery contention and Technology Delivery Risk. The potential outcomes were identified and actions specified.

The risk and issues register available on TPPS SharePoint site contains 0 open risks or issues for the Customer Program.

The 1 November PSR for CAD contained the following risks:

Key Risks				
ID	Title	Description	Rating	Target Resolution Date
001	Delivery Model Untested	The program utilises a new delivery model which has not yet been established nor tested. If the Delivery Model does not meet initial expectations, there is a risk that delivery will exceed cost or schedule estimates.	High	30/12/17
002	Customer Access to Data delivery delayed beyond March 31	Support has been established for My Home Energy until March 31, 2018. If delivery of the Customer Access to Data initiative is delayed. Such that My Home Energy cannot be retired by March 31, there will be need to procure extended support beyond that date. Note that time must be allowed for transition of existing My Home Energy Customers to the replacement system.	High	01/02/18

The 1 November PSR for the Customer Program contained the following risk:

Risks		Initial risks have been identified and Mitigations recorded in Jira. Security risk being addressed through engagement of third-party partner as security team unable to provide services.
--------------	---	---

Issues/risks are captured in Jira at iteration level and review of these risks/issues are on the PCB agenda.

Key Observations

The TPPS risk and issues register has not been maintained. The risks identified through Business Case development were not directly transferred to the project risk register.

The Corporate Risk Manager provides projects direction on identifying, assessing and managing risks in accordance with the Enterprise Risk Framework.

Evidence of risk workshops not currently gathered.

Recommendations

TPPS risks and issues registers should be maintained and utilised as the source for the monthly PSR reporting.

Project Control Board members to engage the Corporate Risk Manager. Ensure Corporate Risk Manager input into the 'Customer Delivery Program – Phase 2' Business Case development.

PM&R to seek evidence of risk workshops and risk/issues registers during project lifecycle with default schedule tasks for each future project

Financial benefits from the Customer Program initiatives are stored in ChangeMaker. Benefit owners and impacted Cost Centres have been identified within ChangeMaker. The Business Project Manager is focussed on identifying benefits for the operational customer operational area.

Benefits are also outlined in the New Initiative Overview Powerpoint as per below:

Customer Delivery Initiative	
Initiative 003 – Workforce Management Tool	
Business Benefit	Reduced cost to serve through improved efficiency and potential for improved customer relationships through enhanced functionality
Benefit	Specific benefits will also be influenced by the selected design and final processes, however it is anticipated a revised process and improved process flow will enable a minimum reduction of 2 FTE. (\$100k p.a.). It is also expected that this will be a significant enabler for analysis and improvement of processes to reach further efficiencies and support other initiatives.

The approved initiatives benefits are included in the ESC reporting sourced from TPPS:

Business Case Benefits	\$ Benefit/Risk Reduction	Due Date	Comment	Status
Financial (Reduction)	001 - Customer Access to Data (CAD). The estimated cumulative net benefit by the end of the 5 th Year is \$815k	31/03/18	CAD enables retirement of GreenWave Solution, avoiding substantial recurrent Opex C&C enables efficiencies in Customer Services Team Workforce Mgt enables efficiencies in Customer Services Team	
	002 - Escalated Complaints and Claims (C&C). The estimated cumulative net benefit by the end of the 5 th Year is \$136k.	22/12/17		
	003 – Workforce Management (conditional approval). The estimated cumulative net benefit by the end of the 5 th Year is \$272.	30/06/18		
Strategic	For CAD, Non-Financial Benefits are improved engagement with customers, consumer advocacy groups, regulators and government agencies.			

Key Observations	Recommendations
Initiative 1 and 2 have been entered into ChangeMaker.	Review and maintain ChangeMaker benefits information and add all pipeline and approved initiative benefit information into ChangeMaker. Ensure net benefit position entered (e.g. detail any increase to Technology ongoing Opex).
Benefit realisation needs to be tracked.	Maintain benefit tracking by discrete initiative.

11.0 Project Governance & SAP Data Management

Satisfactory

Project Governance

The Customer Program is governed by the ESC, has GM Customer Services as the Project Sponsor and a Project Control Board (PCB) has recently been set up for RTE, Product Management and System Architecture decision making. The PCB Charter is under final review. All initiatives have been approved at the ESC by the rules outlined in the Business Case.

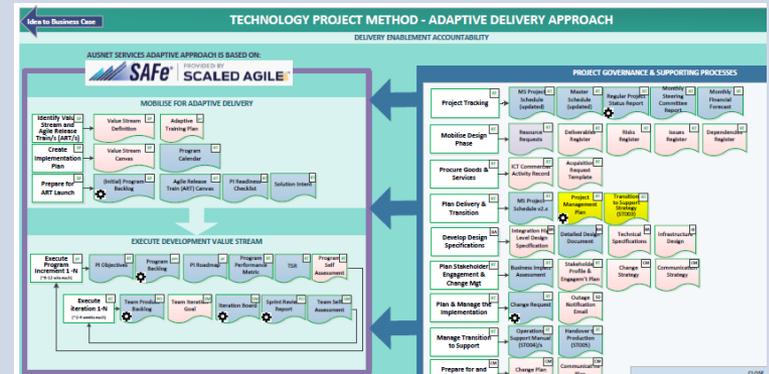
Project Lifecycle

The project has followed the Stage Gate 2 and 3. The use of SAFe makes Stage Gate 4 'end of design' not appropriate. Instead PM&R will attend the PI Inspect & Adapt (I&A). When the project is at closure it is expected that Stage Gate 5 and 6 are completed.

SDLC

The Customer Program is leading the way in the Technology adoption of the SAFe Adaptive methodology. Technology is using learnings from Customer Program to refine the [Adaptive Project Method](#) to ensure appropriate, consistent Governance is applied.

A fortnightly Adaptive Framework Working Group meets to refine the Adaptive Delivery approach. PM&R have been engaged through the development of the Adaptive Project Method.



Reporting

The Customer Program monthly Project Status Reports (PSR) are reviewed internally by Technology Delivery teams and by the ESC. There are a few gaps in the reporting requirements outlined in the Business Case as outlined below. TPPS has created a project SharePoint page.

Change Management

2 project Business Analysts have change management responsibilities. The Product Manager attends the weekly Change Management group meeting and ensures change impacts are documented and monitored.

SAP Data Management

Each new initiative has WBS Elements created for them. SAP is maintained centrally by Technology Admin group within TPPS.

Key Observations	Recommendations
<p>Governance: Shelley Cussen is the Program Sponsor but Bridget Cairns is the PSC representative at the ESC meeting.</p>	<p>ESC Governance: Invite Shelley Cussen to present initiatives at the ESC meeting when new initiatives within the program are on the agenda for approval.</p>
<p>Governance: Outlined in the Business Case ESC has accountability to 'Approve funding for individual initiatives'</p>	<p>ESC Governance: All new initiatives need to continue to be presented for approval at ESC.</p>
<p>Project Lifecycle: The use of SAFe makes Stage Gate 4 'end of design' not appropriate.</p>	<p>Project Lifecycle: Ensure PM&R are invited to I&A reviews. PM&R to determine if this is the best ongoing Cadence to attend and if Stage Gate 4 requirements be removed for Adaptive projects.</p>
<p>Reporting: The gap in reporting requirements, as outlined in the Business Case, relates to the reporting of the Pipeline initiatives.</p>	<p>Reporting: PM&R to determine the format and contents of the Customer Program Pipeline report showing not commenced, in analysis, in flight and completed initiatives.</p>
<p>Reporting: In November there was no PSR for Initiative 2 even though it is in-flight. Note: this was due to it being in Process Review and not in Technology development.</p>	<p>Reporting: Ensure all PSR are produced for in-flight initiatives. Include detailed information extracted from Jira.</p>
<p>Change Control: To date there has not been the requirement for a time/cost change request at initiative or Program level.</p>	<p>Change Control: PM&R to determine when Initiative level CR will be required if within the time and cost of the approved Business Case.</p>
<p>Project Method: It is noted that DevOps is a fundamental part of SAFe Methodology but not mature within AusNet</p>	<p>Project Method: Monitor development of DevOps capability and processes.</p>

12.0 Project MIR Summary and Conclusion

The objective of this review was to assess the effectiveness of Adaptive project delivery and team performance in meeting the objectives of scope and quality, and budget and schedule, to achieve the expected benefits while complying with governance requirements. Based on this review, the overall rating of this report is '**Satisfactory**'.

The Customer Program is leading the way in the Technology adoption of the SAFe Adaptive methodology and Technology are showing due diligence in setting up appropriate supporting Governance and Adaptive Project Method. Business representatives are appreciating the early and regular reviews enabling quick and timely decision making; reducing rework; and providing early confidence that benefits will be realised. The team should be commended for this result so far.

A number of financial, risk and project governance issues were noted as areas requiring improvement for future Adaptive projects and the high priority recommendations include:

- Refine in-flight and pipeline initiative level financial analysis and reporting.
- Increase focus on risk management and engage the Corporate Risk Manager.
- Actively maintain benefit information within ChangeMaker.

Further, the PM&R group will:

- Train Product Manager on the use of the new PM&R Cost Analysis tool.
- Attend I&A reviews and determine if this is the best ongoing review mechanism for Adaptive projects between Stage Gate 3 and 5.
- Determine the format and contents of the Customer Program Pipeline report showing not commenced, in analysis, in flight and completed initiatives.
- Ensure that AusNet Strategic PPM solution, to be investigated in FY19, includes Adaptive Methodology requirements.
- Determine when Initiative level CR will be required if within the time and cost of the approved Business Case.
- Discuss Adaptive Methodology Governance learnings with other Distribution Businesses and Industry PMO contacts.

13.0 Summary of Recommendations

Area	Recommendation	Importance
Cost	Budget for each initiative needs to be entered in the Technology Financial Report and forecast against budget analysed.	High
Cost	PM&R are formulating a new Cost Analysis diagram (cost base changes over time) for inclusion in Technology Business Cases and all new Customer Program initiatives should use this format for consistency. Technology Finance will also need to be made aware of any changes to ongoing Technology Opex.	High
Risk	TPPS risks and issues registers should be maintained and utilised as the source for the monthly PSR reporting.	High
Risk	PM&R to seek evidence of risk workshops and risk/issues registers during project lifecycle with default schedule tasks for each future project	High
Risk	Project Control Board members to engage the Corporate Risk Manager. Ensure Corporate Risk Manager input into the 'Customer Delivery Program – Phase 2' Business Case development.	High
Benefits	Review and maintain ChangeMaker benefits information and add all pipeline and approved initiative benefit information into ChangeMaker. Ensure net benefit position entered (e.g. detail any increase to Technology ongoing Opex). Maintain benefit tracking by discrete initiative.	High
Governance	Project Lifecycle: Ensure PM&R are invited to I&A reviews. PM&R to determine if this is the best ongoing Cadence to attend and if Stage Gate 4 requirements be removed for Adaptive projects.	High
Governance	Reporting: PM&R to determine the format and contents of the Customer Program Pipeline report showing not commenced, in analysis, in flight and completed initiatives.	High
Governance	Reporting: Ensure all PSR are produced for in-flight initiatives. Include detailed information extracted from Jira.	High
Cost	Set up a WBS element for the new initiative but keep the Budget at \$0 until approved.	Medium
Schedule	PM&R to ensure the future PPM solution supports existing schedule standards including MS Project. Add Pipeline initiatives high level schedules to Technology Integrated Schedule.	Medium

13.0 Summary of Recommendations (Cont'd)

Area	Recommendation	Priority
Governance	ESC Governance: Invite Shelley Cussen to present initiatives at the ESC meeting when new initiatives within the program are on the agenda for approval.	Medium
Governance	ESC Governance: All new initiatives need to continue to be presented for approval at ESC.	Medium
Governance	Change Control: PM&R to determine when Initiative level CR will be required if within the time and cost of the approved Business Case.	Medium
Governance	Project Method: Monitor development of DevOps capability and processes.	Medium
Scope	Add prioritisation discussions to the newly formed Project Control Board (PCB) meeting – to ensure decisions are documented and that System Architecture, Product Management and Release Train Engineer (RTE) are in agreement. Provide visibility at ESC. Continue to refine a new list of potential initiatives for the “Customer Delivery Program – Phase 2” (FY19-20), noting the inclusion of other opportunities with confirmed business benefits could be prioritised throughout the life of the project.	Medium
Scope	Ensure the AusNet Strategic PPM solution, to be investigated in FY19, considers how Adaptive Methodology will be supported and integrated.	Medium
Scope	Continue to consider use of a specialist process mapping tool (such as XSOL) at Enterprise level to provide process metrics and enable advanced current and future state process modelling. Consider use within Business Case benefits process efficiency analysis.	Medium
Scope	Provide Agile Release Train (ART) Canvas to ESC to support each investment funding proposal. The ART canvas includes Minimal Viable Product (MVP) Product features and replaces the traditional Project Management Plan (PMP) document within SAFe Methodology. Note: this exposure will also help the ESC members to increase their understanding of this new Methodology.	Medium