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US GOVERNMENT

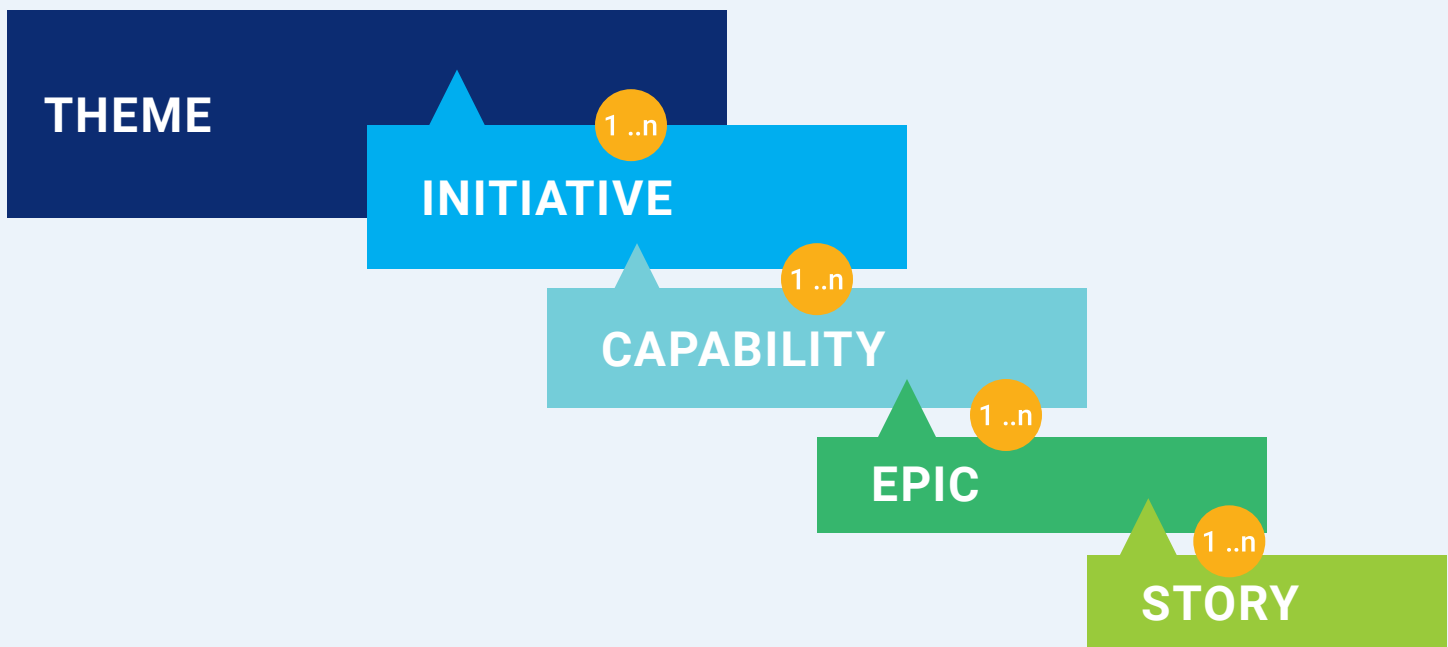
FEEDING THE IMS FROM JIRA

The high-level goals of the ERP CS program were to establish a core operating environment consisting of hardware, database, and the core Enterprise Resource Planning (ERP) software to provide Common Services (CS). The various Air Force ERP systems could then use this core technology stack and develop solutions to their specific problems rather than repeat this hardware and software stack for each individual system. Jira was implemented for use by the program teams and increased stakeholder visibility into ongoing and planned activities. However, there was still a need to translate the efforts that were being tracked in Jira to support a multi-program Integrated Master Schedule (IMS). The Program Management Office (PMO) wanted to ensure that the IMS was not artificially driving the work.

The Solution

The program made several decisions that helped translate the work being tracked in Jira to input to the larger program IMS. First, the PMO decided that Jira would be the “source of truth” so that the IMS always reflected the reality of the planned and active work. Second, the PMO concepts are more aligned with the Scaled Agile Framework (SAFe). Work was organized into Program Increments (PI) consisting of multiple week sprints to track larger efforts with expectations and IMS realignment occurring around those program increments. Third, the team made adjustments in Jira that would track information in a way that data could “roll-up” as happens in a typical IMS Work Breakdown Structure.

The team created additional hierarchical layers that tracked against the program configuration. (SEE FIGURE BELOW) Epics were aligned under this structure to show the flow between the individual teams to the high-level program tracking. Various plugins were leveraged to provide detailed roll-up reports and calculations as an input to the overall program IMS. These rollups then fed the high-level PMO reporting which still resembled a Waterfall, IMS view of the program.



The Result

Reports created based on the Jira data were used to update the status in the IMS. By keeping the IMS up to date based on the information in Jira the PMO was able to more accurately coordinate activities and plan future work. The PMO had the single source for information in Jira that had transparency and visibility at the team level while still providing data to a multi-program IMS.