



EMORY  
LIBRARIES &  
INFORMATION  
TECHNOLOGY

## Managing Programs and Technology Teams for Samvera Based Initiatives

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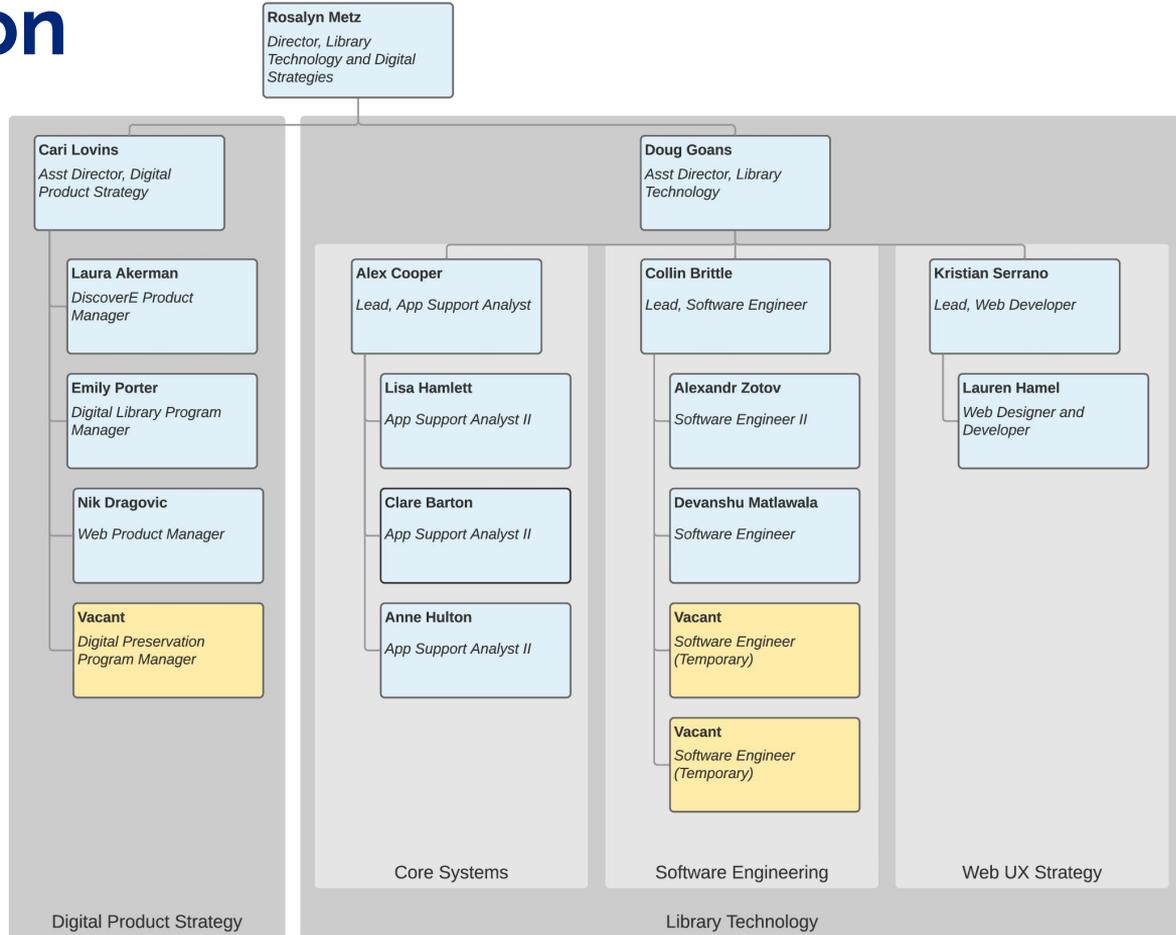
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*Samvera Connect 10/24/2019*

# Agenda

- The Division
- Building Blocks
- The Framework
- The Processes
- Best Practices for Development
- The People (most important resource)
- Lessons Learned

# The Division



# The Building Blocks

- Framework
- Microprocess Work
- Macroprocess Work
- Design Thinking Sessions
- Requesting and Role of ServiceNow
- Scrum/Agile Development
- Time Study for Capacity Planning
- Use and Expansion of Existing Practices (i.e. Charters, Business Cases, OLAs)

Acknowledgements: LTDS Division Personnel for contributing to the discussion and development of these inputs.

# INDUSTRY STANDARD FRAMEWORKS

## ITIL Service Management

Service Strategy

Service Design

Service Transition

Service Operation

Service Measurement /  
Service Reporting

Continual Service  
Improvement

## Optimal Product Processes (OPP)

Conceive

Plan

Develop

Qualify

Launch

Maximize

Retire

## PMBOK

Initiating

Planning

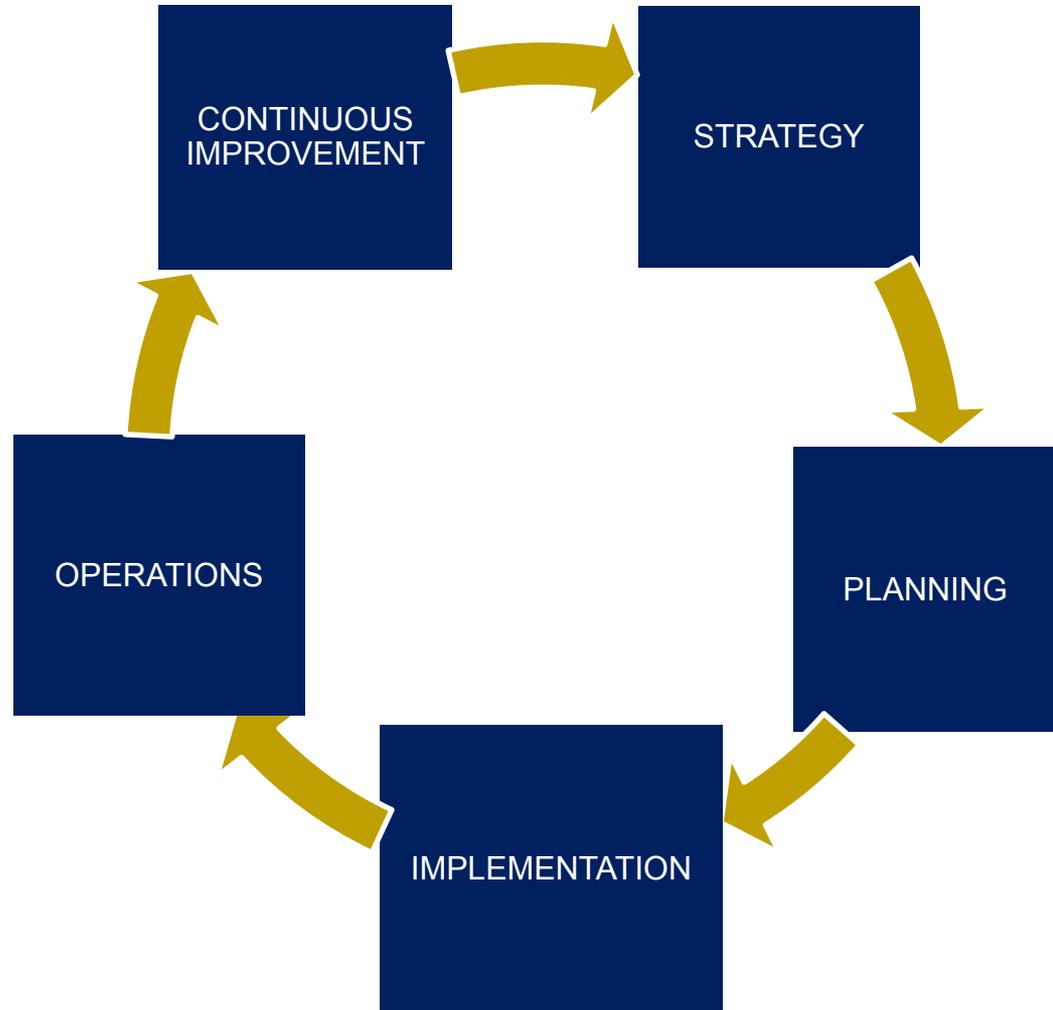
Executing

Monitoring/Controlling

Closing

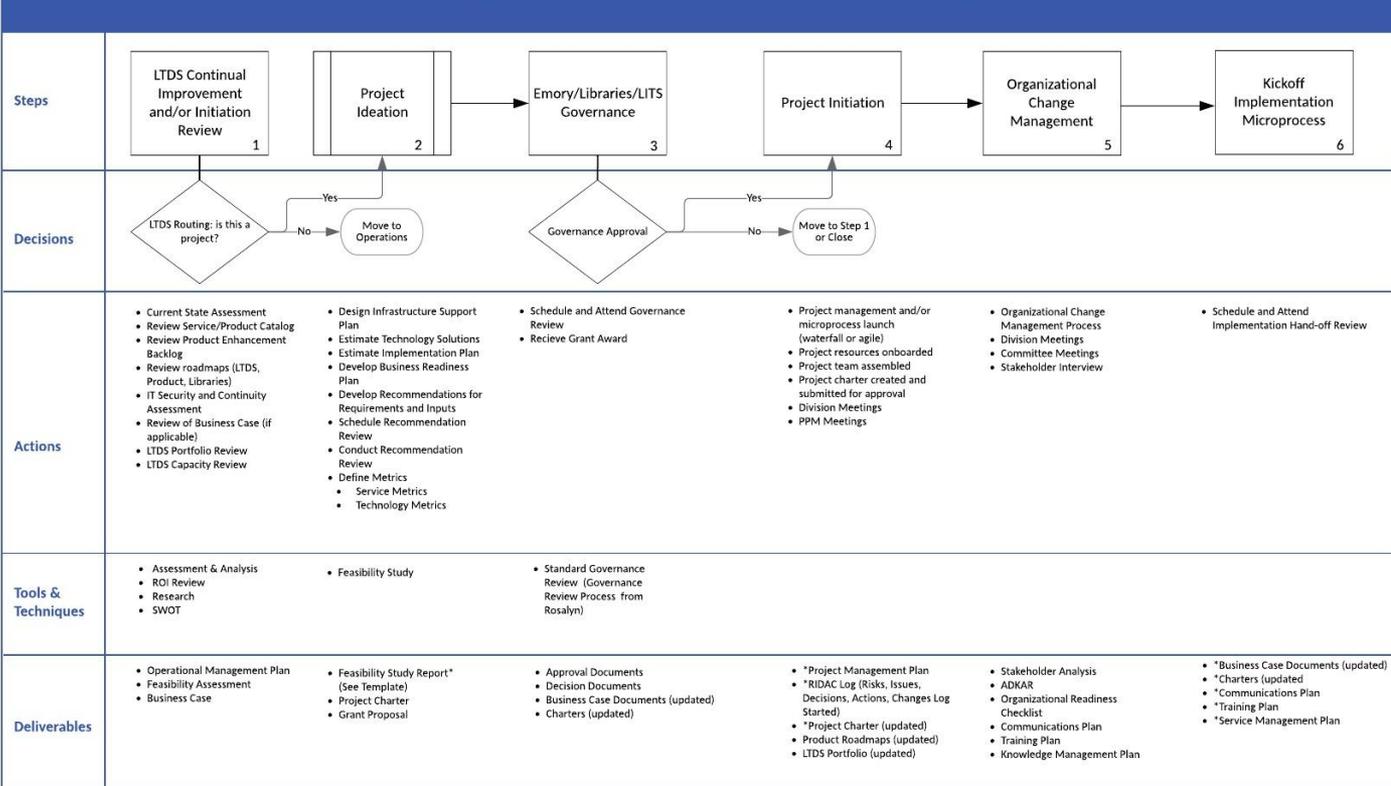
# LTDS PROCESS FRAMEWORK

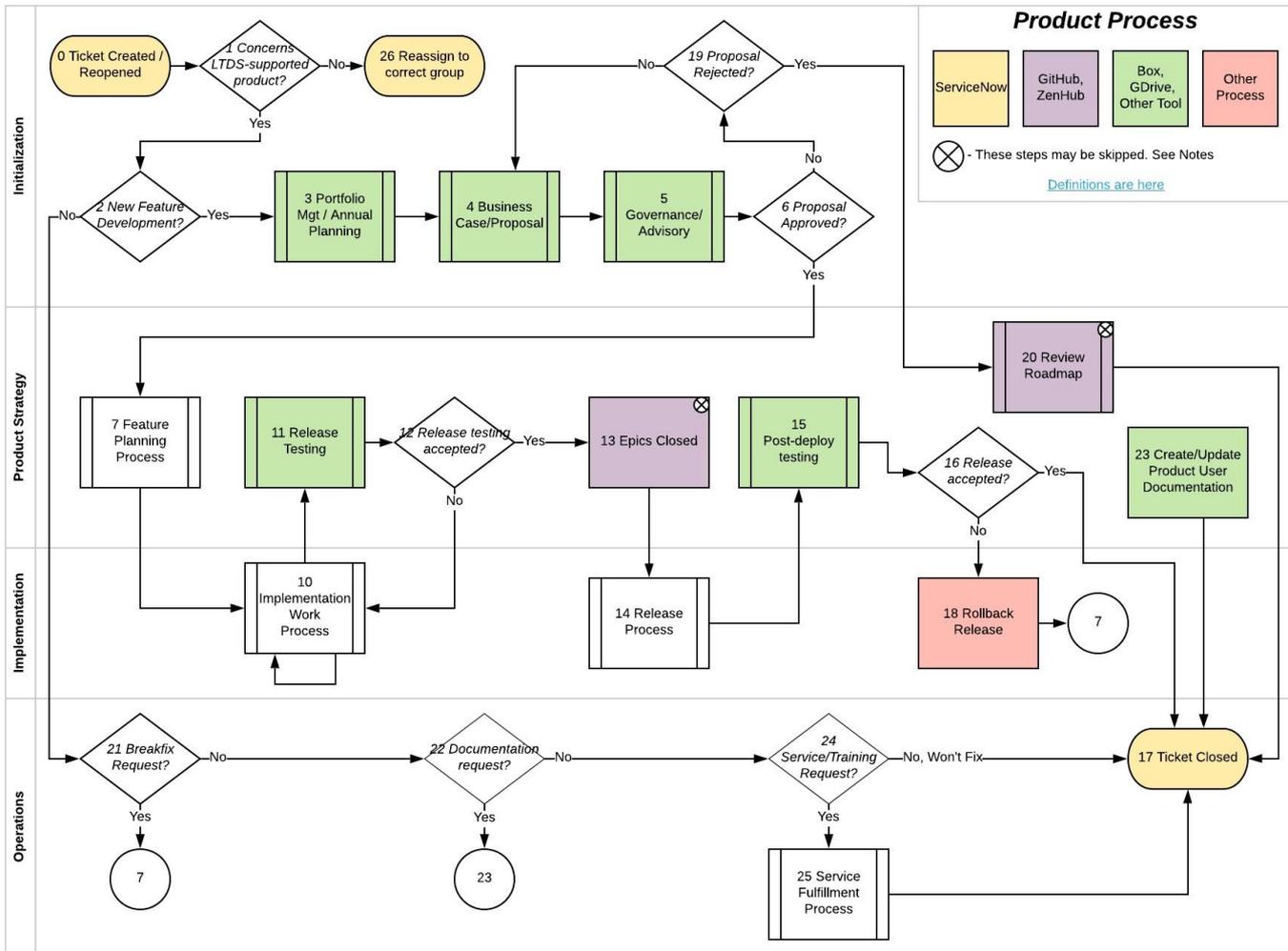
IT SERVICE,  
PRODUCT, AND  
PROJECT  
MANAGEMENT



The annual divisional action to align resources, products and systems roadmaps to library and university strategic goals and objectives.

LTDS Process: Continuous Improvement, Strategy, and Planning		
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Strategic Plans</li> <li>• Requests (ServiceNow, Community, Vendor)</li> <li>• Product/Project/Service Portfolios and Catalogs</li> <li>• LTDS Budget</li> <li>• LTDS Capacity</li> <li>• Agreements (MOU, OLA, SLA, SOW)</li> </ul>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Create a strategy to support customers and manage services</li> <li>• Provide management direction</li> <li>• Develop new and changed services, systems, and products</li> <li>• Identify improvement opportunities</li> <li>• Guide new initiatives and enhancements through governance to hand-off to planning and subsequent phases of the process</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• LTDS Roadmaps</li> <li>• LTDS Strategic Plan</li> <li>• Business Case Documents</li> <li>• Charters (Groups or Projects)</li> <li>• Budget</li> <li>• Governance (standard deliverables)</li> <li>• *Project Ideation/Implementation Package</li> </ul>





# Scrum Team Best Practices (sample)

- All issues are to be estimated by the Scrum Team prior to adding to a sprint. For development resources, estimates should include time for development, testing, QA review, push/pull requests, and deploying to appropriate environments.
- All sprints will be two weeks and Exceptions to this practice should be submitted to LTDS leadership with a rationale for review and approval. Teams are encouraged to hold sprint reviews/retrospectives at the end of the last day of each sprint, and sprint planning sessions at the beginning of the day of the first day of a sprint.

# Time Study and Baselines

## Software Engineer / Web Developer

Job Family and Category	Current Allocation hr/wk	Future Allocation hr/wk
Software Engineer/Web Developer	Current	Future
PPM	30	20
Scrum	4	4
Non-PPM (operations)	8	5
Non-PPM (other)	2	5
Slush Fund*	0	6

# Time Study and Baselines

**Program Manager** (*no current time reporting as there was only one at the time*)

Program Manager	Current	Future
PPM (including Scrum)	--	16
Scrum	--	0
Non-PPM	--	10
Leadership	--	8
Slush Fund*	--	6

# Time Study and Baselines

## Product Manager

Product Manager	Current	Future
PPM (including Scrum)	34	24
Scrum	0	0
Non-PPM	10	10
Slush Fund*	0	6



# Lessons Learned

- Know your resources –quantity, strengths, abilities, motivators
- Do your best to match capacity against resource requirements to set proper expectations
- Assess organizational readiness for change
- Agile does not mean constant change in strategy

# Questions?

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