Agile Transformation

Q. What is Inside Prudential?
It’s the company intranet

Q. How big is the team?
13 Developers
8 QA
5 Dev Ops
5 Analysts
3 Scrum Masters
3 Product Owners

It’s significant
The catalyst for change was the overrun of a high profile project.

Target go-live: Mar 2014

Production go-live: Sep 2014

Actual go-live: Mar 2015!

“there must be a better way!”
Agile Transformation

Inverting the project triangle

Waterfall

Features

Quality

Time

Cost

Fixed

Agile approach

Cost

Quality

Time

Features

Variable
Agile Transformation
Fixed Cost. The team structure

- **Portal Tech Support**
  - Developer
  - Developer

- **Base Offering & BAU**
  - Scrum Master
  - Analyst
  - Developer
  - Developer
  - QA
  - QA
  - QA

- **Scrumbees**
  - Scrum Master
  - Analyst
  - Developer
  - Developer
  - QA
  - QA
  - QA

- **PruGile**
  - Scrum Master
  - Analyst
  - Developer
  - Developer
  - QA
  - QA
  - QA

- **Bottoms Up**
  - Scrum Master
  - Analyst
  - Developer
  - Developer
  - QA
  - QA
  - QA

- **Dev Ops**
  - Release Manager
  - Build Master
  - Region Manager
  - Deployment Engineer
  - Deployment Engineer
Rules

Each release will have 4 sprints with each sprint running for 2 weeks
Each release will have optional QA & STAGE drop before QA regression starts to resolve any issues found after last QA / STAGE drop of last sprint
Each release follows 2 weeks QA regression period
There will be 2 optional QA & STAGE drops during regression to resolve any issues encountered during regression
Performance testing will be carried out for 3 weeks including 2 week QA regression period & 1 week warranty period on every alternate release
1 week warranty period follows each release.
## Agile Transformation

**Fixed Time. The Sprint Calendar**

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**Inside Prudential 15.5.4**

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### August\September 2015

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<th>Sun</th>
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<td>15.5.4.2 drop to QA @ 1030 Ireland time &amp; STAGE @ 4PM Ireland time Daily Scrum</td>
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<td>Daily Scrum</td>
<td>Sprint ends 1400 Ireland Time Architecture &amp; Sprint Review &amp; Retrospective</td>
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Agile Transformation

Variable Scope. The Backlog

Backlog

09/Sep/15 5:07 PM - 22/Sep/15 3:30 PM

1. **GTP-858** Prugile Regression
2. **GTP-493** LCBE Migration - Rest of Site
3. **GTP-887** Refresh Reviewers and approvers of unpublished policies from Dashboard.
4. **GTP-867** Scrumbees Regression
5. **GTP-1087** Analysis on the 8.5 Theme
6. **GTP-438** Migrate Pru Today to Portal 8.5 sandbox (with the V8 theme)
7. **GTP-646** As a policy administrator, I would like the My Actions functionality to be used for all workflow actions requiring an approval by an
8. **GTP-150** As a policy administrator, I want the ability to retire an adopted/copied master policy and upon completion, the original master policy:
10. **GTP-320** Spike - As a site author, I wish to have all of the My Prudential components listed under a Content Shelf Category
11. **GTP-1063** Support new box set up
12. **GTP-1125** No test framework
Agile Transformation

What’s been our snakes and what’s been our ladders?

- No automation!
- Distributed teams!
- Weak backlog!
- Tools!
- Waterfall failure
- Executive Sponsorship
- Understanding of new roles!
- Poor communication!
- DevOps
- Release Calendar
- Scaling scrum!
- DEV & QA in 1 team
Agile Transformation

Costs & Benefits

October, 2015
Agile Transformation

Costs ($)

$651K per annum
“Give me one word that sums up your experience of this sprint?”

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<td>Good</td>
<td>Enjoyable</td>
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<td>Redundant</td>
<td>Scope Creep</td>
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<td>Constant</td>
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<td>Full Speed</td>
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![Graph showing Agile Transformation Costs. Morale (if pace is not sustainable)](chart)
Agile Transformation

Benefits. We delivered what we committed to

June 17th - Sept 8th - Story Points Planned Vs Actual

User Story Points

- Sprint 15.4.2: Ended June 30th, 90% Accuracy
- Sprint 15.4.3: Ended July 14th, 89% Accuracy
- Sprint 15.5.1: Ended July 28th, 80% Accuracy
- Sprint 15.5.2: Ended Aug 11th, 84% Accuracy
- Sprint 15.5.3: Ended Aug 25th, 90% Accuracy
- Sprint 15.5.4: Ended Sep 8th, 94% Accuracy

Planned Velocity vs Actual Velocity Delivered
Agile Transformation

Benefits. The number of expensive bugs reduced

Waterfall vs Agile. Bug Count Per Environment

- QA Bugs: Waterfall (33) vs Agile (17)
- UAT Bugs: Waterfall (1) vs Agile (2)
- Production Bugs: Waterfall (6) vs Agile (3)

$44k Savings

The number of expensive bugs reduced with Agile Transformation.
Delivered on time

Number of Agile Release Milestones & the Number of Agile Release Milestones Delivered On Schedule

<table>
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<tr>
<th>Environment</th>
<th>Milestones (Drops)</th>
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<td>Production Environment</td>
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Agile Transformation

Q & A

October, 2015