Pathway to Continual Improvement with Disciplined DevOps

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Overview

- Context
- Challenges
- Opportunities
- Approach
- How
- Results

Focus example of a BC ministry
Observations of other ministries
Observations across the landscape

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Context

20 developers, approx., 60 IT staff, roughly 100 total staff

- Business Tech Support
- Public consultations
- Service Design
- CSI Lab
- gov.bc.ca

Provide opportunities, roadmap
4 months to build foundation
2 months to demonstrate DevOps MVP
Improve speed of delivery

Familiar with Agile concepts and projects in flight
Needed help getting the best out of agile and drive for new process & technologies from the CSI Lab.
Challenges (highlights)

• Over 35+ challenges, depends on size of organization and services offered, many consistent with other private and public companies
• Another organization several times larger had over 75+ core challenges
• Challenges pivot around people, process and technology
• Everyone is very busy, over used however not efficient
• Silos exist, are hard to break and DevOps, agile ways of working, have the propensity to create new silos.
• Communication and transparency are a huge factor, however many organizations have many meetings.
• Change is needed from top down, resistance happens, while forces of change carry on
• Folks keep wanting the easy answer, conversations are more software, technology, not process or culture change.
Moving to Opportunities

- Many areas for improving are based on previous ideas that failed to get traction
- Most are around people, collaboration, mindset, education, empowerment, support, being heard
  - Technology is still used as the first conversation piece
  - Resistance to change from top down
  - Heard it before, believe it when I see it attitude
- Willingness to improve and champions exist
- Silos still persist because of fear, fiefdoms, leverage, personal gain, previous failures impacting them
Approach – Value Focus Velocity

- Engage effectively
- Measure & Trace
- Feedback often
- Learn quickly
- Improve openly
- Iterate speedily

Agile Foundation
- Educate & Mindset
- Fast Open Feedback
- Roles & Responsibilities
- Agreed Consensus Approach
- MVP

Continuous Improvement
- C. Integration - strategies
- C. Delivery – strategies
- Progressive incremental evolution lean CI
  “understand & model the flow” to breakthrough

Enterprise Awareness
- Business
- Security
- Data
- Development
- Operations
- Clients
- Framework Friendly

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The How

MVP Approach – One Team Mindset

- Create DA Foundation
- Establish clear goals & principles
- Create culture of learning and innovation
- Treat everyone as a stakeholder
- Demonstrate the utility of DA with MVP
Results

• Demonstrable feature / solution every two weeks
• Shippable product in less than 8 weeks
• Clear path (Roadmap & Maturity Models)
• Demonstrable DevOps Model – using DA with Jira, Confluence BDT, TDD + Refactoring, automation including testing (GIT, J2EE, Cucumber,) over multi platforms (.NET, Azure, Docker, Openshift) + some security
• Created CoP that crossed departments (normally silo) ministries
• Evidenced reduction in time, improvement in quality (25% reduction to start, 40% estimated next phase)
• Happier folks that learned new strategies (agile, processes, software) worked together solving problems (rather than over the fence... especially data tasks 😊)
Thank you!