

The Good, the Bad & the Embarrassing

How Ops Review Drove Objective Thinking

Embedded in Development team

- Configuration Management
- Build and deployment automation
- Web & DB server builds outs & maintenance
- DB upgrades/restores

Sandwiched between dev and ops
teams doing

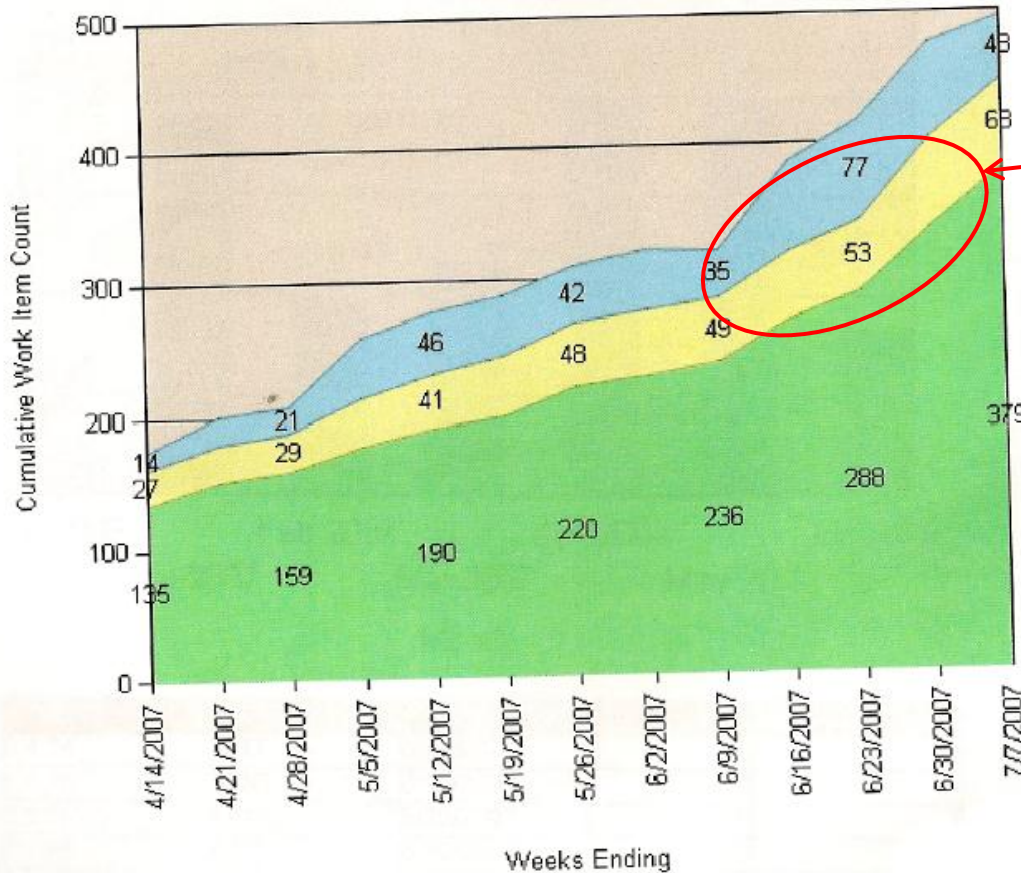
CDD

2 hour Monthly Operations Review was used to reflect on quantitative objective performance measures.



Measure and Manage Flow

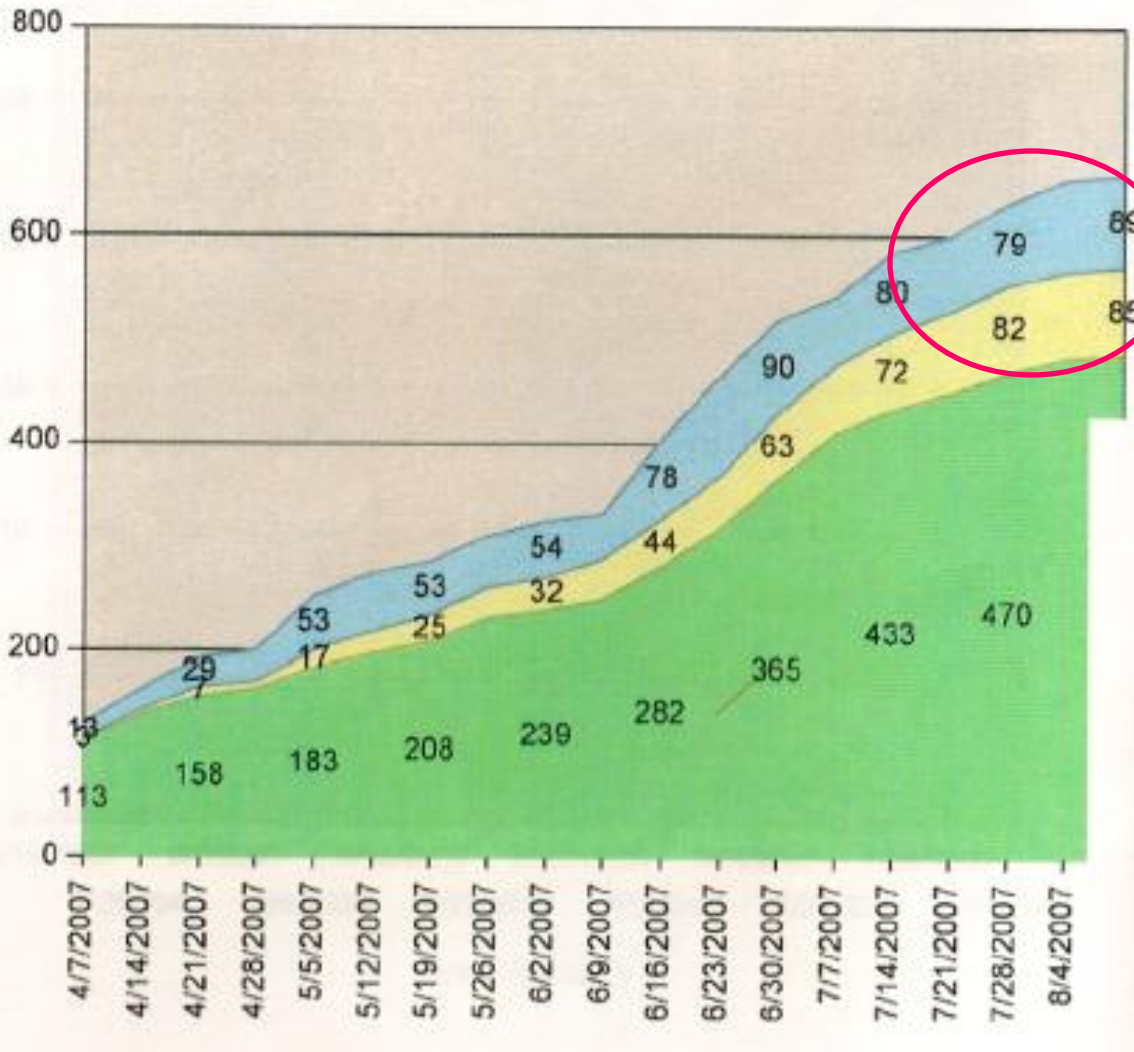
Cumulative Flow Diagram



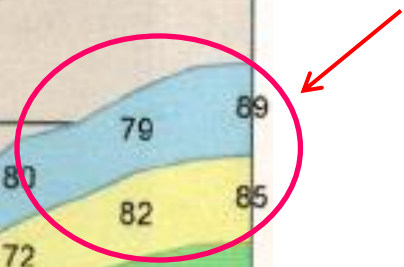
Demand for services
Increased 30%

$$\text{Cycle Time} = \frac{\text{Work in Progress}}{\text{Throughput}}$$

Cumulative Flow Diagram

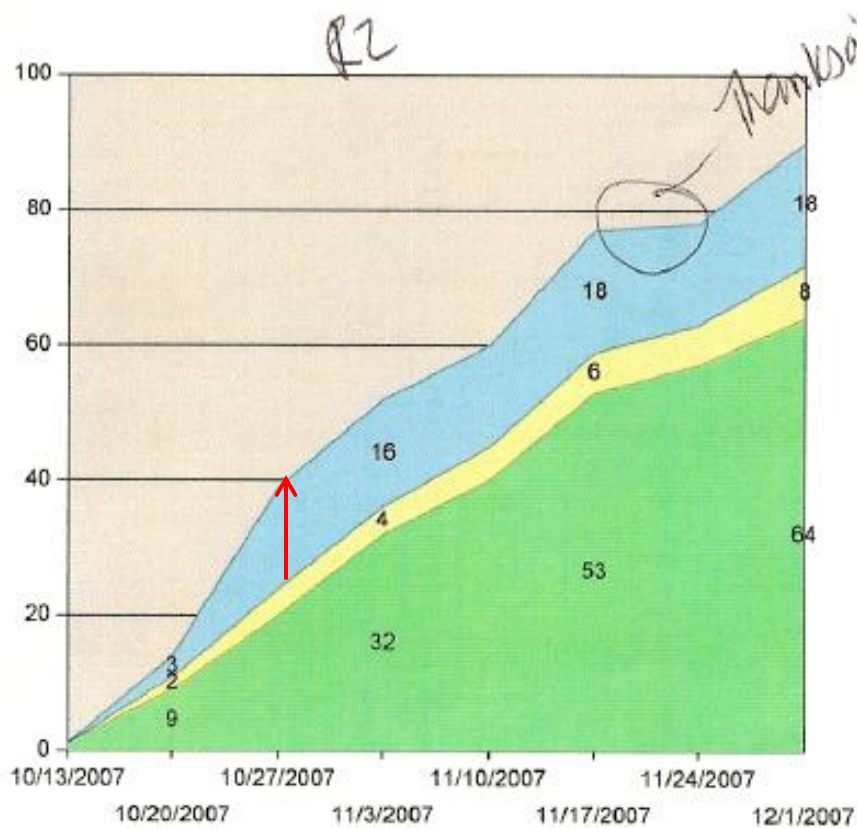


Hired Mike

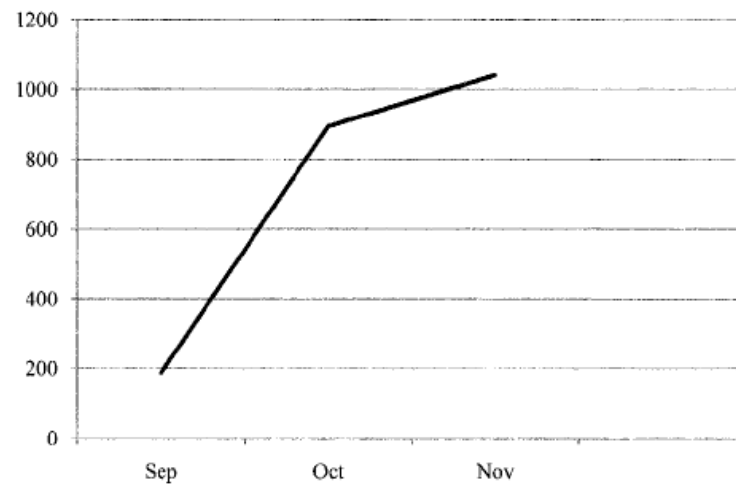


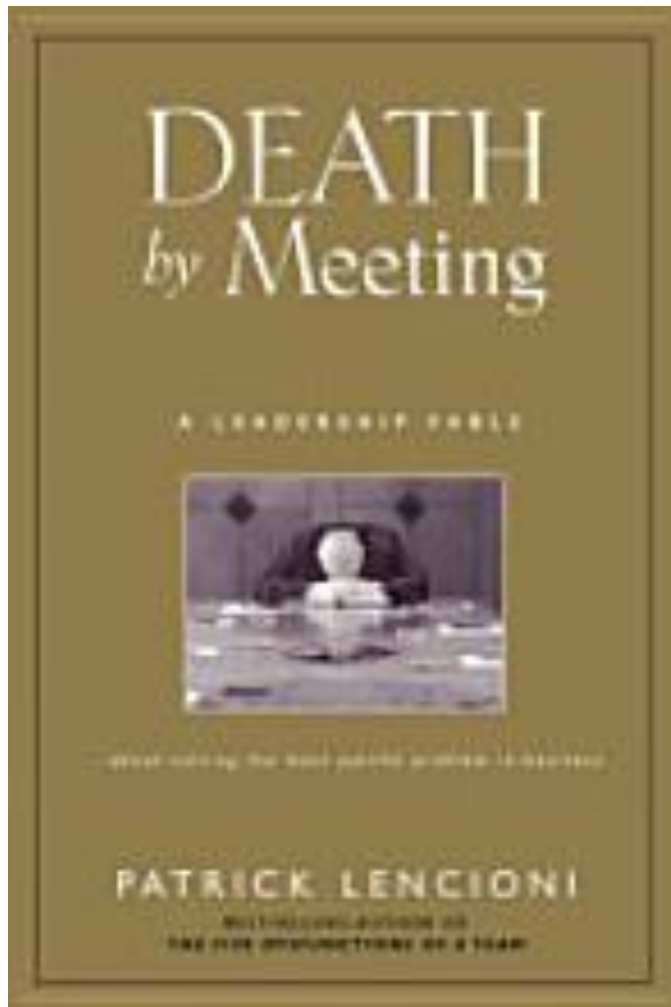
$$CT = \frac{WIP}{Throughput}$$

Cumulative Flow Diagram (CFD)



TFS check-in Count

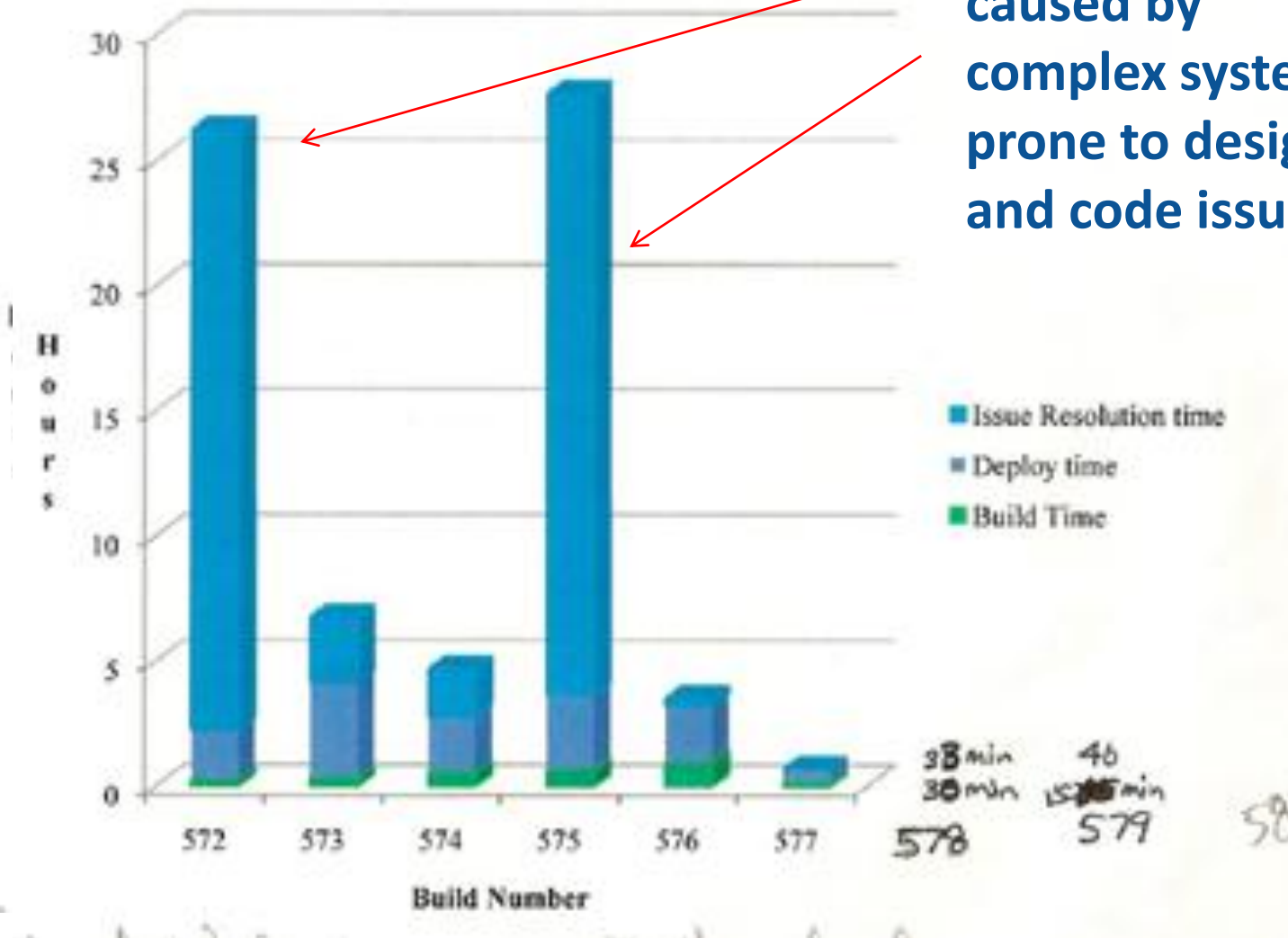




If people will pay to sit thru a 2 hour movie, why do they avoid 2 hr business meetings at all cost?

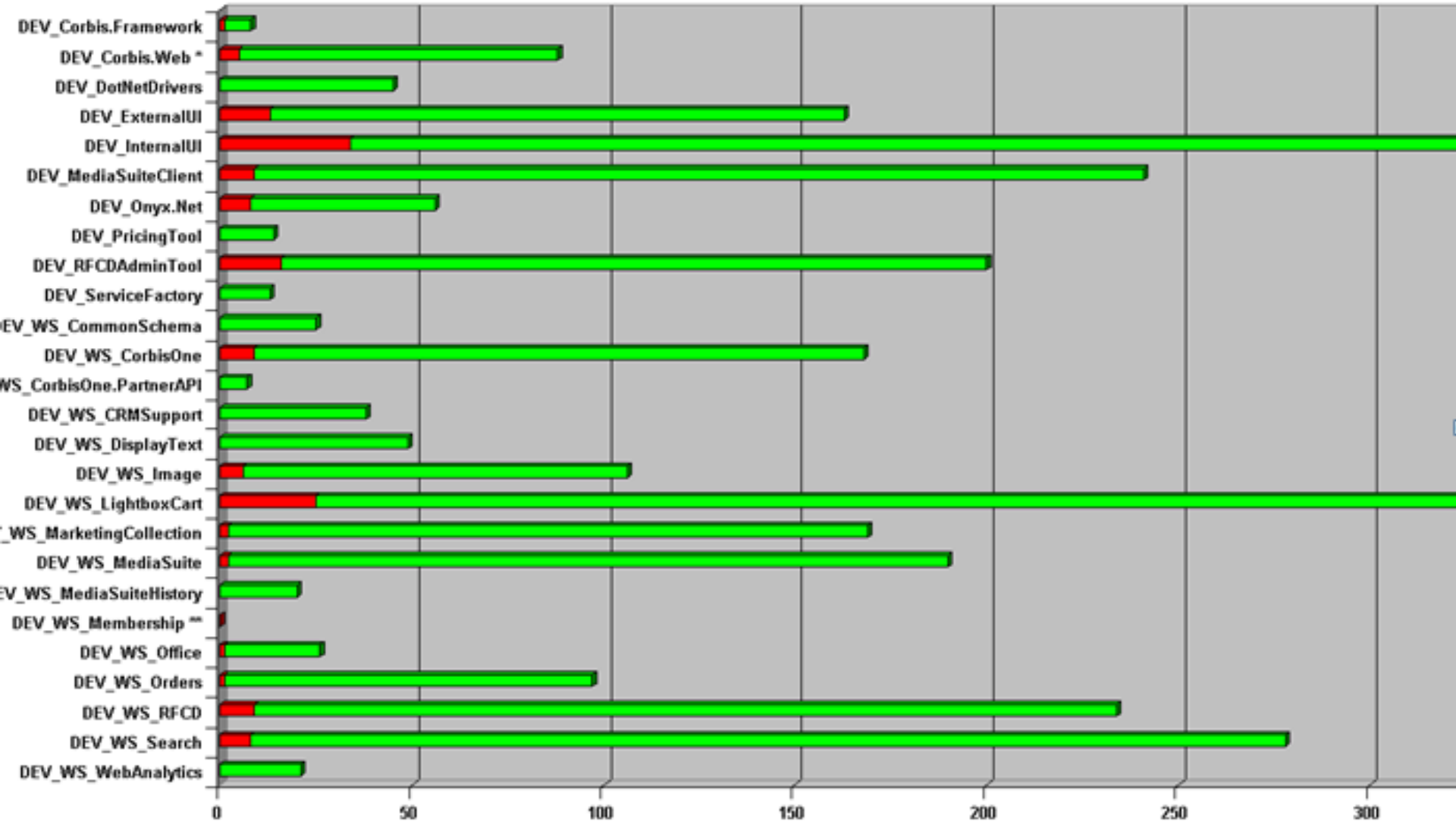
Our tightly coupled code is problematic

Outliers
caused by
complex system
prone to design
and code issues



Collecting and presenting data on the **Cost of Delay** was used to justify implementing CI so developers could see the impact of their changes quicker.

Continuous Integration reporting



Manage **quantitatively** and
objectively using a few metrics:

- Quality
- WIP (work-in-progress)
- Lead time
- Throughput
- Issue & Blocked Work

Configuration Management: Environment availability increased.

Added SQA3

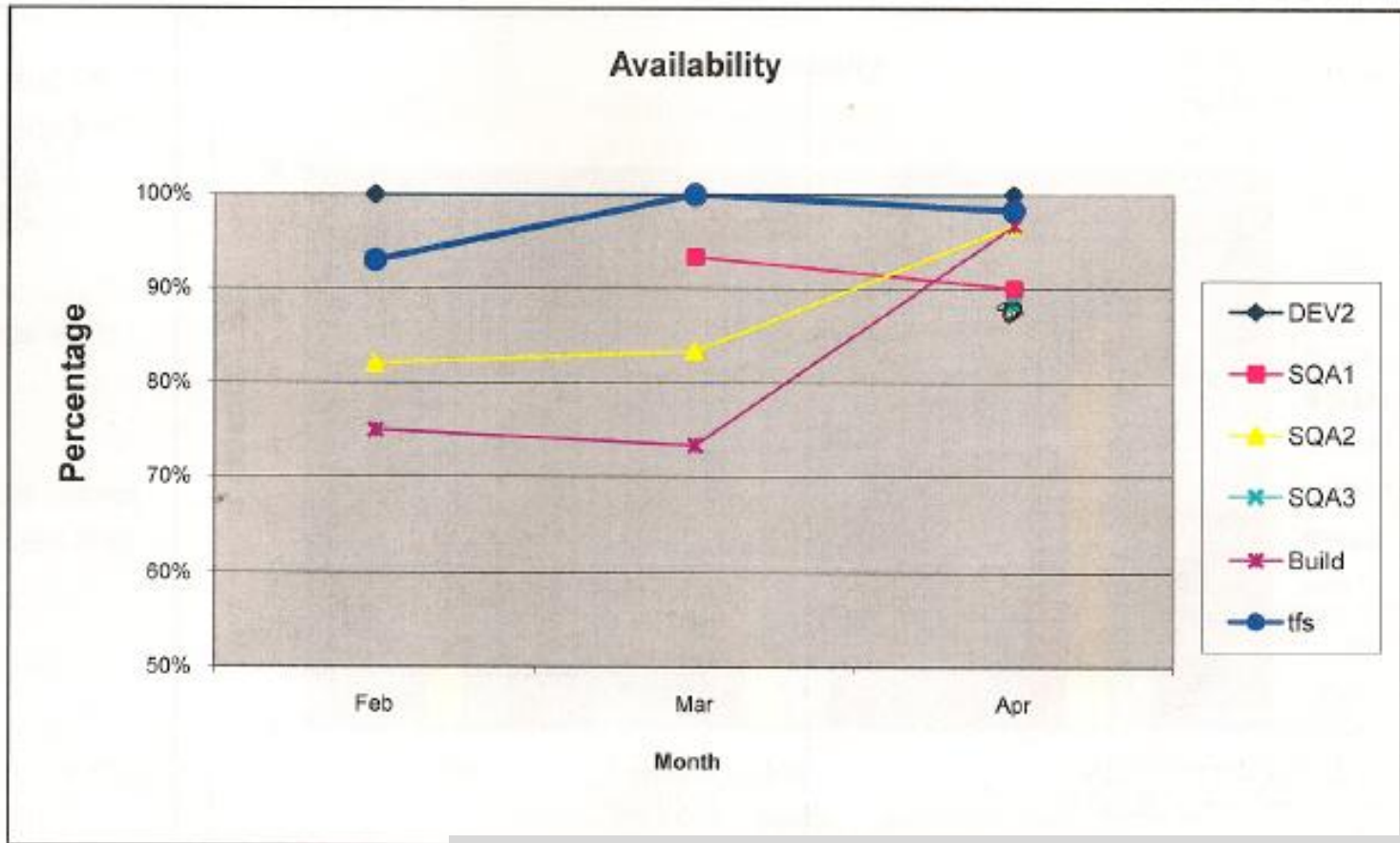
Insufficient disk space on sql servers.

DEV2 Insufficient disk space on sql server.

SQA1 – SQL server issues with failed replication and DBs not installed.

TFS – bad switch port caused connection issues for 90 min.

Build box – insufficient disk space

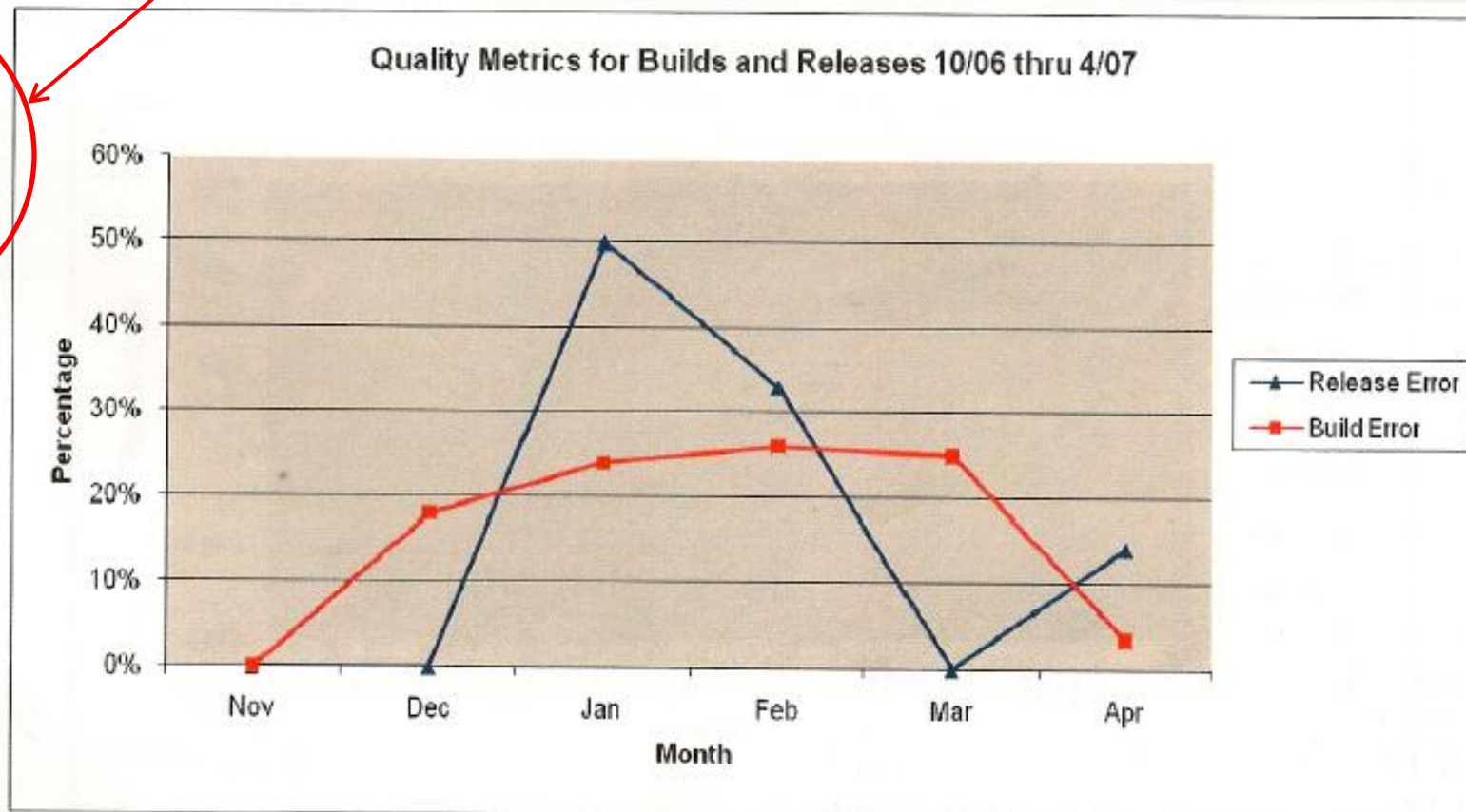


Manually created slides may seem like a burden, but resulted in us getting help and budget.

Configuration Issue on webserver called out.

Configuration Management: Build Quality is improving but Release quality is not.

- **Production release error:** ExternalUI step missing in base install doc causing website to not run http compressn.
- **Merge issues**
Shelvesets in wrong codeline, missing shelvesets unresolved conflicts



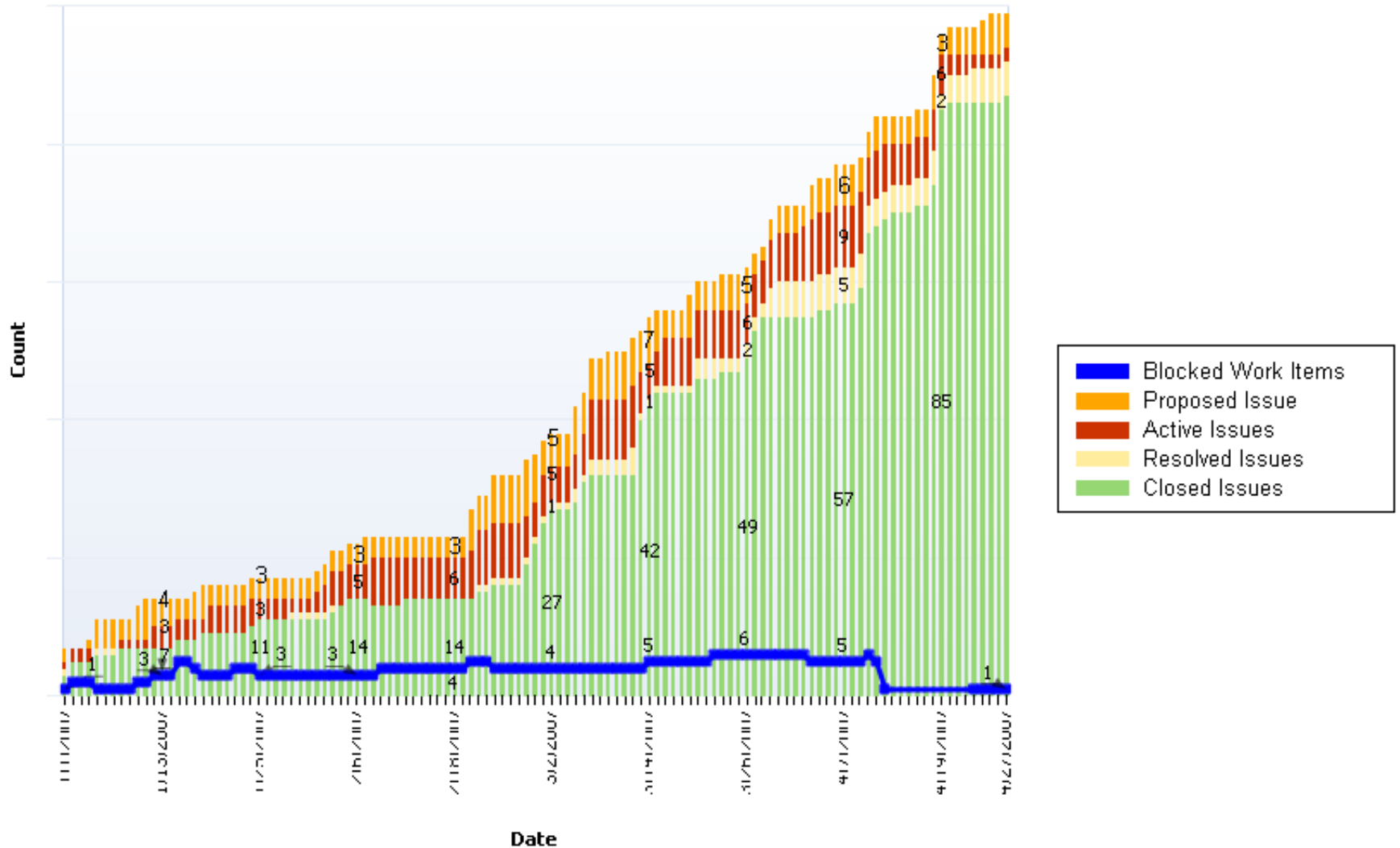
Vulnerability = Empathy

Transparency = Trust

A focus on the **system**,

instead of individuals

Issues and Blocked Work Items

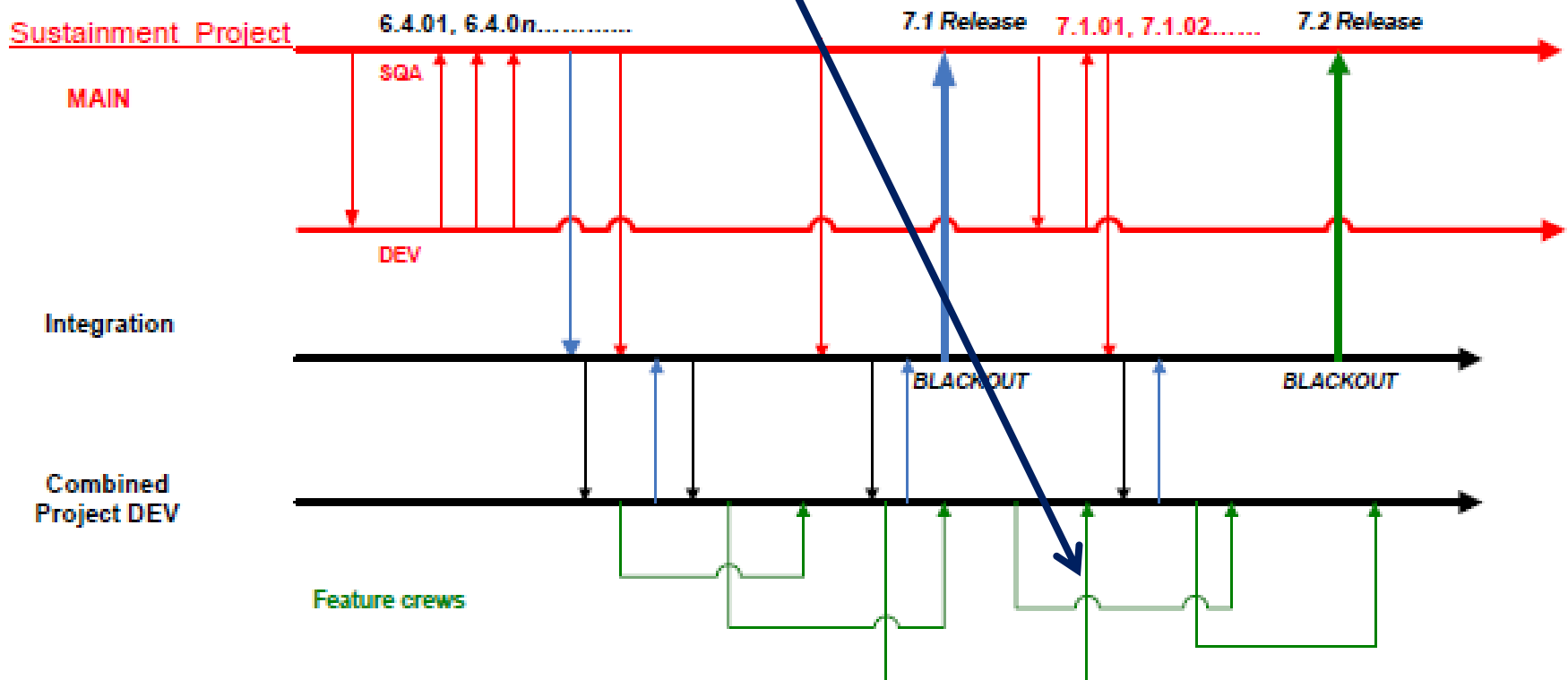


Codeline strategy

Major Merge issues reported at Ops reviews

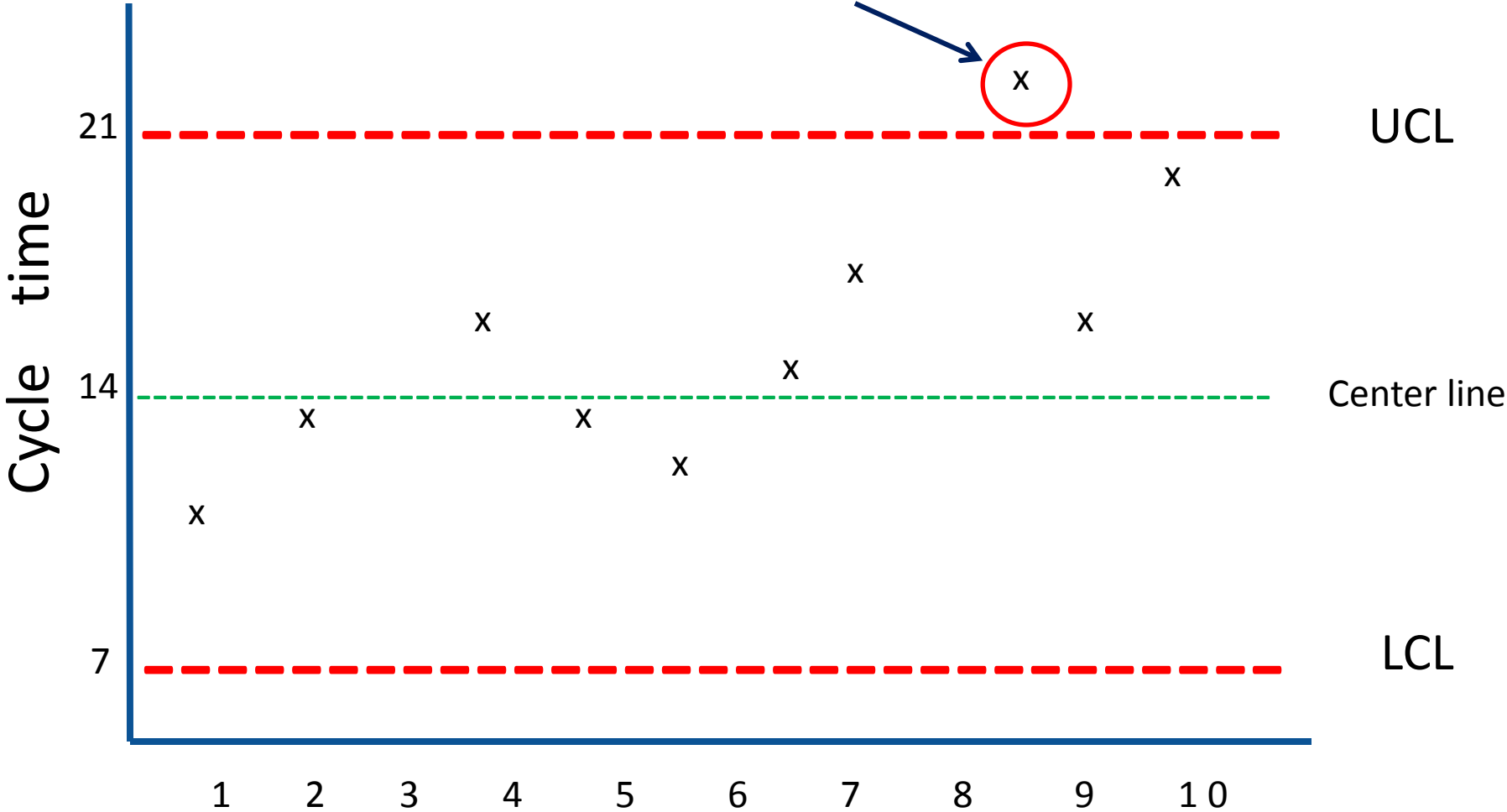
Merging consumed more capacity than development.

Experimented with Feature crew branches for large project work all branched from combined dev branch but overhead was too high



Statistical Process Control chart

Special/assignable cause variation



Reporting showed incremental improvements over time:

yr 1: Reporting consisted mostly of **problems:**

- Inconsistent environments
- merge issues
- servers down

yr 2: Reporting consisted of a lot of **improvements:**

- CI
- virtualization
- predictable db restores
- automated deployment

Improvements were **not part of**
a project plan

or any IT governance initiative.

They were made as part of a

continuous
improvement policy

Manage **quantitatively** and
objectively using only a few
simple metrics

- Quality (defect/rate)
- WIP (work-in-progress)
- Lead time
- Throughput
- Issue & Blocked Work

Across:

Trend & Variability

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How Ops Review Drove Objective Thinking.

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Kanban Weekly Roundup



Management Solutions for Knowledge Workers