

Innovate2011

The Rational Software Conference

11th and 12th of October

Let's **build** a smarter planet.



Transformation in action

OLM Group's journey from waterfall to agile using IBM Rational

Steve Townley

Head of Application Development, OLM Systems Ltd



Agenda

- Introduction to OLM
- Why change from Waterfall?
- Implementing Agile and the introduction of Rational
- What's next
- Q&A

Innovate2011



Introduction to OLM

- Software Producer for UK Social Services and Health Sectors
- Offices in Teddington, Glasgow and Cwmbran
- 50+ Development resources
- Microsoft & Java technologies



Why change from Waterfall?

– Manager's Perspective

- No Transparency
- Status from Green to Red
- No real project management control
- Delay was normal
- Quality unknown until final phase (System Testing)
- High risk of regression



Why change from Waterfall? – Developer's Perspective

- Long hours towards the end of the project
- Told product is not as expected
- Late changes to scope
- Blamed for failures



Why change from Waterfall?

– Customer's Perspective

- Product is not what they need / want
- Things have moved on since specifications
- First sight of software is in UAT

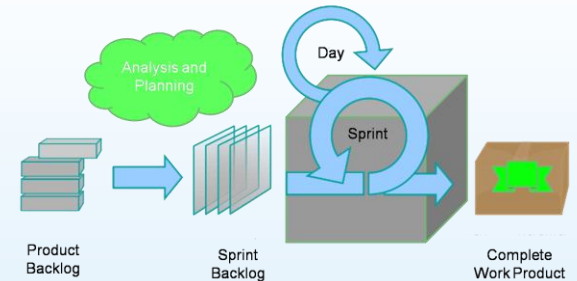
- Quality is not good

- “We are not being listened to”



Agile Principles

- Highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Deliver **working** software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale
- Self organised team of Business people and developers working together
- Regular reviews



Implementing Agile – the good

- Buy in from key parts of the organisation
- Started on one project in 2010 and expanded outwards



Implementing Agile – the good

- Instant benefits
 - Team working
 - Quality improvements
 - Flexible to change
 - Developing the right product
-
- Snowball effect – everybody wanted it to work



Implementing Agile – the bad



- Executive still want fully costed projects before development
- Product Management (Requirements) weren't ready for the scale of change
- Architects weren't convinced that Agile would work
- Some people not comfortable with responsibility



Implementing Agile – the ugly

- Manual Process restricting what we want to achieve
- Agile management in Spreadsheets
- Manual build process
- Manual regression testing
- Current toolset not up to the job

- Project in danger of failing
- Need to implement a new tool set



Why Rational?

- Tooling requirements
- Integrated solution for automating manual processes and managing agile projects
- No extra burden on development teams
- Not open source

- Extensive market evaluation
- **Only** solution that matched criteria was Rational



The Rational Implementation - Products



- Rational Team Concert
- Replacing existing source control and workflow tools
- Agile project management and reporting
- Including release and sprint backlog management

- Rational Quality Manager
- Replacing Excel based test management tracking and reporting



The Rational Implementation - Products



- Rational Functional Tester
- Implementation of test automation



Innovate**2011**

The Rational Implementation - Timeline



- Contract signed in November 2010
- First product team migrated in April 2011
- All Teddington based product teams migrated by August 2011
- Test automation implemented August 2011



The Rational Implementation - Result

- Test scripts linked to user stories
- Automated nightly builds
- Automated nightly regression testing
- Dashboard reporting real time information on project status



Benefits Achieved - Quality

- 77% reduction in regression issues
- 66% increase on system test pass rates
- 37% reduction on known issues at time of release
- 54% reduction on service desk calls



Benefits Achieved - Customer Feedback



- How do you rate OLM on product quality?
 - 2010 – 50% Very Good, 46% Good
 - 2011 – 7% Excellent, 60% Very Good

- Have OLM improved product quality in the previous 12 months?
 - 2010 - 84% Yes
 - 2011 – 87% Yes



Lessons Learnt

- Agile requires the whole organisation to change, including executives
- Implement fully but start with a small team / project
- Adjust roles and responsibilities
- No more development project management



Lessons Learnt

- Don't forget the release plan
- Sized release backlog gives estimated release cost
- Release burndown for release health

- Have the right tools



What's Next?

- Roll out Rational for remainder of product teams
- Glasgow and Cwmbran

- Upgrade to V3

- Migrate existing manual test suite



What's Next?

- Use of Rational for non-software development projects
- Service definitions
- Reap the rewards



Innovate**2011**

Summary

Agile offers many benefits over waterfall and can be made to work for any development project, but.....

..... the right tools must be in place to support the principles that agile dictates



