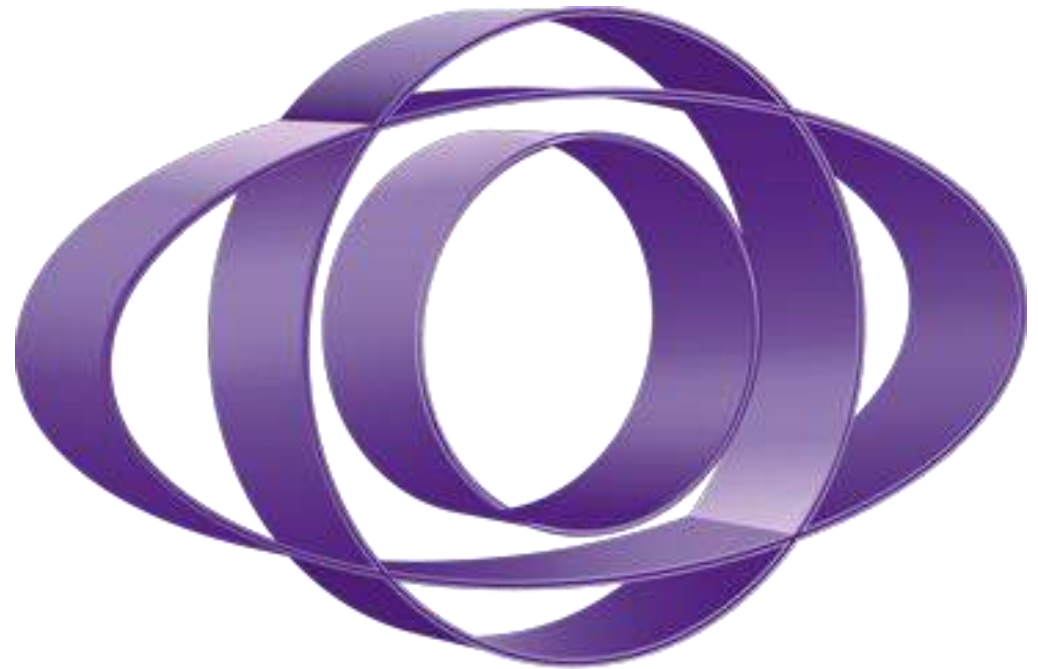**Clodagh Doherty**
Global Development and
PMO Director @ Ocuco
Ltd

OCUCO

Presentation today

Ocuco's experience in taking the best of what we can from Lean, Agile and PM processes while preparing to embark on pure Agile in our upcoming change of architecture

- Who we are and what do we do

- Our Development Department

- The evolution of our processes

- Our model now

- Our future

- Q & A

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Who we are and what do we do

Who we are and what do we do

- Global Software provider of Software Solutions for the Optical Industry
  - **Practice Management System -> Acuitas**
  - Lab Management - > Innovations

- Organic Irish company
  - Formed in 1993
  - Market Leader in the UK
  - 2nd in the World

- Organic growth and through acquisition 10 mil 2010-13; 13.5 mil 2014

- 170 Employees spread in offices around the world:
  - Ireland, England, Wales
  - France
  - Italy
  - Canada – Toronto and Vancouver
  - US – Manchester and Tampa
  - Remote workers in Scotland, Portland, Spain, Chicago, England

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Acuitas – what is it?

1 Single Executable and Shared Code base for:

- Retail Optical Industry

- Small Independents (single stores)

- Large scale enterprises (largest 500 stores currently)

- Different languages and localisation for (UK\Can\US English, French, Spanish, Italian)

- Different tax and health insurance per countries

- Different flavours of the application (retail only, clinical)

- Customer specific development

- Integration with downstream systems

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Our Acuitas Development Team

Our Acuitas Development Team (approx 50)

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The Evolution of Our processes

2008 - 2009
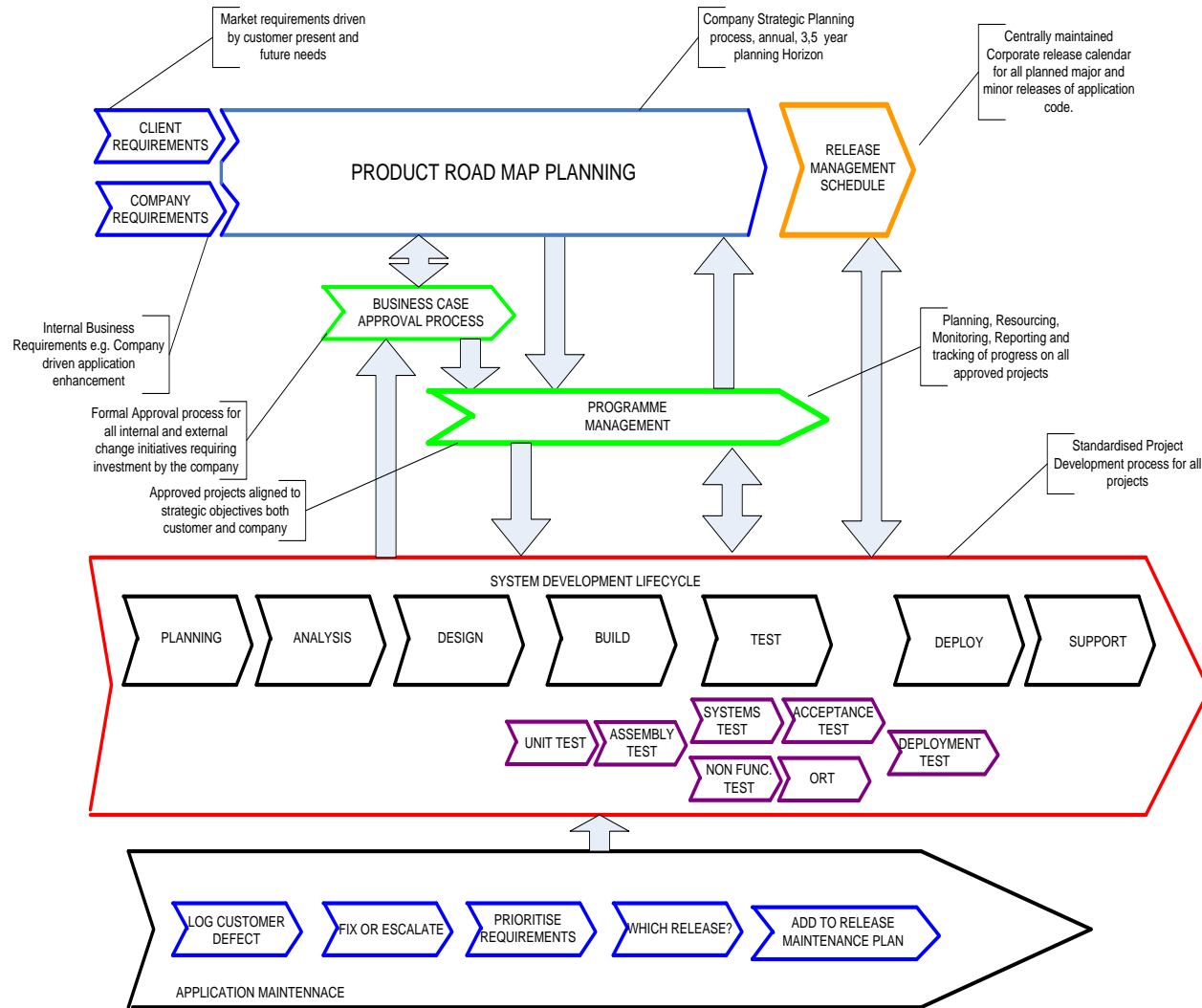
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The evolution of our processes

Challenges:

- Rapid business growth

- Growing team – new hires in Dublin and then subsidiaries

- Minimal organisational structure

- Increasing WIP

- No controlled process for access to dev

- Lack of visibility and prioritisation of work

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The evolution of our processes

Agile Tour - Oct 2014

The Evolution of Our processes *2010*

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The evolution of our processes

Challenges:

- PM processes defined but not implemented\struggling to embed

- Organisational structure lacking in dev

- Increasing WIP

- No controlled process for access to dev

- Minimal visibility and prioritisation of work

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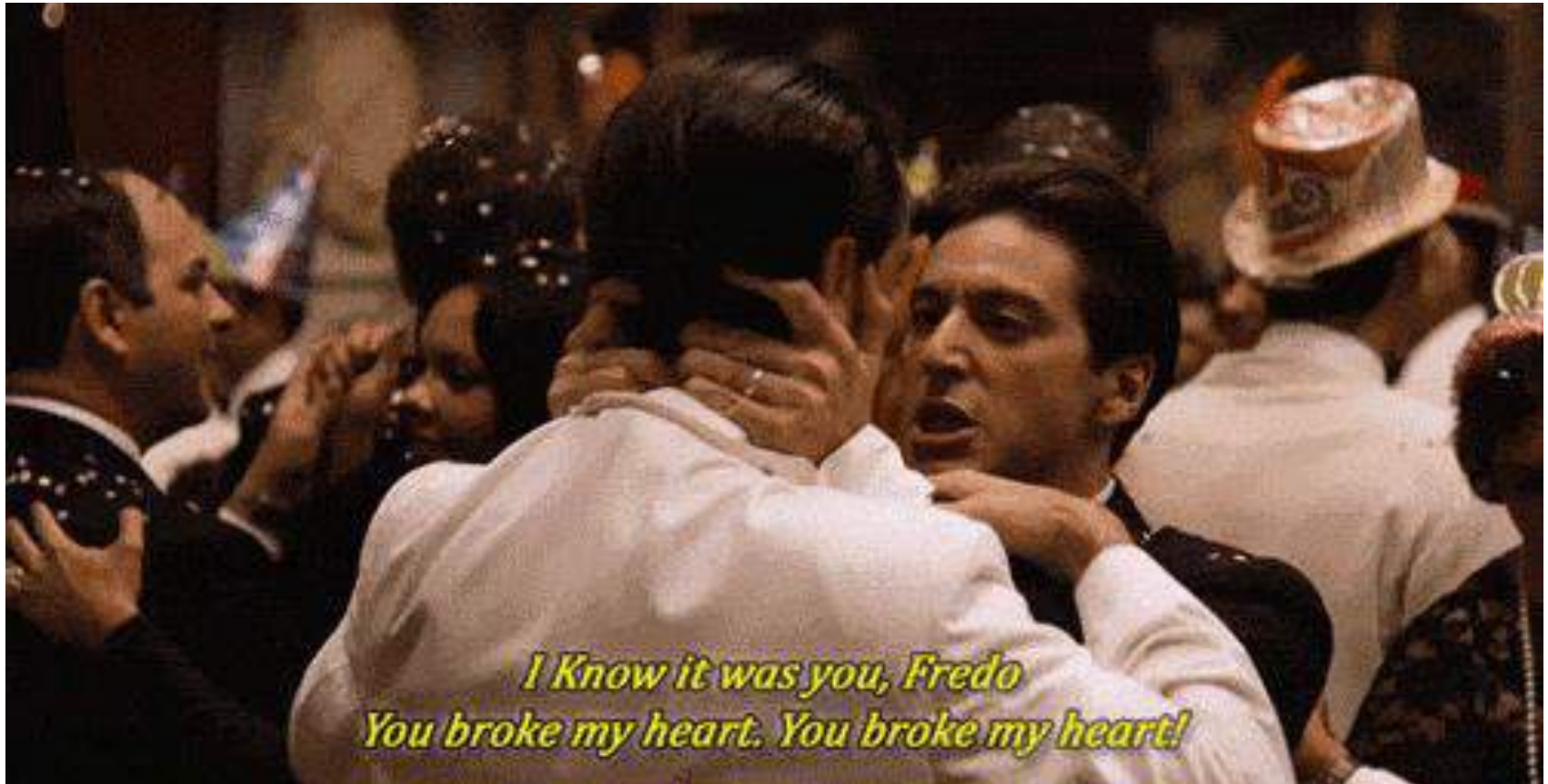SOFTWARE WITH VISION
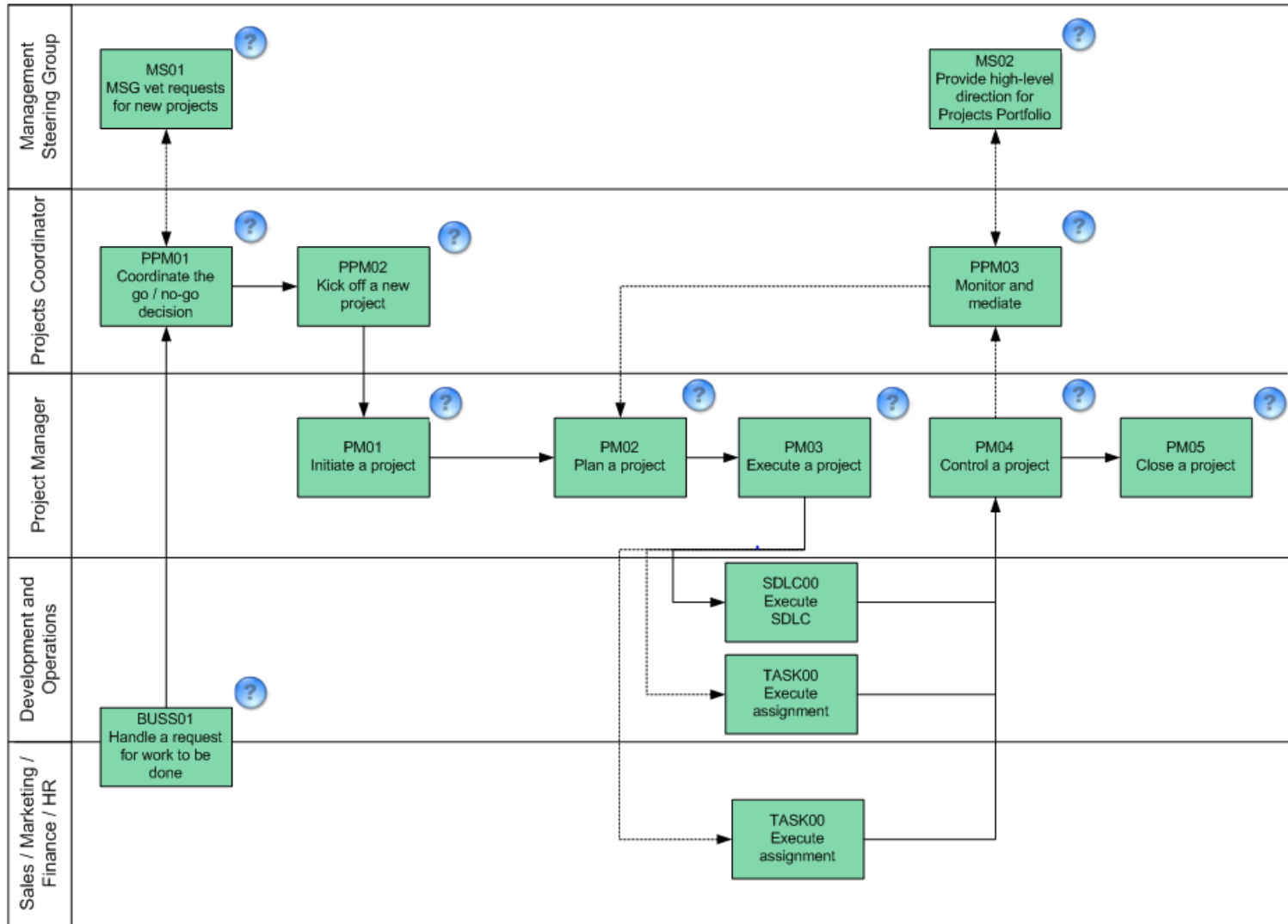
The evolution of our processes

New large project in Italy:

- Late starting due to contract negotiation

- A deadline that couldn't be missed

- Large scope

- Hugely complex project

- Capped budget

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They broke our hearts…

The evolution of our processes

The Evolution of Our processes *2011-2012*

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The evolution of our processes

Challenges:

- ✓ PM processes now proven and embedded in Dublin and Italy
- ✓ No controlled process for access to dev

- Organisational structure lacking in dev
- Larger and growing WIP
- Lack of visibility and prioritisation of work
- Dependency on key knowledge holders
- Many unfinished projects
- Quality improvements needed
- Collaboration\Knowledge sharing culture minimal
- Resources not on the right priorities
- Multi-location\Multi-time zone

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Org structure Changes

Agile Tour - Oct 2014

Lean Software Development Process

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Lean Kan Bans – for Visibility of Work and Flow

Lean Daily Stand-ups – Visibility\Collaboration\Flow
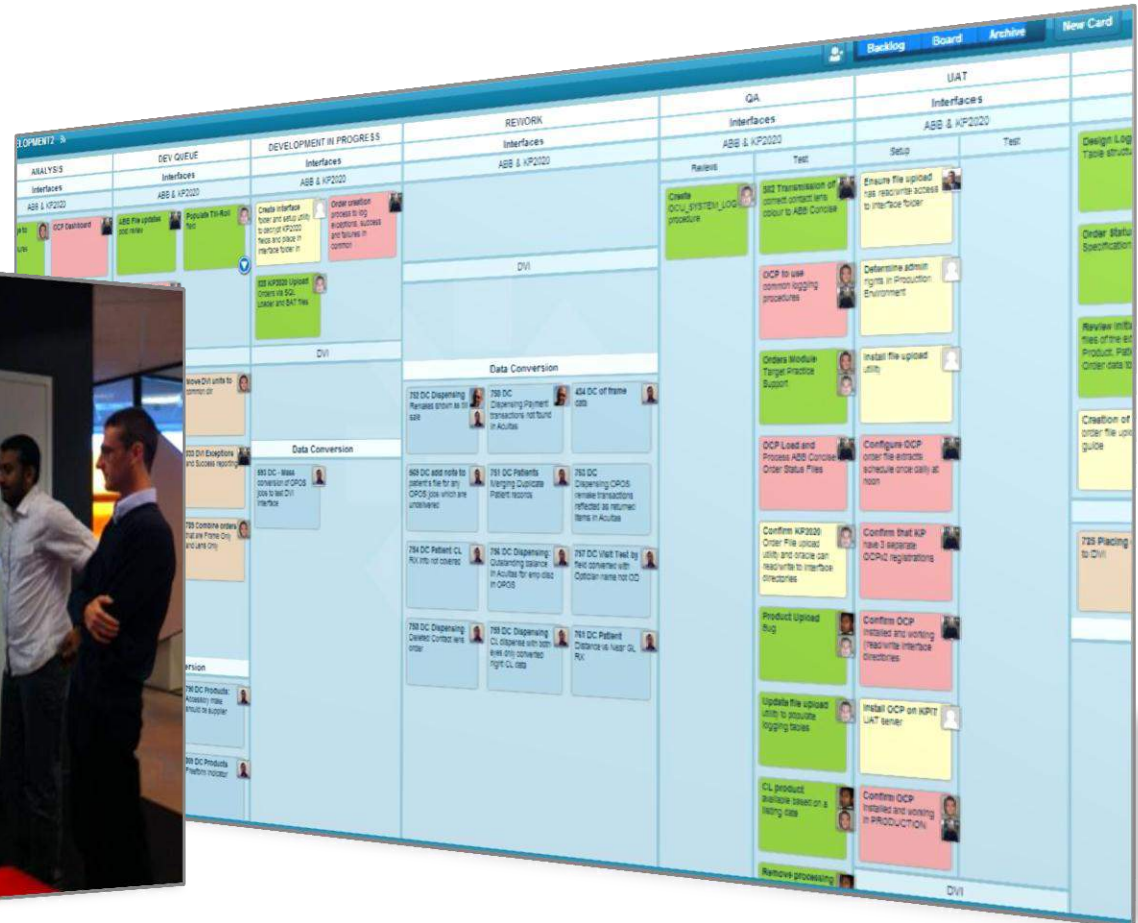
The Evolution of Our processes

End 2012

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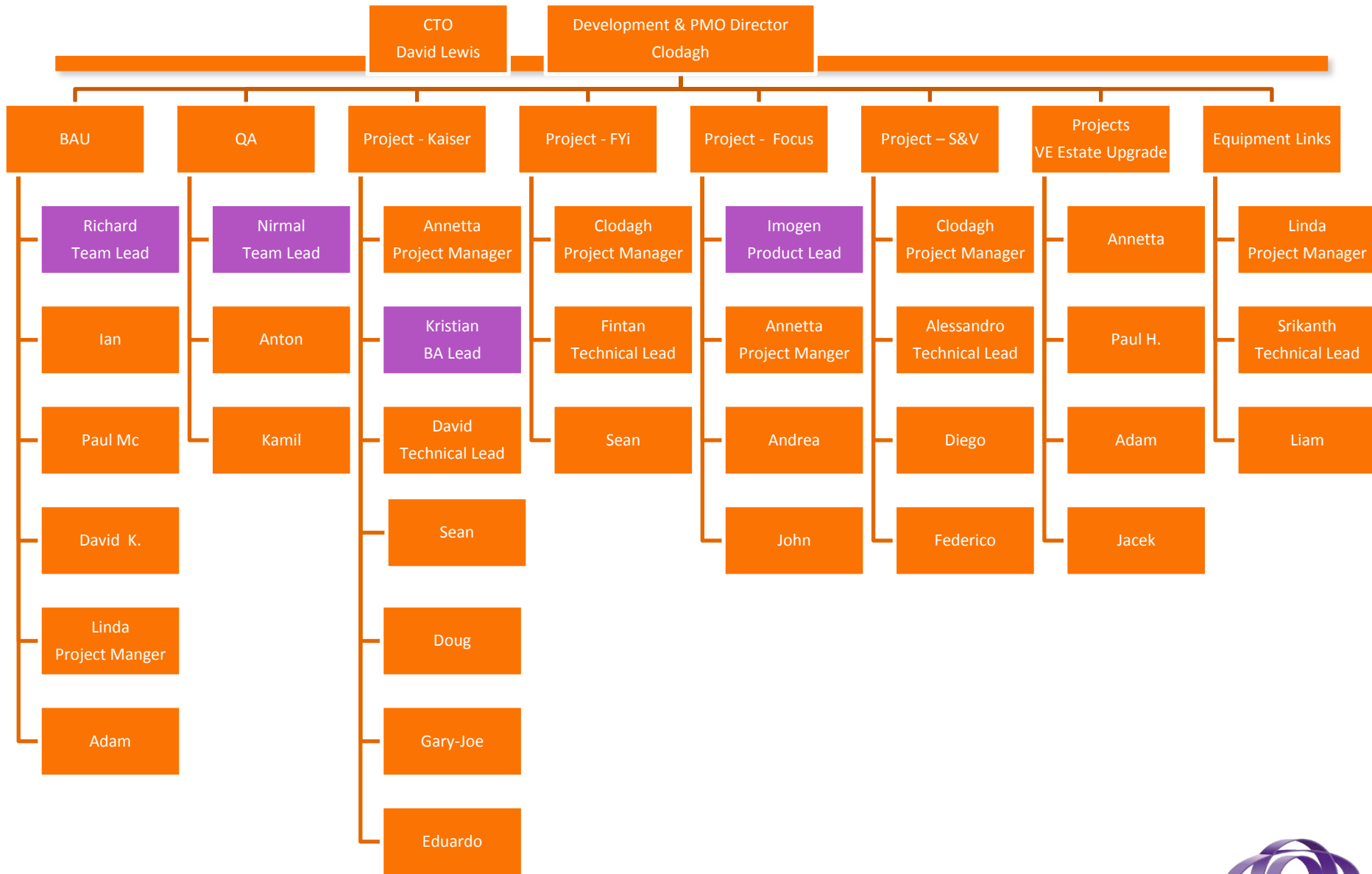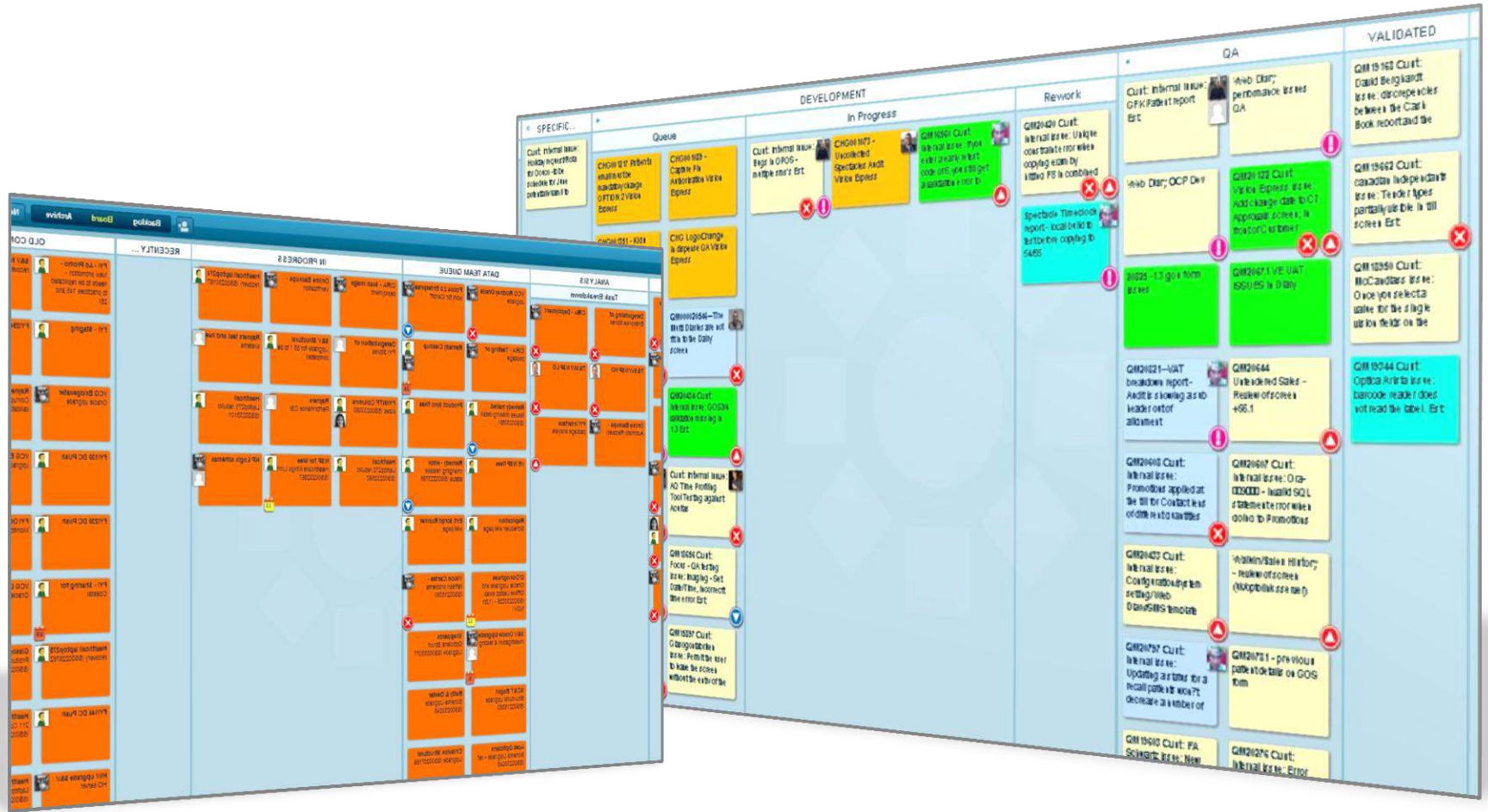# The evolution of our processes

Challenges:

- ✓ PM processes now proven and embedded in Dublin and Italy
- ✓ No controlled process for access to dev
- ✓ Organisational structure lacking in dev
- ✓ Larger and growing WIP
- ✓ Lack of visibility and prioritisation of work
- ✓ Dependency on key knowledge holders
- ✓ Many unfinished projects
- • Quality improvements needed
- • Collaboration\Knowledge sharing culture minimal
- • Resources not on the right priorities
- • More difficult time-zone added to the mix
- • Speed of delivery increase required
- • Task switching still evident
- • Staff were not taking ownership of driving improvement and change

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End 2012 - Agile 'To be or not to be'

The Evolution of Our processes

2013 - 2014

The evolution of our processes

- All departments -> Agile training

- Scrum masters hired and new SM's certified

- 'BAU' – first team to start sprinting.

  - Sprint team formed – product owner, QA, coders, Scrum Master, technical lead

  - Backlogs created

  - Sprint planning

  - Burn downs

  - Stand-ups

  - Sprint retrospectives

- New projects started up on Agile

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Agile - daily scrums in a 2 week sprint

Daily Scrum
- What did you do yesterday?
- What are you going do today?
- Are there any impediments?

24 hours

10 days

Product Backlog
JIRA

Sprint Backlog

Working increment of Acuitas

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Agile - Daily 'stand-ups'
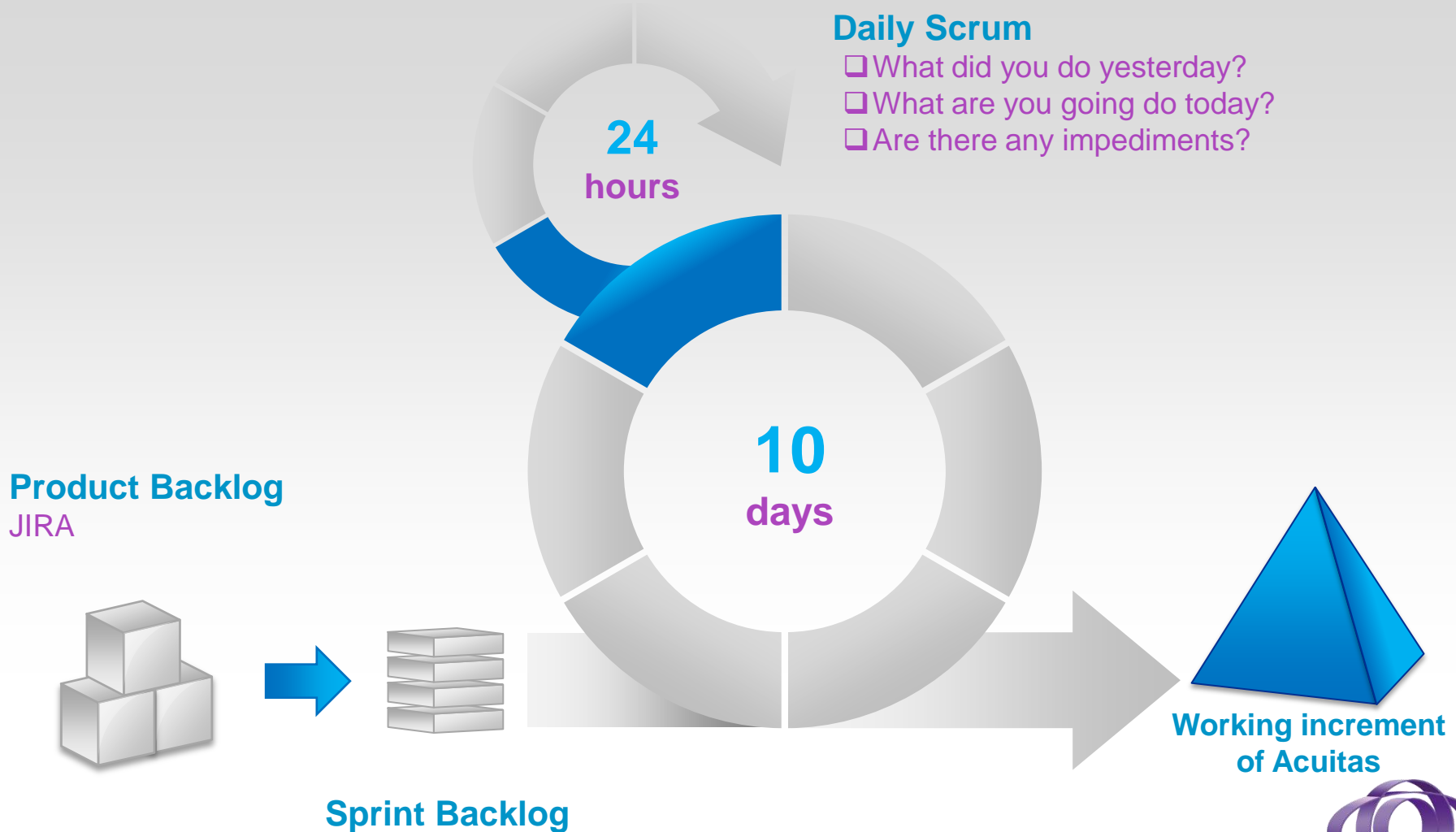
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Our Model Now

Our Model Now

Portfolio Management

Ocuco Project Management Lifecycle

Quarterly Release Management Cycle

Lean-Agile Development

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Our Future

Challenges Overcome

- ✓ PM & Development processes now proven and embedded in all offices

- ✓ Better organisational structure

- ✓ Reduced and manageable WIP

- ✓ Clear structure and control on flow into dev

- ✓ Improved visibility and prioritisation of work

- ✓ Knowledge spread improved radically

- ✓ Collaboration between individuals and teams improved

- ✓ Projects ARE being finished

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Challenges Remaining

- Quality – still a long way to go

- Speed of delivery

- Agile not being used on all projects

- Drive more collaboration and Innovation

- Increase drive based on business value

- Continue to reduce task switching

- Remote teams and time zones

- Staff ownership improved but still have stragglers

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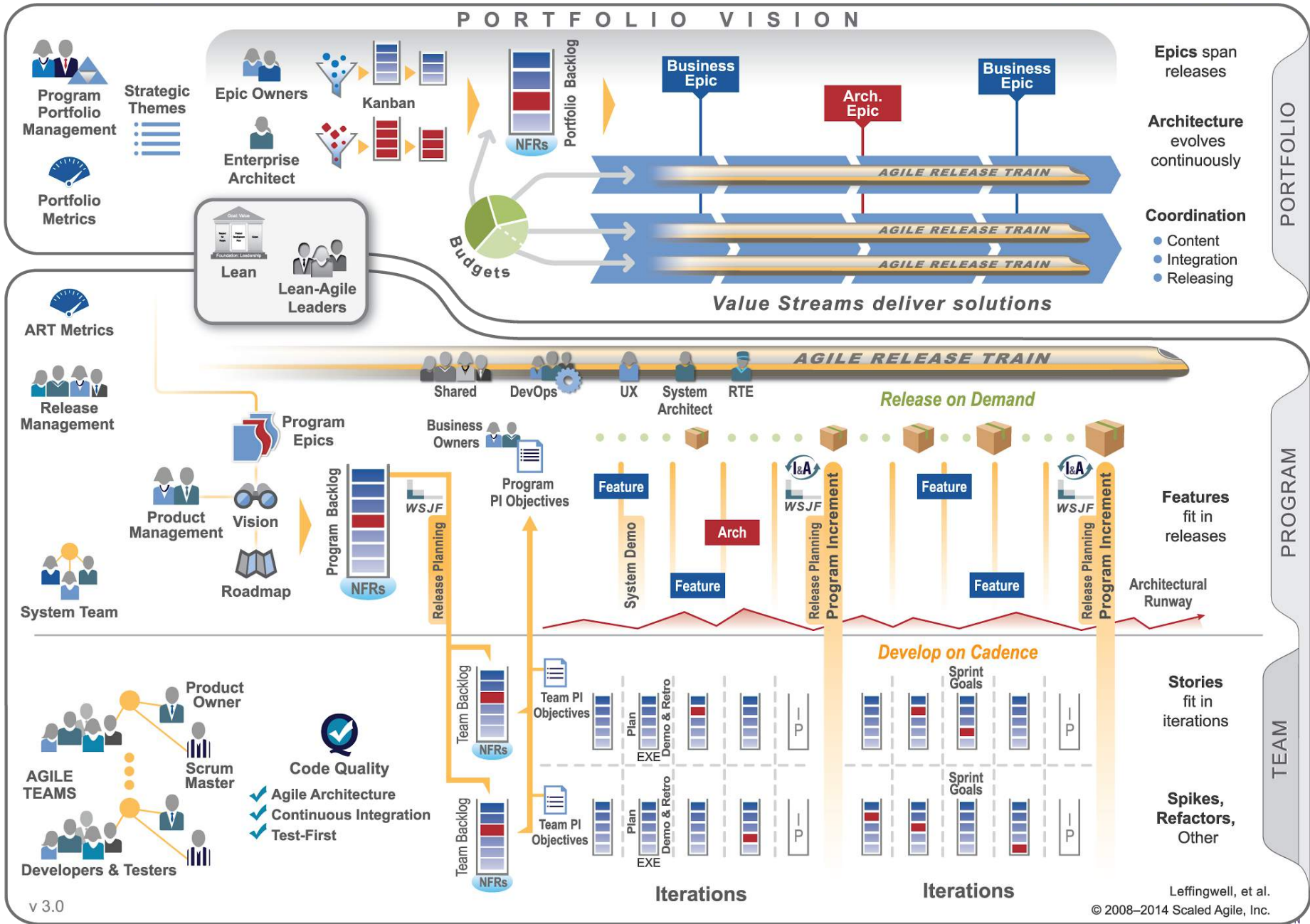SOFTWARE WITH VISION

Plans

Next steps:

- Design Dedicated Scalable Agile Teams

    - (More) dedicated teams

    - Hierarchy of Scrums

    - Levelling of skill sets

- Development systems to allow for Continuous Integration

- Test driven development\Automated Testing

- Automated Builds and alerts

- New organisation

Target Model: Scaled Agile Framework

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Scaled Agile Framework®

SAFe®

PORTFOLIO VISION

PORTFOLIO

Program Portfolio Management

Strategic Themes

Epic Owners

Kanban

Enterprise Architect

Portfolio Metrics

Portfolio Backlog

NFRs

Business Epic

Arch. Epic

Business Epic

Epics span releases

Architecture evolves continuously

Coordination
- Content
- Integration
- Releasing

AGILE RELEASE TRAIN

AGILE RELEASE TRAIN

AGILE RELEASE TRAIN

Budgets

Goal: Value
Foundation: Leadership

Lean

Lean-Agile Leaders

Value Streams deliver solutions

PROGRAM

ART Metrics

Release Management

Program Epics

Product Management

Vision

Roadmap

System Team

Program Backlog

NFRs

WSJF

Release Planning

Business Owners

Program PI Objectives

AGILE RELEASE TRAIN

Shared   DevOps   UX   System Architect   RTE

Release on Demand

Feature

System Demo

Arch

Feature

I&A

WSJF

Release Planning
Program Increment

Feature

Feature

I&A

WSJF

Release Planning
Program Increment

Features fit in releases

Architectural Runway

TEAM

AGILE TEAMS

Product Owner

Scrum Master

Code Quality
- ✔ Agile Architecture
- ✔ Continuous Integration
- ✔ Test-First

Developers & Testers

Team Backlog

NFRs

Team PI Objectives

Team Backlog

NFRs

Team PI Objectives

Develop on Cadence

Plan

EXE

Demo & Retro

Sprint Goals

IP

Plan

EXE

Demo & Retro

Sprint Goals

IP

Stories fit in iterations

Spikes, Refactors, Other

Iterations

Iterations

Leffingwell, et al.

v 3.0

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Q & A