

Doing What Comes Naturally

Agile at NYS OMH



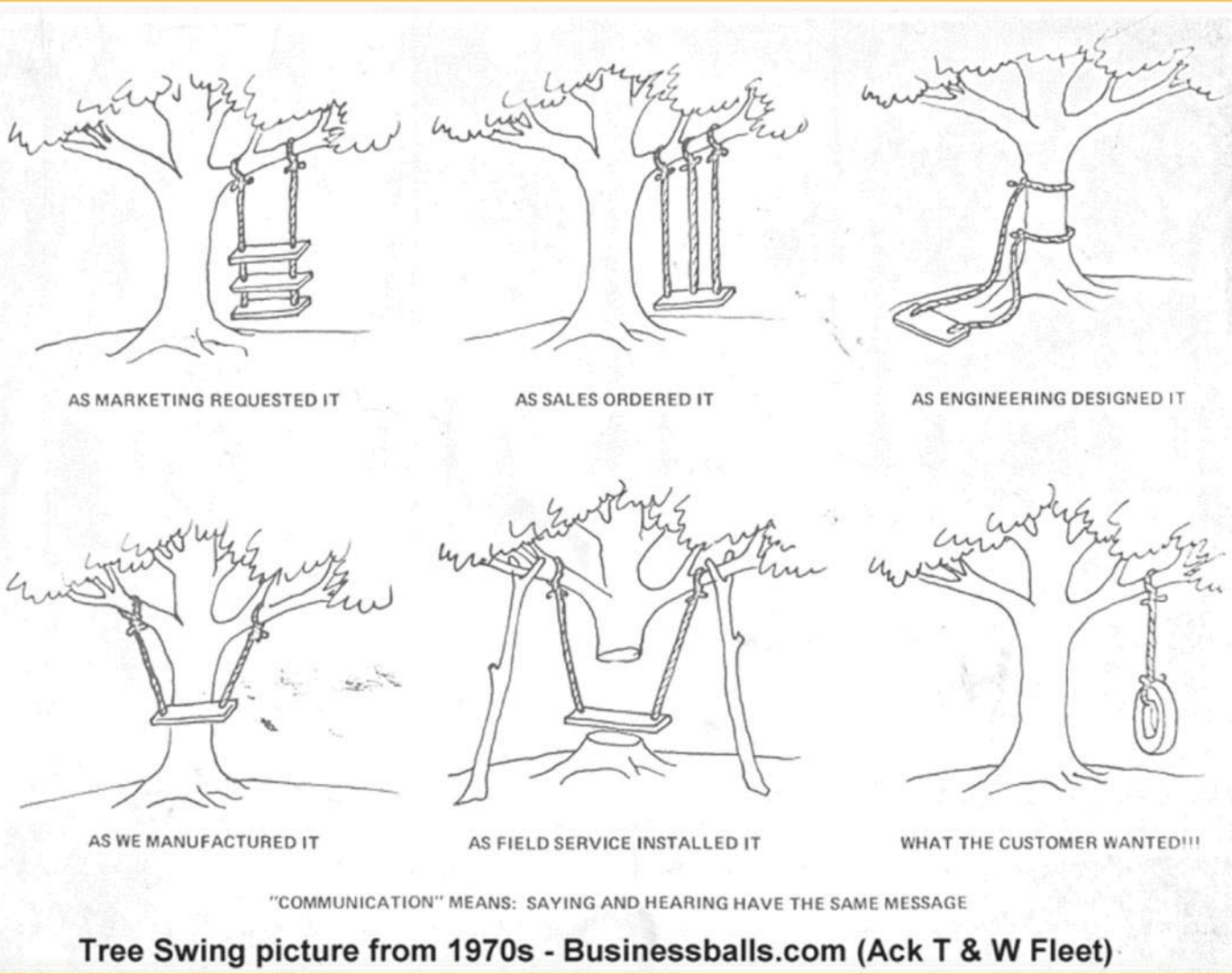
Presented by Scott Derby
NYS Office of Mental Health, CIT
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“Tell me something I don’t know.”



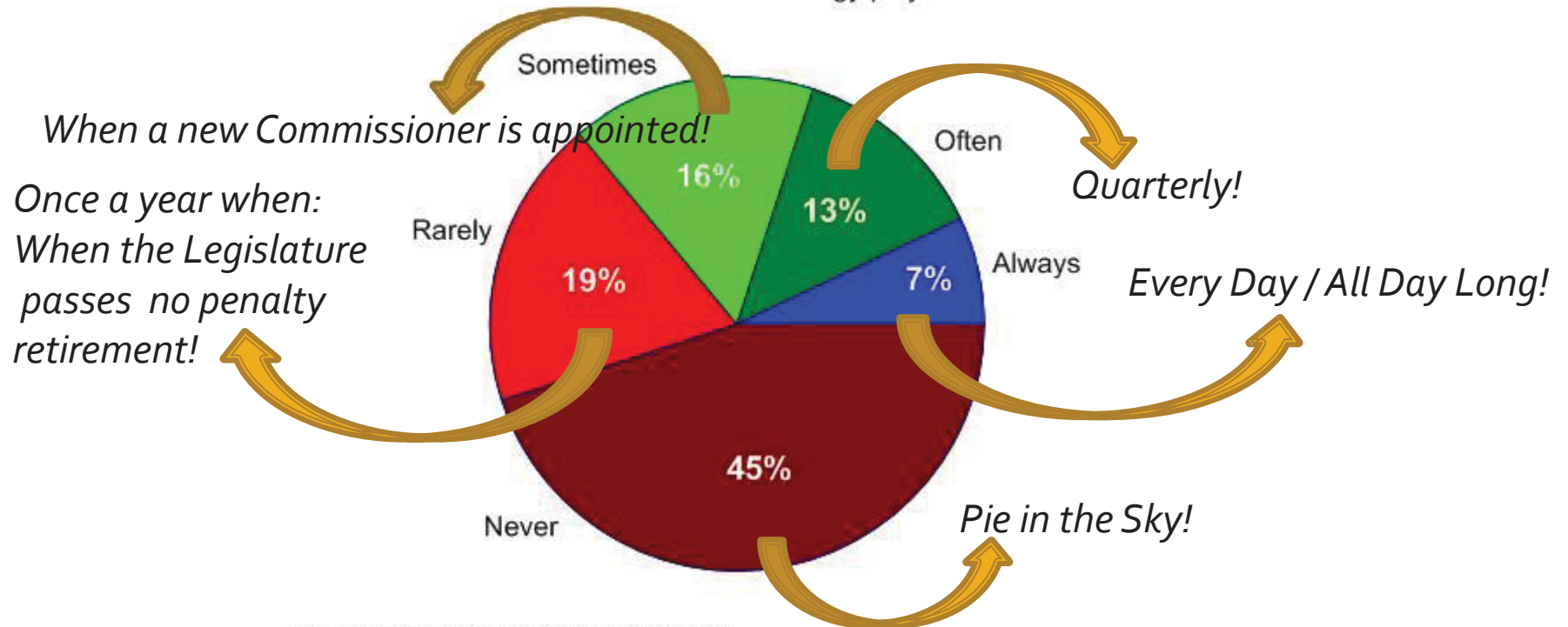
- **Requirements change!**
- **Stakeholder participation is essential, but hard to get!**
 - Is this really news to any experienced IT person?
 - We’ve been trying to manage this reality for years.

The classic tire swing cartoon



Detailed Pre-Planning Doesn't Work

Average percentage of delivered functionality actually used when a serial approach to requirements elicitation and documentation is taken on a "successful" information technology project.

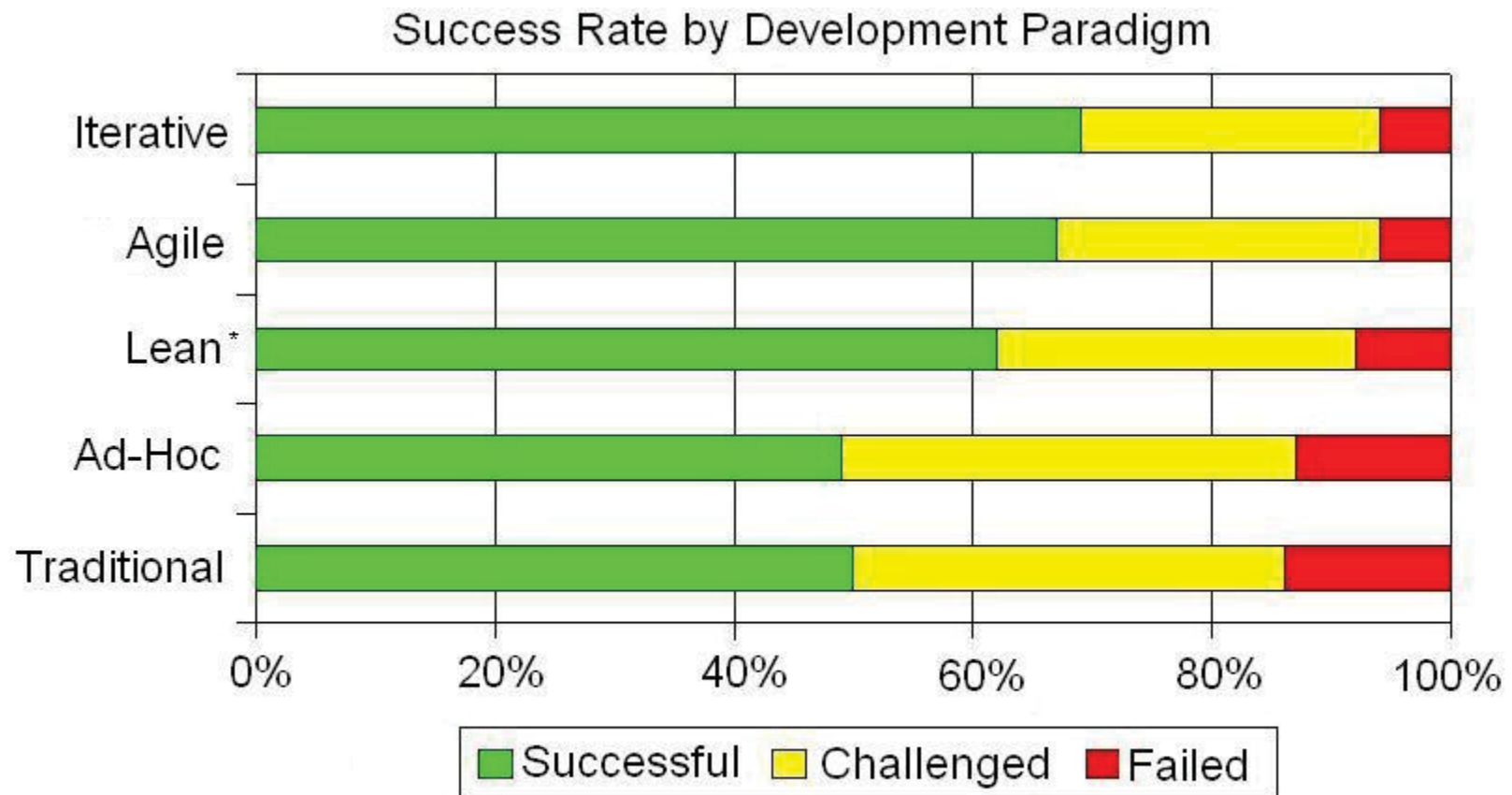


Source: Chaos Report v3, Standish Group.

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Source: <http://www.agilemodeling.com/essays/agileDocumentation.htm>

Does the Agile Method Work?



2011 is the first year where we asked about Lean.
We only had 40 respondents for this paradigm.

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Source: <http://www.ambysoft.com/surveys/success2011.html>

Greater Productivity

Harnessing
the real
power of
Agile is in the
20%!

Success Rate by Development Paradigm

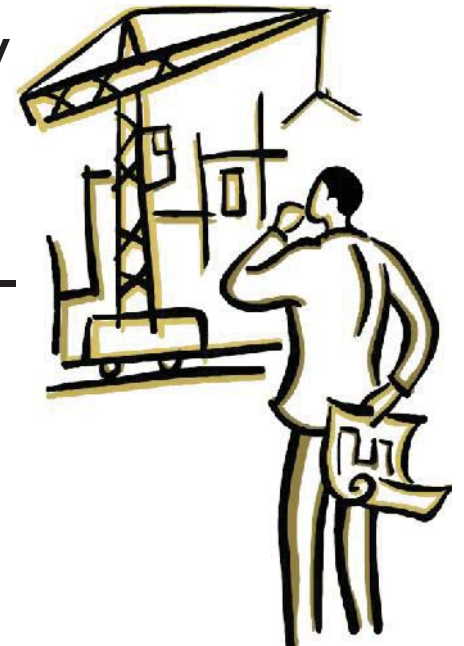


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The ring of truth

- Agile makes plain what IT already knows:
 - Detailed requirements gathered up front are outdated the minute they are written.
 - People change their minds when they see the actual product.
 - Sometimes, just sometimes, we over-engineer.



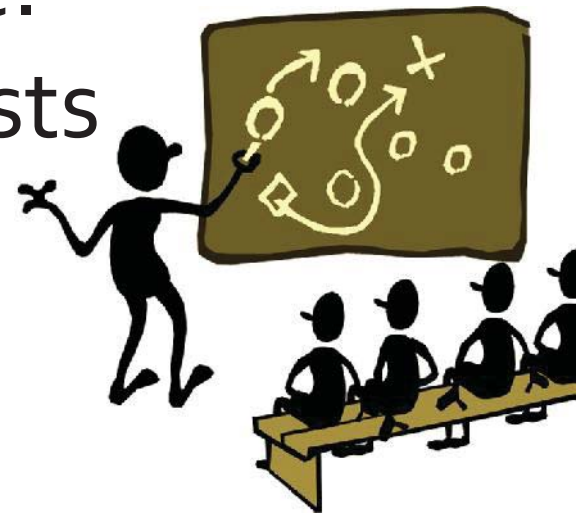
Common sense unleashed!

- **Agile Methodology is turbo-charged common sense**
- To survive, for years we've used "home-made" Agile practices within the constraints of traditional SDLC.
 - We build and release iteratively
 - We look for the best person to solve a problem
 - We go directly to the business owner with questions
 - We sneak in small changes without formal change control paperwork
 - Sometimes, just sometimes, we neglect documentation in favor of getting a feature working



How did we start Agile at OMH?

- CIO Dr. Wang said, “Be Agile.”
- We brought in Agile specialists to facilitate discussions with managers:
 - What are Agile concepts?
 - What does it mean to change direction?
 - What do we want out of the change?



Motivated Action



- **Agile teams are self-organizing.**
Without realizing it, we were already adhering to a cardinal principle of Agile.
- We spent time (about 3 months) and a little bit of money (for facilitator) for manager-level discussions on how Agile could work at OMH.
- Rather than cramming Agile down their throats, we got managers to buy-in, drawing their own conclusions.

Progress so far

- Developed high-level vision for Agile
- Arrived at manager consensus to move to Agile
- Attained good theoretical understanding of Agile
- Identified implementation issues specific to OMH



Prototyping the Agile Methodology



- We introduced Scrum framework to a team already building a replacement for an existing system. Most of the requirements were already defined.
- Switching to a new approach mid-stream on a monolithic project was not ideal, but we wanted to practice the concepts and see the pain points.

Lessons learned from pilot, 1

- Provide training to build comfort and confidence
 - User stories, burn down charts, etc.
- Pick the right combination of skills
- **The all inclusive-agile programmer is hard to find!**



Lessons learned from pilot, 2

- Develop documenting and reporting practices that satisfy external requirements without bogging down Agile team.
- Select and configure software so all stakeholders can stay engaged.



Reinforcing the concepts



- Sending managers and PMs to Certified Scrum Master training
- Developing training resources for Product Owners and Agile Developers
- Drafting guidebook and other references
- Proselytizing to business stakeholders

Working out the details

- Rolling out Agile to more projects
- Rearranging work space to foster collaboration
- Deciding on software packages to facilitate agile reporting and distant collaboration
- Working with PMO to define reporting requirements



Continuing challenges, 1



- Convincing business stakeholders with **decision-making** authority to give time to the process
- Agreeing on external documentation and reporting needs
- Rearranging workspace to support Agile



Continuing challenges, 2



- Retooling software for Agile
 - Product Backlog / Sprint management
- QA / Deployment with Sprints
- Providing widespread workshops and training



Getting product owners involved

- Present Agile concepts and advantages to business decision makers at their regular meetings
- Use business process maps to facilitate communication
- Explain and promote successes achieved with business user input
- Candidly discuss inevitable loss of efficiency if business decision makers don't participate



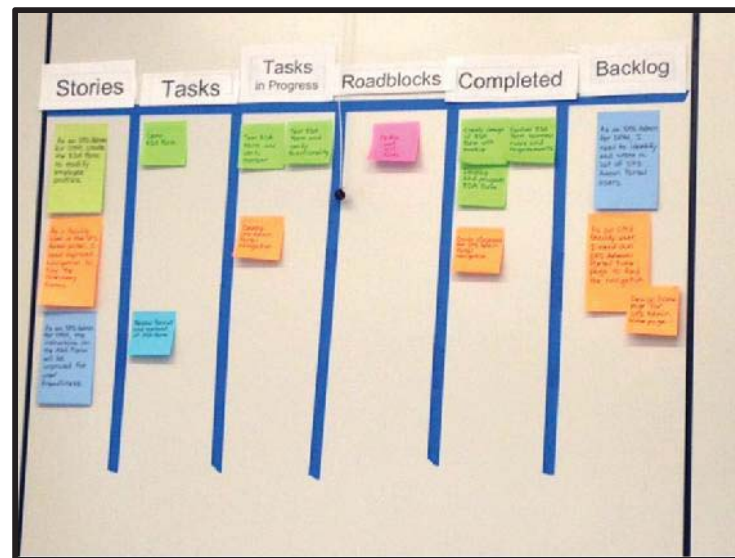
Deciding about documentation

- Recognize that documentation is a business decision – does the value justify the effort?
- Value in having the right amount of documentation, at the right time, targeted to the right audience
- Involve PMO in move to Agile
- Is PM Scrum Master?



Agile space planning

- Move team members closer together
- Rearrange cubicle walls and desks to create open, shared workspaces
- Free up common wall space for visual task boards



QA and deployment schedules

- Migration process time consuming; Sprints must accommodate migration schedule
- Automate as much testing as possible
- To be discovered...?



Widespread training

- Empower Agile team members with targeted formal training
 - Scrum Master
 - Product Owner
 - Scrum Developer
- Foster culture change / socialization
 - Meetings with teams
 - Presentations to business owners
 - Space planning
 - Sprint retrospectives
 - Success stories



Success stories

- SFS Admin Portal project
 - Working version of form delivered in 2 weeks
 - Same result in traditional SDLC would have taken 2 months
- EMR
 - Evaluators in training for role as Product Owners agreed to standardize on clinical procedures
 - Evaluators understood that siloed clinicians had caused past system problems



Conclusions

- NYS can embrace a different way of doing business
- Gradual change in culture as business owners see benefits
- With the right people, the right encouragement, and a little bit of money, Agile can succeed

