
accenture technology
Agile University: Delivery School
Change Control
High performance. Delivered.
Strategy | Digital | Technology | Operations

Agenda

- Change Control in Plan Driven Projects
- Change Control in Distributed Agile
- Defect Management

Copyright © 2014 Accenture All rights reserved.

Change Control in Plan Driven Projects

- Project Requirements and Scope are base-lined and signed-off up-front
- When a Change Request is raised:
  - **Impact Analysis** is performed and documented
  - The change is **estimated**
  - **Sign-off** is obtained from the Change Control board
  - Change is **implemented**
  - All impacted configurable items, including traceability documents are updated
  - Project Scope, Requirements and Plan are updated
  - The Project Plan and Requirements are **re-baselined**

Advantages

- Accurate tracking and approvals by the stakeholders
- Does not impact other areas of the product
- The quality of the product is maintained

Disadvantages

- Heavy-weight and inflexible
- Difficult to implement for short timescales and large number of changes
- High cost of change

Copyright © 2014 Accenture All rights reserved.

Agenda

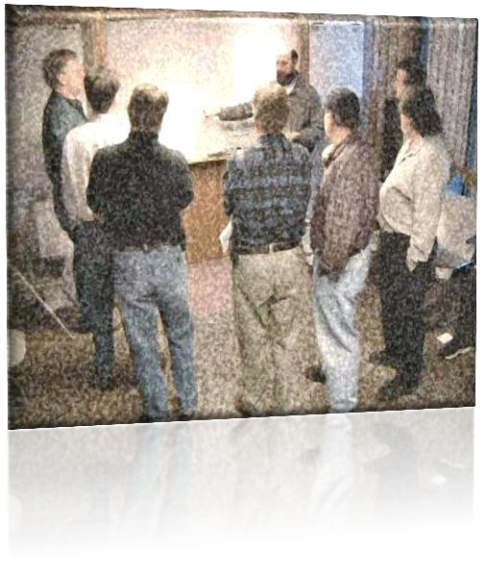
Change Control in Plan Driven Projects

Change Control in Agile

Defect Management

Copyright © 2014 Accenture All rights reserved.

Agile Manifesto on Scope Changes



The Agile Manifesto values

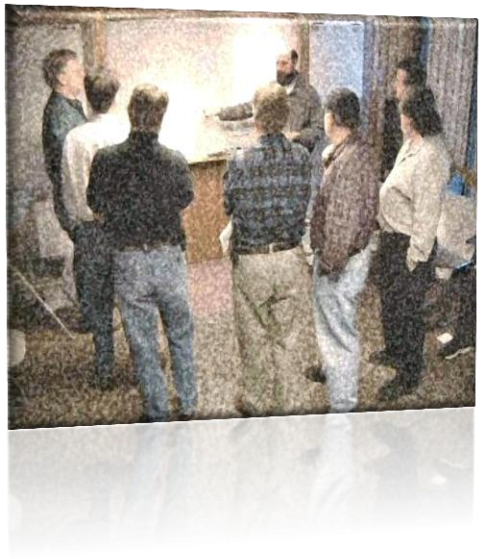
- Responding to Change over following a Plan

Interpretation

- **Responding to Change** is the core driver of the Agile projects
- Requirements change frequently and projects must be ready for changes to the plan

Copyright © 2014 Accenture All rights reserved.

Agile Manifesto on Scope Changes (Cont'd)



Agile Principle

- Welcome changing requirements, even late in development
- Agile processes harness change for the customer's competitive advantage

Interpretation

- Changes to the requirements are necessary for client's business to stay ahead of the competition
- Projects should embrace changes, instead of resisting them

Copyright © 2014 Accenture All rights reserved.

Activity

Discuss the following questions as a class

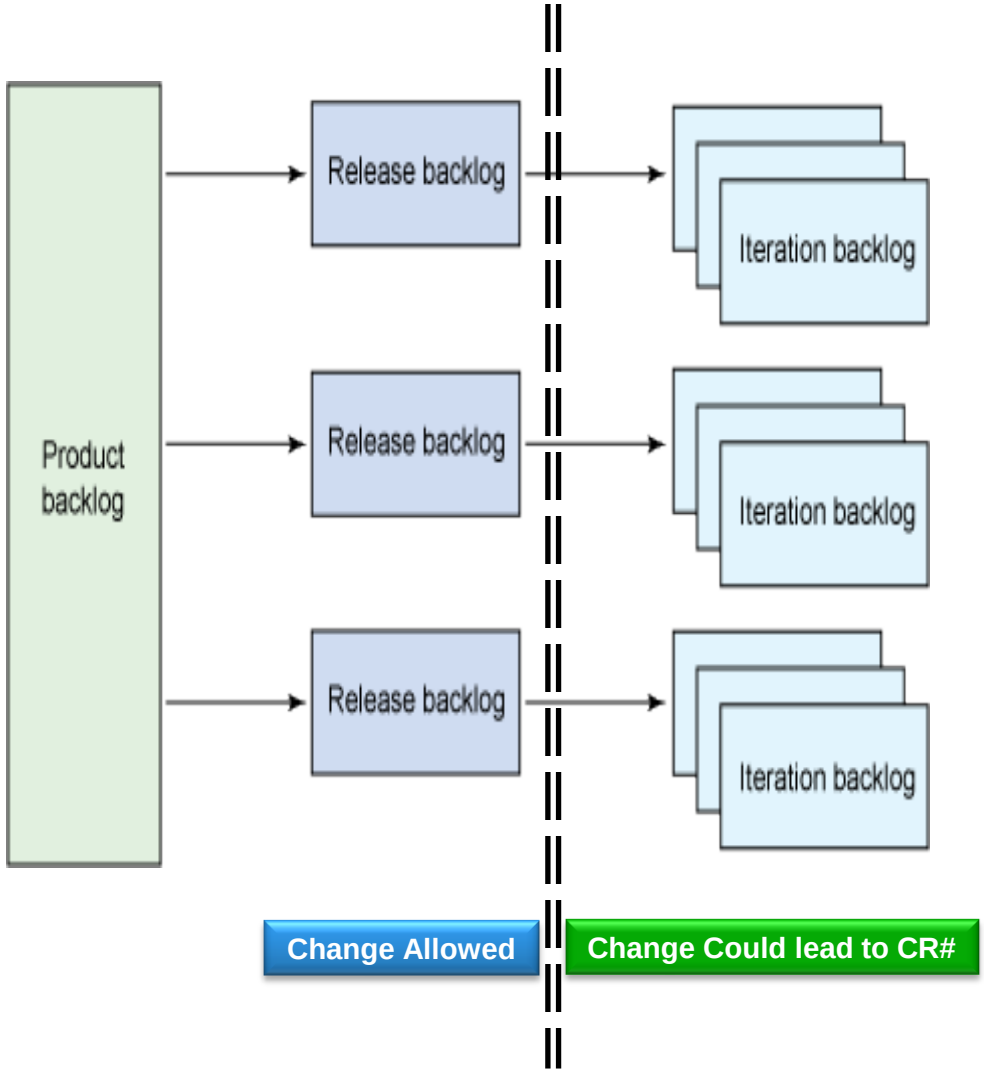
- Do the Agile projects require a Change Control Process?
- Why would it be required and what would be its key characteristics.

5 min.

Copyright © 2014 Accenture All rights reserved.

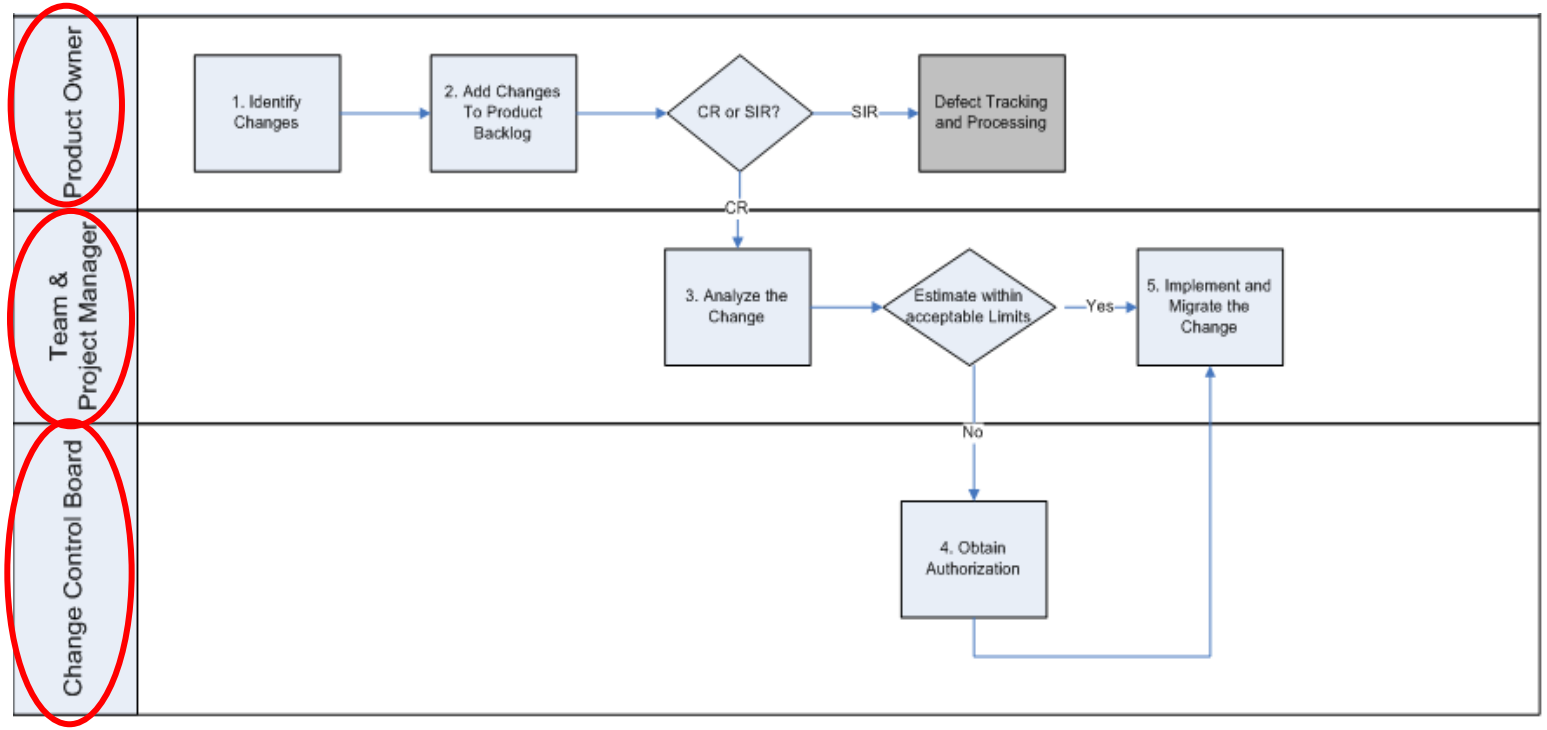
Change Control in Agile

- More flexible and responsive to change than those used in Waterfall or V Model
- No MINOR change should be accepted that will jeopardise the Sprint commitment
- In cases deemed necessary a Sprint can be cancelled
- Small, trivial changes should be done directly by the team **without** a Change Request
- Frequent meetings of **CCB** for fast clearances: once a week
- **Quick**, **informal** approvals (over email) of Change Requests
- **Accelerated** Change Request cycle
- **Lower cost** of change



Copyright © 2014 Accenture All rights reserved.

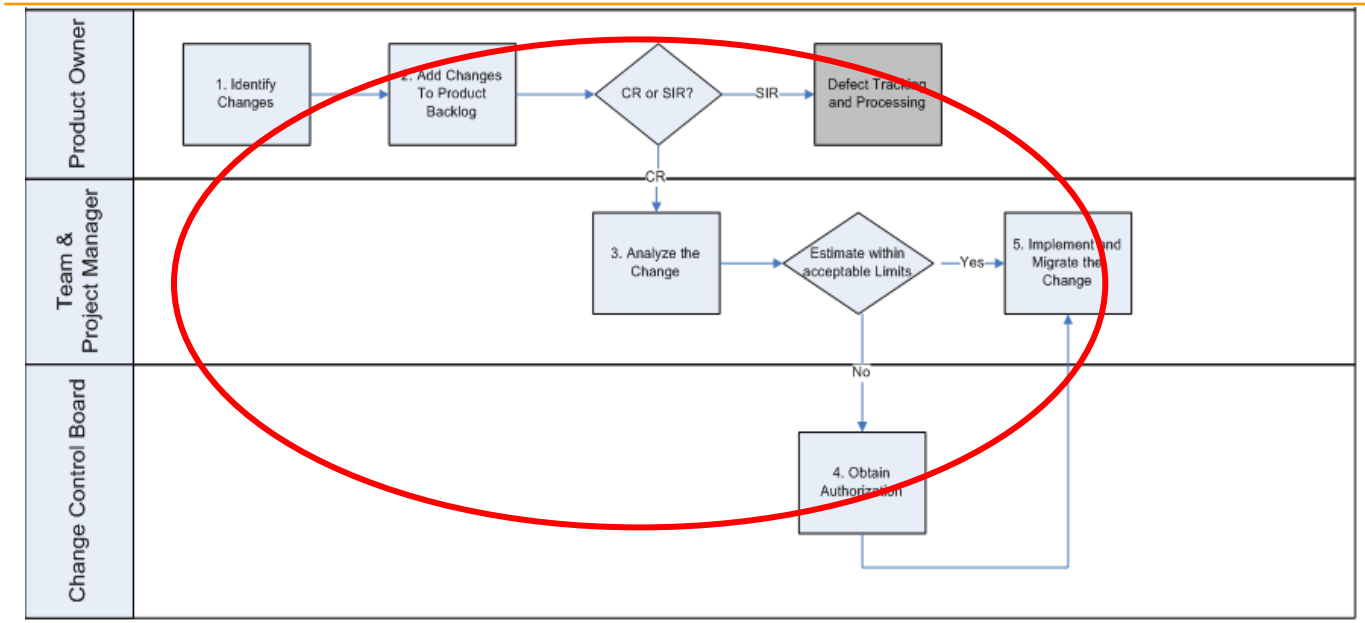
Key Roles



Product Owner: Responsible for identifying changes and updating the Product Backlog with changes
Team & Project Manager: Responsible for analyzing and estimating changes and communicating the impact
Change Control Board: Responsible for providing approval for the change request

Copyright © 2014 Accenture All rights reserved.

Analyze and Review Change



1. **Stakeholder** identifies a Change
2. **Product Owner** adds change to the Product Backlog and decides whether the change should create a CR
3. **The Team** analyzes the change and provides impact analysis and estimates
4. **Project Manager** highlights the impact of change to the concerned stakeholders and provides various risk mitigation options
5. **The Change Control Board (CCB)** approve/defer/reject the CR

Copyright © 2014 Accenture All rights reserved.

Agenda

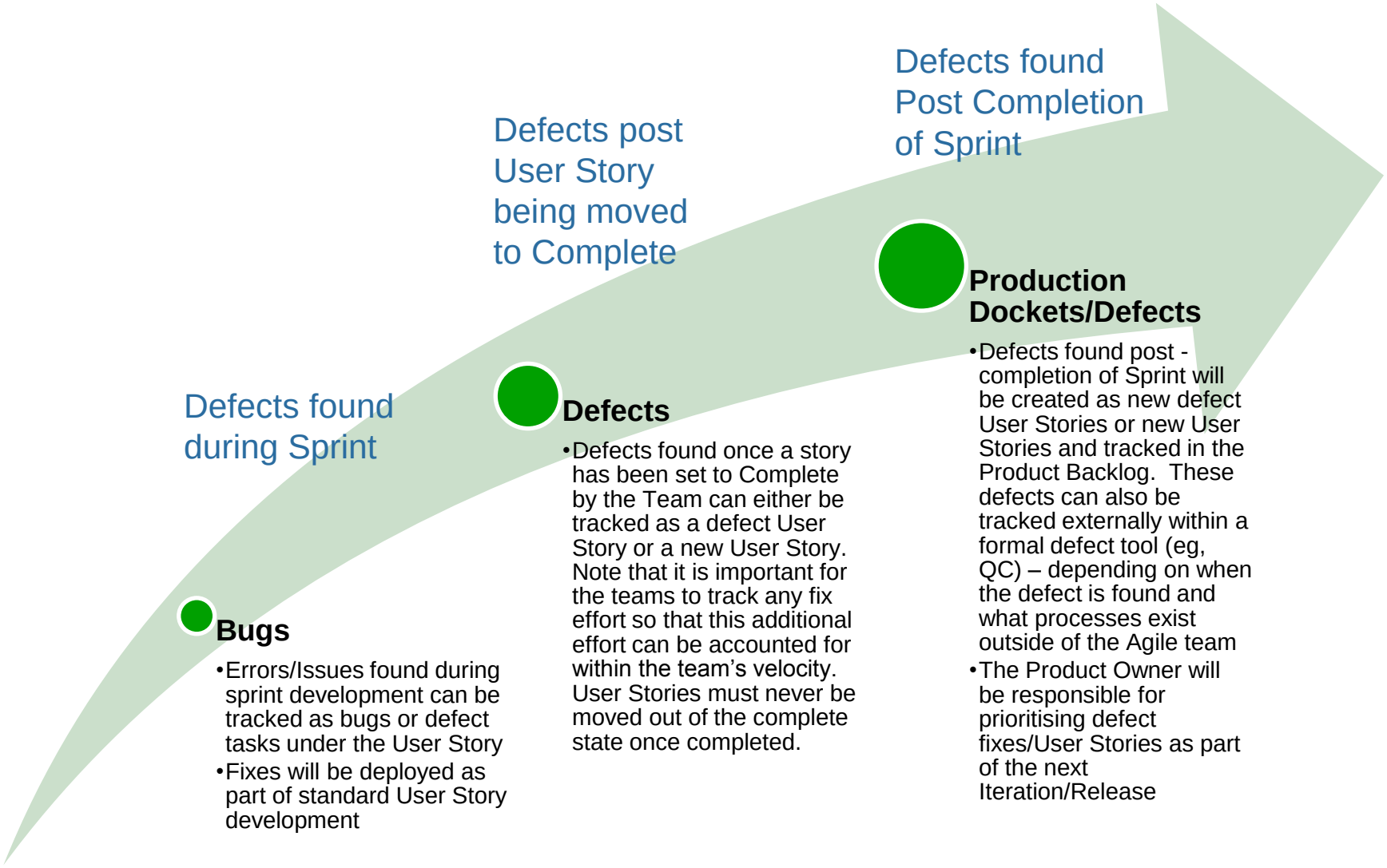
Change Control in Plan Driven Projects

Change Control in Distributed Agile

Defect Management

Copyright © 2014 Accenture All rights reserved.

Defect Management Process



Copyright © 2014 Accenture All rights reserved.

Guidelines on Defect Fixing

- Defects should be **anticipated** and **budgeted** during **sprint planning**
  - Initial budgets may be off-target, however the budget can be refined once the Team completes a few sprints
  - The Team should have a backlog of Defects which it can take up

- Follow the **definition of done** for the User Stories during the sprint
  - Critical and high priority defects should be fixed during the same sprint
  - Low priority defects may be scheduled in the next set of sprints depending on the priority of the other User Stories. These defects will use a percentage of the next Sprint's velocity

- **Defects Identified during Sprint Review**
  - Discuss with the team and Product Owner on how to handle these
  - Discuss in the retrospective on techniques to avoid this occurrence

Copyright © 2014 Accenture All rights reserved.

Questions & Answers

Copyright © 2014 Accenture All rights reserved.