DevOps and IT Agility: For Consultants

DevOps CoE

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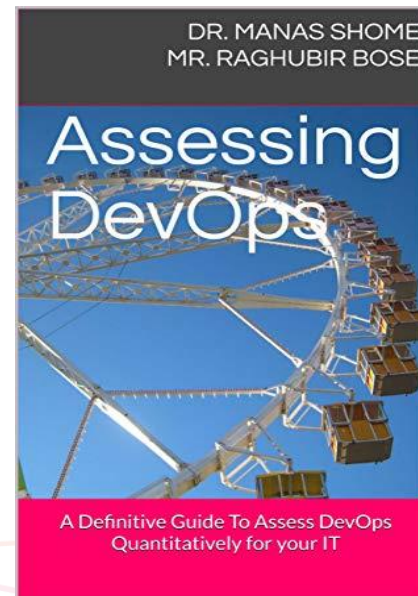
Go through the Induction Manual for Evangelists and Proposal Writers
  – Especially look at the PAQ and PAQ report

Thoroughly read this book →
(Get it on Amazon sites worldwide)

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Assessing DevOps

A Definitive Guide To Assess DevOps Quantitatively for your IT

What are Assessment Patterns for DevOps?

There are 4 assessment patterns:

✓ Assessment for a single application stack, say Java with Oracle DB

✓ Assessment for specific application platform(s) comprising of more than one stack, say Java + .NET + Guidewire, with Oracle + MS SQL DBs

✓ Assessment for production support and maintenance cycles (typically irrespective of stacks); this is relevant once the code has moved to production

✓ Assessment for Enterprise IT

QODE Questionnaire

Sample Assessment Report

Common Initial Takeaways

- ✓ Recommended assessment team mix of **2**:

  People & process Consultant(s)   **Tech Architect(s)**

- ✓ Get report(s) on prior assessment(s) in case the customer has got done earlier by other group or vendor, along with customer's IT strategy/ roadmap (if such exists)

- ✓ Get the **PAQ report** done; this will act as guide to validate the detailed assessment presumptions and data

- ✓ Identify customer (and TCS/ other vendor) stakeholders early-on and schedule meetings
  - o Members from Dev (incl. QA) and Ops to be identified mandatorily
  - o Include business, security, Agile/ DevOps champions, architects

- ✓ Start with the business to identify pain points

  Is Business Really Happy with IT?
  If yes, is DevOps needed for the given scope? Else, what is the driver for DevOps?

Pattern 1: Single Application Stack

Simplest pattern; 2-4 weeks, 2 consultants

✓ Process consultant captures the baseline process architecture along with people and technology details (as defined in the questionnaire)

✓ Tech consultant studies technology architecture + application and infrastructure architectures

✓ Both works on the same stack and prepares the assessment report

Medium complexity; 4-6 weeks, 4 or 5 consultants

✓ Process consultant(s) may divide his/her time to capture data and analyze the stacks, and bring out process commonalities

✓ Tech consultant(s) typically need to work in a sequential fashion on respective stack architectures, and bring out commonalities

✓ Essence is to manage the inter-stack dependencies such as for releases or incident fixes

✓ The objective is to have unified architectures (people, process and technology) if possible; else, separate architectures need to be defined for the stacks

Medium complexity; 3-5 weeks, 2 to 4 consultants

✓ Process consultant(s) may divide his/her time to capture data and analyze ITSM processes – that may or may not differ by stacks – and bring out process commonalities

✓ Tech consultant(s) would work along with the process consultant to understand extent of automation required in ITSM, and bring out commonalities

✓ Objectives are to:
  o Move towards continuous monitoring enabled self-healing systems; typically starting with auto-resolution of infra incidents
  o Automate change workflows (minimal human intervention)
  o Identify application portfolio rationalization paths

High complexity; 8-12 weeks (or more), 7 to 12 consultants

- ✓ Process consultant(s) may:
    - o Create a high level heatmap (use PAQ) across all stacks in scope
    - o Decide on which stack(s) is/are relevant for DevOps
    - o Divide his/her time to capture data and analyze the stacks, and bring out process commonalities

- ✓ Tech consultant(s) typically need to work in a sequential fashion on respective stack architectures, and bring out commonalities

- ✓ Wide variations may exist on IT maturity across stacks or platforms; essence is to align with what the business wants from each of the portfolios, say on IT release times, quality and security; any changes prescribed for a portfolio should be incremental (NOT DISRUPTIVE) in terms of people practices

- ✓ The objective is to have unified architectures for as many stacks as possible

- ✓ Assessment report may have separate sections by portfolios

o Get all Dev and Ops key stakeholders mandatorily for the presentation – they represent teams that would undergo changes (others may be brought in based on context)

o Explain the framework (QODE) in brief and our methodology

o Take informal alignment while you present the baseline / as-is states (that is the data they gave during data capture)
   • For disagreement with anyone in Dev, validate with Ops; and vice versa … if both disagree with you, go to the white board and clarify

o Go through the rest, and definitely articulate key benefits (especially the metrics driven ones)

Thank You