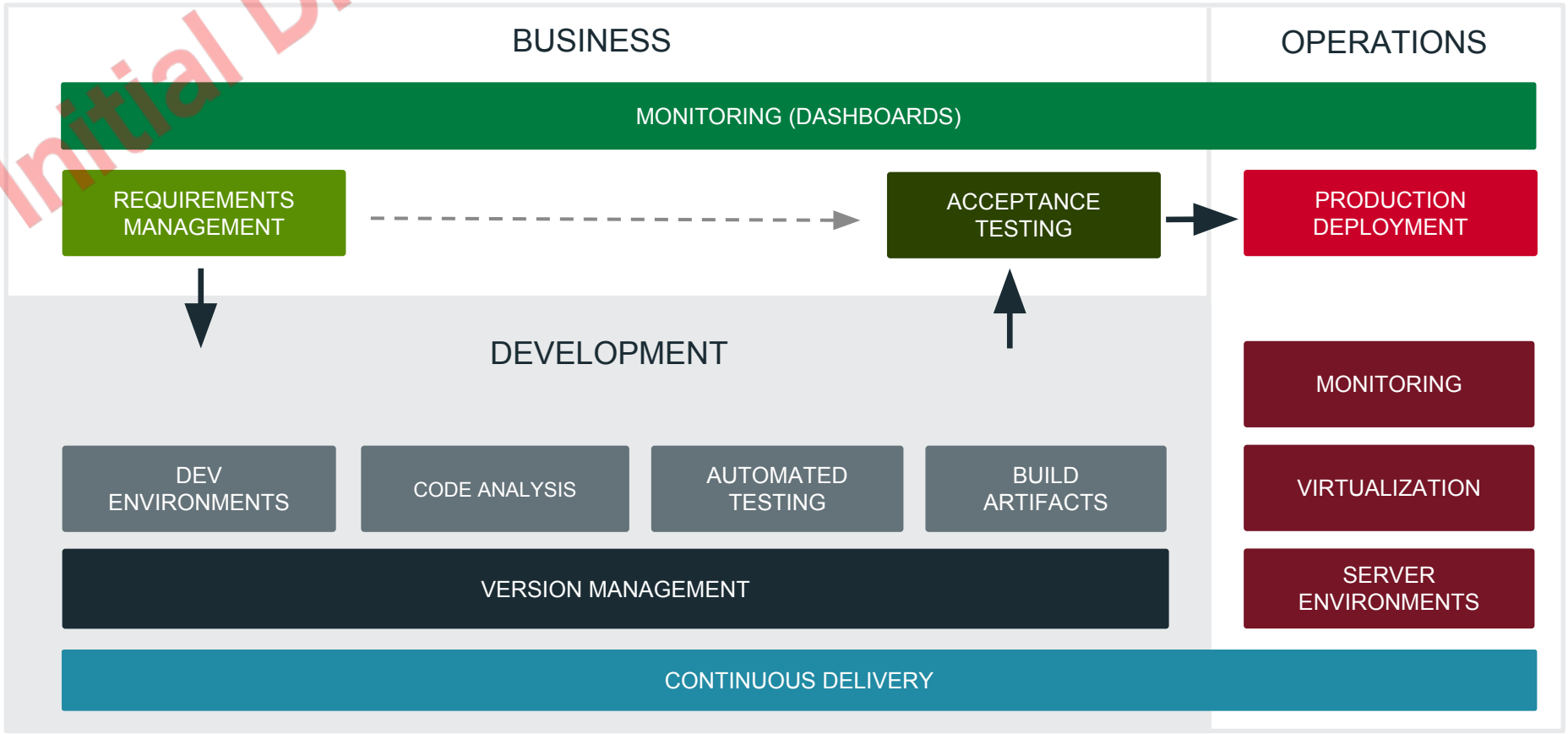
Initial Draft

XE BPM

DevOps development plan – initial findings

DEVOPS DEVELOPMENT MODEL



DEVOPS TRANSFORMATION JOURNEY

Efficient and highly automated SW production line from requirement management to commercial deployments and maintenance

End to end visibility to all production phases via data driven tracking, reports and dashboards

Continuous operational improvement based on both real-time and historical performance data

Initial Draft

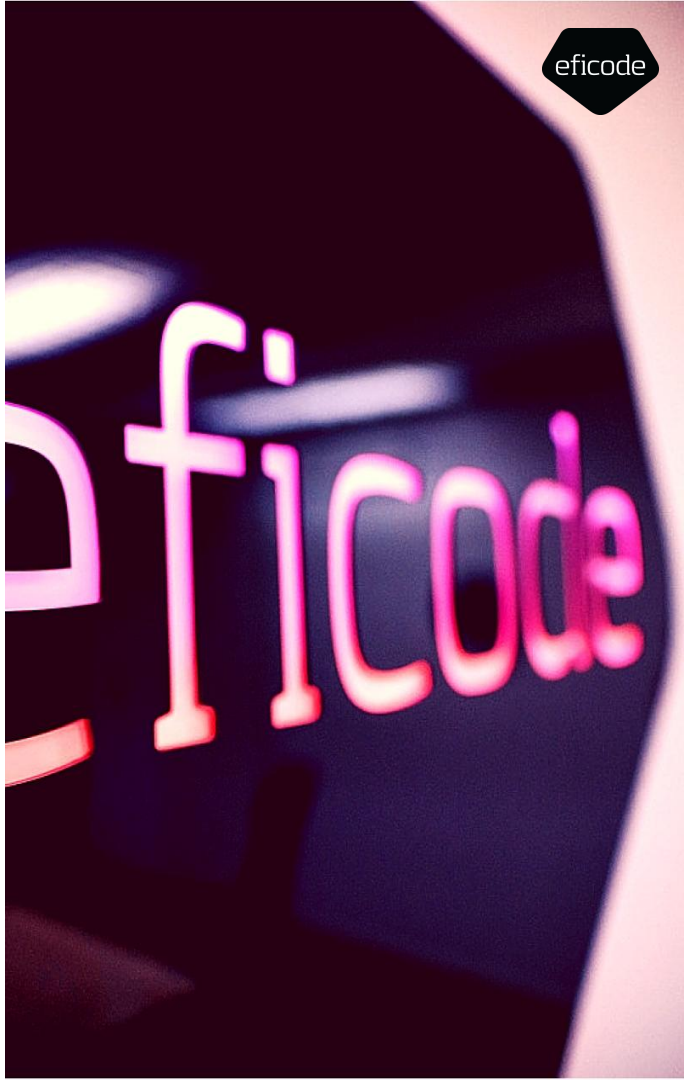
eficode

VOLVO IT KPIs:

Reduce Lead-time
Increase Quality

KEY FINDINGS - Personnel

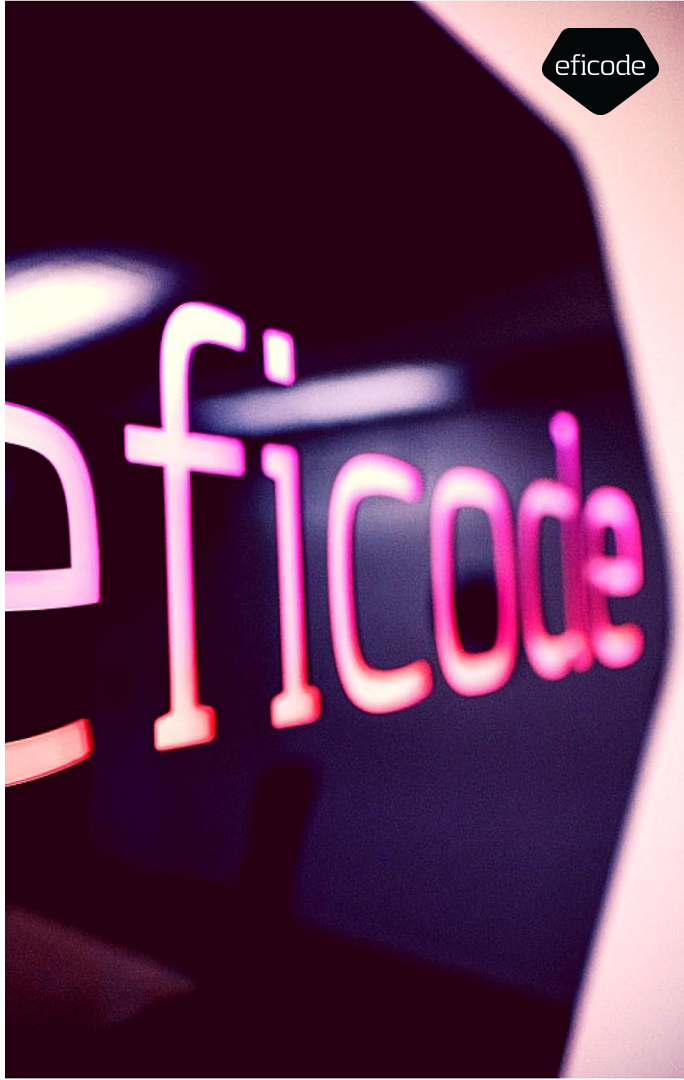
- Good domain knowledge
- Knowledge silos
- Good team collaboration and trust
  - People trust each other
  - Open communication also with management
- Motivation
  - Management trusts - autonomy
  - Mastery in domain knowledge
  - Clear mission but not especially motivating
- Appropriate roles on personnel



KEY FINDINGS - Culture & Organization

- Clear separation of responsibilities
  - Developers
  - Tester
  - Analysts

- Work prioritization
  - New features and manual testing heavily prioritized
  - Doing tasks at hand, continuous improvement activities aren’t really encouraged



KEY FINDINGS - Processes

- No end-to-end process
  - First analysis
  - Then development
  - Then testing
  - Then UAT
  - Then wait until production
  - People handovers between flow

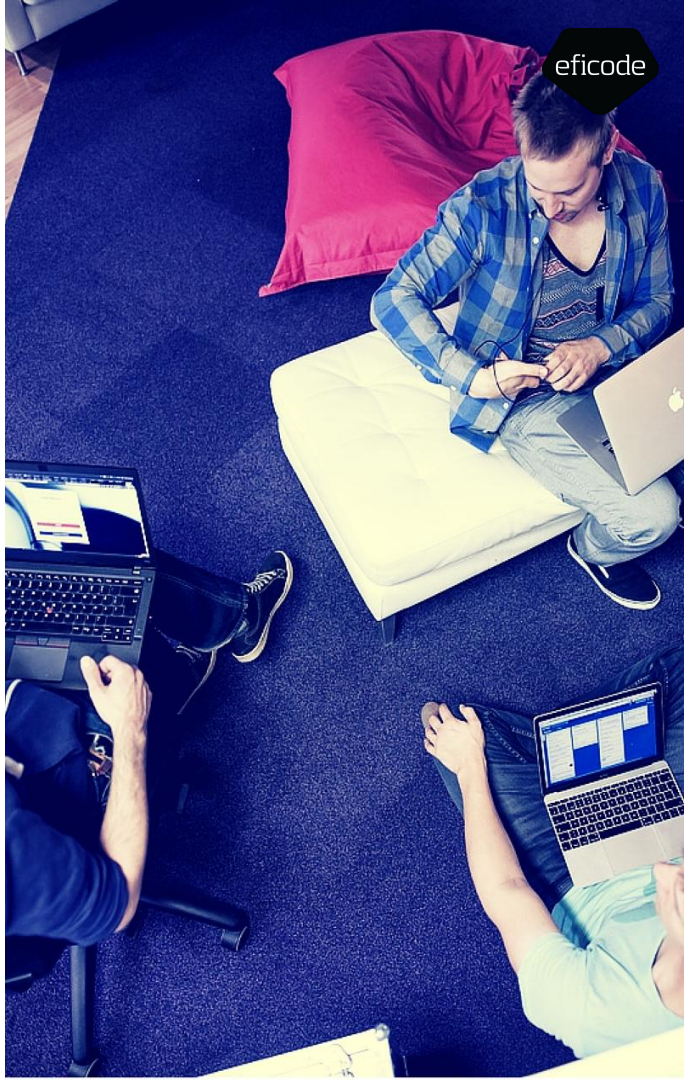
- Unidentifiable software development method
  - VPS4IT is not a software development method
  - Some good practices still applied, like daily hurdle and the board to visualize to current state

KEY FINDINGS - Processes

- Teamplace as requirement management tool
  - No data collection
  - No visualization - physical board to track CR statuses

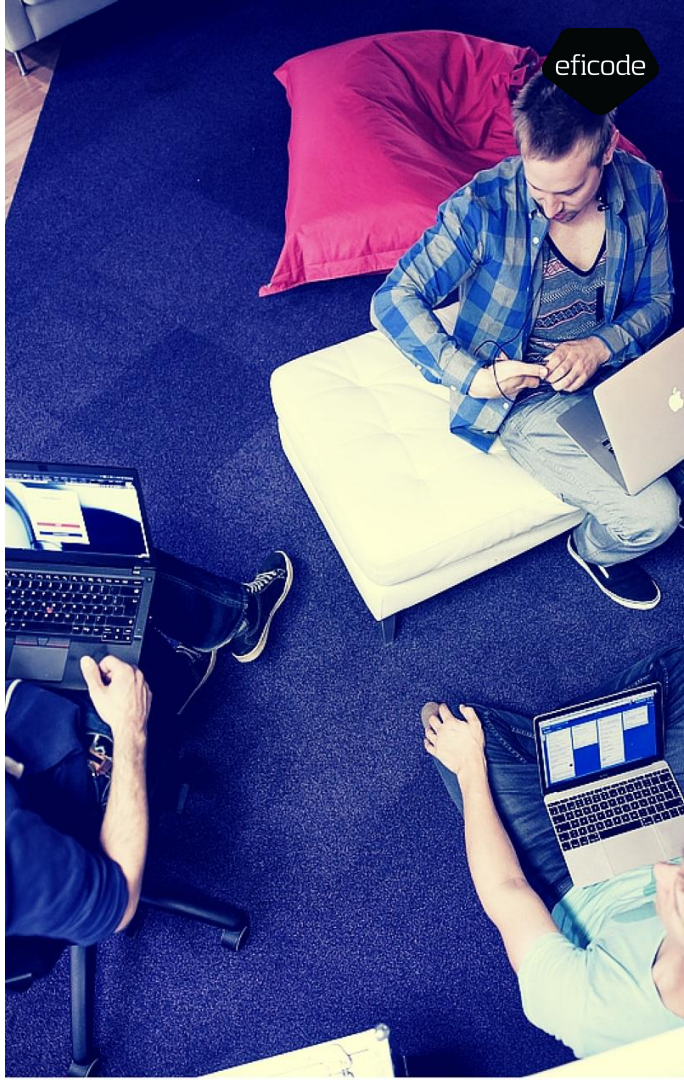
KEY FINDINGS - Version Control

- Version control
  - SVN used, Git could be an approach for the future
  - MEGA has it’s own version control
  - Basic usage of branching is in use
  - All code isn’t in version control
  - A great possibility to have all code in the same repository



KEY FINDINGS - CI

- Build operation (generation) takes hours
  - Instability issues
    - Debugging requires going to servers
- No dependency or artifact management
- Separate CI does not exist
- Some scripts exist
  - Daily build of static content
  - Daily update of SAP content and publish



KEY FINDINGS - Testing

- No test automation
- Some manual testing
  - 30 cases in teamplace
  - Test cases can be forgotten in CRs
- Multiple levels of manual testing
  - Dev, Test, UAT
  - Partially redundant
- No reporting
  - No details in test cases
  - Reporting gives value for the testing activities

KEY FINDINGS – Application

- Application architecture
  - Both VGMS and VEAR are built around MEGA
  - Monolith deployments

KEY FINDINGS - Monitoring

- No monitoring
  - HCL monitors servers
  - HCL offers application monitoring accessible by everyone

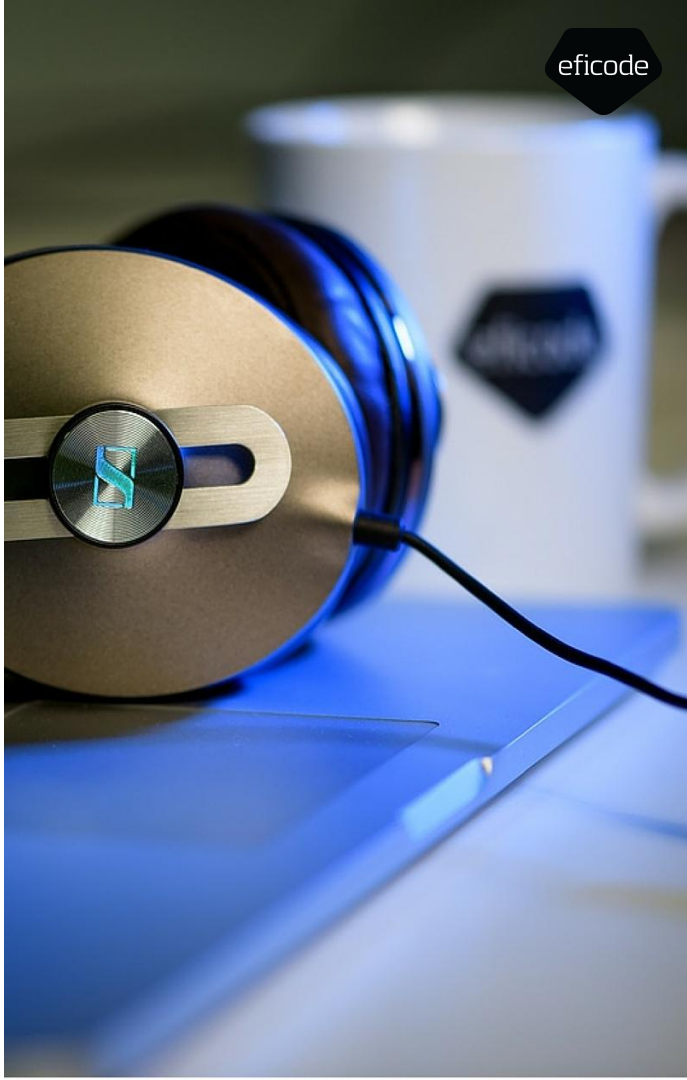
- Difficult to identify bottlenecks without data
  - Performance problems but no clear root cause

KEY FINDINGS - Releases

- Slow releases
  - Release cycle about 3 months
  - Downtime for MEGA while importing
  - Deadline driven
  - CRs spend a long time in “Ready for prod”

- Ability to deploy every CR separately
  - Technically frequent deployments are possible

- UAT and end user release trainings
  - Comfort operations for business
  - Proper test reporting allows you to release
  - Frequent cycle helps also business to adjust faster



KEY FINDINGS – HCL

- Current server management is OK for now
- Faster releases wouldn’t be a problem
- You are doing fine with your own deployments
- Not clear if you have access to monitoring

OTHER KEY FINDINGS

- Tool knowledge could be improved
  - DRS exists to help you
- Communication is mostly based on talking
  - OK for a small team
- Good attitude towards new ways of working
  - Avoid complacency
  - Be stubborn

WIDER ISSUES

- 3 month deadline releases
- Production and Maintenance mode
  - Doesn’t integrate to continuous development and improvement
- Flow segregation to specialist people
  - first analysis
  - then dev
  - then test
  - then ops

IMMEDIATE STEPS

- Order the following services from DRS
  - Jenkins CI server
  - SonarQube

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THANK YOU