



From Healthcare.gov to the Battlefield

Lessons Learned Deploying Mission- Critical Healthcare Systems

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Jeffery Payne is CEO and founder of Coveros, Inc., a company that helps organizations accelerate software delivery using agile methods. Prior to founding Coveros, he was the co-founder of application security company Digital, where he served as CEO for 16 years.

Jeffery is a recognized software expert and popular keynote speaker at both business and technology conferences on a variety of software quality, security, DevOps, and agile topics. He has testified in front of congress on issues such as digital rights mgmt., software quality, and software research.

Jeffery is the technical editor of the AgileConnection community (www.agileconnection.com)



A professional photograph of a man with dark hair and glasses, wearing a blue button-down shirt. He is seated at a desk, looking down intently at a laptop screen. His right hand holds a blue pen, and his left hand rests on the keyboard. The background is slightly blurred, showing another person's profile.

WHO WE ARE

Coveros helps organizations accelerate the delivery of secure, reliable software.

We provide consulting, coaching, and learning opportunities to enterprises, teams, and individuals.

Where Our Transformations Often Start



Iteratively improve the culture, people, processes, and technologies associated with the software lifecycle

Enterprise Agile Adoption

Test Process Improvement

DevSecOps Transformation

Application Security Program

Lesson 1: Our Customer Is Not THE Customer

Challenges

Intermediaries are in place and don't understand Agile or DevOps

End customers are not accessible to give us direct feedback

Intermediaries won't or can't make the time to be involved regularly

Solutions

Shift right to monitor usage and gain insights

Set expectations with intermediaries (and their bosses!) about their involvement

Close the infinity loop through workshops and working groups

Lesson 2:

Create Delivery Pipelines Using Agile

Challenges

DevOps ‘Team’ disappears for a year or more

CI/CD capabilities produced do not meeting team needs

DevOps is a new silo with team focused on CI/CD instead of building cross-functional teams

Solutions

CI/CD needs are tracked along with the product development efforts they support

Create delivery process before implementing tools

Leverage value stream mapping and analysis to improve the process

Lesson 3: Socialize DevOps Up the Chain

Challenges

Old-school executives do not understand modern software approaches

Want to see the same amount of documentation detail around artifacts as before

Don't trust automated processes

Solutions

The 'Why' message must be consistently repeated

Align practices around Federal Agile and DevOps guidance

Document agreed upon automated governance, control, and CM process

Consider formal mandates (shudder!)

Lesson 4:

Downstream hurdles are **HARD** to overcome

Challenges

Each DoD Service has its own testing and cyber processes

Regulator requirements and compliance mean continuous delivery, not deployment, is the norm

Cloud-based and network-enabled applications are not yet fully trusted

Solutions

Make your testing activities transparent to increase trust with downstream Services

Provide external testing partners with day-to-day access to your development activities

Test early and often

Lesson 5:

Silos are BIGGER and BADDER

Challenges

Silos in Federal Agencies are very ingrained in their culture

Contracts sometimes awarded by silo which makes collaboration even more difficult

Hard for contractors who compete to switch gears and cooperate

Solutions

Establish working agreements within cross-functional teams

Build a ‘badge-less culture’

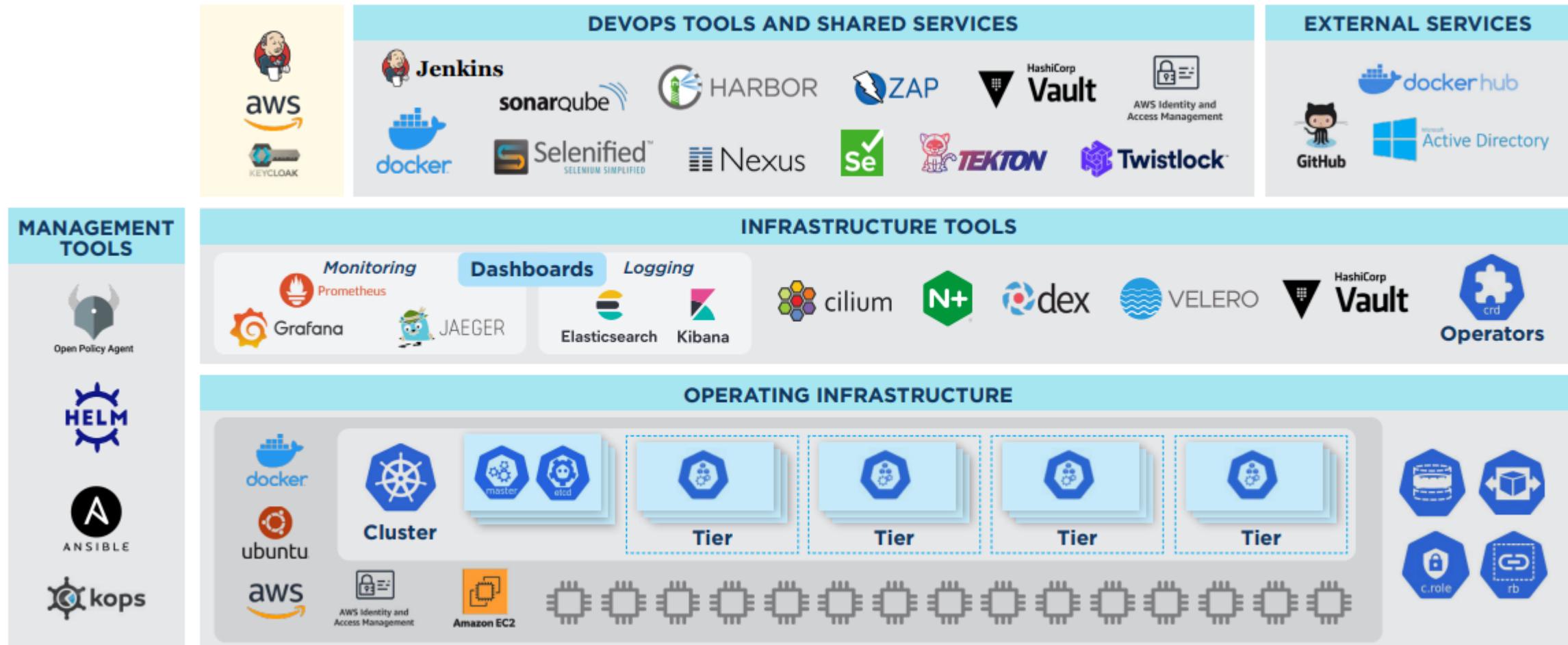
Integrate expectations and cross-functional roles/responsibilities in contracts

Lesson 6: It Can Be Done!

Key results:

- Release process reduced from a manual, two-week process to a push-button deployment model that took less than 4 hours to execute
- Established a continuous deployment process that allowed releases to be done at the end of each two-week Sprint. Previously software was delivered once a year.
- Automation of manual delivery process reduced efforts from six months to four hours.

Example DevOps Tooling



Our Biggest Challenge ...

Disconnects between Federal
Staff and Contractors

A photograph of a man with dark hair and glasses, wearing a blue button-down shirt over a white collared shirt. He is seated at a desk, looking down at a computer screen. He is holding a blue pen in his right hand. The background is slightly blurred, showing an office environment with other people.

QUESTIONS?

Thank you!

