

CCSS-IT RMO Off-site



Outside look at release management practices and CCSS-IT historical perspective

Agenda

My section



Topic	Discussion Areas	Time
Outside Perspective and History (presentation)	<ul style="list-style-type: none">Outside look: Standards in Release Management practicesInside look:<ul style="list-style-type: none">Historical perspective: Pre-RMO world in TSCCSS-IT RMO	20 minutes
Frustrations, Pressure Points, Impediments, Gaps (discussion)	<ul style="list-style-type: none">Pressure exerted by outside partiesWays that RMO work is "harder than it needs to be"Things that get in folks' wayThings that are not done but should beThings that should be done better or differently	20 minutes
Actions and Next Steps (brainstorming)	<ul style="list-style-type: none">Vision for the CCSS-IT "RMO of the Future"RMO's role and objectives in that futureSpecific actions to take, and ownersNext steps?	20 minutes

Outside look: Historical view of IT Change Management practices

Change Control

- Ensure changes are documented and formally approved
- Document what, why, when, risks, testing, alternatives, back-out plan
- Change request forms (paper or online) used to describe, approve changes
- Done “change-by-change”

*Stable Systems in
“Maintenance” Mode*

System Release Planning

- Identifies proper “bucketing” of high volume changes into release windows
- Uses factors like criticality, complexity, testing involved as means to identify timing for changes
- Helps to ensure that changes are properly coordinated and tested together – and communicated

High-change Systems

Portfolio / Program Management Office

- Helps balance competing needs to ensure resources placed in most critical areas
- Ties together prioritization, funding, and timing with management and governance of the efforts to make the changes
- Helps to ensure that change activity is properly timed and coordinated

*Complex Organizations
or Environments*

Outside look: IT Release Management defined

- RM term originated in Software Engineering practices; use within IT practices is fairly new and “trendy”

“Release” defined:

Coordinated activity to move **changes** into a **Production** environment

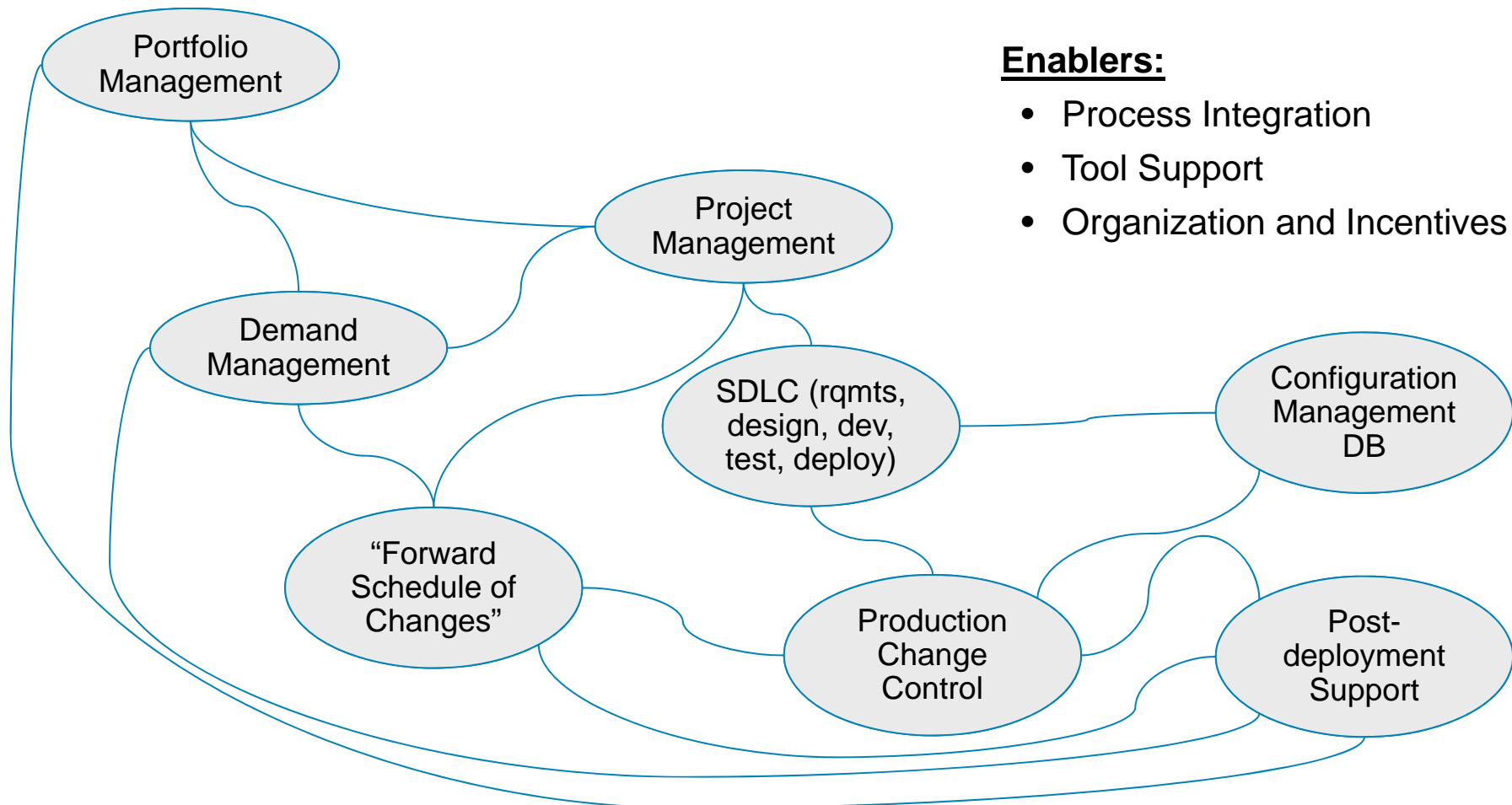
Forrester definition of Release Management:*

The “**definition, support, and enforcement** of **processes** for **transferring software** to **production**”

Outside look: IT release management, continued

- Per the Forrester definition, release management could include:
 - Definition of release frequency, timing, types, scope
 - Definition of release readiness criteria
 - Potentially, coordination of release activity to those definitions

Outside look: Interconnected processes related to managing changes to systems



The more complex the environment, the more “glue” required for smooth coordination

Inside look: Evolution of release planning from TS perspective

State

Results

2006

- Small RM organization in **TS**, focused on **C3** changes
- No formal / standard means to identify, prioritize, verify, manage changes to **non-C3** systems
- **Wide variation in quality** of the IT efforts and practices on non-C3 – some strong teams, some weaker
- **No standardization** of change or release management processes across TS, AS, SSM groups
- **Weak link to infrastructure** groups, no view into upcoming changes

- Highly **unstable** system environment
- 2/3 of issues on **non-C3** environments
- Very **little formal process**, documentation, or control over non-C3
- **Infrastructure** needs not met; highly insufficient environments setup; “difficult” engagement with DBA group
- System **outages** caused by infrastructure changes that the organization had not known about or approved

Today

- More **standardized** processes and documentation across teams
- **Expanded** to SSM, AS – then QTC; one team to manage release processes for CCSS-IT
- Regular **infrastructure representation** on release teams

- More **stable** environment
- More **organized** release processes
- Better **visibility** into and documentation of **changes** and decisions
- Better visibility into **change issues**
- Better handling of **Infra** issues
- Better change communications

Inside look: CCSS-IT and RMO

- Organization:
 - Fragmented and matrixed IT organization
 - Related and interconnected release and PM processes
 - Disparate business constituencies
 - Fragmented funding and prioritization
 - High rate of change to systems
- Feedback:
 - Not bad overall
 - Board confusion
 - Decision-making (timeliness, communications, R&R, scope)
 - Questions around RMO's role and the value of its involvement
 - Small-group negative feedback for some dimensions (e.g., UAT, requirements, IT and business coordination, design, etc.)
 - Probably indicates variance across the groups involved

Discussion and Brainstorming

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Outside Perspective and History (presentation)	<ul style="list-style-type: none">▪ Outside look: Standards in Release Management practices▪ Inside look:<ul style="list-style-type: none">▪ Historical perspective: Pre-RMO world in TS▪ CCSS-IT RMO	20 minutes
Frustrations, Pressure Points, Impediments, Gaps (discussion)	<ul style="list-style-type: none">▪ Pressure exerted by outside parties▪ Ways that RMO work is "harder than it needs to be"▪ Things that get in folks' way▪ Things that are not done but should be▪ Things that should be done better or differently	20 minutes
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