

## Background Information:

### Company

Fast IT Solutions is a growing company that provides IT solutions, specializing in Devops, both in the Vancouver and Toronto areas. They have provided services to a large number of companies, working in an agile manner directly with customer IT and Development personnel to implement Devops solutions. Typical projects are between 50 and 200 man-days of effort and are executed as time and materials.

### Scenario

The Fast IT Solutions CEO has agreed to the company's first Firm Fixed Price contract with BigCorp Systems. He is eager to engage in work with their first Enterprise customer with a strong IT security posture and structured work processes.

The process to get to a signed contract took several months. There were a few issues:

- BigCorp Systems could not accept a time and materials contract as they require certainty that the work will be executed with a fixed cost, identified deliverables and known timeframe.
- Fast IT Solutions did not understand BigCorp Systems use case and security posture, and it took several iterations for Fast IT Solutions to come up with a high-level strategy to meet both in a cost-effective manner.

### Statement of Work

The following outlines the agreed Statement of Work (SOW) between Fast IT Solutions and BigCorp Systems.

#### Key Project Milestones

Milestone	Date
Project Kick-Off	November 1, 2017
Design Document Delivered	December 20, 2018
Design Document Approved	January 5, 2018
Implementation Complete	February 2, 2018
Deployment Complete	February 16, 2018
Interim Runbooks and Infrastructure Code Delivered	February 16, 2018
Handover/Training Complete	March 2, 2018
Final Runbooks and Infrastructure Code Delivered	March 2, 2018

### Project Deliverables

Deliverable	Description	Responsible Party
User Requirements		BigCorp Systems – Initial Set Fast IT Solution – Updates and elaboration based on stakeholder interviews
IT Security Requirements	Based on SAN Critical Security Controls	BigCorp Systems – Complete Set
Design Document	Written design that addresses both the User and IT Security Requirements, following industry best practices	Fast IT Solutions
Infrastructure Code		Fast IT Solutions
Runbooks for Manual Procedures		Fast IT Solutions

### Stakeholders

BigCorp Systems Personnel	Role	Responsibilities
Angela	Head of IT Security	Design Document Approval – Security Controls  Note: Very limited time.
Sam	Network and Security Lead	Support Fast IT Solutions teams on security questions. Duncan will rely heavily on Sam to ensure the design meets the security requirements.  Note: Limited time due to day to day responsibilities, is open to regular scheduled meetings.
Mike	Systems Engineer	Design Document Approval – Devops Requirements
Sue	Software Engineer	Input on User Requirements and Usage Patterns from a Software Development perspective
Steve	IT Engineer	Day to day support for the Fast IT Solutions team.

		Note: Dedicated 100% to the project.
Erin	Project Manager	Responsible for the overall project execution within BigCorp Systems.

Notes:

- Due to security constraints, Fast IT Solutions will be given limited access to BigCorp Systems IT infrastructure. This includes the hardware and internal applications (like issues tracking, wiki, chat, etc.)
- Sam is very thorough with IT security, and can help interpret the practical implementation of the IT security requirements within BigCorp Systems. Although he can sometimes ask for more than what is required by the IT security requirements.
- Steve will be a proxy for Fast IT Solutions to ask questions of the BigCorp Systems IT group and to do any hands-on work on BigCorp Systems IT infrastructure. He is experienced in IT systems but does not have experience with the particular Devops technologies for this project.
- Fast IT Solutions is fully responsible for the project management.

**Class Exercise - Part 1 (groups of 3 or 4)**

You are the Fast IT Solutions project manager for the contract, with a title of Scrum Master. You have been assigned two Fast IT Solutions Engineers (Bill and Leah) for the project. Neither you or the assigned engineers were involved in the upfront process to reach the agreed upon Statement of Work (SOW).

The November 1 kick-off meeting is fast approaching and you need to have your plans ready to present to your Fast IT Solutions team and the BigCorp Systems stakeholders.

1. Thinking back to the Classic Mistakes, what are your concerns about the project?
2. Thinks back to the Development Fundamentals, what tools and techniques would you want to apply to this project?
3. Based on today's lecture, is this a Rapid Development project or a Rapid Development Look-Alike?
4. Prepare artifacts for the kick-off meeting to address the following:
  - a. Shared project vision
  - b. Plan to execute the work and meet milestones
  - c. Controls to monitor and assess progress
  - d. Prioritized risks and mitigations
5. Based on your artifacts for the kick-off meeting, what do you think are the chances of the project meeting the milestones outlined in the SOW?

Make sure you ask questions to clarify any of the details of the project. You will be asked to present your artifacts to the class.

## **Class Exercise - Part 2 (class discussion)**

It is now the beginning of January and the Design Document is nowhere near done.

There was no visible plan or risk management for the project. Work was tracked in JIRA but user stories were added by the Fast IT Solutions Engineers in an adhoc manner as problems were encountered. Answers to questions from meetings with Sam were not tracked, so some of them were forgotten.

An initial review of the Design Document was done on December 20<sup>th</sup> but it was unreviewable:

- Requirements were not traced into the design
- The formatting and presentation was sloppy, including spelling mistakes
- The reviewers could not understand the content

Key stakeholders from BigCorp Systems (i.e., Sam) are on Christmas vacation and won't be available until next week to provide support.

BigCorp Systems engineers stepped in to help the Fast IT Solutions team by:

- Fixing the formatting and presentation of the document into more acceptable standards
- Initiating sessions to prioritize and groom the backlog
- Collecting and prioritizing questions and issues for Sam for when he's back from vacation

Fast IT Solutions engineers and management are now concerned about their ability to complete the project on time. Their specific concerns:

- They do not have full access to Sam (during business hours)
- They do not know what they have to do to complete the design
- They do not know whether they should start on implementation prior to completion of the design

### **Discuss:**

From the perspective of BigCorp Systems:

- What Classic Mistakes can you identify as having come true in this project?
- How would you respond to the situation?
- How would you have Fast IT Solutions address the problems?

From the perspective of Fast IT Solutions:

- How would you respond to the situation?
- How would you try to address the problems?