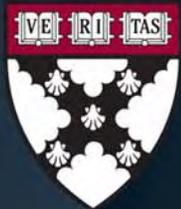


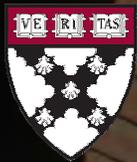
H A R V A R D | B U S I N E S S | S C H O O L

## Agile: Adopting a New Methodology at Harvard Business School



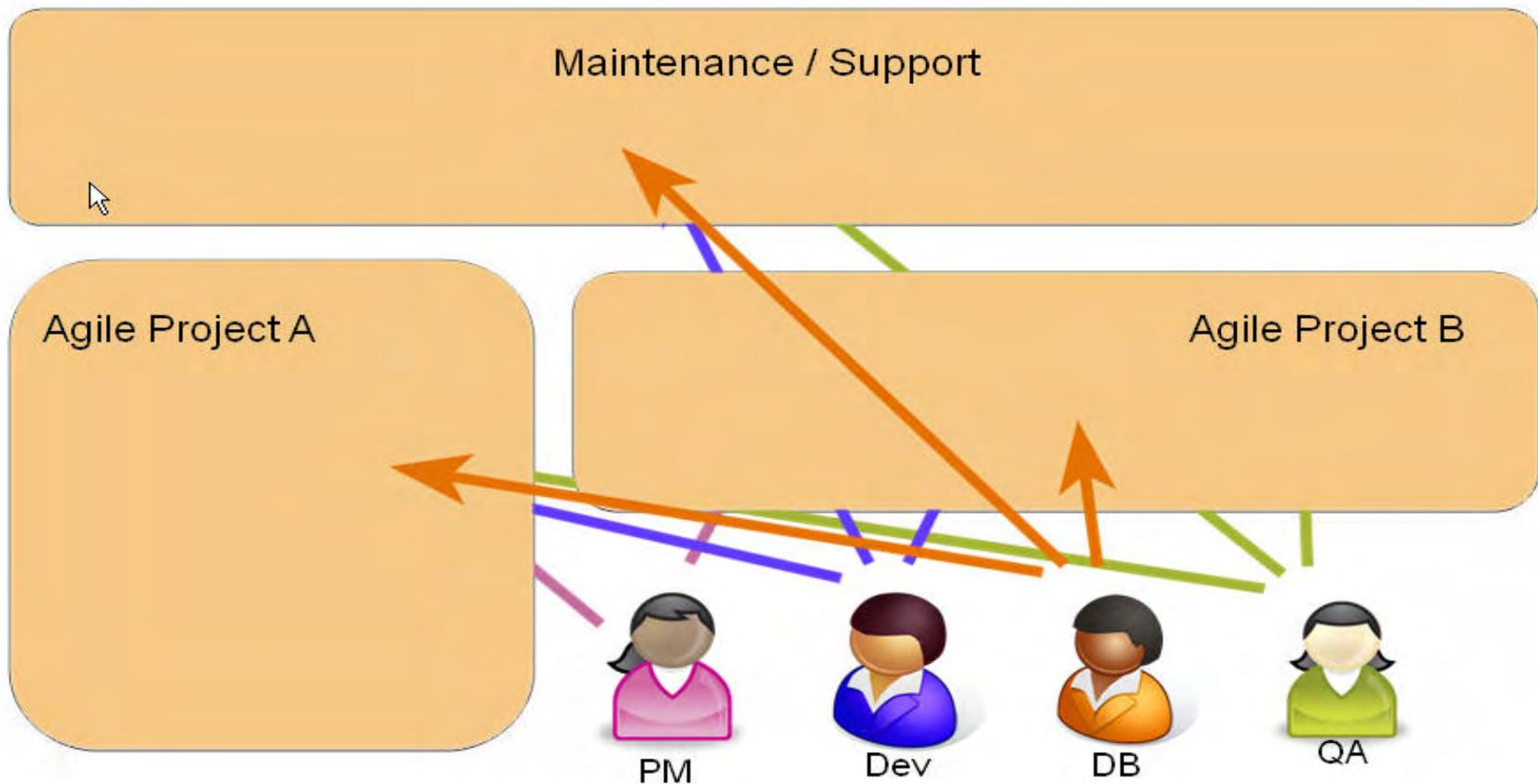
Software Quality Group Meeting, Wednesday, Feb 13, 2008  
Susan Borges – Manager, HBS Applications Services Group  
Jennifer Gilmore – Database Engineer, DB Services & Info. Security  
Sarah Edrie – Director, Quality Engineering

HARVARD | BUSINESS | SCHOOL



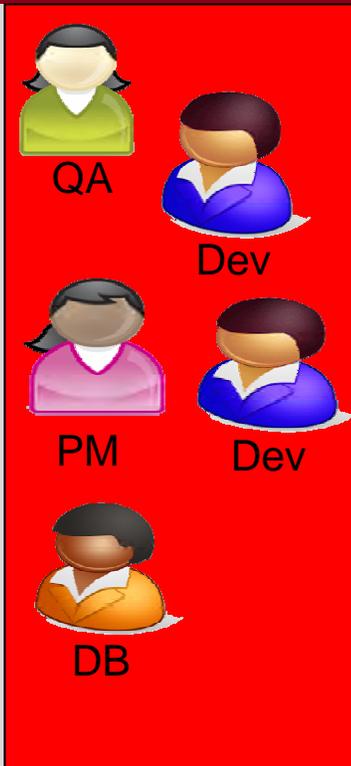
# Individuals and Interactions Over Process and Tools

# From Shared Resources

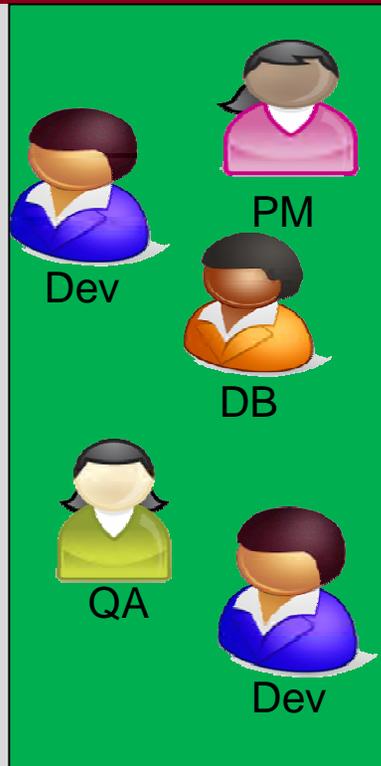


# To Dedicated Teams

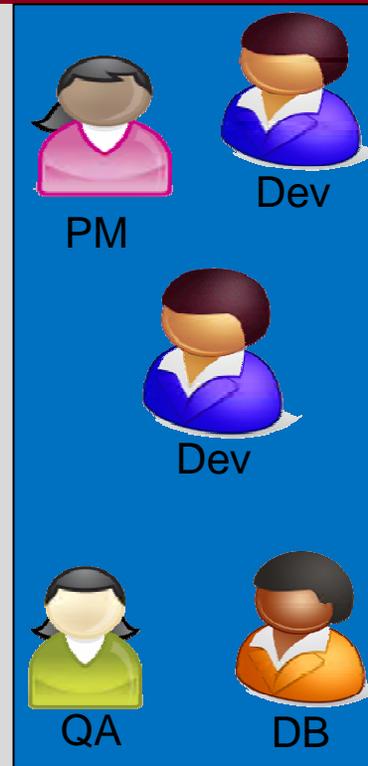
Agile Team Red



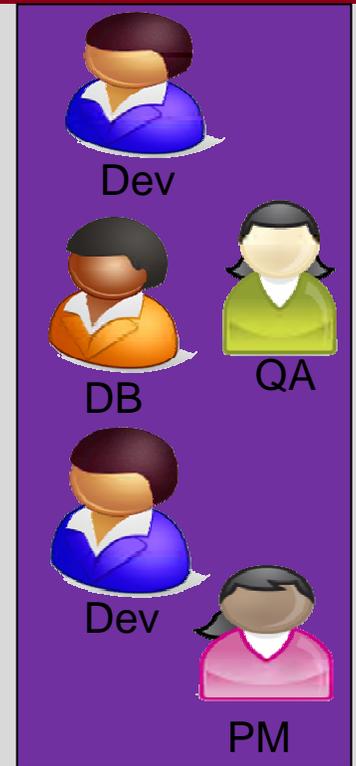
Agile Team Green



Agile Team Blue



Agile Team Purple



Projects  
&  
Maintenance

Projects  
&  
Maintenance

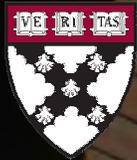
Projects  
&  
Maintenance

Projects  
&  
Maintenance

# Interactions are Key

**Now that we aren't "borrowing" resources from other teams, we're much more self-sufficient. The ability to have all of our resources at our disposal is key. If we "borrow" we borrow from our own time and our own priorities and everyone understands and embraces the results.**

HARVARD | BUSINESS | SCHOOL



# Working Software Over Comprehensive Documentation

# Working Software = Value

### SSO MAINTENANCE & LOGOUT

Two Week Iteration - MAINTENANCE

RELEASE DATE - OCT 2nd

<input checked="" type="checkbox"/> HBS Admin Maintains User Domain Admins	<input checked="" type="checkbox"/> Admin Errors & Status New Domain Data	<input checked="" type="checkbox"/> App Status Domain Data to SS	<input checked="" type="checkbox"/> Domain Admins Admin page is application access prohibited	<input checked="" type="checkbox"/> Redirect Admin Folder Pages to HBS Logo	<input checked="" type="checkbox"/> Client/peer validation	<input checked="" type="checkbox"/> ADD GIF
<input checked="" type="checkbox"/> HBS Admin Maintains Tokens & Keys for SSO	<input checked="" type="checkbox"/> Admin Errors Tokens & Keys for SSO No	<input checked="" type="checkbox"/> App Status Tokens & Keys to Client for F450A App	<input checked="" type="checkbox"/> Token & Key for SSO App is prohibited	<input checked="" type="checkbox"/> ADD DOCUMENTATION		
<input checked="" type="checkbox"/> Admin is redirected to AM login page after status error	<input checked="" type="checkbox"/> Complete design of layout redirect					

EST: 1

### RELEASE CHECKLIST

- Admin App Access
- Remove Patu from Prod
- Setup/admin and /sys
- Create http://domain
- point control P. to prod
- Deploy App
- Smoke Test @ Boaz

Consistent sig/prod env (MOS)

DW-DST Window (ERM, CAFM, AM)

ADMIN PAGES - GIVE ALL ACCESS? OR INDIVIDUALS?

(Mesha - Copyright date)

### BUG/MAINTENANCE:

TEST FAILS

- CLIC NOTES: even 10820 # 11872 # 11871
- ENDECA Bug # 11870
- Cross Mailer Bug # 11492 → Passed to ER
- Single Site Bug # 11866
- CP/Bios = Redeploy
- Outward logs Bug # 11872

### QUESTIONS

- Like masters key - how often?
- Smaller Clks → how to merge?
- HBS → AM feed: start date - end date - optional?
- Notifications of SSO Error

PARVIZ QUESTIONS

BOAZ QUESTIONS:

- OK TO IGNORE CLIENT IP (CHECK IN SSO)?
- WHAT IS SENT IN OUTBOUND STATUS (AM → MOS)?
- .. .. INBOUND .. (HBS → AM)

### ASSUMPTIONS

ADMIN WILL...	...	...
...	...	...

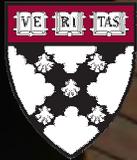
# P1 Support Issues Corralled

Year	Number of Priority 1 Issues
2005	26
2006	19
2007	1

# Don't Forget Support

**In the past, the first thing to go would have been admin interfaces. This increased support ten fold. Now that we are all one big team, the importance of every aspect of an application is taken into account, including support!**

HARVARD | BUSINESS | SCHOOL



# Customer Collaboration Over Contract Negotiation

# Partners



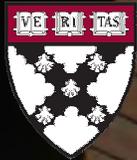
# Collaboration



# Partnerships are Important

**We treat our customers like partners in the process because they have as much to do with the success of the application as we do. Really this is an alliance, we wouldn't be able to work well without each other's direct input.**

HARVARD | BUSINESS | SCHOOL

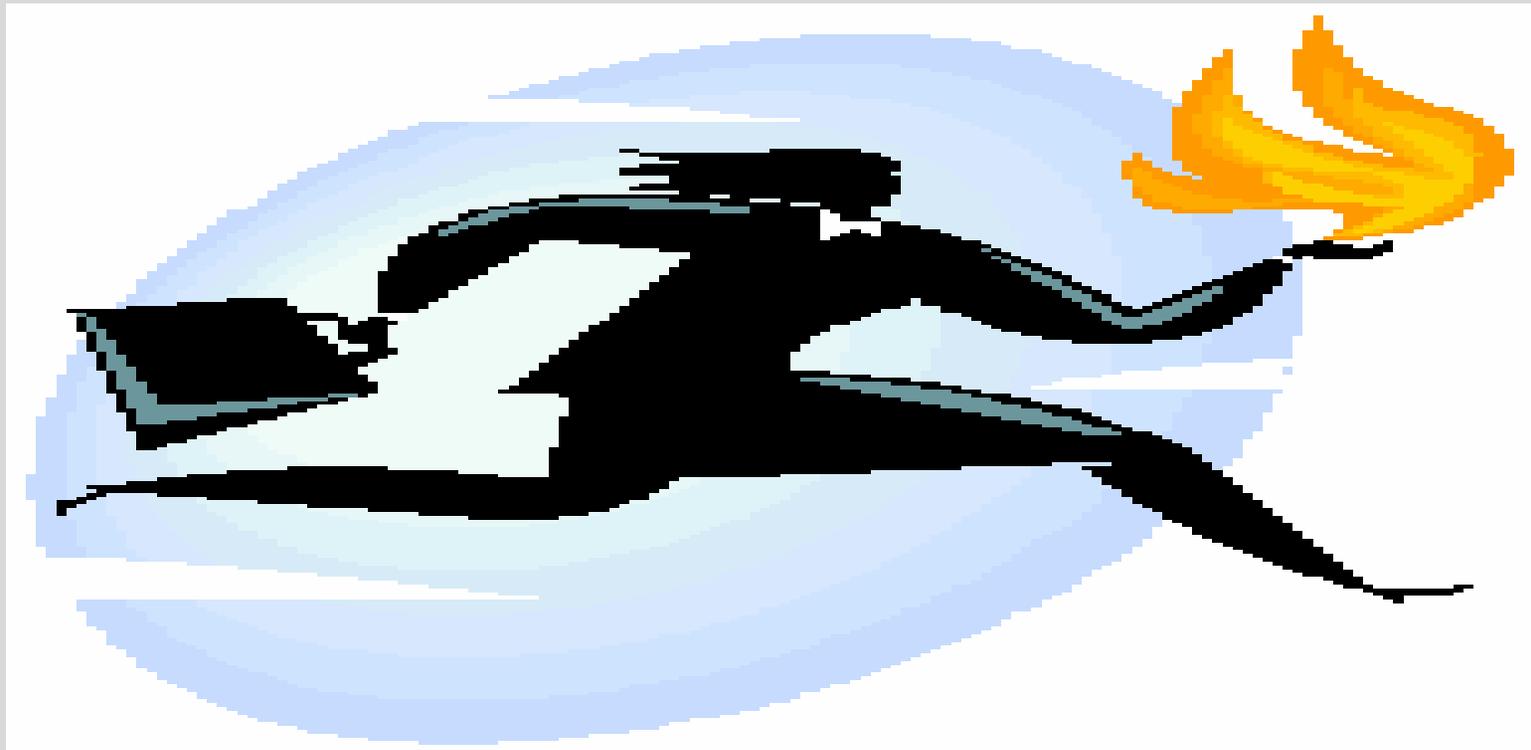


# Responding to Change Over Following a Plan

# Embracing Change



# Ready for Uncertainty



# Priority Partnering

**A measurement of our success in adopting Agile was evident when our partners came up with a last minute change, wrote a story, and started reprioritizing other stories themselves without prompting from anyone in IT! The important feature may have been forgotten in the old Waterfall method, until the final release of the product. This would have meant costly rework and a delay of the next project. Instead, the change worked into the schedule almost seamlessly.**