

Auditing Platform on Scrum

Scaling in a distributed environment

Inception to Execution

- As per the contract, execution was agreed to be based on a Multi Year Release model
- Teams were set up at California, USA
- Scrum was the agreed framework for delivery

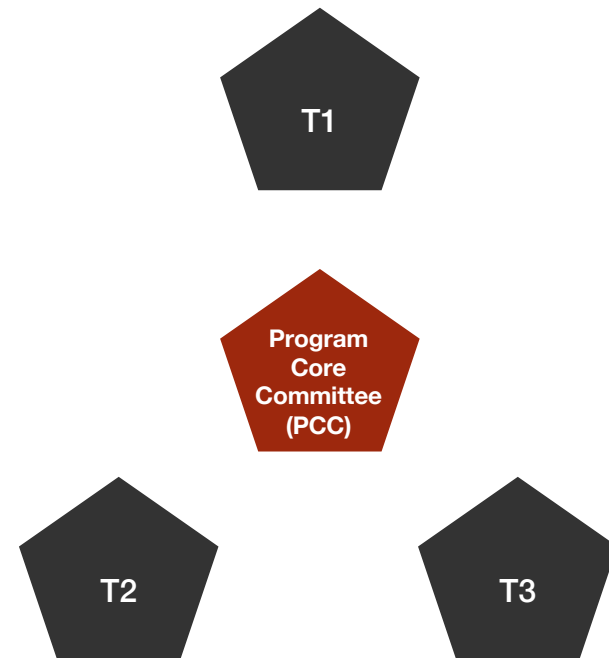


Start small, then grow

Reference Model Setup

Initial Team structure was done like:

- Program Core Committee (PCC) formed with Organization and Delivery Leaders
- 3 Core Teams formed (each teams were cross-functional, with mix of UI/UX, Dev, Test, Architects)
- On boarding process was well defined
- Any new team had to go through 2 rounds of training:
 - Domain Training
 - Technology Overview

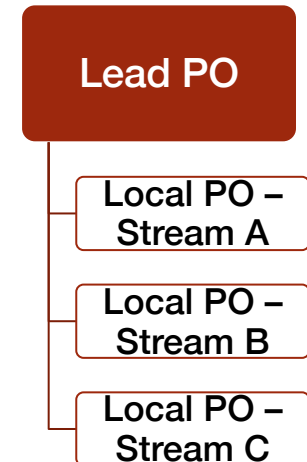


“Scale Ready” Reference Model

- Program Core Committee (PCC) played the pivotal role
- Independent Dev Teams were formed along with a virtual Design Review Team
- Scrum of Scrum (SoS) was put in place to ensure cross-team communication and alignment
- An independent team was put in place to handle Integration aspects (Build Packaging Infrastructure) – playing the role of central integration hub
- Jenkins and Cruise Control were put in place for Continuous Integration
- Post integration builds were delivered along with release notes, once a Build Verification Test was successful

Time to Scale

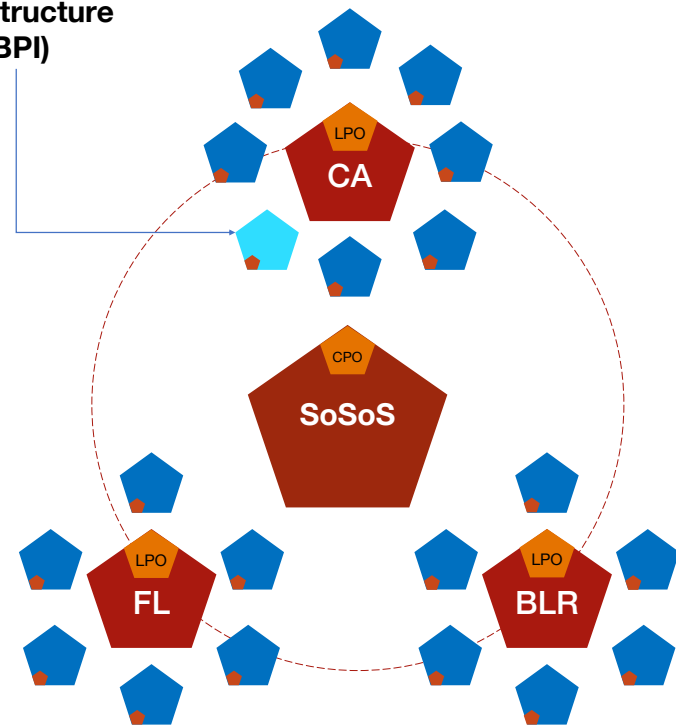
- Very soon it was evident that this project needed to scale up
- We needed more developers, more teams
- Scaling was planned by adding a new team at Florida and another at India
- Key members of both Florida and India were invited to work out of California for initial 1 month
- Product Owner team was reorganized to have a Lead Product Owner and a team of stream based Product Owners i.e. each responsible for a specific stream of work



Scaling at Nodes

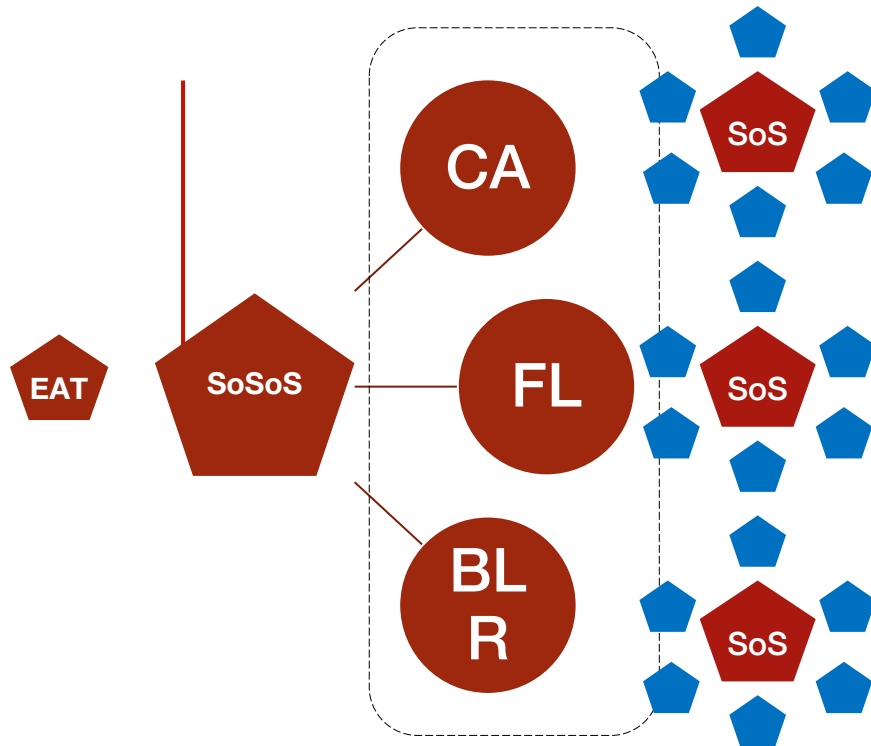
- So far the teams were centralized at California (**CA**) and a node each was set up at Florida (**FL**) and Bangalore (**BLR**), India
- Now, at these nodes – teams were expanded (with the core members being the driving agents), leading to 8 teams at California, 6 each at Florida and Bangalore
- **PCC** was more symbolic representation of an extremely lean **Executive Action Team (EAT)**
- **SoSoS** was carried out every week, with optional participation from EAT members

Build Packaging Infrastructure (BPI)



SoSoS across teams and locations

Governance Structure



- **EAT (PCC) formed with:**

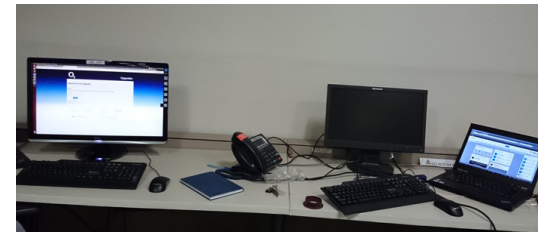
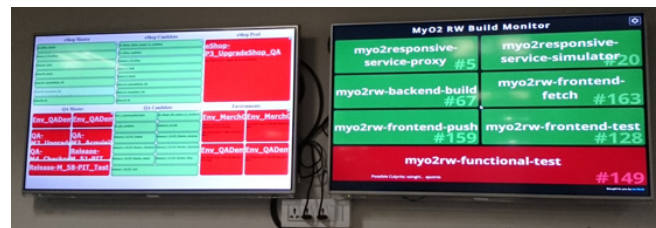
- Chief PO
- Engineering Director
- CTO
- Delivery Director

- **Responsible for:**

- Conflict resolution in PO or Dev Teams
- Design review and approval for Technology Road mapping

Delivery Accelerator

- Communication and Collaboration Tools (to manage distribution)
 - E.g. Build Dashboard; VoIP phones; VC facilities
- Collaborate as frequently as required (no mandate though)



Journey of 1 year

	Beginning	End of 6 Months	End of 12 Months
Teams	3	8	20
Locations	1	3	3
Team Size	20	≈ 75	≈ 230
Release	0	1	2
Release Target	NA	Closed Beta	Release Candidate
User Base	0	≈ 500	≈ 3000+
Major Features	PoC	<ul style="list-style-type: none"> - Engagement Management - Conflict View - Document Upload - Offline work 	Beta candidate and: <ul style="list-style-type: none"> - Conflict Management - Document sort and progress monitor - Offline to online sync and conflict management - Performance improvement - Zero critical defects
Engineering Milestones	Framework	<ul style="list-style-type: none"> - Design Team formed (headed by EAT member) with participation from multiple team members - CI setup completed - Static code analysis setup completed 	<ul style="list-style-type: none"> - Test Automation implemented - Security Audit completed

Please Note: The agreement was to release annually; yet – there were intermittent releases made to ensure alignment with the vision and also to assist user familiarity through actual usage

Thank You

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