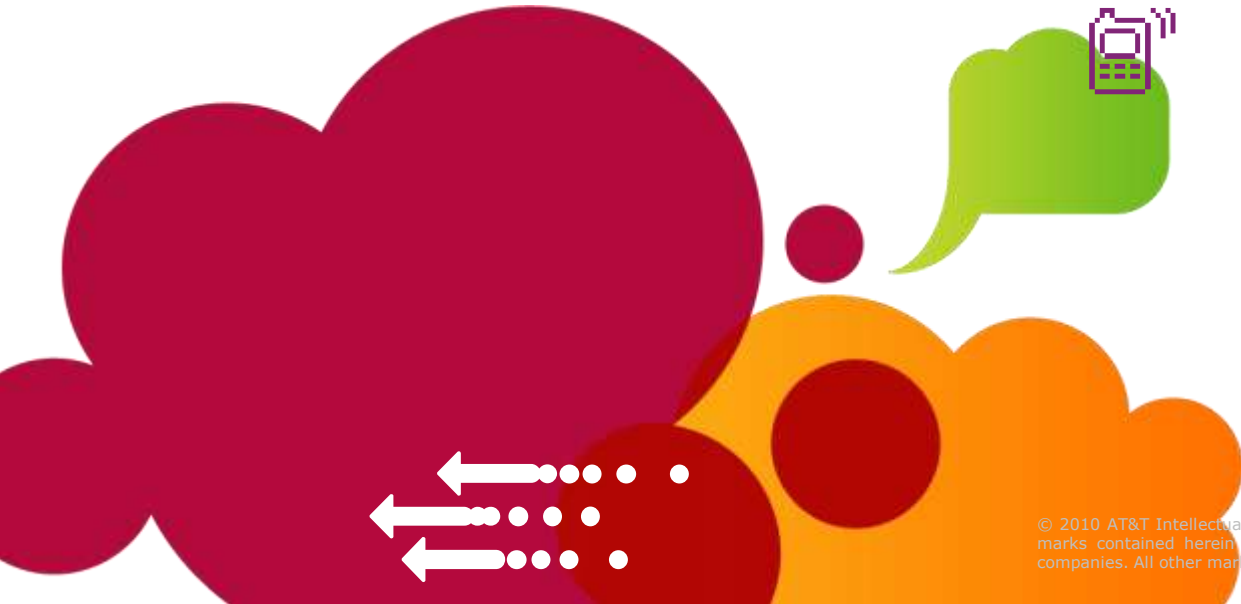


Agile Implementation at AT&T



AT&T Tel Aviv Center of Excellence

Dotan Naveh



Who are we?



- Fast growing site
- 4 Lines of Business
- 20 Projects/Releases
- 54 Scrum teams
- 25 Discovery teams
- 450 employees adopting Agile



Products

- AT&T Connect
- Unified Communication Services
- Telephony Application Server
- AT&T Messages
- Network Abstraction Broker



Technology

- Linux, Java, WebSphere, Oracle
- Windows / .Net
- Mobile development (iOS / Android / RIM)
- SIP and Telephony
- HTML 5
- Cloud



Why we chose Agile?

**Planning &
Visibility**

**Embrace
Content and
Technology
Changes**

***Focus
on
Quality***

**Increase
Empowerment
& Satisfaction**

**Improve
Communications
and Teamwork**

**Need for
Frequent
Deliveries &
Quick TTM**



AT&T Agile Implementation Approach



“Sandwich” approach

- Top-down (management track) and bottom-up (team track)

Loosely-coupled approach

- Independent implementation per each LOB
- Aligned terms, concepts and re-use of learning

Optimizing the whole

- Focusing on the end to end process (not just development)
- Discovery team approach: *Idea to Cash*
- E2E agile lifecycle management tool from day 1



Pre-implementation “checklist”

Management education, buy-in, and approval

HL process

Roles & Responsibilities

Agile lifecycle tool

LOB leadership workshops



AT&T Development Lifecycle

Items Gathering

Elaborate Items into prioritized Epics + HL Architecture

Elaborate Epics into prioritized 'Ready' User Stories



- User Story
- User Story
- User Story
- Epic
- Epic
- Item

(Prioritized)
Product Backlog

Scrum team "sniffing"

Sprint Planning

- Task
- Task
- Task

Sprint Backlog

Daily Meetings
Continuous Integration

2-3 Week Sprints

Scrum Team

Working Software Demo

Retrospective

Continuous Improvement: always planning ahead...



		Q4 2011			Q1 2012		Q2 2012		Q3 2012	Q4 2012
Quality	Measurements	Set the Quality mindset	Define Measurement	State Baseline	Measuring/improve measurements Metrics analysis					
	Process Improvement	Set forums and flow Define process	Practice in team level	Practice in org. level Shape the process	Formulize the at&t LC Set continuous improvement tracking mechanism	Run Improvements initiatives				
	Engineering practices	Technical Ceremonies and roles implementation	Working Software every Sprint	Define Continuous Integration guidelines		Perform Continuous Integration	Advanced Engineering Practices			
	Automated Testing		Automated testing (Unit & system)		Advanced Automation (System level)			...% Unit Test ...% Sanity ...% Regression		
	Product Backlog	'Ready' Stories	Review Items' High level solution		High Quality Backlog					
	E2E flow	Visualization of E2E process, policies & QG	Basic Release management practices and tools		Focus on optimizing the E2E flow (Kanban)	Continuous system stabilization	Acceptance Test Driven Development	Closer work and earlier feedback from Marketing		
Team Agility		QA & Development start collaborate		Testing is part of the team	Conduct all ceremonies correctly and efficiently	Leveraging team performance through advanced coaching the SM and managers				
Visibility		Release backlog		Release Progress	Release Quality					

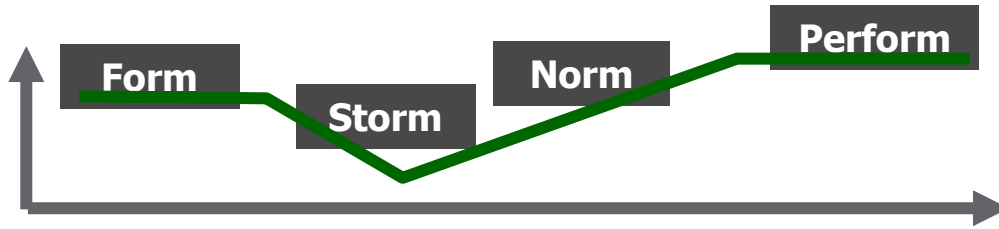
LOB Agile Implementation plan



Session	Objective	Participants
Management interviews	Learn specific LOB constrains & challenges	PMO Product Owner R&D Testing Architect
1-2 Day LOB Management workshop	<ol style="list-style-type: none"> 1. LOB pains, constrains & challenges 2. Why do we need to change? 3. Agree on the LOB e-2-e process 4. Structure the Discovery & Scrum teams → agreement on process and plan	Extended LOB management team
LOB Kickoff	Whole group introduction	All group
1 Day User Stories Workshop	<ol style="list-style-type: none"> 1. Backlog management 2. How to elaborate an Item\Epic? → Initial Backlog for 1-2 Sprints	Discovery team members
Scrum Course		All group
Ongoing Support	<ol style="list-style-type: none"> 1. SM forum, PO forum 2. Supporting Scrum and Discovery teams 3. LOB change management and on-going process improvement 4. Training for Project Management and Testing organizations 	



Current Implementation status



	Implementation Start Date	Forming	Storming	Norming	Performing
Mobility	Oct 2011			74%	
Connect	Oct 2011			71%	
UC	Jan 2012		60%		
IMS	Mar 2012		57%		

Agile maturity level



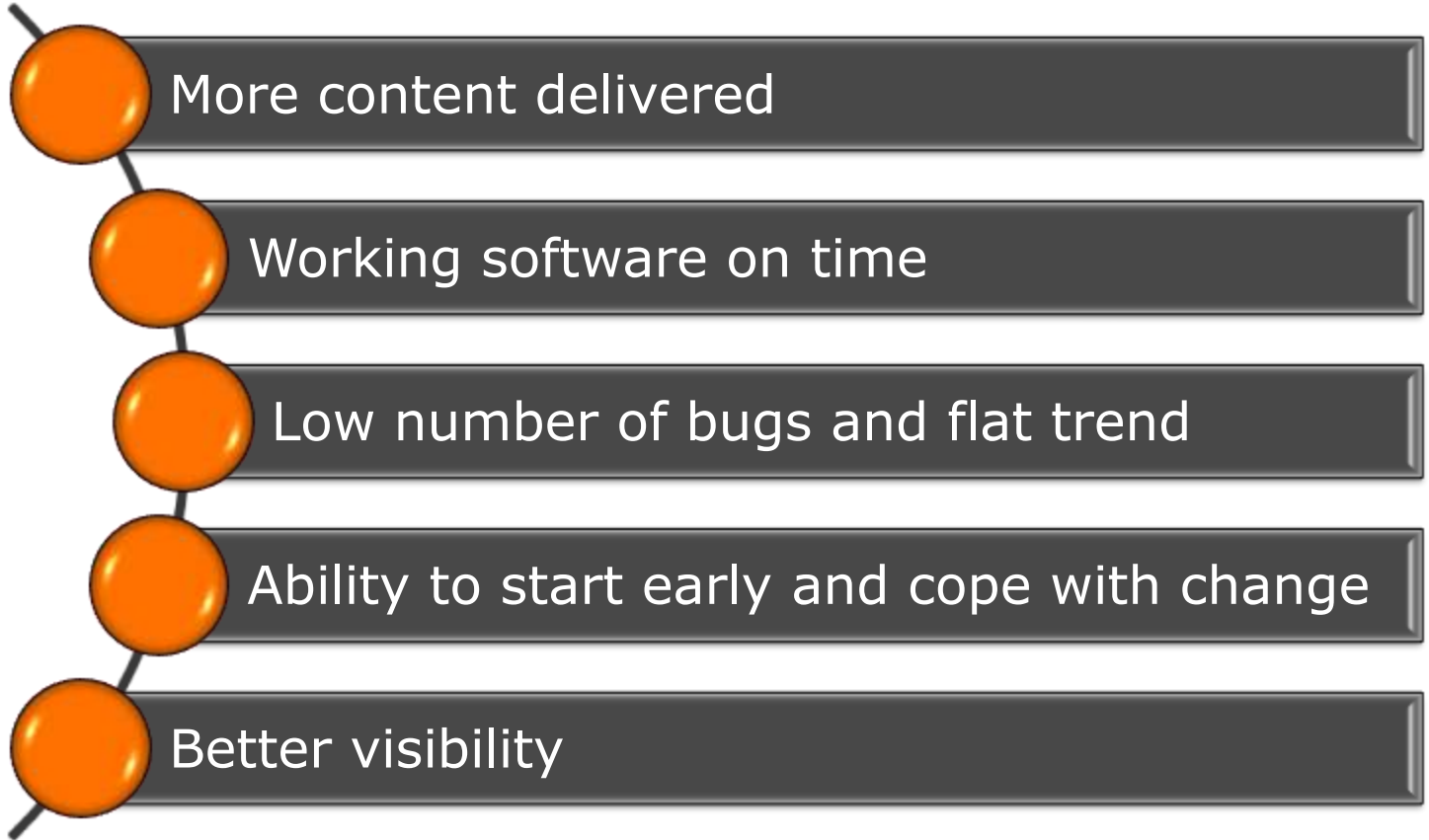
Our Main Challenges



- Roles & Responsibilities
- Automation
- Documentation



Our Quick Wins



Recommendations / Takeaways

Management
attention and
ownership

Early
implementation of
Agile tool

Quality backlog and
a ready stories

Focus on Zero
Defect Approach

Continuous
Integration &
Automation are key

Invest in coaching
and training

Inspect and adapt!



Any questions?



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