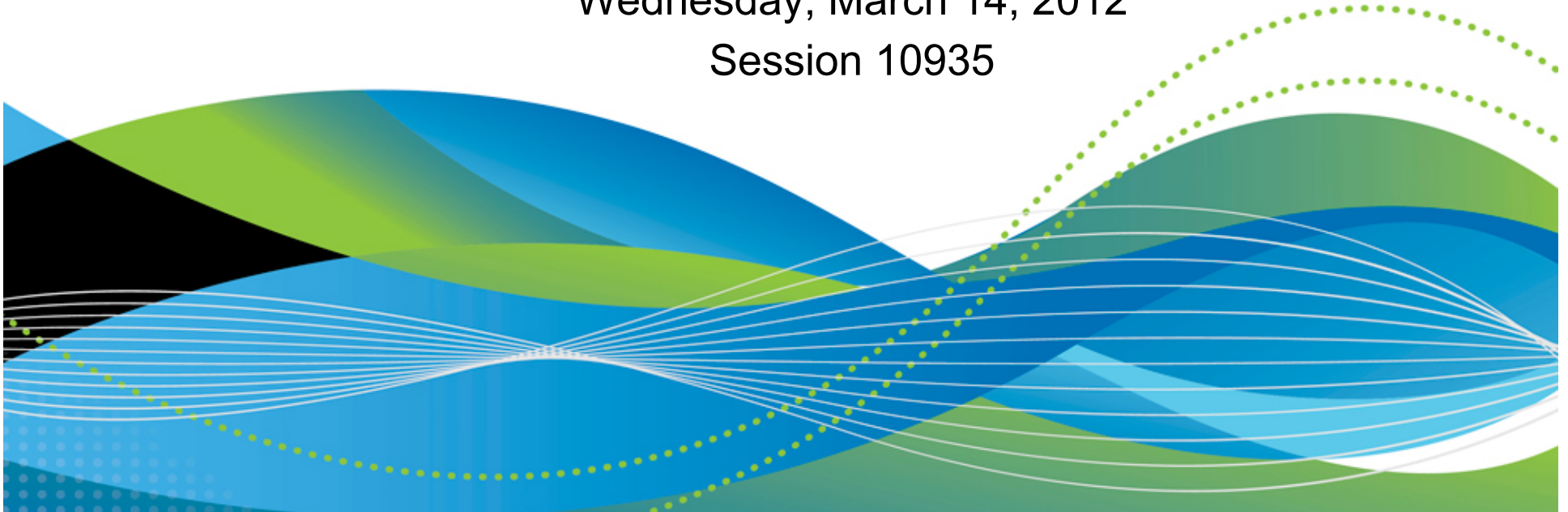


# Imperatives for Effective Application Lifecycle Management

Carolyn Pampino  
IBM Rational

Wednesday, March 14, 2012  
Session 10935



# We ARE creating a smarter planet



# Software drives Innovation



**Mobile banking will be the most widely used banking channel by 2020, if not sooner**

**The average 2010 automobile contains more lines of software code than a fighter jet**

**Will it perform?**

**Is it secure?**

**Are we compliant?**

Source: *Mobile banking: A catalyst for improving bank performance*, Deloitte, 2010; and *This Car Runs on Code*, Robert Charette, IEEE Spectrum, 2009.

# Realities can stall software-driven innovation

*Complexities in software delivery compounded by market pressures*



## Complex, Multi-platform Systems and Applications

**62%** of companies have agile projects requiring integration with legacy systems

## Increasing Mandates

2010 Spending in U.S. on governance, risk and compliance was **\$29.8 billion**

## Globally Distributed Software and Product Supply Chains

**50%** of outsourced projects are expected to under perform

## Cost Reduction

**70%** budget locked in maintenance and **37%** of projects go over budget

## Unpredictability in Software Delivery

**62%** of projects fail to meet intended schedule

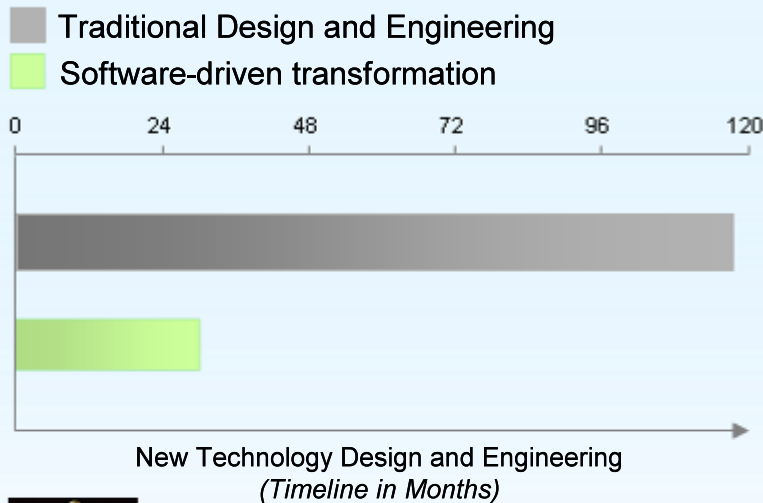
## Changing Requirements and Time to Market

**30%** of project costs are due to rework and poor execution of requirements

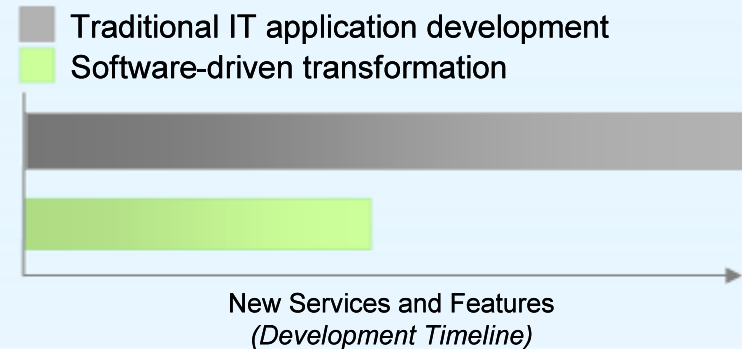


# Transforming software and systems delivery brings about dramatic business results

## Volt was designed and engineered in 29 months!



## Reliance reduced development time by 50%



## Reliance reduced development costs by 50%



# How can we overcome silos and create a great experience?

NETFLIX

Carolyn Pampino | Your Account | Buy / Redeem Gift | Help

Browse DVDs | Watch Instantly | Your Queue | Movies You'll Love | Instantly to your TV

Movies, actors, directors, genres Search

Welcome, Carolyn Pampino

## Your Queue

You have 1 movie rental to enjoy before 06/20/2009. See [Rental Terms](#)

DVD (37) Instant (6) Questions? Visit our [FAQ](#) section

### DVDs At Home

Movie Title	Instant	Star Rating	Ship Date
1. <a href="#">Curse of the Golden Flower</a>		★★★★☆	05/29

Get unlimited rentals for \$2.70. [Upgrade to the 1 DVD out-at-a-time \(Unlimited DVD\)](#)

### DVD (36)

List Order	Movie Title	Instant	Star Rating	Genre
1	<a href="#">Running with Scissors</a>		★★★★☆	Drama
2	<a href="#">Helvetica</a>	Play	★★★★★	



# Good design ‘disappears’ behind a great experience



# Design choices are derived from a collective intelligence





# Collective intelligence emerges from stakeholder collaboration



# Highly productive teams deliver great software to their stakeholders



# Anytime, for any team, silos inhibit software delivery productivity



Decide

## 1. Business



“At some point, you take a step back, and you realize you have an awful lot of **siloed systems** that are **limiting transparency** across strategic projects.”

- Development Director  
*Temenos, Inc.*

Do

## 2. Development



Deploy




## 3. Operations\*

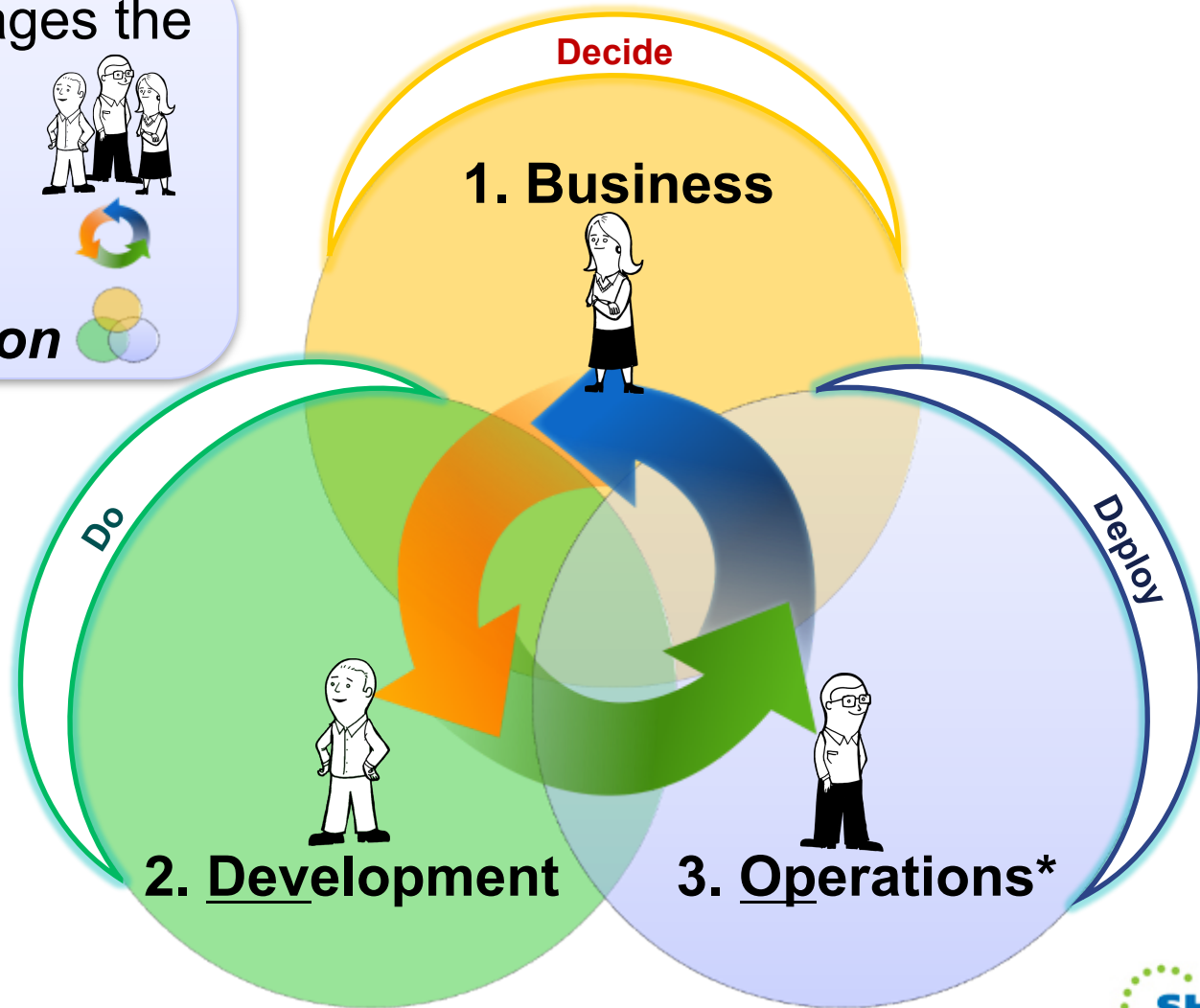



# Application Lifecycle Management can improve team productivity



ALM manages the flow of:

- People** 
- Process** 
- Information** 



# Does *Agile* scale across the application lifecycle? Yes!



- majority of *Agile* teams are geographically distributed
- Organizations have reported successful *Agile* programs of 500+ people
- 33% are in regulatory situations
- 75% are doing *Agile* for medium and greater complexity projects
- 17% are successfully applying *Agile* for outsourcing
- 78% are working with legacy systems
- 32% successful interaction between enterprise architects and *Agile* teams
- 11% report that their governance strategy works well with *Agile* teams



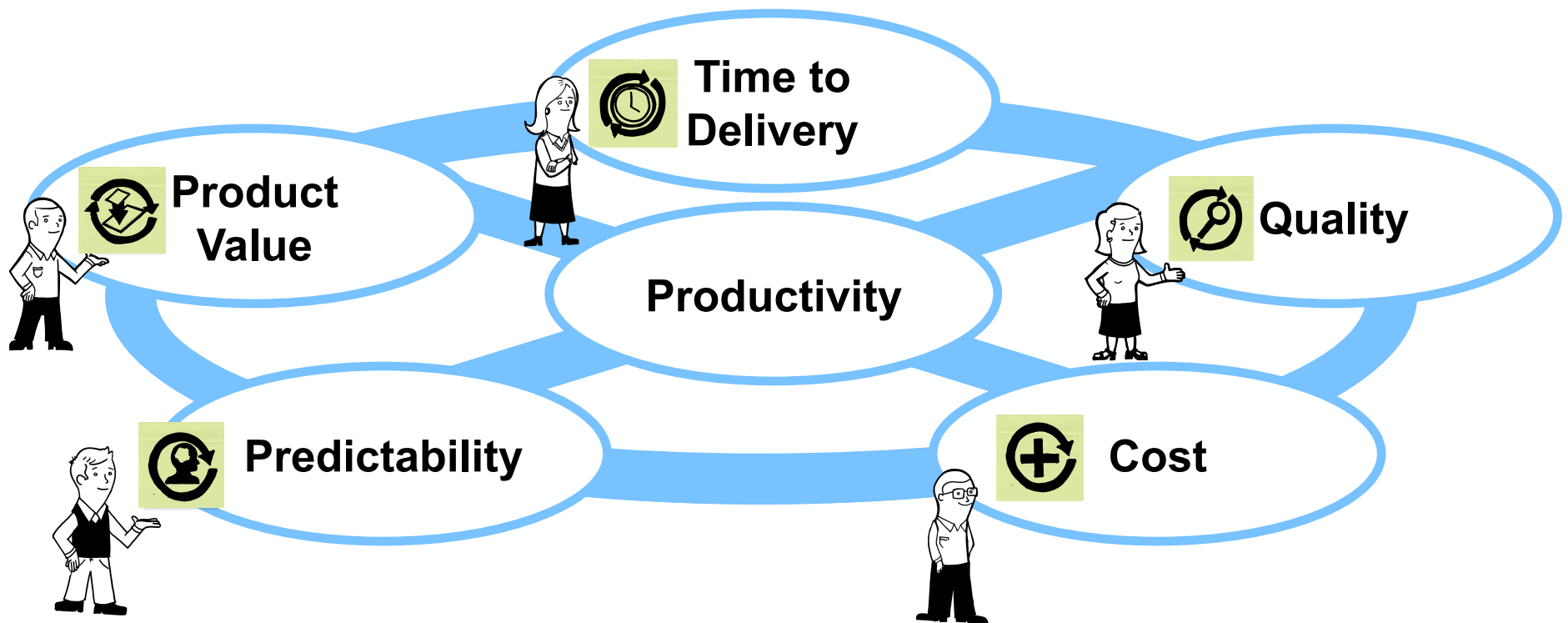
Source: Dr Dobb's November 2009 State of the IT Union Survey **HARE** in Atlanta  
2012



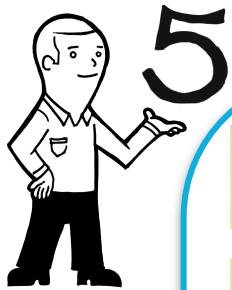
# How do teams improve their productivity?








# Productivity is achieved through 5 areas



## Five Imperatives for Effective Application Lifecycle Management to improve organizational productivity



-  Maximize product value with **In-Context Collaboration**
-  Accelerate time to delivery with **Real-Time Planning**
-  Improve quality with **Lifecycle Traceability**
-  Achieve predictability with **Development Intelligence**
-  Reduce costs with **Continuous Improvement**

Learn more at [ALM Everywhere](#)



**“I used to think collaboration was a hippie word leftover from the 1960’s...**

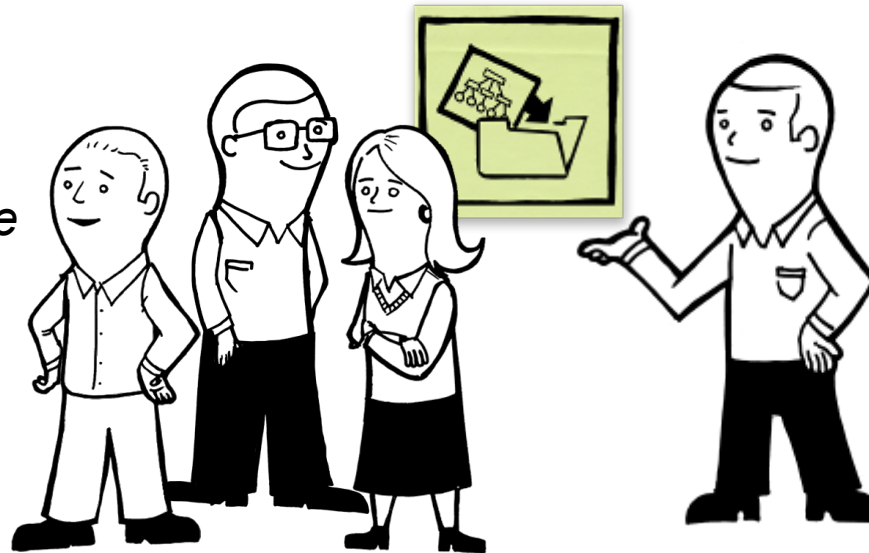
**...now I define it as survival”**

A speaker at Innovate 2011, Rational user conference

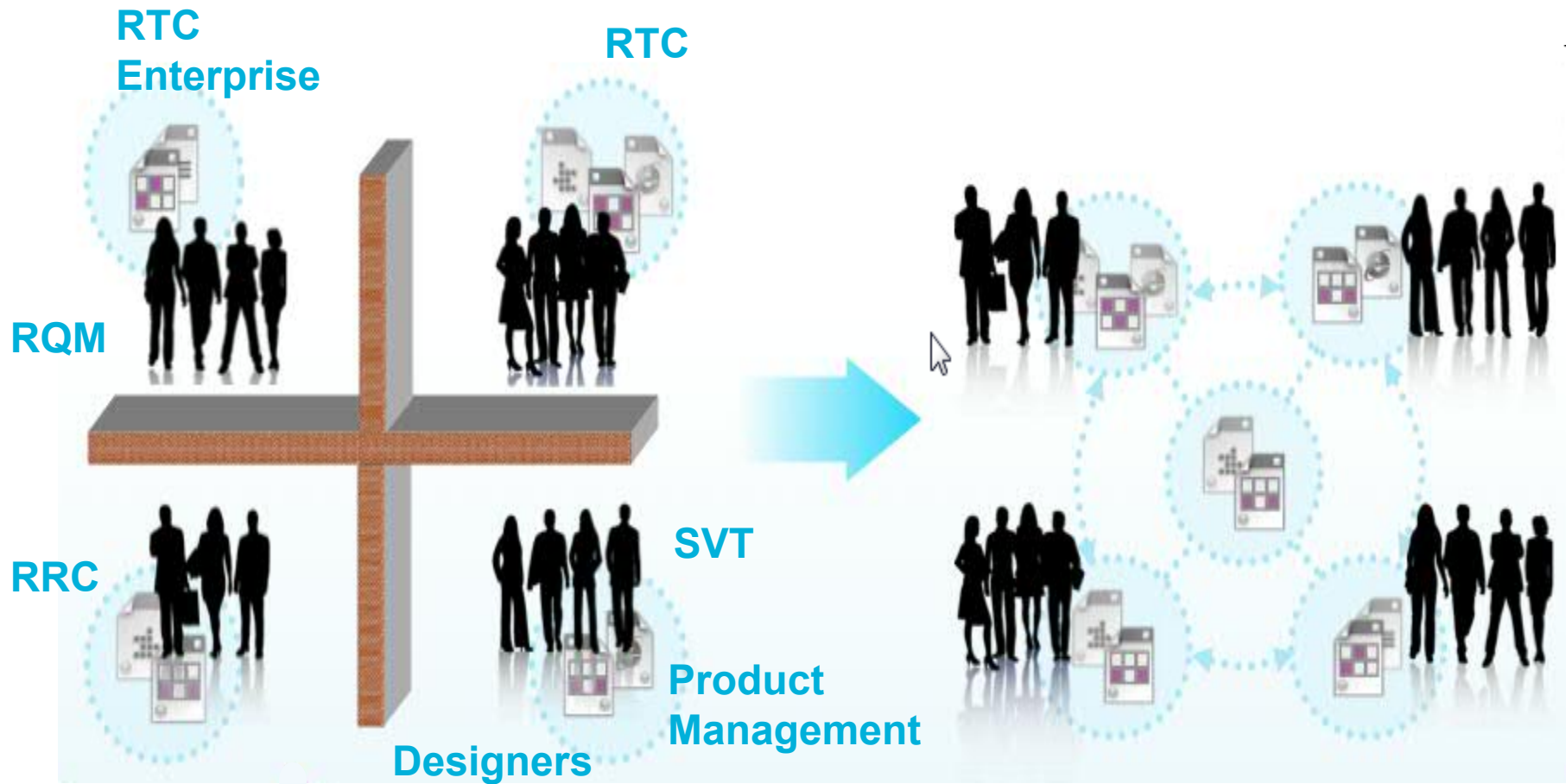
## Collaboration challenges

*Can your team...*

- *...find all the information related to a specific task?*
- *...quickly grasp the “**who, what, when and why**” of team activities?*
- *...bring new team members up-to-speed quickly?*
- *...overcome the barriers of multiple time zones when working with outsourced and distributed team members?*



# IBM Jazz team - Transforming our Teams



# Jazz team collaborates on Scenarios



2310: Plan Sprint (iteration)

**Goal:** Ensure feedback from

**CLM Best practices you**

- Grooming the product backlog
- Conducting a requirements workshop
- Linking a requirement to a design
- Linking work items to designs and requirements for team traceability
- Ranking the product backlog in preparation of a planning meeting

**Roles:** **Product Owner** (Bob, who works with Ursula), **Customer** (Curtis)

**Synopsis:** Bob is preparing for the sprint planning meeting. He reviews the Product backlog to evaluate if his stakeholders have submitted any new requests. While reviewing the backlog he finds a Story submitted by Curtis, one of his key stakeholders. He also finds new compliance requirements submitted by the Corporate Compliance and Governance Team. **Note:** Because the team has already agreed to a Release plan, the team must be careful about introducing changes that haven't already been discussed or agreed to. This scene demonstrates how the team remains aware of, and takes into account ongoing stakeholder feedback. This is a constant challenge for delivery teams and must be handled with discipline and collaboration. Our intent is to show how the business can propose changes while enabling the development and test teams to discuss and assess the request.


**Elapsed time:** Expert: ~10 minutes

Let's go through the steps Bob performs to get ready for the sprint planning meeting.

Comments appear in Context

Comments (10)



2.  **Fariz Saracevic** to **Cindy VanEpps, Scott Rich** Jan 20, 2012  
**RE: Can we replace this with a Business Process diagram?** [RE: #1]

It is in the plan to update all websequence diagrams using RSA, as well as add design acts. I will create a new task, so we do not look track of it.

3.  **Cindy VanEpps** to **Fariz Saracevic, Scott Rich** Jan 20, 2012  
**RE: Can we replace this with a Business Process diagram?** [RE: #2]

Yes, I plan to do that. Having a task to track it will help.

# ...the Business diagram is added...

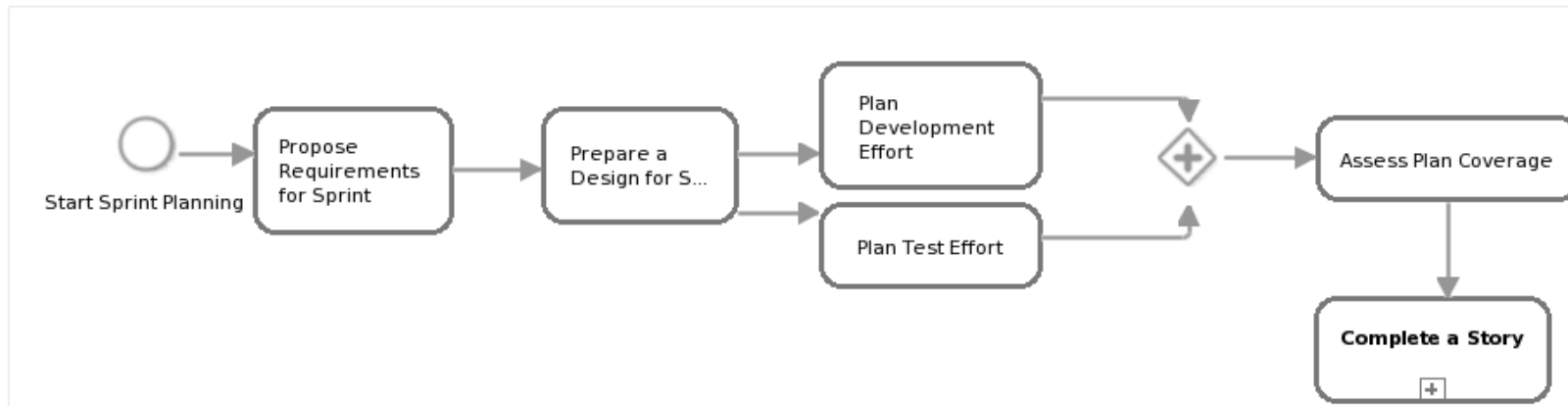
Collaborative Lifecycle Management - Requirements (RM) > Money that Matters > Money that Matters 2012

## 2310: Plan Sprint (iteration)



**Roles:** Product Owner (Bob, who works with Ursula), Customer (Curtis), Development lead (Marco), Architect (AI), Tester (Tanuj, who works with Tammy)

**Synopsis:** The story starts at the beginning of `sprint 2` and uses the following flow:



**Total Elapsed time:** Expert: ~35

### Propose Requirements for Sprint

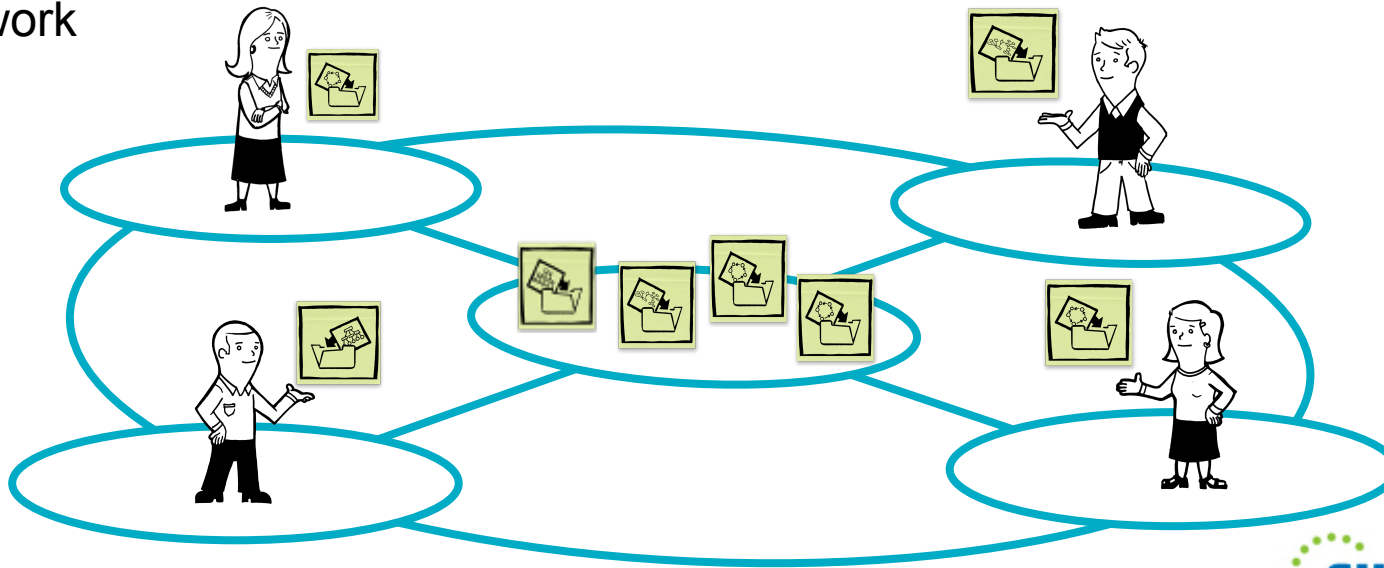
**Goal:** Ensure feedback from stakeholders is reviewed and considered for the next sprint.

**CLM Best practices you learn:**

# In-Context Collaboration improves product value



- Empower teams to collaborate on and review software development artifacts so they can **incorporate feedback early and often** aligning delivery with stakeholders' vision
- Provide a **single source of truth** hosted in a shared repository so that team members can collaborate effectively around the globe to build a collective intelligence
- Make **information immediately accessible** to all team members in the context of their work



"Observe always that everything is the result of change, and get used to thinking that there is nothing Nature loves so well as to change existing forms and make new ones of them."

Marcus Aurelius, emperor of Rome (121-180 AD)

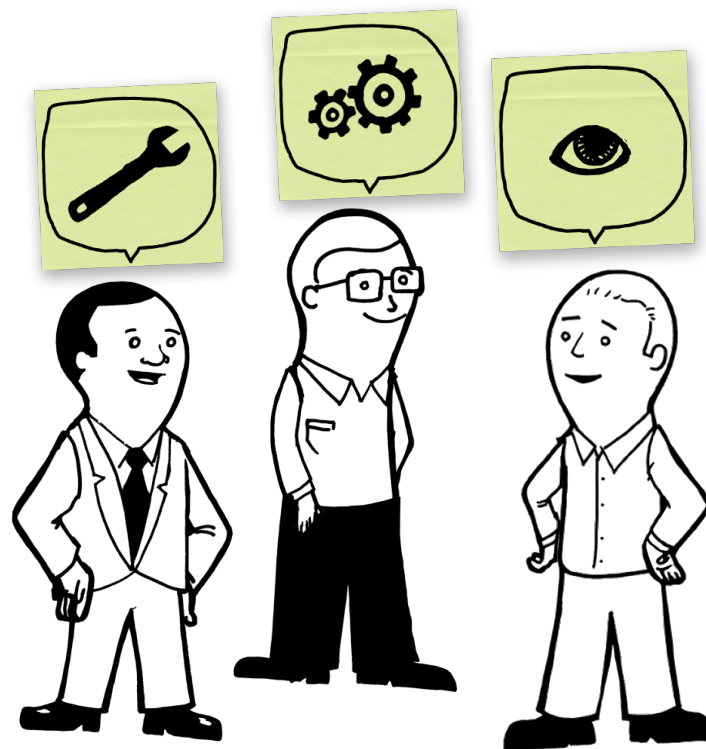
**"He, who could foresee affairs three days in advance would be rich for thousands of years."**

Chinese Proverb

## Planning challenges

*Does your team...*

- *...plan across the entire team?*
- *...manually collect and report status?*
- *...instantly see the impact of a change in project scope or resources?*
- ***...integrate planning with execution?***
- *...plan for waterfall, iterative and agile environments?*





# Jazz team plans in the open on Jazz.net

**Jazz Collaborative ALM**

Project Dashboards ▾ Work Items ▾ Plans ▾\* Builds ▾ Reports ▾

**CLM 3.0.1** \* ?

246 items: 165 open, 81 closed | Ends in: 41 days

▸ Plan Details

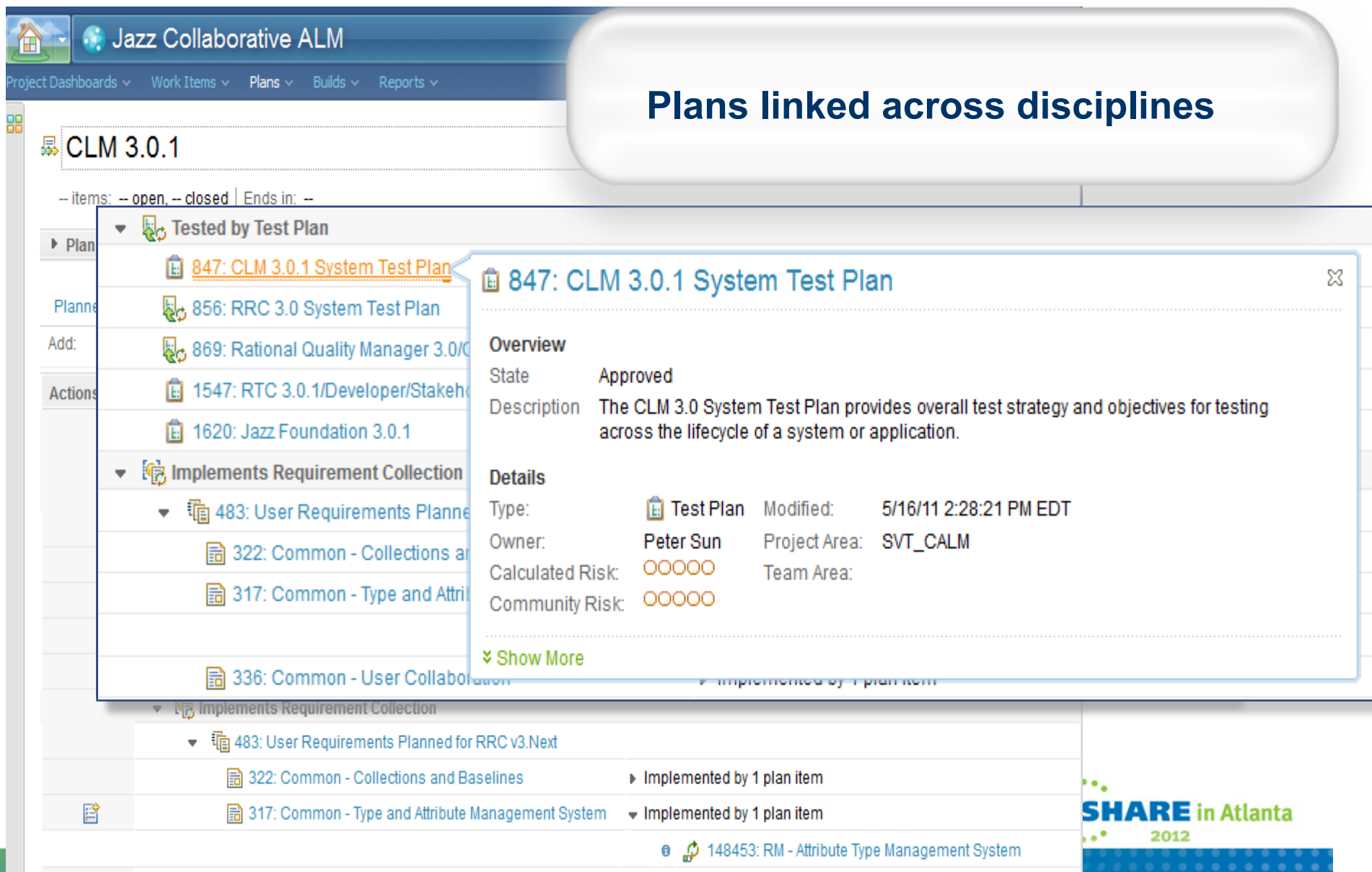
**Planned Items** ? Links Snapshots Dashboard Definition of Done Executive Status Help Wanted Notes Planning Notes Schedule Wish list

View As: Work Breakdown ▾ [Icons] Type to Filter (97 items filtered)

Actions	Summary	Priority	Commitment	Risk Status	DCP Boca
[Icons]	▸  CLM (Finish) Common administration of a project	Must ▾	Committed ▾	Green ▾	Base Content ▾
	▸  CLM (Finish) Support work items as a service	Must	Committed	Green	Base Content
	CLM Improve and deepen traceability links & views, add support for change impact/sus	Must	Unassigned	Green	Base Content
	CLM Adopt common visual style	Must	Committed	Green	Base Content
	▸  CLM (Finish) CLM reporting	Must	Committed	Green	Base Content
	▸  CLM (Finish) Provide common install for Rational Workbench for CLM products	Must	Committed	Green	Base Content
	▸  CLM CLM - Common Sample: Adopt a common sample application & project	Must	Committed	Green	Extended Content
	▸  CLM (Finish) Define and Implement C/ALM Reports	Must	Committed	Green	Base Content
	←  CLM Consume OSLC Architecture Management v2 specification	Should	Deferred	Green	N/A
	CLM Support RQM local Defect enhancements in C/ALM setup	Must	Unassigned	Green	Base Content
	CLM Implement C/ALM 2009/2010 to C/ALM 2011 upgrade strategy across products	Must	Committed	Yellow	Base Content
	CLM Decouple built-in Requirements from RQM	Must	Committed	Green	Base Content

# Jazz team plans across disciplines

Plans linked across disciplines



The screenshot shows the Jazz Collaborative ALM interface. The main view is for project 'CLM 3.0.1'. A sidebar on the left lists various plans, including '847: CLM 3.0.1 System Test Plan', '856: RRC 3.0 System Test Plan', and '869: Rational Quality Manager 3.0/0'. A detailed view of the '847: CLM 3.0.1 System Test Plan' is shown in a pop-up window.

**847: CLM 3.0.1 System Test Plan**

**Overview**

State: Approved

Description: The CLM 3.0 System Test Plan provides overall test strategy and objectives for testing across the lifecycle of a system or application.

**Details**

Type: Test Plan Modified: 5/16/11 2:28:21 PM EDT

Owner: Peter Sun Project Area: SVT\_CALM

Calculated Risk: ○○○○○ Team Area:

Community Risk: ○○○○○

Show More

# All Jazz team members participate

Change and Configuration Management (Jazz)

Rational Team Concert Erich Gamma

Project Dashboards ▾ Work Items ▾ Plans ▾ Builds ▾ Reports ▾

All Rational Team Concert Dashboards > Rational Team Concert > RTC Development >

## Tracking and Planning

General Buildmeister Wallboard **Work Item Taskboard** Planning Taskboard

### Work Item Taskboard

Taskboard for the Work Item team for the current sprint.

## Task Board

Story	Open	In Progress
<div style="background-color: #90EE90; padding: 5px; border: 1px solid gray;"> <p>✓ Need a mechanism to automatically</p> <p>--</p> </div>	<div style="background-color: #ADD8E6; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Create tech note on the use of "comment" as a</p> <p>--</p> </div> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Article about contributing WEB UI presentations</p> <p>--</p> </div> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Improve Work Item web WorkItemProxy</p> <p>--</p> </div> <div style="background-color: #ADD8E6; padding: 5px; border: 1px solid gray;"> <p>Update http://jazz.net/library</p> <p>--</p> </div>	<div style="background-color: #FFDAB9; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Restricted access presentations</p> <p>2 hours ▾</p> <ul style="list-style-type: none"> <li>⌚ 30 minutes</li> <li>⌚ 1 hour</li> <li>⌚ 2 hours</li> <li>⌚ 4 hours</li> <li>⌚ 1 day</li> <li>⌚ 2 days</li> </ul> </div> <div style="background-color: #FFDAB9; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Viewed on</p> <p>--</p> </div> <div style="background-color: #FFDAB9; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Layout issues on "Link To Existing Defect" dialog</p> <p>--</p> </div> <div style="background-color: #FFDAB9; padding: 5px; border: 1px solid gray; margin-bottom: 5px;"> <p>Away es not k item</p> <p>--</p> </div> <div style="background-color: #FFDAB9; padding: 5px; border: 1px solid gray;"> <p>Queries marked "changed" on opening or just</p> <p>--</p> </div>

# All Jazz team members participate

Change and Configuration Management (Jazz)

Rational Team Concert Julian Jones

Project Dashboards ▾ Work Items ▾ Plans ▾ Builds ▾ Reports ▾

## UX and Design 3.0.1

33 items: 8 open, 25 closed | Ends in: 23 days

Plan Details

Planned Items ? Links Snapshots Dashboard Notes Plan - Enterprise Extensions

View As: Backlog (Legacy) (25 items filtered) + Add Work Item

Actions	Summary	Priority	Progress
	3.0.1 [11/15/10 - 6/3/11] Closed Items: 25   Open Items: 8	Progress: 7/7.5 h	Estimated: 63%
	Web UI: Required Input fields should be marked according to design specification	High	0/0 h
	[Work Items] Update Work Items web UI to 2010 common style	High	0/0 h
	Finish: UI Conformance updates for the RTC web client	Medium	0/0 pts   0/0
	User experience improvement items in RTC web and eclipse clients	High	0/0 pts   4/4
	UX reviews - RTC-EE GUIs and workflow design	Unassign	0/5 pts   2/2
	[oslc] Source Control: Design for the content of small and large previews of a change set	Medium	0/0 h
	3.0.1 M12 [11/15/10 - 1/14/11] Closed Items: 0   Open Items: 0	No Work	Estimated: --
	3.0.1 M13D1 [1/17/11 - 2/4/11] Closed Items: 3   Open Items: 1	Progress: 2/2 h	Estimated: 100%
	hunaPromotion error messages	Unassign	2/2 h

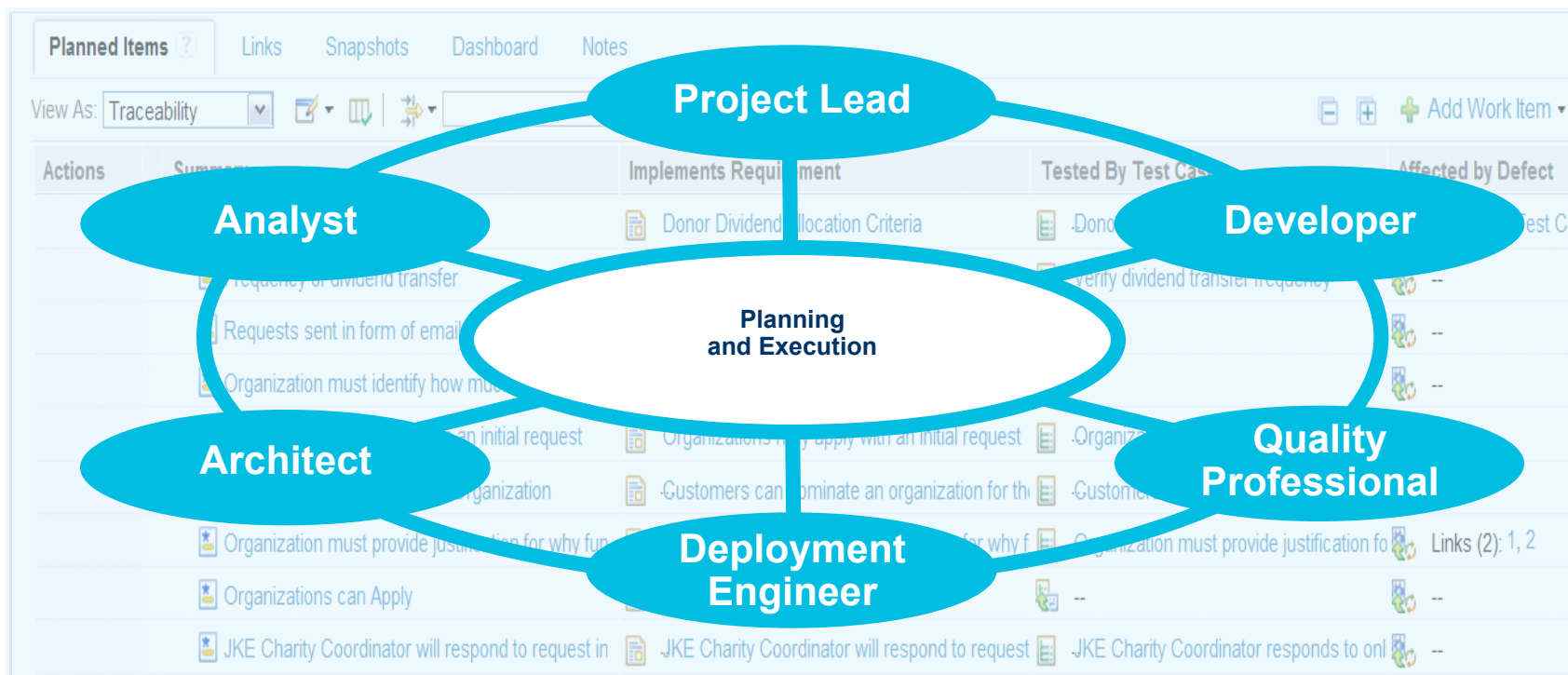
**UX and Design 3.0.1**

Atlanta



## Real-Time Planning accelerates time to delivery

- Provides a **single plan** that spans requirements, development, and test, ensuring the whole team understands the overall scope of a project
- **Integrates planning with execution** ensuring the entire team understands the true project status



**The head bone's connected to the neck  
bone... the neck bone's connected to the  
backbone... the backbone's connected to the  
hip bone...**

# Lifecycle Traceability challenges

Can your team answer...



## Analyst

Which requirements are addressed in this iteration?

Are all of the requirements tested?

What defects are affecting which requirements?

## Project Manager

Can we pass an audit? Are we ready to release?

What defects were resolved in this release?

Are we aligned with the business?

## Architect

Can we implement in a way that supports maintainability?

Which requirements impact the design?

Are there reusable components we can leverage?

## Developer

What requirements am I implementing? What test uncovered this defect, on which environment and what build?

What changes occurred overnight?

## Release Engineer

How can I standardize when teams use different tools?

Where are the bottlenecks in our processes? Are build times getting longer or shorter?

How can I speed up my builds?

## Quality Professional

What is the quality of the build?

What is ready for me to test?

What defects have been addressed since the last build?

# Jazz team uses lifecycle traceability



## Development – Test

CLM 3.0.1 \* ?

241 items: 170 open, 71 closed | Ends in: 52 days

Plan Details

Planned Items ? Links Snapshots Dashboard Definition of Done Executive Status Help Wanted Notes Planning Notes Schedule Wish list

View As: Coverage (131 items filtered)

Actions	Summary	Status	Tested By Test Case
	(Finish) CLM reporting	Testing	Links (26): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23
	(Finish) Define and Implement C/ALM Reports	Testing	Links (14): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14
	(Finish) Provide common install for Rational Workbench for CLM	Implementi	Links (7): 1, 2, 3, 4, 5, 6, 7
	Implement C/ALM 2009/2010 to C/ALM 2011 upgrade strategy a	Testing	Links (6): 1, 2, 3, 4, 5, 6
	(Finish) Implement uniform licensing model	Testing	Links (22): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22
	(Finish) Common administration of a project	Testing	Links (5): 1, 2, 3, 4, 5
	(Finish) Support work items as a service	Ready to Te	Links (3): 1, 2, 3
	Support RQM local Defect enhancements in C/ALM setup	Testing	Links (4): 1, 2, 3, 4
	Improve CLM Usability	Ready to Te	Links (8): 1, 2, 3, 4, 5, 6, 7, 8
	Decouple built-in Requirements from RQM	Testing	Links (7): 1, 2, 3, 4, 5, 6, 7
	<b>Test Case?</b> Complete OSLC v2 support "Must" specification level	Ready to Te	--
	Increase Developer Self-host on CLM	Testing	--
	Towards UI Conformance and a common UI Style	Ready to Te	Links (10): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10
	CLM - Common Sample: Adopt a common sample application &	Testing	Links (2): 1, 2
	Adopt common visual style	Ready to Te	Links (9): 1, 2, 3, 4, 5, 6, 7, 8, 9
	QM - ReqPro integration improvements	Testing	Links (18): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18

Add Tested By Test Case...



# Jazz team uses lifecycle traceability



The screenshot displays the Jazz Collaborative ALM interface. At the top, there is a navigation bar with tabs for Requirements, Planning, Construction, Lab Management, Builds, Execution, and Reports. A 'Create New Defect' dialog box is open, showing 'Type: Defect' and a description: 'Failing Test Case "CLM Smoke/BVT Test" when executing Test Execution Record "CLM Smoke Test"'. The main content area shows 'Defect 149938' with a 'Resolved' status. Below the defect title are tabs for Overview, Links, Approvals, and History. The 'Links' section is expanded, showing a list of related items:

- Affects Test Result
  - 205: CLM Smoke Test\_CLM Dev Test - Tomcat 5.5\_Derby 10.5\_Firefox 3.5\_Windows XP
- Related Test Case
  - 20: CLM Smoke/BVT Test
- Related Test Plan
  - 7: CLM 3.0 Dev Test
- Affects Plan Item
  - 139485: Track CLM 2011 M12 (November 8 - January 14)

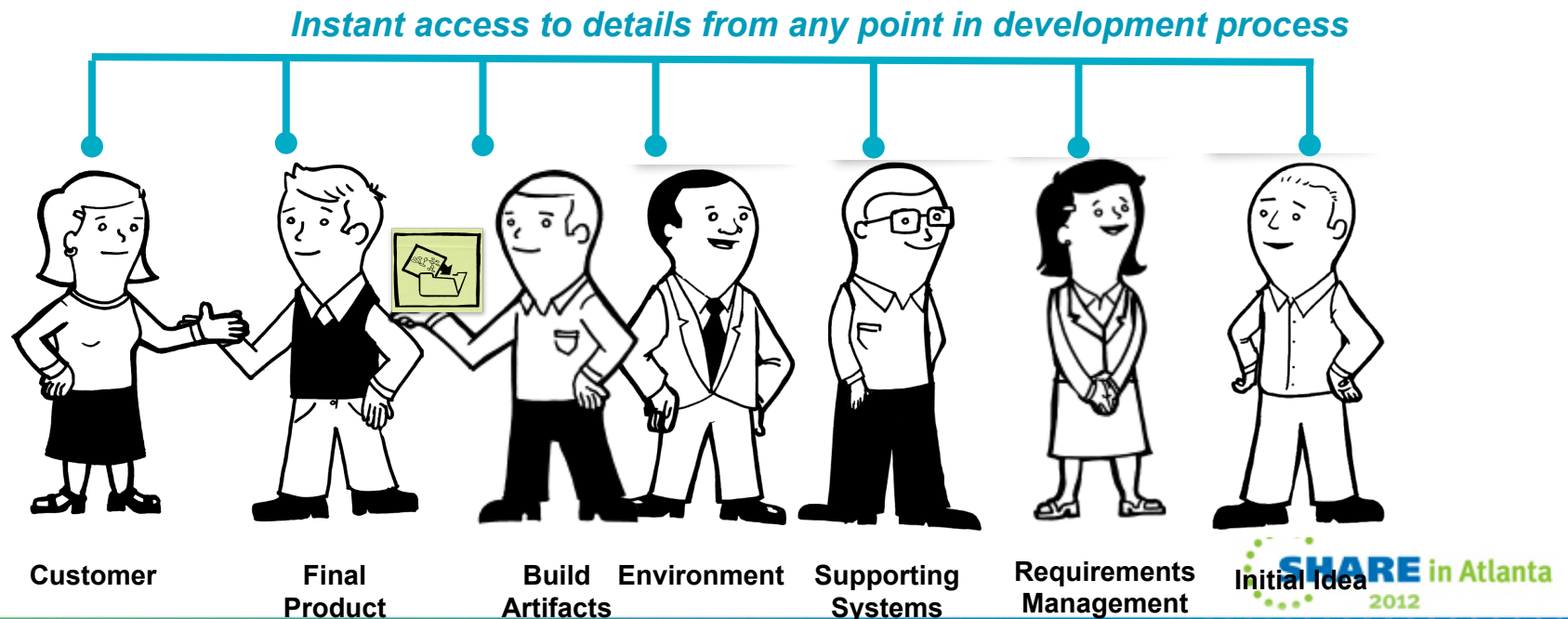
At the bottom of the screenshot, there is a text box containing the instruction: 'We run the script as a sir new USER and assign it [User management](#)'.

- Go to <https://clmwb:9443/jts/admin> > User Management and create a new user USER



## Lifecycle Traceability improves quality

- Establish **relationships between software artifacts**
- **Identify and close artifact gaps**, ensuring **coverage** across disciplines
- Provides visibility into the **completeness** of planned items by inspecting all related artifacts
- Provides easy **access to related artifacts** ensuring everyone shares the same view
- Delivers transparency which enables everyone to make **fully informed decisions** based business priorities



Are we there yet?

Our childhood selves expressing themselves through out the  
release cycle?

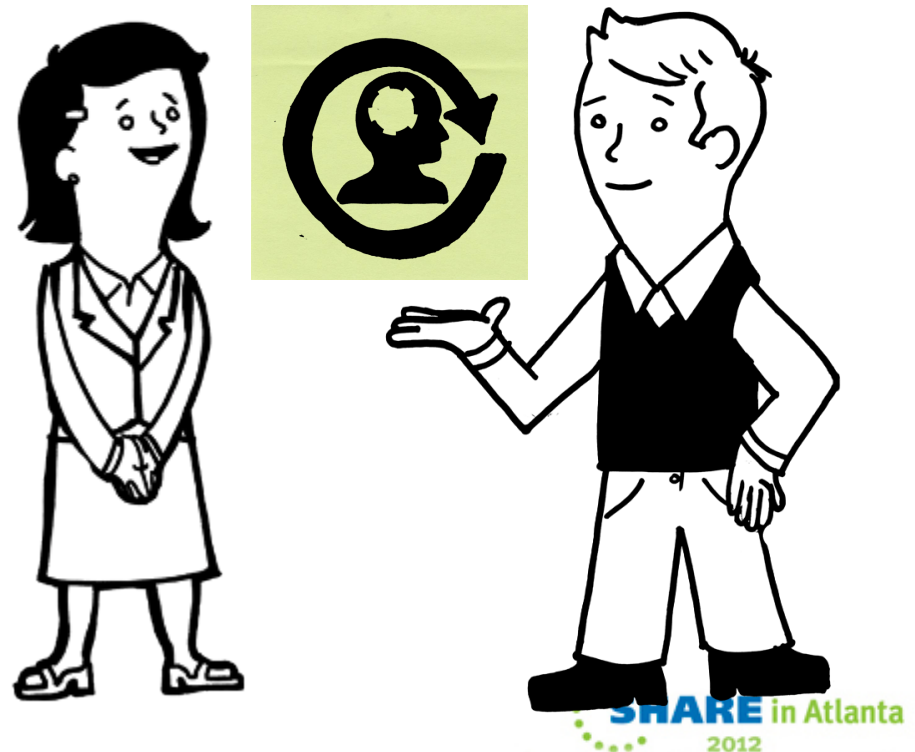
Or those of us wishing this talk would end. 😊

# Measuring and steering challenges

*Can your team...*



- ...provide one view of project health at multiple levels?
- **...make steering decisions based on facts rather “guesstimates”?**
- ...track desired improvements with metrics?
- ...minimize administrative overhead by relying on your environment to capture metrics?



# Jazz team dashboards – on Jazz.net



## Release Burndown

Change and Configuration Management (Jazz)

Jazz Collaborative ALM

Project Dashboards ▾ Work Items ▾ Plans ▾ Builds ▾ Reports ▾

All Jazz Collaborative ALM Dashboards >

Jazz Collaborative ALM

General Commitments, Risk Plan Item Status Incomplete Stories **Release** ▾ Deferred Current Iteration RC1 Iteration

CLM Blockers Reporting CLM Must Fix Defects Defects Blocking SVT CLM May Fix Defects SVT Open Defects SVT Triage Foundation Adoption TVT Defects Accessibility Must Fix Defects Other Must Fix Defects

Other May Fix Defects CLM Defect Backlog Enhancements CLM PMC Resolved in Last 24 Hours PMC Wishlist Managed Beta Upgrade QCERT Requirements Coverage + Add Widget

### Release Burndown

The release burndown for each application.

### Velocity - Story Points by Iteration

The velocity by application. Shows the number of **story points** for each

### Plan Items

#### Committed Plan Items Status (83) Status

Testing	83
Ready to Test	12
Implementing	5
Done	1

### Application Dashboards

- CCM Iteration Burndown by Team
- CCM Release Burndown by Team
- JF Iteration Burndown by Team
- JF Release Burndown by Team
- QM Iteration Burndown by Team
- QM Release Burndown by Team
- RM Iteration Burndown by Team
- RM Release Burndown by Team

#### Foundation - Release Burndown

Show Parameters

Planned Work

Remaining Work

0.0 1,273.0

3.0.1 M12C2 3.0.1 M13D1 3.0.1 M14 (FP) 3.0.1 M15

Remaining Work Planned Work

0.0 3.0.1 3.0.1 M1 3.0.1 M2 3.0.1 RC

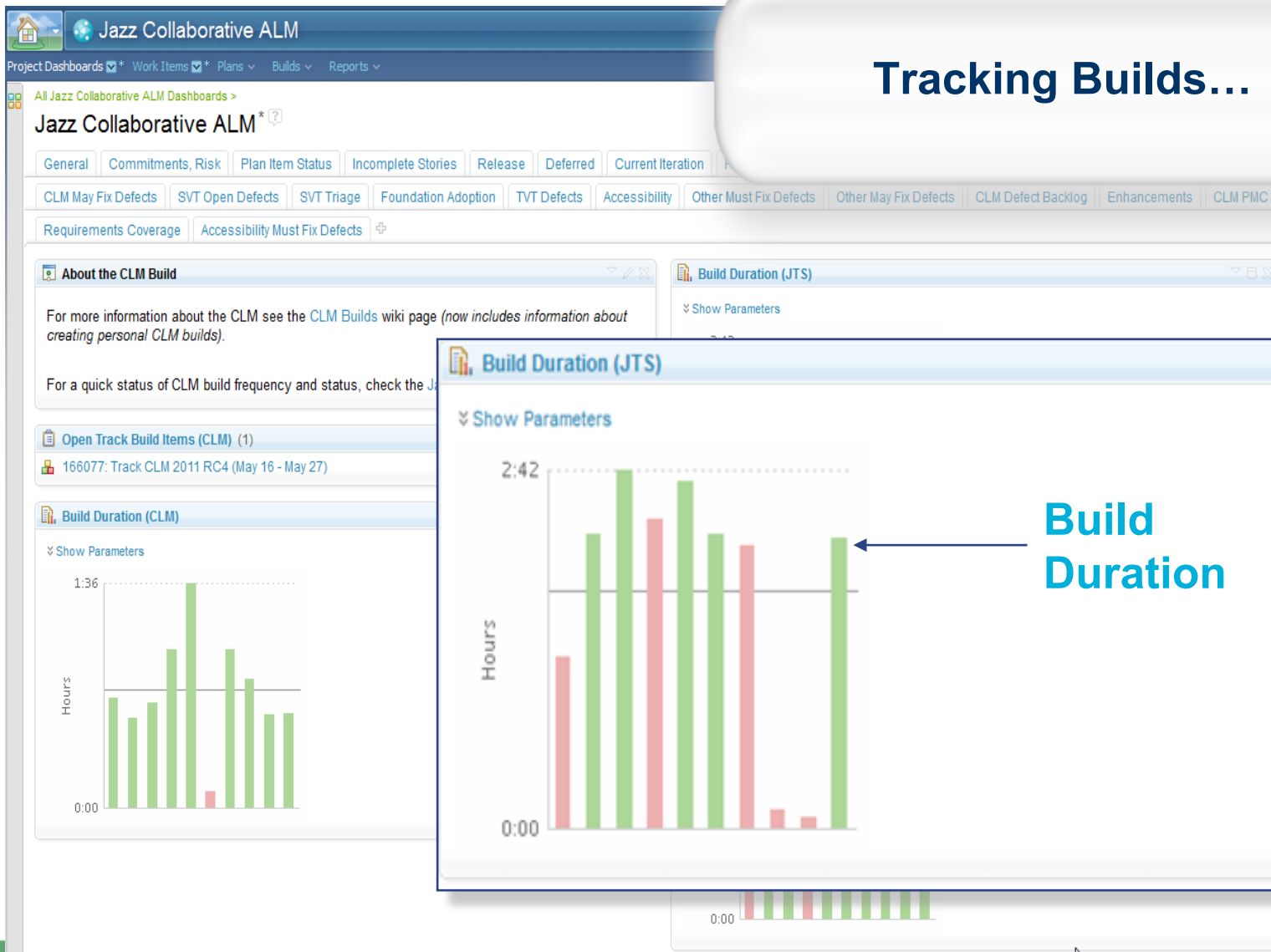
Remaining Work Planned Work

Open In Progress Closed

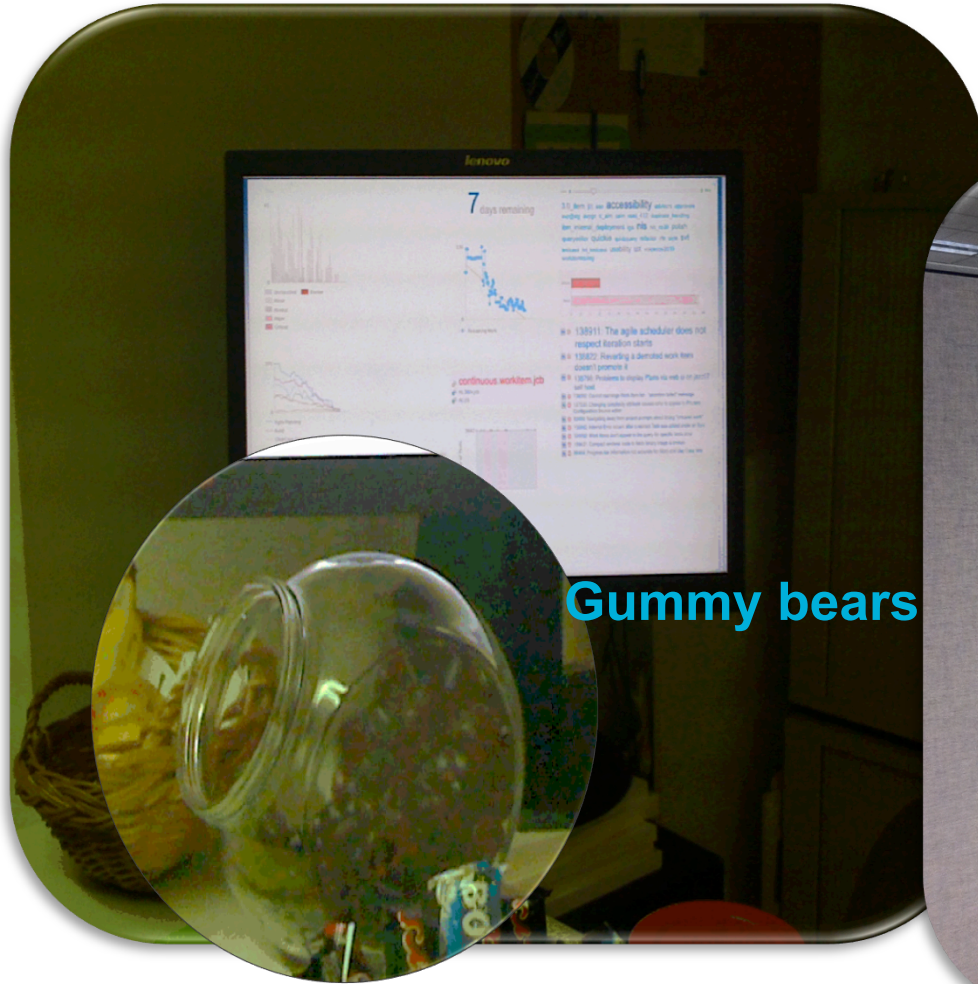
# Jazz team dashboards – on Jazz.net



Tracking Builds...



# Information Radiators: Site *Wallboards*



Gummy bears

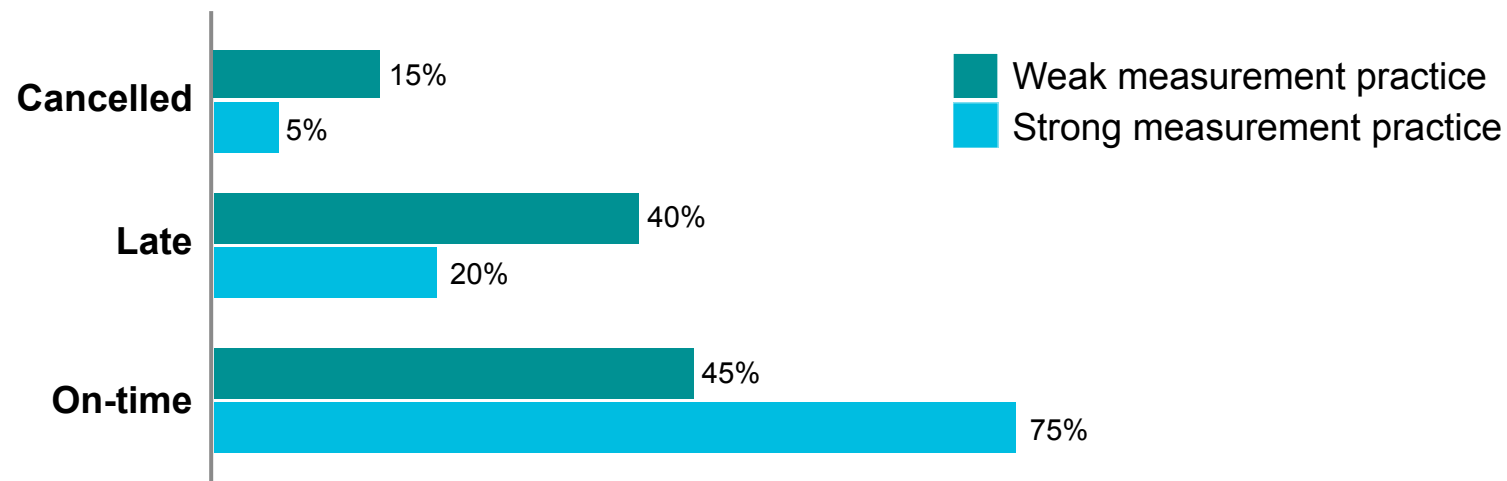


## Development Intelligence improves predictability



- Enable **fact-based decision making** (to communicate status, monitor progress, diagnose problems, identify corrective actions)
- **Steer projects and programs** to deliver on-time
- Apply **Business Intelligence techniques** to software and systems development

### Measurement Practices Impact Project Success



Sources: Capers Jones, *Measurement, Metrics and Industry Leadership*, Copyright © 2002-2007 by Capers Jones LLC  
Capers Jones, *Software Engineering Best Practices*, Copyright © 2010 McGraw-Hill



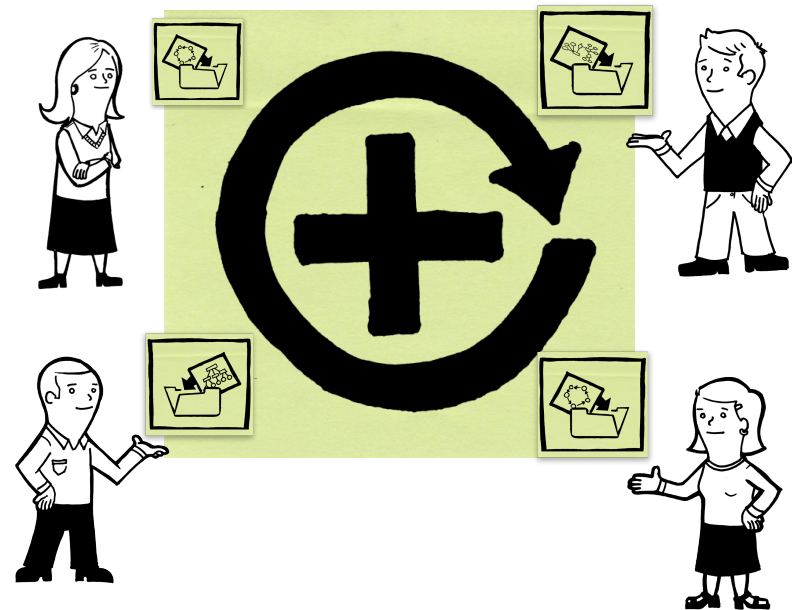
“It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change.”

- Charles Darwin, scientist

# Continuous improvement challenges

*Can your team...*

- ...leverage out-of-the-box templates that support traditional and agile workflows?
- ...change process “on the fly” as part of a continuous feedback loop?
- ...allow team leads to determine how strict or lax the “rules of the road” should be?
- ...modify process enforcement over the life of a project, to encourage early-stage experimentation and end-game stability?



# Jazz team continuously improves



**Work Item Tuning**

Plan Item 99050 ?  
Summary: (Finish) CLM reporting

Overview Commitment Execution Done Criteria System Te

**Commitment**

Testing: → Covered

**Done Criteria**

**From the perspective of the Jazz Foundation SVT team, the Done Criteria is as follows:**

- Consumability and procedure of running ETL jobs for generating report data is verified to function properly in an enterprise environment; can support complex topologies, dissimilar hardware and middleware, and is reliable over long periods of time. Comfortably scores 3 or above on related consumability metrics, and no related high severity defects are unresolved.
- Consumability and procedure of creating report template is verified to function properly in an enterprise environment; can support complex topologies, dissimilar hardware and middleware, and is reliable over long periods of time. Comfortably scores 3 or above on related consumability metrics, and no related high severity defects are unresolved.
- Consumability and procedure of using report template for report creation and publishing is verified to function properly in an enterprise environment; can support complex topologies, dissimilar hardware and middleware, and is reliable over long periods of time. Comfortably scores 3 or above on related consumability metrics, and no related high severity defects are unresolved.

**Coverage Description**

CCM Reporting passed Sanity level testing;

Distributed Windows Environment, All ETL's are passing and RRDl reports all run without error. In SVT Final more comprehensive testing will be done, including customizing sample reports, running ETL's more regularly.

Weekly Status

# Jazz team continuously improves



## Dashboard Tuning

Jazz Collaborative ALM

The screenshot displays the Jazz Collaborative ALM dashboard with several key sections:

- General:** Includes tabs for 'Commitments', 'Risk', 'Plan Item Status', 'Incomplete Stories', 'Released', and 'Deferred'.
- Filters:** 'CLM Defect Backlog', 'Enhancements', 'CLM PMC', and 'Resolved in Last 24 Hours'.
- Requirements Coverage:** 'Accessibility Must Fix Defects'.
- Executive Summary:**
  - Requirements:** Permit staged upgrades of independent products to CLM 2011 topology with shared JTS, no ordering imposed (JTS at latest level of all app). No 2.x rich client backward compatibility; except for RTC 3.0 clients (Eclipse/VS) compatible with CCM 3.0.1. Upgrade steps crafted to optimize CLM system outage. RTC upgrade can perform in-place (addTable) or export/import (DB change). RQM and RRC both require export/import always, RRC doing some online upgrade. LPA requires CLM 2011 applications and JTS. Datamart -> Datawarehouse automated by ETL.
  - Status (27/05/2011)**
    - RC4 FVT testing assignments in progress with concurrent doc reviews - no blockers but a lot of doc feedback to process.
    - 1 QM issue (51745) impacting CLM upgrade success (rich hovers) other than that, just RM product-specific upgrade issues
  - Upgrade defects should be tagged with "clm30migration"
- CLM 2011 Plan Items (7):**
  - 99043: (Finish) Support work items as a service
  - 99282: (Finish) Provide common install for Rational Workbench for CLM products
  - 107921: Implement C/ALM 2009/2010 to C/ALM 2011 upgrade strategy across products
  - 140783: Improve CLM upgrade and deployment support
  - 141069: RM - Support upgrading RRC 2.x to 3.0
  - 107963: Decouple built-in Requirements from RQM
  - 105103: Define C/ALM 2010 topologies and enable transition of C/ALM products to those topologies
- CLM Pending Issues (14):**
  - 166643: Help the user know when their migration is complete
  - 167281: Command line syntax in documentation
  - 167285: Inconsistency in repotools documentation
  - 160608: Migration documentation does not cover migrating the data warehouse to a different DB
  - 158881: Beta doc review: installation and upgrade
- CCM Pending Issues (2):**
  - 153523: RTC 3.0 doc on Upgrading Rational Team Concert should include switching machines
  - 139412: Add instructions for a manual "feel good" method of verifying successful migration of the RTC2.X public url to RTC3.0
- RM Pending Issues (22):**
  - 42901: Link to documentation after failed migration is not helpful
  - 42637: Determine why revisions of SavedFilters are not being migrated
  - 42926: Document the upgrade of project archives to RRC3x ProjectTemplates
  - 42957: Add more details on - oldApplicationHome parameter in rm\_upgrade.bat -help
  - 43060: Migration counter is off when upgrading a large data set
  - 43386: RRC Upgrade Documentation - consistency between IUG and base doc - add reminder to 'RRC manual upgrade' for Tomcat secure port
  - 43545: Invalid char in resource causes Sax Parser exception
  - 43570: Remove the System.out.println in ReviewXMLFilter
  - 43677: Migrating Links never appears to complete if there are failures during link

# Jazz team continuously improves



CLM 3.0.1

244 items: 164 open, 80 closed | Ends in: 43 days

Plan Details

Planned Items ? Links Snapshots Dashboard Definition of Done Executive Status Help Wanted

View As: Coverage ? (119 items filtered)

Plan Tuning

Coverage Set this view as default OK Cancel  
 Shared with: Jazz Collaborative ALM

Options Columns

Sorting ? Ranking ?

Filter ? Expression ? type:Enhancement ?

Filter ? Expression ? type:Story ?

Filter ? Expression ? type:"Adoption Item" ?

Filter ? Expression ? type:Task ?

Colors ? Coverage? ? boca:"Base Content" blocks:svtCoverag ?

Colors ? Failed ? failingTestCases:set ?

+ More ?

Actions	Summary	DCP Boca	SVT Cov	Status	Tested By Test Case	Implements R
	(Finish) CLM reporting	Base Cont	Cover	Testir	Links (26): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17,	346: Com
	(Finish) Define and Implement C/ALM Reports	Base Cont	Cover	Testir	Links (14): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14	--

# Continuous Improvement reduces cost by:



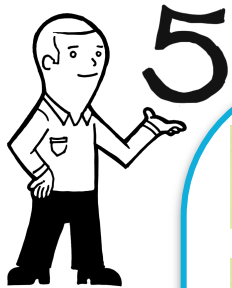
- Enabling breakthrough improvement through the ongoing **adoption of best practices and automation** to reduce manual, non-creative and error prone tasks
- Promoting **incremental improvement of a project** when needed through user interfaces that are easy to customize and ‘in-flight’ changes to process
- Allowing **everyone to participate** with easy to adopt best practices at your fingertips.








***“Successful analytics requires taking it beyond software and reporting, and into the realm of management practices and operations improvement.”***

Information Management Online, February 23, 2011

## Five Imperatives for Effective Application Lifecycle Management to improve organizational productivity



-  Maximize product value with **In-Context Collaboration**
-  Accelerate time to delivery with **Real-Time Planning**
-  Improve quality with **Lifecycle Traceability**
-  Achieve predictability with **Development Intelligence**
-  Reduce costs with **Continuous Improvement**

Learn more at [ALM Everywhere](#)

# IBM Rational solution for Collaborative Lifecycle Management

*Improve productivity with an integrated ALM solution*

- Optimize your team through support of the 5 ALM Imperatives
  - In-context collaboration
  - Real-time planning
  - Lifecycle traceability
  - Development Intelligence
  - Continuous Improvement
- Lifecycle Integration supporting multiple programming languages and platforms
- Get up and running quickly
- Extend as your needs evolve
- Robust educational content





# Leveraging the Power of Jazz and OSLC

COMMUNITY

Transparent collaboration and exchange of ideas



## PRODUCTS

Application lifecycle tools that leverage the Jazz platform

## PLATFORM

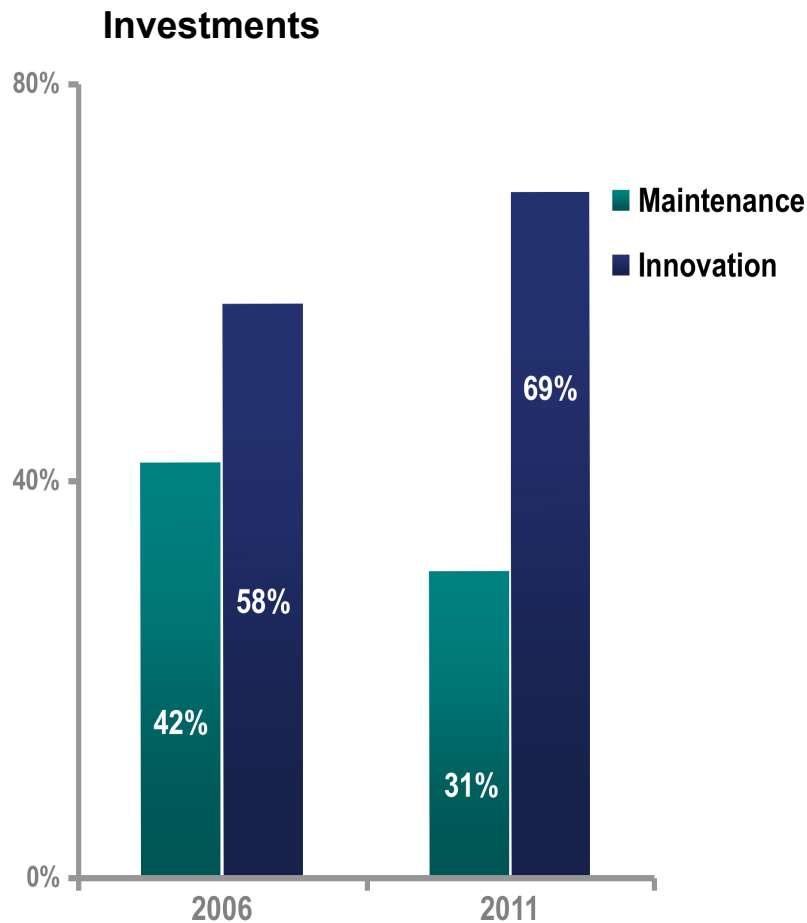


*Open Services for Lifecycle Collaboration  
and  
Integration Services*



Application frameworks and toolkits

# Rational Transformation: Improved Efficiency Means More Innovation

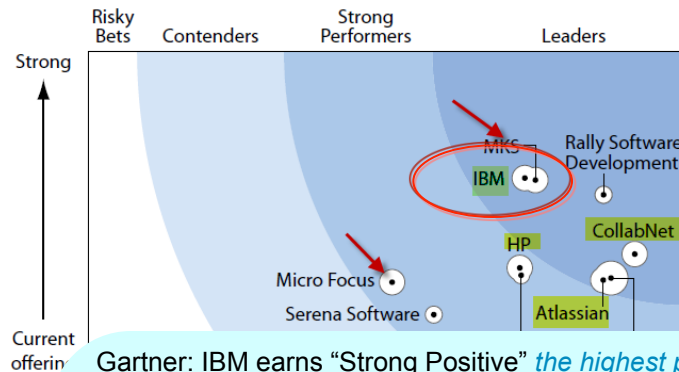


Efficiency Measures	2006	2011
On time delivery	47%	95%
Defect backlog in months	>9	2.7
Beta defects fixed before GA	3%	95%
Agile / iterative projects	5%	85%

# IBM leadership dominates marketplace

Forrester: IBM a Market Leader

Figure 5 Forrester Wave™: Agile Development Management Tools, Q2 '10



Gartner: Leader in the Magic Quadrant

## MAGIC QUADRANT

Figure 1. Magic Quadrant for Integrated Software Quality Suite



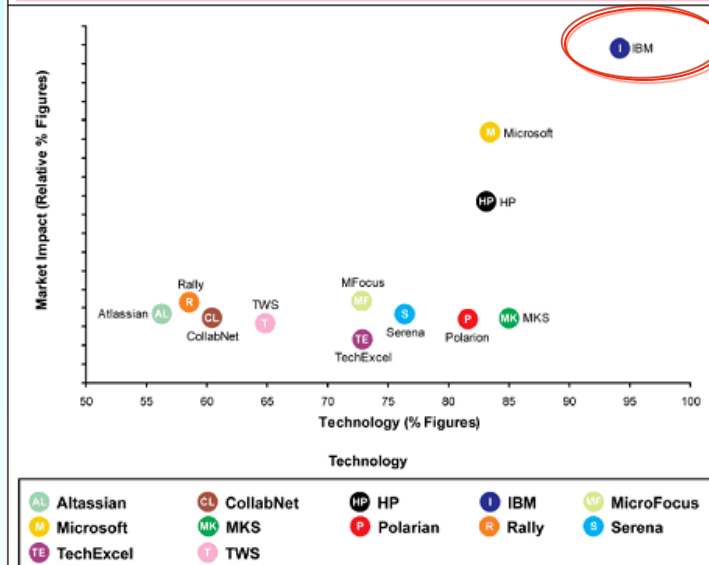
Gartner: IBM earns "Strong Positive" *the highest possible rating*

Figure 1. MarketScope for Application Life Cycle Management

	RATING				
	Strong Negative	Caution	Promising	Positive	Strong Positive
AccuRev			x		
Aldon			x		
Atlassian				x	
CollabNet				x	
Digite			x		
HP				x	
IBM					x
Kovair			x		
Micro Focus			x		
Microsoft				x	
MKS				x	
Parasoft			x		
Polarian Software			x		
Rally Software				x	
Seapine Software			x		
Serena Software				x	
SmartBear Software			x		
TechExcel			x		
ThoughtWorks			x		
VersionOne				x	

Ovum: "IBM has the broadest and arguably the *deepest portfolio among all vendors profiled in this report.*"

Figure 3: Extended ALM Decision Matrix

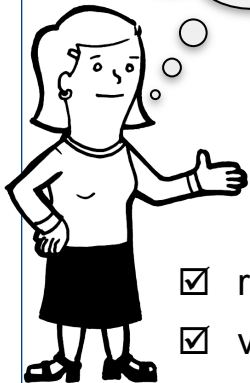


# Get Started! Collaborative Lifecycle Management



## Get involved at jazz.net!

Free Downloads!



- read articles & blogs
- view presentations
- watch videos
- listen to podcasts
- see a project dashboard
- review the release plan

Try it out at jazz.net!

**1 Download** RTC, RRC or RQM for CLM

<https://jazz.net/downloads/rational-team-concert/>

Sample scenarios for CLM

[https://jazz.net/wiki/bin/view/Main/MTM\\_Lifecycle\\_Welcome](https://jazz.net/wiki/bin/view/Main/MTM_Lifecycle_Welcome)

Track our progress at jazz.net!

We openly develop our software with our own tools!

<https://jazz.net/projects/clm/>

## Interactive White Board



Short, simple way to share the

*5 ALM imperatives*

[ibm.co/alm-everywhere](http://ibm.co/alm-everywhere)

WWW Search “ALM Imperatives”

## Role-based Demo



VP of Development, a Business Analyst or Project Owner, Agile Team Lead, Developer and Test Lead.

[bit.ly/jazzCLMdemo](http://bit.ly/jazzCLMdemo) **SHARE in Atlanta**  
2012

## Summary

- Software is integral to business success - the best and brightest companies use software to propel innovation
- Effective ALM provides the ability to innovate while reducing overhead costs -- whole-team, whole-view approach to the software delivery cycle.
- The solution for IBM Rational Collaborative Lifecycle Management (CLM) provides capabilities that fully support an *effective* ALM approach and you can customize or start your ALM journey based on your unique pain points
- IBM Rational leverages the CLM solution to drive business results its our own organization
- IBM Rational has the offerings – best practices, tooling and services – that can help you achieve business results



**IARE**  
g • Connections • Results



[www.ibm.com/software/rational](http://www.ibm.com/software/rational)

© Copyright IBM Corporation 2011. All rights reserved. The information contained in these materials is provided for informational purposes only, and is provided AS IS without warranty of any kind, express or implied. IBM shall not be responsible for any damages arising out of the use of, or otherwise related to, these materials. Nothing contained in these materials is intended to, nor shall have the effect of, creating any warranties or representations from IBM or its suppliers or licensors, or altering the terms and conditions of the applicable license agreement governing the use of IBM software. References in these materials to IBM products, programs, or services do not imply that they will be available in all countries in which IBM operates. Product release dates and/or capabilities referenced in these materials may change at any time at IBM's sole discretion based on market opportunities or other factors, and are not intended to be a commitment to future product or feature availability in any way. IBM, the IBM logo, Rational, the Rational logo, Telelogic, the Telelogic logo, and other IBM products and services are trademarks of the International Business Machines Corporation, in the United States, other countries or both. Other company, product, or service names may be trademarks or service marks of others.

 **SHARE** in Atlanta  
2012