

Telelogic

An IBM Company

Unternehmensweiter Änderungsprozess bei Philips Applied Technologies

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Agenda

- The background of the project
- The key elements to reach the goal
- The technical infrastructure
- Enterprise Change Management Process, what is it?
- What does Philips say?

Background (1)

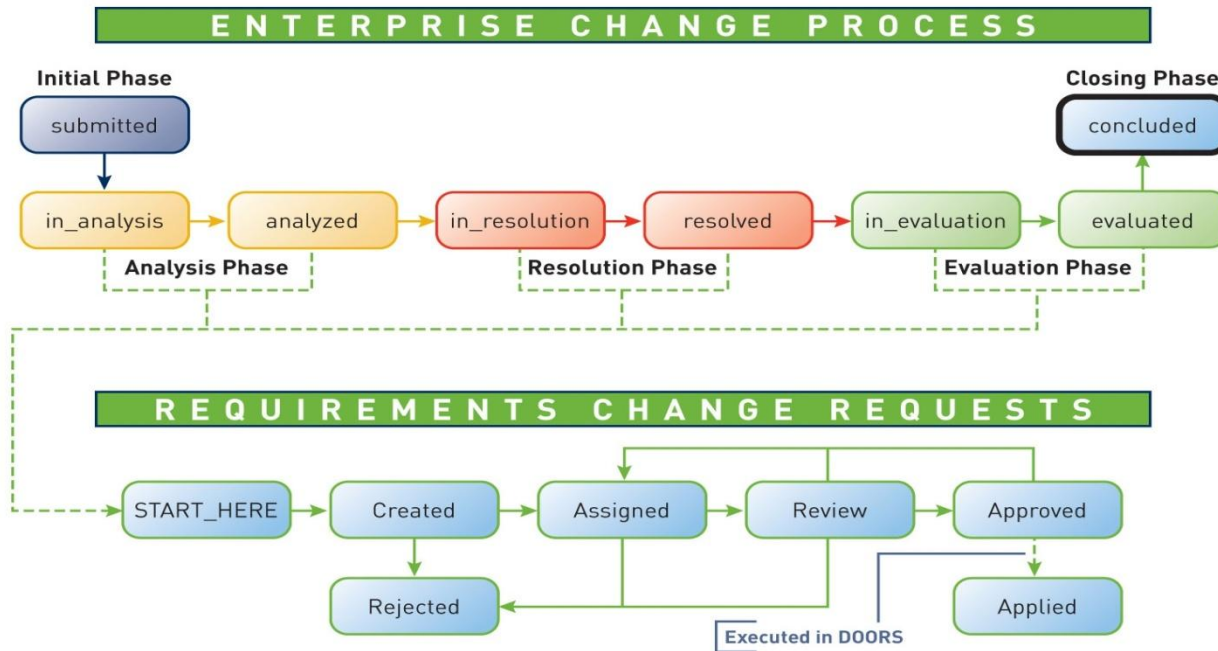
- Philips wanted to have an update to their ex-PDSL, now Applied Technology , Change process.
- The process shall improve the management of changes significantly compared to the current process.
- Contain all lessons learned.
- This process is intended to be the standard for all in the Philips group including Philips Medical and Philips DAP (Domestic appliances and Personal Care).

Background (2)

- Telelogic wanted to increase the benefit of Telelogic Change as a scalable enterprise solution, by providing an industry-proven process package.
- The Telelogic process package was called "Enterprise Change Process" (ECP).
- It is expected that Philips will use the ECP as the basis for their next version of the Applied Technology process just slightly different.

Background (3)

- The process really operational at Applied Technology is customer confidential, wherefore in the following the Telelogic ECP will be used as a substitute.



The major goals of “Enterprise Change Process” (ECP).

- ECP was developed to satisfy these conflicting requirements:
 - ONE solution that supports:
 - A wide variety of processes
 - Usable world wide, all sites, all projects ...
 - Collection of metrics for CMM/CMMI
 - But is still:
 - Straightforward to use
 - Cost effective to maintain

Key elements to reach the goal



What to keep in the back of your mind

- Specify a Process to match the business
 - The process should support our your business requirements
- Design a Process that can be used
 - The end-users must be able to use the process under real-world pressures
- Implement a Process that can be maintained
 - The organisation needs to be able to keep their process current

Specifying a Process to Match the Business

- Project Phases and the Lifecycle
 - What stages does a change really pass through?
 - **Entering**, register a new request
 - **Analysis**, assess the impact of the change?
 - **Resolution**, implement the change
 - **Evaluation**, ensure the change is correct
 - **Closure**, conclude the change
- Less could be more!
 - Configuration and customisation are inevitable if the system is not to impede your business
 - But: Prioritise the customisations (80-20 rule)
 - Avoid “gold plating”

Specifying a Process to Match the Business

- Each phase should have:
 - A clear purpose
 - A sign off authority
 - People to do the work
- Each phase should have (at least) two states
 - An active state, where the work is done
 - A Ready state, where the request is waiting for sign-off
 - Or to go back for rework
- Capture findings and/or verdict at the end of each phase

Designing a Process You can Use

- Avoid Bottlenecks
 - To ensure scalability your process should not contain any bottlenecks
 - Built into the process
 - As part of the administration or infrastructure



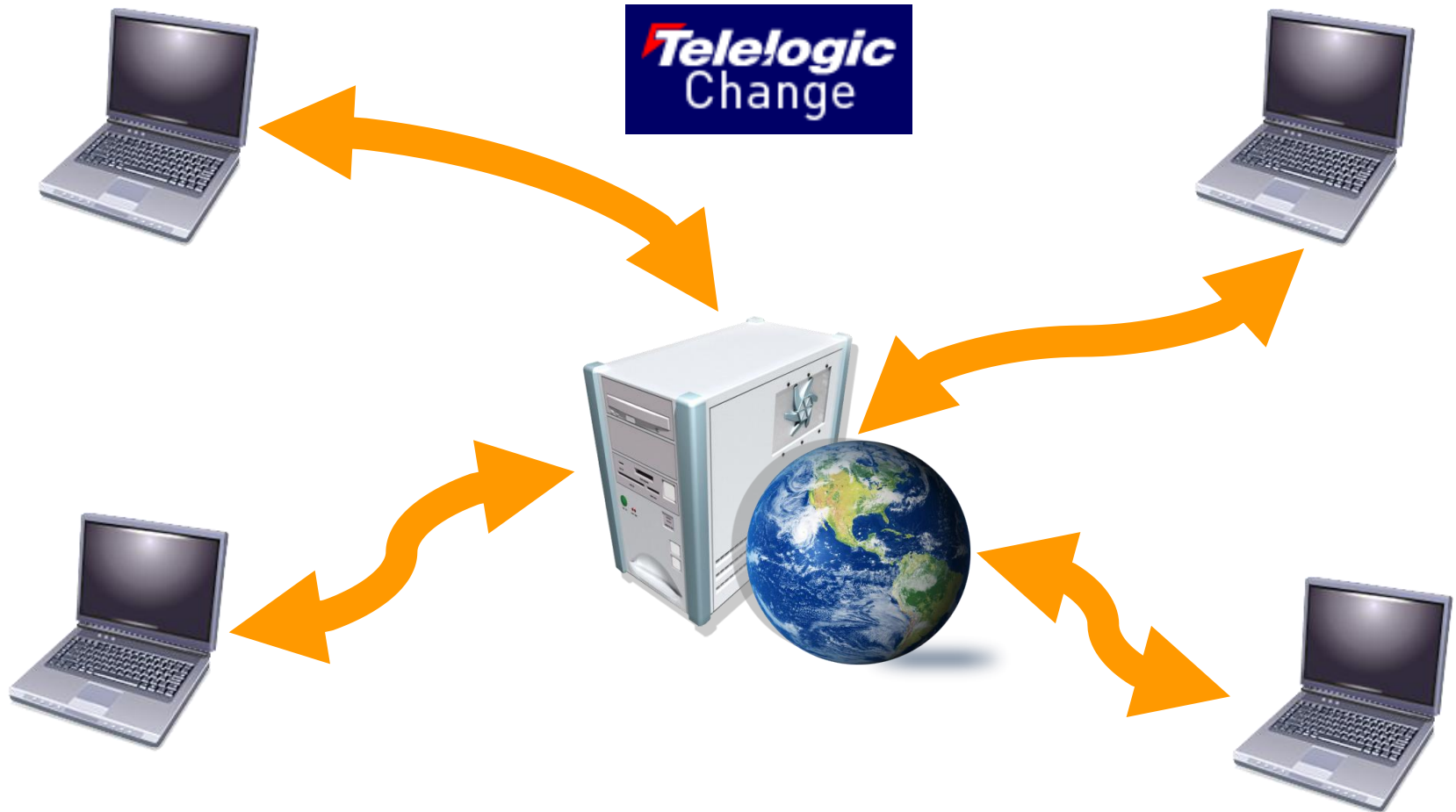
Designing a Process You can Use

- Formalise Short Cuts
 - Virtually every business has its “moments of crisis”
 - Your change process needs to recognise this
 - There is no benefit in pretending it does not happen,
 - It just reduces peoples’ trust and belief in the system
 - Document the expected and permitted exceptions
 - What authorisation is required to start a short cut?
 - What clean up actions must be taken after a short cut?
 - What phases of the lifecycle does the short cut apply to?

Implementing a Process you can Maintain

- Minimise extra customisations
 - In particular parallel customisation
- Training and Support
 - To maintain formal process accreditation your staff must know how to use the process
 - This will require specific training courses
 - How will the training be maintained as your business evolves?
 - How will new starters be trained?
 - You should have a “help desk” for the process
 - Track the issues that occur
 - Make sure you fix the root causes
 - Your “help desk” should handle all exchanges with Telelogic’s help desk for tool issues

Technical Infrastructure for the project



Why Telelogic Change?

- Already successfully deployed across large distributed organizations
- Successfully passed audits
- Minimal cost of training and deployment
- Open Web Service integration platform
- Predefined reports and metrics
- More cost-effective than:
 - High-end complex solutions
 - Stretching the usage of existing products
 - Developing a home-grown solution
- Easier organizational and executive buy-in

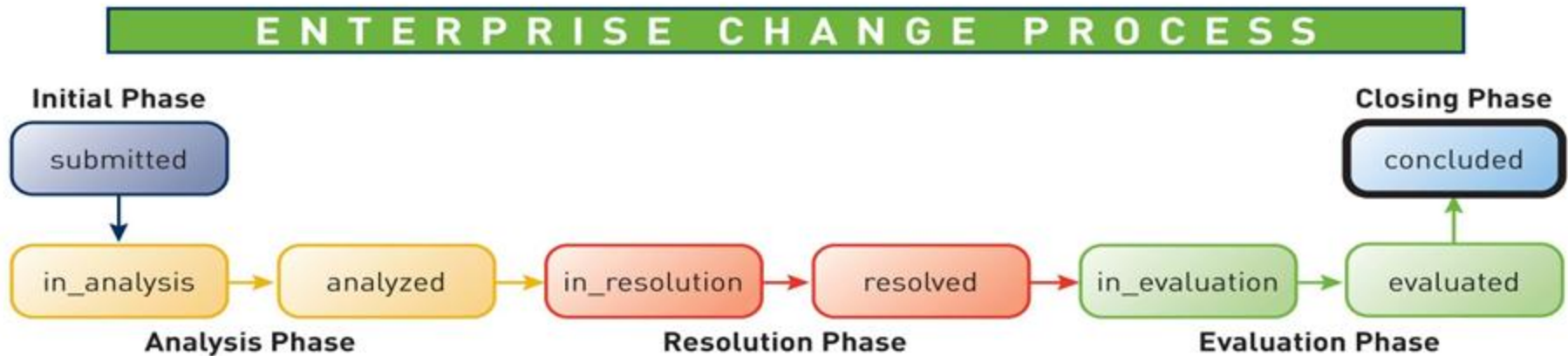
Telelogic Change: Consistently Managing Change Across Your Organization

- Robust repository for managing and communicating process and change
- Workflow and task assignment management
- Easy deployment and customization
- Built-in lifecycle editor
- Real time reporting and metrics
- Distributed team support

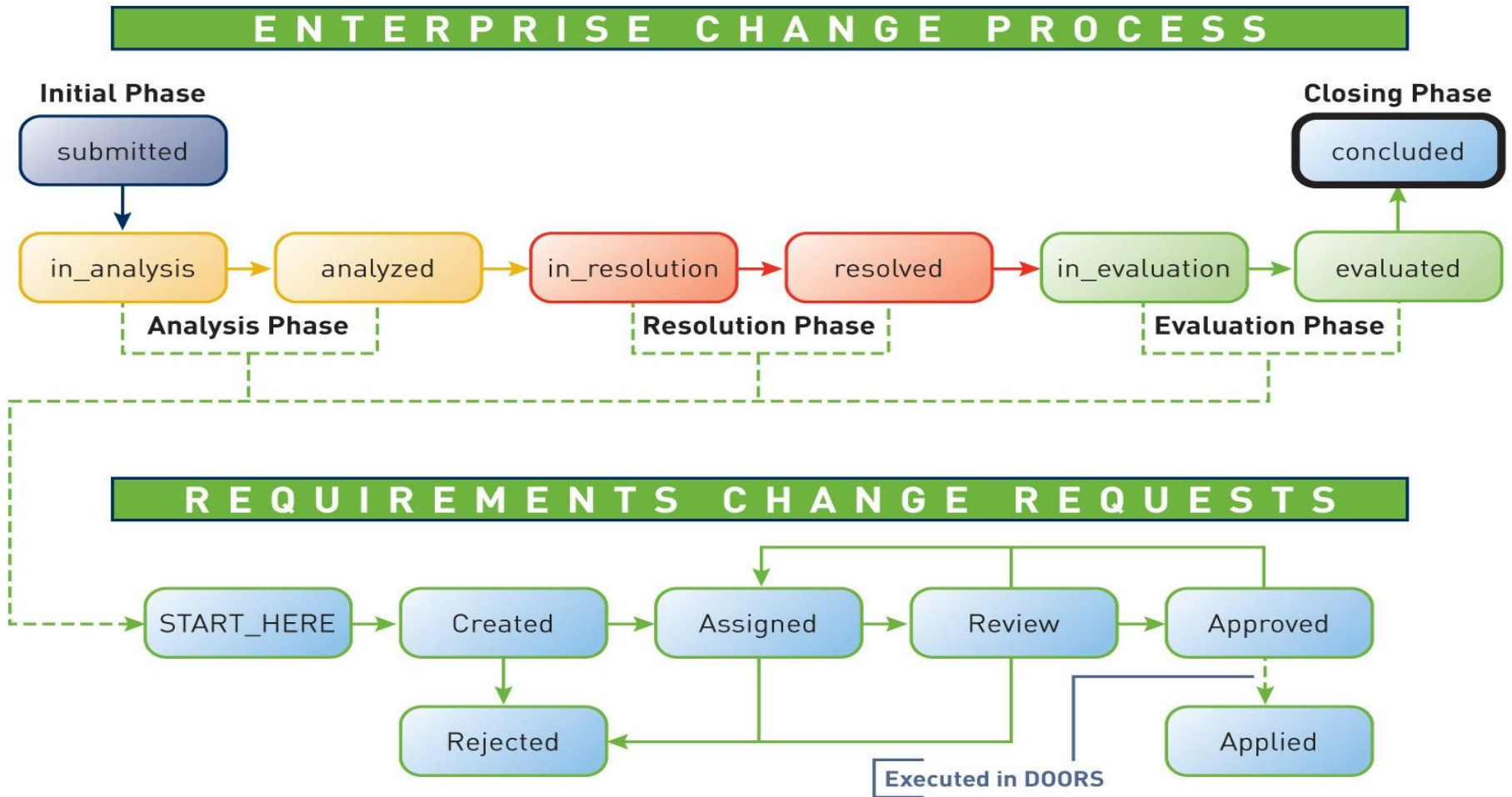
The screenshot displays the Telelogic Change management software interface. The top navigation bar includes 'Home', 'Queries', 'Reports', 'Advanced Search', 'Settings', 'Help', and 'Exit'. The main header shows 'Telelogic Change' with a search bar and a 'Submit' button. Below the header, there are sections for 'Queries' and '1. Choose a Query New'. The 'Queries' section includes a 'Folder: System' dropdown and a list of query options such as 'All Child CRs', 'All CRs', 'All Parent CRs', 'Closed CRs', 'CRs awaiting decision', 'CRs awaiting my decision', 'CRs currently assigned to me', 'CRs currently assigned to me as CR owner', 'CRs currently assigned to me for analysis', 'CRs currently assigned to me for evaluation', 'CRs currently assigned to me for resolution', 'CRs currently owned by me', 'CRs from last 7 days', 'CRs neither open nor closed', and 'CRs overdue'. The '1. Choose a Query New' section includes a 'Folder: System' dropdown and a list of query options such as 'All RCRs', 'Basic Summary', 'Complete Report', 'ECP Matrix (Status + Priority)', 'ECP Matrix (Status + Severity)', 'ECP Phase Containment (Caused + Discovered During)', 'ECP Phase Screening (Caused + Discovered During)', 'ECP Weighted Matrix (Status + Severity)', 'Implementing CRs, Tasks and Objects Report', 'RCR and RC Report', and 'RCR, RC, and SCR Report'. The '2. Choose a Format New' section includes a 'Folder: System' dropdown and a list of format options such as 'Column', 'Block', 'Word Block', 'Word Block with Associated Tasks and Objects', 'Block with Associated Tasks and Objects', 'Excel', 'ECP Matrix', 'ECP Phase Containment', 'ECP Phase Screening', 'ECP Weighted Matrix', 'Matrix', 'Vertical Bar Chart', 'Horizontal Bar Chart', 'Pie Chart', and 'Line Chart'. The '3. Perform Action' section includes 'Save As' and 'Share' buttons, and checkboxes for 'Show results in a new window' and 'Show report links in a new window'. A 'Run' button is located at the bottom of the interface.

The ECP Process

- The ECP example lifecycle follows the phases typical of a formal process
- Each phase has two states
 - A doing state, where the work is done
 - A waiting state, ready for a decision.



ECP Lifecycle plus RCR Lifecycle



Hierarchy follow business needs

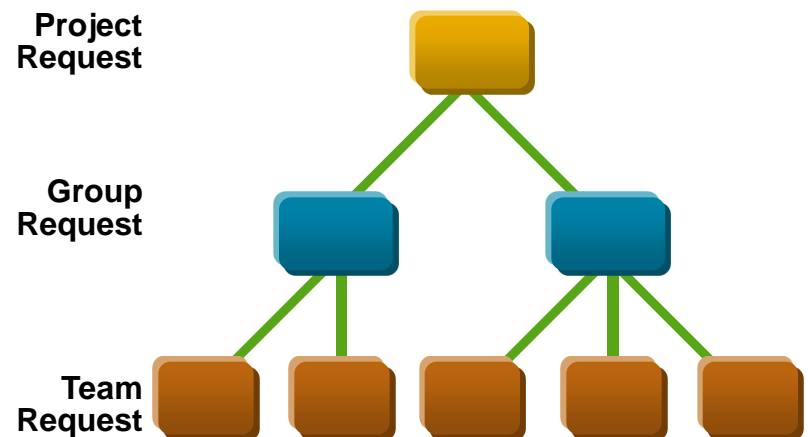
Management Structure and Hierarchy

- Change requests should follow the same hierarchical structure your organisation uses to manage work, for example:

– A management structure of:

- Project
- Group
- Team

Hierarchy Example



Hierarchy Quick Navigation

- The Telelogic ECP environment actively uses Parent and Child CRs to allow small (single level CR) or large scale Enterprise roll-out with multiple levels of CRs.

Attachment(s): [Attach Files](#)

Attachment Name	Object Comment	Time Added
license.dat.txt	Lice File Attachment	06/10/2008 16:35:58 Download Delete

Associated Task(s):

[Expand Tasks](#) | [Collapse Tasks](#)

Task Number	Status	Synopsis	
ECP#16	completed	See CR ECP#39: The Vista Build needs to work with Firefox	Remove ▾

Original CR:

Duplicate CR(s):

CR ID	Status	Synopsis
ECP#40	duplicate_evaluated	Firefox and Vista to work together

Parent CR:

Child CR(s): [create](#)

CR ID	Status	Synopsis	
ECP#41	concluded	The Vista Build needs to work with Firefox	Remove
ECP#42	rejected	The Vista Build needs to work with Firefox	Remove

Earlier Related CR(s): [Add](#)

CR ID	Status	Synopsis	
ECP#40	duplicate_evaluated	Firefox and Vista to work together	Remove

Later Related CR(s): [create](#) | [Add](#)

CR ID	Status	Synopsis	
ECP#62	in_analysis	Script test	Remove

Associated Requirement CR(s): [Create RCR](#) | [Add](#)

CR ID	Status	Synopsis	
ECP#56	rcr_applied	With CR	Remove
ECP#66	rcr_applied	Test run RCR with IR	Remove

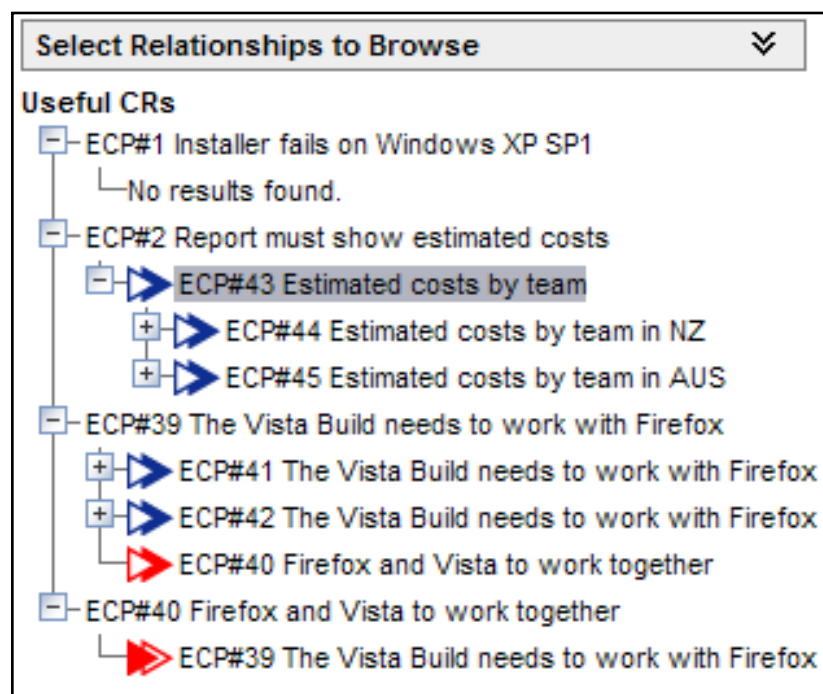
Implements RCR(s):

Implemented Requirement(s):

DOORS ID	DOORS Heading	DOORS Object Text
/DOORS		<Picture>
Change		
5.5/Business		
Requirements/2		

ECP: Proven Scalability

- Secure Web access to the central repository
- Hierarchy of change requests to drill down into specialities
- Roles, responsibilities and automatic notification to avoid bottlenecks and delays
- Queries and fast analysis to improve triage of priorities
- Corporate roll out to reap benefits

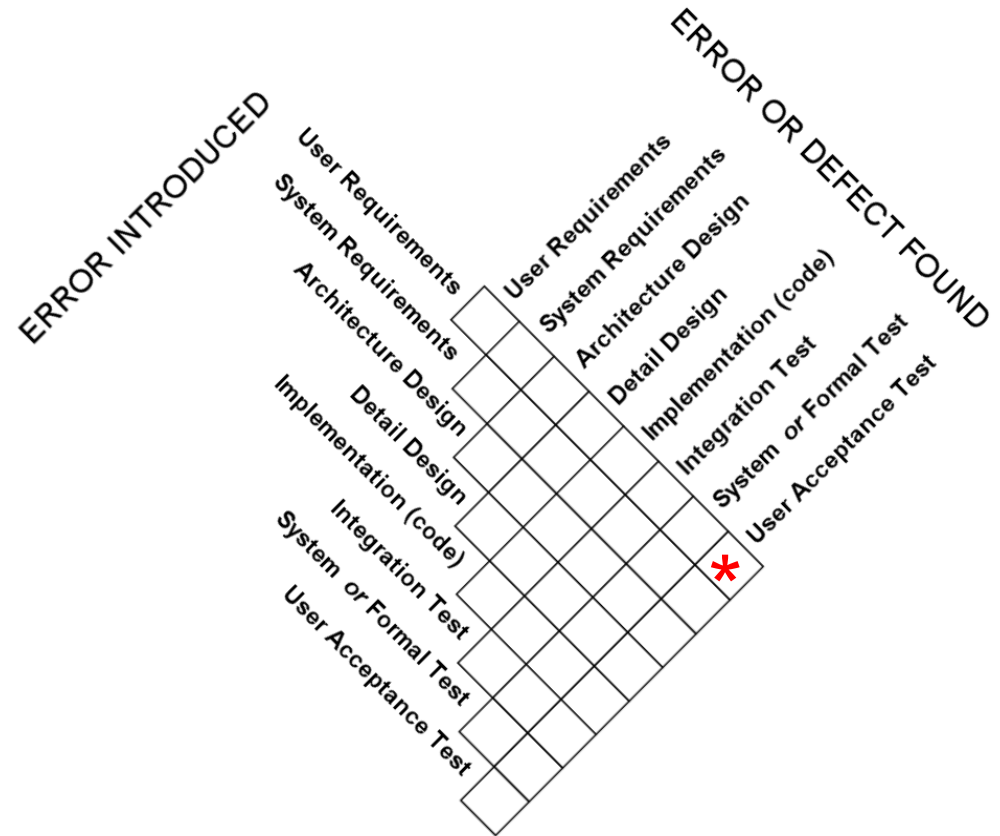


Metrics and Process Improvement

- Attributes are defined to capture critical process improvement data for each phase
 - To improve estimating
 - Estimated effort
 - Actual effort
 - To improve project management
 - Due date
 - Actual date
- This will help your process achieve formal accreditation
 - CMM / CMMI (Up to CMMi Level 4 in ECP1.1)
 - SPICE

Key Functionality of ECP

- Telelogic provides key functionality
 - CMMI and SPICE compliance
 - Improved CMMI Level 4 with ECP1.1
 - Strategic QA
 - Project scheduling
 - Effort estimation
 - Causal analysis
 - Process enforcement
 - Duplicate management



Progress Bar Indicators

Once the Estimated Total Hours in this example has been filled in, the Progress bar shows the following:

Effort Progress :

Total Hours Used: 0 Estimated Total Hours: 100



Then as you start to populate the Total Hours used attribute, the progress bar auto-updates as appropriate.

Effort Progress :

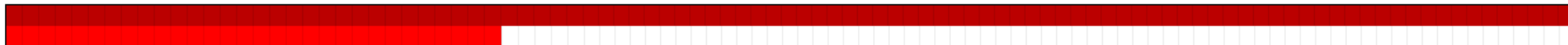
Total Hours Used: 10 Estimated Total Hours: 100



The Overused Progress bar has been displayed below, if your Actual Hours used exceeds the Estimated Total hours then the progress bar continues over to the next line and the colour changes to Red.

Effort Progress :

Total Hours Used: 130 Estimated Total Hours: 100



The Telelogic Enterprise Change Process

- An out-of-the-box solution
 - providing a low-risk, high-ROI process package
 - for user-friendly, consistent change management
 - across organizations of all types and sizes

Telelogic Synergy & Change: Awarded “Best Change & Configuration Management solution **EIGHT** consecutive years



A Quote from Philips

- *The Enterprise Change Process, supported by Telelogic Change, provides a useful set of common change process components and features that are easily configurable and scalable. ECP, co-developed with Philips Applied Technologies, is the result of many years of practical experience within the Philips organization.*
- *"The process and toolset are generic, robust and comprehensive, yet remain intuitive for the end-user and scalable to meet Change & Problem management demands of our development projects" said Wim Geerdink of Philips Applied Technologies. "After deployment we measured a significant improvement in change request throughput times as well as a reduction of effort spent on Change Management activities. This solution contributed to the successful passing of various audits, including CMM and KEMA. Over the years it has proven itself many times in various disciplines and sizes of projects, including multi-site projects. The process and toolset have also been adopted by other Philips divisions and companies."*

Eliminate the Risk Factor with Industry-proven Solutions

Business Challenge

- Time to market & margins
- A truly global company
- “90% of integration is change control”

"The process and toolset now available as the ECP are generic, robust and comprehensive, yet remain intuitive for the end-user and scalable to meet Change & Problem management demands of our development projects"



Customer Success

- 900+ active users world-wide
- Passed CMM audits
- Significantly less resource use
- Adopted by other divisions and companies



Up to 50% decrease in throughput times

Thank you for your time. Questions?

