

Agile Service Management with Scrum Researched

On the way to a healthy balance between
the dynamics of developing and
the stability of managing
the information provisions

Bart de Best

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Preface

Recently, my book 'Agile Service Management with Scrum' has been published. In this book, a number of risks were identified for each service management process. These risks have to be managed in order to ensure the agreed service norms. Per risk is also indicated how they could be managed within Agile Scrum. The question is whether these risks are also recognized in reality and how they are controlled.

In order to find an answer, I conducted a survey at ten organisations to look at how they deal with these risks. This is done by discussing all risks one by one in an on-site visit. This took an average of three to four hours per organisation. During that visit, the collaboration between the development and service management processes was also outlined. In this book, all participating organisations are described briefly. In addition, I asked these organisations to participate in a maturity research for the Scrum development process and the change management process. Finally, I asked for a self-assessment regarding the implementation of Scrum.

All results are anonymized and cannot be traced back to an individual organisation. I would like to thank all the people who have contributed to this book to thank them for their contribution and energy to make this book what it is: A treasure trove of information to help Agile Scrum system development and service management work together successfully.

In particular, I would like to thank the following reviewers and editors of this book for their great contribution to this book and the fine cooperation!

- J.A.E. (Jane) ten Have APG-AM
- dr. L. (Louis) van Hemmen BitAll b.v.
- F.J. (Fred) Ros RE RA Auditdienst Rijk, Ministerie van Financiën

I wish you a lot of pleasure when reading this book. If you have questions or comments, please do not hesitate to contact me.

A lot of time has been spent to make this book as complete and consistent as possible. If you find any shortcomings, I would appreciate it if you inform me. These items can then be processed in the next edition.

Bart de Best, Zoetermeer.

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1 Introduction

Message:

- This book describes how ten organisations deal with the risks described in the book "Agile Service Management with Scrum." [Best 2018].
- The study included both a maturity study of the Scrum process and the change management process. In addition to the maturity scores of these processes, the answers to the research questions have also been published in this book.
- All ten organisations cooperated open by indicating how they deal with the identified risks. The countermeasures appointed by the organisations are numbered according to the case number in Chapter 7. This allows a certain type of organisation to review how such an organisation deals with the identified risks.

Reading guideline:

This chapter outlines the background of this research (1.1), the purpose of the research (1.2) and the target group (1.3). Paragraph 1.4 describes the structure of this book. This chapter concludes with the reading guide in section 1.5.

1.1 Background

In ten organisations, an investigation has been performed into how they manage the risks recognized by management within their Scrum process. This book describes the results of this research. The risks and possible countermeasures are published in the book 'Agile Service Management with Scrum' [Best 2018]. In this book, these countermeasures are repeated only summarily because the intended purpose of this book is to find out how other organisations deal with these issues.

In order to participate in the investigation, the ten organisations had to comply to only two preconditions. The first is that they in the past have introduced a service management organisation that used the best practices of Information Technology Infrastructure Library (ITIL). Secondly, they use now an Agile development process based on Scrum or Kanban.

1.2 Purpose research

The purpose of the research is to find out what best practices organisations apply in reality in controlling the risks that are recognized by service management. One of the derived purposes is to determine the extent to which service management processes have been adjusted to match the Scrum development process.

1.3 Target audience research

The research focuses on the widest possible spread of organisations across the market segments. In total, four market segments are represented in the research: healthcare institutions, government agencies, software producers and financial institutions.

1.4 Target audience book

The target audience of this book includes all parties involved in the use of an Agile system development approach. The Service Level Agreement (SLA) norms of information systems can only be achieved if there is good cooperation between all involved parties involved. These parties are customers (user organisation), suppliers (external and internal project staff) and administrators (functional management, application management and infrastructure management).

Next to process owners, process managers, staff of functional-, application- and infrastructure management processes and developers such as product owners, scrum masters, architects, designers, programmers, testers, etcetera, this book is well suited to give other interested parties an impression picture of the importance of structurally combining best practices of service management and agile system development. For example, line managers, program managers, information managers, business analysts, steering group members, business process owners, mandators and the like, each of them have their own role in establishing and managing the provision of information.

Other books by this author



Agile Service Management with Scrum

On the way to a healthy balance between the dynamics of developing and the stability of managing the information provision

Using Agile software development is taking off. The terms Scrum and Kanban are already common to many organisations. Agile software development needs different requirements for the management of software. Many organisations are mastering this new challenge.

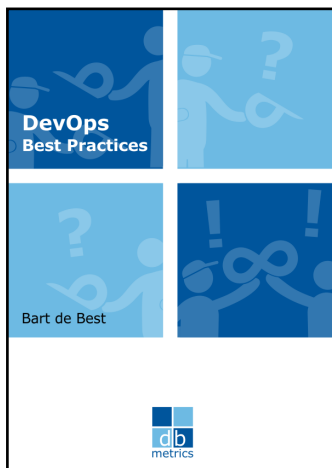
In particular, the interaction between the Scrum development process and the support of the software that the Scrum development process has produced, is an important aspect. This

book specifically discusses this interaction. Examples of topics that are discussed here are the service portfolio, SLAs and the handling of incident and change requests.

This book first defines the risk areas when implementing Scrum and Kanban. Next the various Agile terms and concepts are discussed. The content of Agile service management is described both at the organisational- as the process level. The relevant risks are specified for each of the service management processes. In addition, the implementation of each process within the context of Scrum is indicated.

This book is just one of the best practices reads of best practices that have been published by this author in a series of publications.

Author : Bart de Best
 Publisher : Leonon Media, 2018
 ISBN : 978 94 92618 085



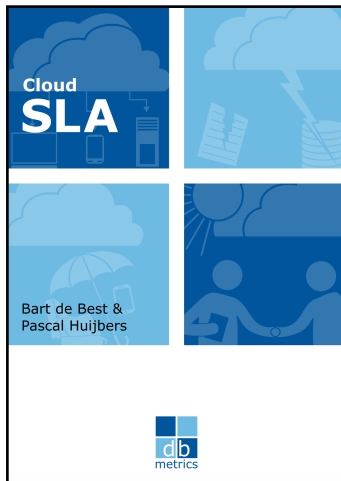
DevOps Best Practices

Best Practices for DevOps

In recent years, many organisations have experienced the benefits of using Agile approaches such as Scrum and Kanban. The software is delivered faster whilst quality increases and costs decrease. The fact that many organisations that applied the Agile approach did not take into account the traditional service management techniques, in terms of information management, application management and infrastructure management, is a major disadvantage. The solution to this problem has been found in the Dev (Development) Ops (Operations) approach. Both worlds are merged into one team, thus sharing the knowledge and skills. This book is about sharing knowledge on how DevOps teams work together.

For each aspect of the DevOps process best practices are given in 30 separate articles. The covered aspects are: Plan, Code, Build, Test, Release, Deploy, Operate and Monitor. Each article starts with the definition of the specifically used terms and one or more concepts. The body of each article is kept simple, short and easy to read.

Author : Bart de Best
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Cloud SLA

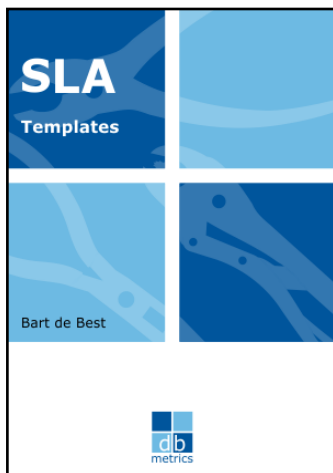
The best practices of cloud service level agreements

More and more organisations choose to replace traditional ICT services by cloud services.

Setting up effective SLAs for traditional ICT services is a real challenge for many organisations. With the arrival of cloud services, this seems to be much simpler at first, but soon the hard questions come up like data ownership, information links and security. This book describes what cloud services are. The risks involved in entering into contracts and SLAs are discussed. Based on a long list of risks and countermeasures, this book also provides recommendations for the design and content of the various service level management documents for cloud services.

This book first defines cloud and then describes various aspects like cloud patterns and the role of a cloud broker. The core of the book is the discussion of contract aspects, service documents, service design, risks, SLAs and cloud governance. In order to allow readers to get started with Cloud SLAs, the book also includes checklists of the following documents: Underpinning Contract (UC), Service Level Agreement (SLA), Document Financial Agreements (DFA), Document Agreement and Procedures (DAP), External Spec Sheets (ESS) and Internal Spec Sheets (ISS).

Author : Bart de Best
 Publisher : Leonon Media, 2017
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SLA Templates

A complete set of SLA templates

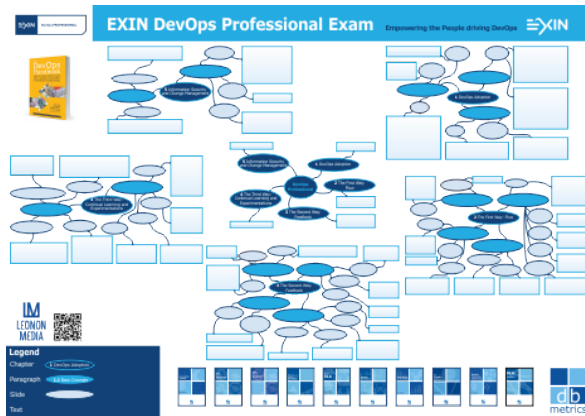
The most important thing in providing a service is that the customer is satisfied with the delivered performance. With this satisfaction, the supplier gets re-purchasing's, promotions in the market and is the continuity of the company ensured. Perhaps the most important aspect of this customer satisfaction for a supplier is that the employees in question get a drive to further develop their own knowledge and skills to satisfy even more customers. This book describes the templates for Service Level Agreements in order to agree with the customer on the required service levels.

This book gives both a template and an explanation for this template for all common service level management documents.

The following templates are included in this book:

- Service Level Agreement (SLA)
- Underpinning Contract (UC)
- Operational Level Agreement (OLA)
- Document Agreement and Procedures (DAP)
- Document Financial Agreements (DFA)
- Service Catalogue
- External Spec Sheet (ESS)
- Internal Spec Sheet (ISS)
- Service Quality Plan (SQP)
- Service Improvement Program (SIP)

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Author : Bart de Best
 Publisher : Leonon Media, 2018
 Ordering : info@leonon.nl

DevOps Poster

DevOps Professional Exam Poster

This poster lists all the DevOps terms that a student must learn in order to pass the exam of DevOps Professional of Exin. This poster can be ordered at info@leonon.nl.

The subjects on the poster are based on the basic training material of Exin. Since there are many terms to be learned, this poster will help to learn them by reviewing them all at once daily.

