Oracle Unified Method (OUM)
Using OUM with Agile Techniques

Jan Kettenis
Oracle Global Methods
Oracle Consulting Netherlands
The Agile Manifesto values –

<table>
<thead>
<tr>
<th>Individuals and interactions</th>
<th>over</th>
<th>Process and tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working software</td>
<td>over</td>
<td>Comprehensive documentation</td>
</tr>
<tr>
<td>Customer collaboration</td>
<td>over</td>
<td>Contract negotiation</td>
</tr>
<tr>
<td>Responding to change</td>
<td>over</td>
<td>Following a plan</td>
</tr>
</tbody>
</table>

While we value the things on the right, we value the things on the left more.

*Source: www.agilemanifesto.org*
Characteristics of Agile Project Management

• Iterative, incremental delivery
• Integral customer involvement
• Change-readiness – the ability to create and respond to change
• Leverage human strengths and cross-functional teams
OUM is Iterative and Incremental

- OUM employs an iterative and incremental approach to implementing
- The result of an iteration is an increment.
- “Think a little...Do a little...Think a little more...Do a little more...”
OUM Allows for Frequent Customer Inspection & Feedback

Iteration 1  Iteration 2  …  Iteration N  GO LIVE

Requirements
Analysis
Design
Implementation
Test

Customer – Inspection, Acceptance, & Feedback

Requirements
Analysis
Design
Implementation
Test

Customer – Inspection, Acceptance, & Feedback

Requirements
Analysis
Design
Implementation
Test

Customer – Inspection, Acceptance, & Feedback

UAT
Launch Readiness
Release to PRODUCTION

© 2008, 2011 Oracle and/or its affiliates. All rights reserved.
OUM Manage and Project Approaches

- OUM Manage can be used with any project approach
  - Does not address any specific project approach
  - Project Manager must detail the Project Management Plan, then execute following the chosen approach
OUM Supports Both Agility and Discipline

• “Build up” from a core set of activities to establish an **appropriate level of discipline**, rather than tailored down

“Do not serve the method; make it serve you.”

*OUM ReadMe First*
Oracle Unified Method

OUM DRIVEN BY SCRUM
Managing an OUM Project Using Scrum

- Scrum can be applied during projects which include complex custom software development.

“Scrum hangs all of its practices on an iterative, incremental process skeleton.”

—Ken Schwaber,
_Agile Project Management With Scrum_
Scrum Defined

• Named after the Rugby formation
• Emphasis on self-organizing teams with flat organization structures
• Product progresses in a series of two to four week “sprints”
• Requirements captured as items in a list of “product backlog”
• No specific engineering practices mandated
• Leverages process and quality improvement
• One of the “agile processes”
• First introduced into companies in the early 90’s
Scrum Framework

Roles
- Product Owner
- ScrumMaster
- Team

Ceremonies
- Sprint Planning
- Sprint Review
- Sprint Retrospective
- Daily Scrum

Artifacts
- Product Backlog
- Sprint Backlog
- Burn-Down Charts
Scrum Flow

Sprint Planning Meeting

Sprint Goal

Sprint Backlog

Product Backlog

As prioritized by Product Owner

24 hours

Feedback

Daily Scrum Meeting

2 – 4 weeks

Sprint Review and Retrospective Meetings

Potentially Shippable

Product Increment

Product Backlog

As prioritized by Product Owner

Feedback
Scrum and OUM Concepts

**Scrum**
- Product Backlog
- Sprint Backlog
- Sprints
- Sprint Reviews

**OUM**
- MoSCoW
- Must’s & Should’s
- ~ Iterations
- Iteration Reviews
OUM Driven By Scrum

Enterprise

Highest Priority (M’s & S’s)

MoSCoW

Feedback

Iteration Reviews

Project Start Up
Inception and Elaboration Iterations
Construction Iterations
Transition Iterations
Production

© 2008, 2011 Oracle and/or its affiliates. All rights reserved.
Scrum and OUM employ the approach of “think a little...Do a little...Think a little more...Do a little more...”
SMARTLY COMBINING SCRUM TECHNIQUES WITH OUM
Continuous Planning

- Planning is done in a top-down/bottom-up manner.
- Level of detail matches planning horizon.
- Estimates for iterations/sprints done by project team.
Daily Scrum

• What have you done yesterday?
• What will you do today?
• Are there any barriers preventing you from moving forward?
Assessing Progress and Taking Corrective Action

**Burn-Down Chart**

- **Team is behind.**
  May need to remove items from the sprint/iteration.

- **Team is ahead.**
  May need to add items to the sprint/iteration.
Let’s smartly combine OUM and SCRUM

OUM
process framework

Scrum
management strategy

Any
development practices

© 2008, 2011 Oracle and/or its affiliates. All rights reserved.
Oracle Unified Method

ACHIEVING AGILITY
Not JUST a change in methodology

- Change in the “culture” of the Enterprise
- Changing focus from “tactical” project level to “strategic” - adapting to agile across the enterprise
- Business sponsors ownership of projects
- Strategic thinking critical for the business
Focus shift “what is Agile” to “how can we adapt to Agile”

- Mastering the cultural evolution to agile approach
- Applying agile concepts at the strategic or portfolio level.
For More Information…

- “Managing an OUM Project with Scrum” White Paper in the OUM Method Pack
- Agile Project Management with Scrum by Ken Schwaber
- Agile Estimating and Planning by Mike Cohn
- scrum.org
- scrumalliance.org
- agilemanifesto.org
Oracle Unified Method

OUM CUSTOMER SUCCESS STORIES
Bank Gospodarki Żywnościowej S.A. (BGŻ)

- The Credit Risk IT Support System (CRITS) project was launched to provide an integrated front office solution supporting credit and loan processes (also known as a Credit Support System).
- Project used OUM driven by Scrum approach.

“The Oracle Unified Method (OUM) Templates and Work Breakdown Structure (WBS) provided a great starting point for the project documentation and project plans. The SOA and Integration supplemental guidance was an excellent source of information on how to manage and execute a large SOA program.”

- Kees Huige
  Senior Project Manager, Bank Gospodarki Żywnościowej S.A. (BGŻ)
PeopleSoft Enterprise HR & Payroll replace all legacy systems).

Standalone with nightly batch interfaces to main HKU system.

“*The Oracle Unified Method (OUM) provided tremendous benefits to our large scale HR/Payroll project in terms of keeping the team focused and on track. The templates provided as part of OUM allowed the project team to rapidly create high quality work products. Perhaps the most useful aspect of OUM for our project was that it ensured we addressed both the client’s business processes needs, and architecturally significant risks early in the project lifecycle through an iterative and incremental series of prototypes*”

Iris Cheung, APAC - December 2010
Hong Kong University SPACE
Weatherford International Ltd.

- Improves Reporting and Analysis Capabilities with Oracle Business Intelligence Application (OBIA), Oracle Supply Chain, and Order Management Analytics.

The Weatherford project, implemented in 12 weeks, highlights the flexible and scalable nature of the Oracle® Unified Method (OUM). Using the OUM guidelines, we were able to choose which activities and tasks to include in the Weatherford project plan and eliminate those that were not necessary.

- Russ Gilkeson, NAC

© 2008, 2011 Oracle and/or its affiliates. All rights reserved.
Cisco Systems, Inc.

- Expands Enterprise Identity and Access Management Capabilities

*The flexible nature of OUM allowed us to select the strategy, techniques, and tasks appropriate for the Cisco project. We were able to scale the method to suit the characteristics of the project and the business Cisco supports.*

Conclusion
Using OUM with Agile Techniques

• Now that you have completed this module, you should be able to:
  – Describe the key points of the Agile Manifesto
  – Describe Scrum techniques at a high level
  – Understand how Scrum techniques can be applied to an OUM project.

© 2008, 2011 Oracle and/or its affiliates. All rights reserved.