

Agile Transformation for Federal Law Enforcement Agency Case Study



About CC Pace:

Founded in 1980, CC Pace is an IT consultancy and recognized thought leader in Agile software development, Lean-Agile process improvement and Lean-Agile project management. CC Pace has been using Agile software development techniques for over 15 years on projects for our clients, from start-ups to Fortune 100 firms and government agencies. We are often called in to assist agencies that have specific customer-driven needs, in order to ensure that they get the highest priority business value delivered to them early. This in turn allows them to better serve their customers, maintaining a competitive edge, and producing earlier returns on their IT investment.



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The Challenge

When a high profile law enforcement agency in the Federal government was planning the implementation of a new case management system they did not want to risk a widely reported failure such as their sister agencies have suffered. To reduce risk and increase the insight during the project they made the choice to use Agile for management of the work. This would be the first use of Agile within the organization and for all of the leadership it was a completely new approach. In order to make the transformation to Agile, the agency chose to bring in CC Pace to provide training and coaching. CC Pace was chosen based on:

- Seventeen years of successfully developing custom software solutions for our customers using Agile methods
- Customized approach that tailors the Agile course curriculum to the unique requirements of the customer
- Use of trainer/practitioners who are able to provide real-world experiences and examples in the classroom
- Coaches who are experts in Agile process methodologies and Agile Engineering techniques

The Solution

CC Pace provided a program of courses delivered to every level of the agency from top executive leadership down to the project team members who would be delivering the case management system. The program also included a small project to pilot the new Agile methodologies. During this pilot CC Pace provided Agile coaching on the Scrum process to the team. Just-in-time training was given to the Product Owner ScrumMaster, and developers. Technical coaching was provided to the developers to teach them how to do estimation, test-driven development, continuous integration, and aspects of DevOps.

During the engagement, many organizational impediments were identified and remedied. These included change management and deployment issues. Additional technical hurdles were eliminated including approval and installation of needed Agile tools and access rights. Many parts of the agency were engaged in determining what changes in both policy and culture had to occur for Agile to be successful. CC Pace coaches guided the agency in the transition and based our recommendations on the many Agile transformations we have lead at other organizations.

The Result

At the end of the engagement the pilot project was successfully deployed providing much needed new functionality to agents in the field. The agency also felt confidently ready to begin the larger case management implementation with Agile due to CC Pace's efforts.