



Kanban

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# Topics to Cover:

1. What is Kanban?
2. Why use Kanban?
3. Area of focus for the VADOC
4. Process Improvements
5. Initial
5. Retrospectives



# What is Kanban?

かんばん(看板)



# Basic Principles

1. Start with existing process
2. Agree to pursue incremental, evolutionary change
3. Respect the current process, roles, responsibilities and titles
4. Leadership at all levels



# How We Started: Four Easy Steps to Implement Kanban:

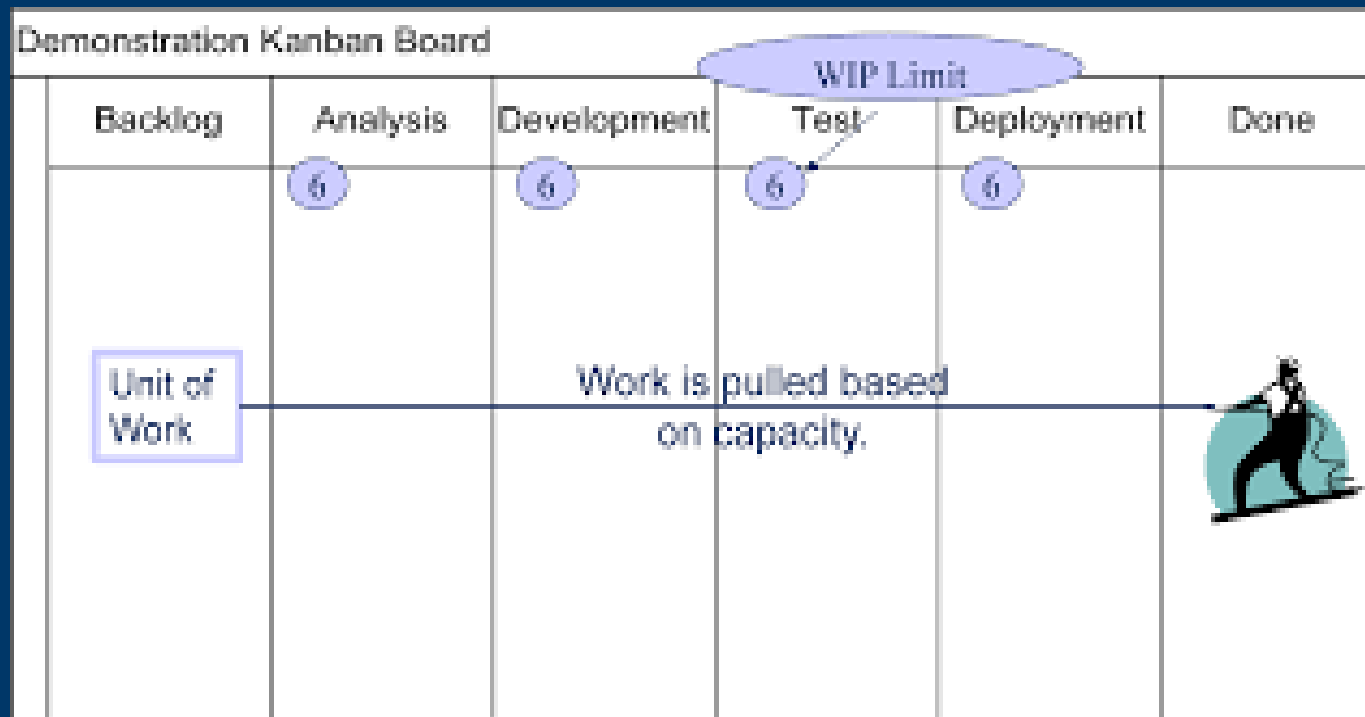
## 1. Visualize the work

| New     | Analysis   |         | Design     |         | Development |         | QA         |      |
|---------|------------|---------|------------|---------|-------------|---------|------------|------|
|         | In Process | Done    | In Process | Done    | In Process  | Done    | In Process | Done |
| Feature | Feature    | Feature | Feature    | Feature | Feature     | Feature | Feature    |      |
| Feature | Feature    | Feature | Feature    | Feature | Feature     | Feature | Feature    |      |
| Feature | Feature    | Feature | Feature    | Feature | Feature     | Feature | Feature    |      |
|         | Feature    |         | Feature    |         | Feature     | Feature | Feature    |      |
|         |            |         |            |         | Feature     | Feature |            |      |



# How We Started: Four Easy Steps to Implement Kanban:

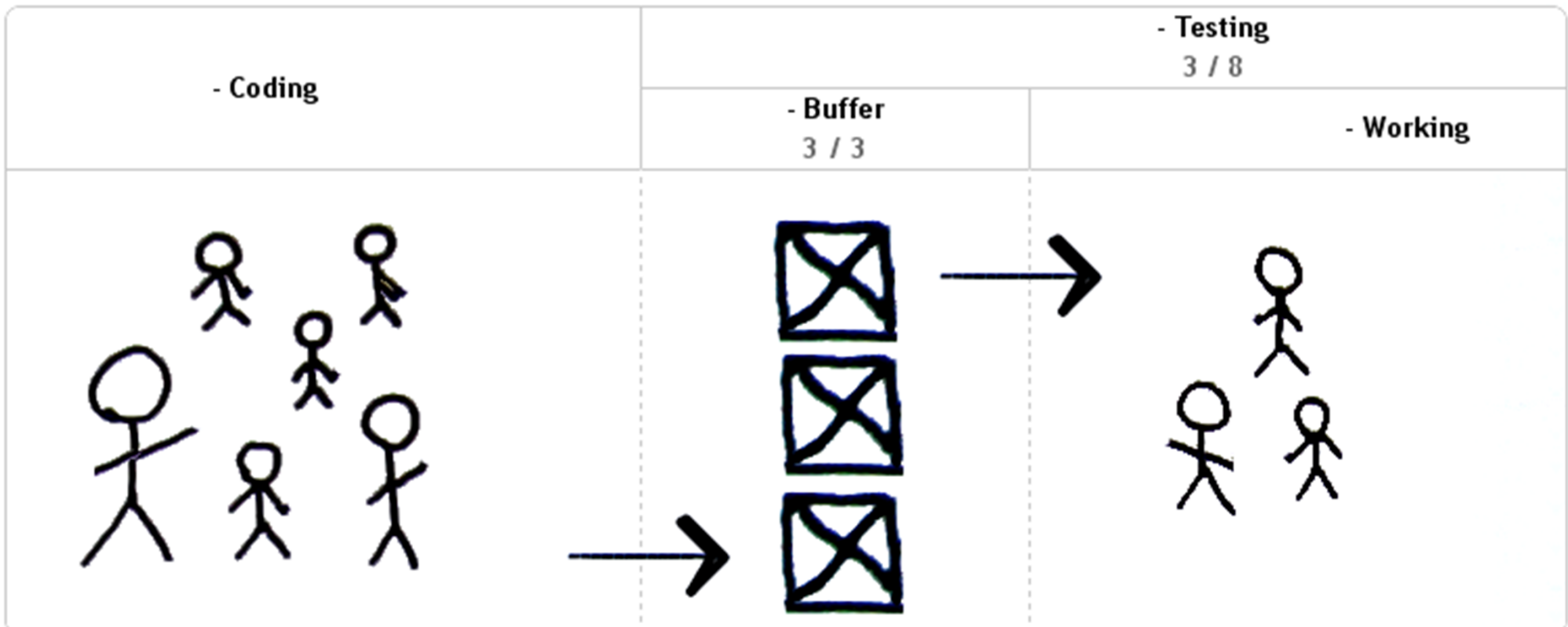
## 2. Limit Work in Progress (WIP)





# How We Started: Four Easy Steps to Implement Kanban:

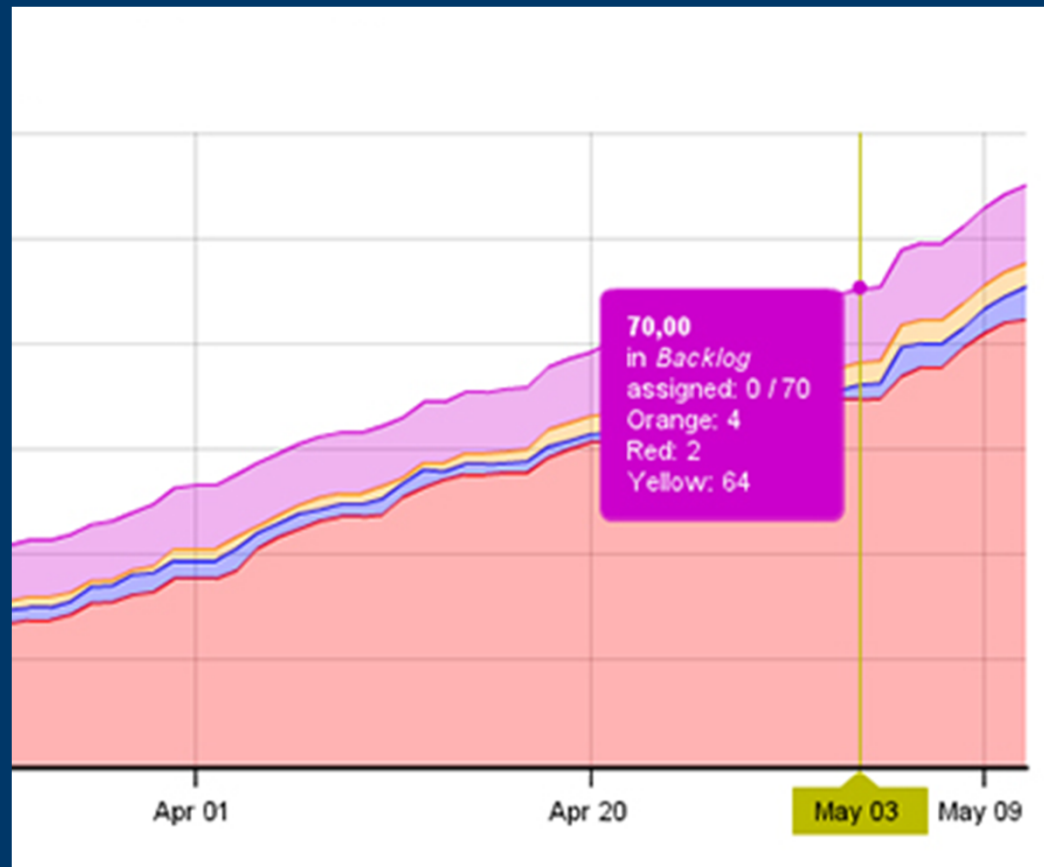
## 3. Manage the Flow - Don't Push too hard, pull





# How We Started: Four Easy Steps to Implement Kanban:

## 4. Use, monitor, adapt and improve





# Report Delivery Problems:



Problems include:

- Users frustrated that reports were taking too long (45+ days)
- Some users frustrated that their reports were not prioritized
- Analysts frustrated at the lack of a defined process
- Developers are unsure what priority is
- Developers indicate no one tests their reports
- Team is frustrated that reports are built, but no one is using them
- Managers say we are understaffed

# Report Building Process Improvement



- Statistics

- We receive approximately 24 report request per month
- 288 on average per year
- Average time to implement report prior to Kanban was 45 days

- Improvements

- Stand ups and Visible board increase visibility for technicians, managers and business stakeholders

# Report Building Process Improvement



- Improvements

- We have reduced the amount of expedited reports
- Business users are now negotiating among themselves on prioritization instead of IT making the decision
- Customer Satisfaction has increased
- Report turn around time is 23 days compared to 45 days



# Picture of DOC Kanban Board



## Need

### BSA – Need

- The ticket is assigned by the BSA Manager to an available BSA
- The BSA pulling the ticket has capacity to work on a new project
- The ticket *Assigned To* has been set to the BSA pulling the ticket and *Status* has been set to 'In Progress'
- The BSA's initials are placed on the ticket along with the date pulled from BSA – Need

## Analysis – 2

### BSA – Analysis

- The BSA has completed analysis of the ticket request
- The BSA has written up the specifications and the specs have been approved by the business owner
- The specifications and any other related information have been attached to the ticket

# Picture of DOC Kanban Board



The whiteboard is divided into several sections:

- Production Deployed:** A table with columns for 'Deploy team' and 'Comm Analysis'. A blue callout box labeled 'Card Description' points to the 'NAME/DESCRIPTION' field in the table below.
- Long Term Storage:** A section titled 'Long Term Storage (UNTIL we get swim lane created)' with a note: 'be sure to note - what verticle lane it came from - what date it was moved'. It contains several sticky notes. A blue callout box labeled 'Long Term Storage' points to this section.
- Wastebasket:** A hand-drawn basket labeled 'Waste basket' with a grid pattern. A blue callout box labeled 'Wastebasket' points to it.
- Kaizen Events:** A section titled 'Kaizen Events!' containing a grid of green sticky notes. A blue callout box labeled 'Kaizen Events' points to this section.
- Other:** A section titled 'ARCHIVE' is visible, and there are handwritten notes like 'CORIS USERS', 'CORIS PROJECT REL AXES', and 'Data Analyst'.

# Retrospectives:



- We now have a very defined process that works really well. We went from a bi-weekly retrospective to meeting once a quarter.
- We utilized a “Lean Coffee” technique in retrospectives



# Retrospectives:



## KAIZAN EVENTS

When is it ok to exceed WIP  
- must get AZs approval to exceed WIP

WORK < 1 hour  
does not go  
on board

More Frequent  
Retrospectives

Every 2 weeks until  
its determined we  
don't need them that  
often

work waiting for UAT  
deployment over loading  
dev WIP

Replace 'Dev Done'  
with UAT deployment  
Queue

Reconsider Dev  
WIP Limit

9

When does UAT start and  
accurately reflected on the  
Kanban board?

It must be in the UAT  
environment to be in  
UAT on board

Recycle bin for reports  
cancelled mid-way  
waste basket ADDED  
to board

Separate project UAT complete  
items from the WIP  
limits/metrics of other  
lanes

This will be accomplished  
by using tags in  
LeanKit

More Visibility into  
Kanban Stats

Post Metrics by  
Board

Come up with a Release  
schedule for UAT/Prod  
deployment

ZAC to develop schedule  
and let team know

Does DLE Staff 'pull'  
only DLE tickets?

Lynne & Tim will be  
assigned to work on any  
DLE tickets on the board  
as of 7/11 - everything  
else goes into the backlog  
and through standard process

Process For Pulling work  
into Analysis

DA will re-tag the input queue  
twice a week (T, Th) and  
make ticket either DA or BSA  
to indicate who works on it and  
that its been re-tagged

What is the criteria  
for expediting a ticket?

Jody to approve all  
expedites.  
Jody is the only one who  
can put the expedite  
ticket on & will include  
the date it was added

Should date on ticket  
be date entered into  
ticket tracker or date  
moved to input queue?

Only date on ticket  
should be the date  
it entered the  
input queue

Need Report deployment  
person at Kanban Standup

This will be resolved by  
having a deployment  
schedule

bug rework should not use  
black  
CR Rework should create  
new ticket

Items stay where they are and  
get a black - they are higher  
priority than new work  
Significant enhancements (as  
examined by DA) get a new  
ticket

For work on long term  
hold, how do we...

who moves tickets from

now that dev done no

should be in production



# Evolution:



- Move from white board & stickies to Azure DevOps
- Defined process outlined in DevOps Wiki for business partners, dev team, etc.
- Business partners trained on how to add stories to the board
- Weekly standup to report movement/impediments on board
- Retrospectives now held quarterly to improve process
- Business partners = Happy partners!

# Evolution:



Azure DevOps VITA-DOC / Custom Reports / Overview / Summary

Search

Custom Reports +

Overview

Summary

Dashboards

Wiki

Boards

Repos

Pipelines

Test Plans

Artifacts

## Custom Reports

Private

### About this project

Like 0

Custom reports developed by the Data Management Team, primarily for Virginia CORIS and HR

### Project stats

Period: Last 7 days

**Boards**

|                       |                         |
|-----------------------|-------------------------|
| 42 Work items created | 26 Work items completed |
|-----------------------|-------------------------|

**Repos**

|                        |  |
|------------------------|--|
| 0 Pull requests opened | 21 Commits and Changesets by 5 authors |
|------------------------|--|

**Pipelines**

|                       |                          |
|-----------------------|--------------------------|
| 100% Builds succeeded | 0% Deployments succeeded |
|-----------------------|--------------------------|

**Members** 74

DC WC CG JR AB SC FB KB

# Evolution:



Azure DevOps VITA-DOC / Custom Reports / Overview / Wiki / Welcome

**Custom Reports** +

- Overview
- Summary
- Dashboards
- Wiki
- Boards
- Repos
- Pipelines
- Test Plans
- Artifacts

Custom Reports.wiki ▾

Filter pages by title ×

Welcome

- ▾ Kanban Process
  - Best Practice Guidelines
  - Story Template
- ▾ Report Development Process \* ...
  - Build from Visual Studio
  - Deploy from Visual Studio
  - Report Project Configuration St...
  - Report Project Build Configurati...

## Welcome

Davidson, Cindy (VADOC) Mar 20

### Table of Contents

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- [Report Development Process](#)
- [Report Project Configuration Standard](#)
- [Report Project Build Configuration Standard](#)

📄 1 visit in last 30 days

ST

# Evolution:



## Kanban Process

Follow 0 Edit

Davidson, Cindy (VADOC) Jun 28

The DOC implemented the Kanban Board in 2010. At that time, the board was a physical board in the hallway with Sticky Notes. We held standups twice a week and reviewed progress. Due to the Pandemic of 2020, the board was recreated in Google Drive and standups were held once a week via Google Meet. In 2022, we are moving this to the DevOps Platform.

### CORIS

**Business Owner:** Virginia Coris - Sheila Crenshaw

**Project Mangers:** Kimberly Burrell, Chris Thomas

**Data Management Team:** Cindy Davidson

### HR

**Business Owner:** Trina Holt

**Data Management Team:** Cindy Davidson

Report Specifications: The new or updated Report Specs will be added to the Task in the Input Queue. Once there the Developer is responsible for all updates as they work with the stakeholders. Once the report is sent to be deployed to Production, the updated Report Spec is stored in the shared folder.

### CORIS

**Folder:** \\atmgroups\fs1\$\Headquarters\CTSUA\CORIS\Custom Reports

**Subfolder:** one for each report category

**Forms:** Report Specification Template for both CORIS and HR

### HR

#### Teams Project:

**Priority Hierarchy: Tag Colors** There can be multiple tags on a Story.

A tag can be created that does not have a color and will appear in Gray.

| Tag         | Color |
|-------------|-------|
| ReDO        |       |
| RSA         |       |
| Expedited   |       |
| Bug         |       |
| Enhancement |       |
| Adhoc       |       |
| New         |       |
| Specs       |       |

**Priority:** 1-4 (High, Medium, Low, Lowest)

#### Process Flow:

- CORIS Project Managers will keep track of their work in Coris Ticket.
- HR will create a Story in Devops.
- The Data Team will only use DevOps.

[Process Flow Diagram](#)

| Team            | System          | Board Column | Description   |
|-----------------|-----------------|--------------|---|
| CORIS Manager   | Email or Ticket |              | Requests for reports and adhoc are sent to the Virginia Coris Team and entered on a Coris Ticket for approval   |
| Project Manager | Ticket / DevOps | Staging      | PM will create a Coris Bug Tracker Ticket and assign to Coris Manager. Once approved, they will create a new Story in the Staging column in DevOps                |
| Project Manager | DevOps          | Input Queue  | Project Managers will review the staging tickets and move the Stories into the Input Queue as per the WIP limits. The Report Specs will be attached to this Task. |

# Evolution:



Azure DevOps VITA-DOC / Custom Reports / Boards / Boards

Search

Custom Reports

- Overview
- Boards
- Work items
- Boards
- Backlogs
- Sprints
- Queries
- Delivery Plans
- Analytics views
- Repos
- Pipelines
- Test Plans
- Artifacts
- Project settings

### Coris Reports

Board Analytics View as backlog

Stories

Staging < Input Queue 5/5 Data Team Dev 12 UAT 6 Data Team Prod 10 Production 2 Closed <

+ New item

- 14145** Story Template  
Unassigned  
Created Date 2/28/2022  
Priority 2  
0/9
- 25131** Facility Custody Releases- Add Registered Sex Offender column BT#34604  
Unassigned  
Created Date 10/30/2023  
Priority 3  
Enhancement  
0/9
- 24731** Reception Center Releases to Permanent Assignments - BT 34571  
Unassigned  
Created Date 10/13/2023  
Priority 4  
Enhancement T.C.  
1/9
- 24741** Offender Trust Department General Ledger

Coris Custom Reports

- 24517** Community Corrections Missing Data BT#34554  
Unassigned  
Created Date 10/4/2023  
Priority 2  
New  
1/9
- 24658** Teacher Attendance Averages - BT 34564  
Unassigned  
Created Date 10/11/2023  
Priority 2  
Bug Enhancement  
0/9
- 23464** ShadowTrack Monitoring - BT 34385  
Unassigned  
Created Date 7/27/2023  
Priority 4  
Enhancement T.C.  
1/9
- 23786** Trimester

- 24693** Remove Custom Report- Community- Program Waitlist for Community Corrections BT#34567  
Hussen, Ansar (VADOC)  
Created Date 10/12/2023  
Priority 3  
Enhancement  
3/9
- 24003** Victim Services Unit - BT 34474  
Beyene Benti  
Created Date 8/29/2023  
Priority 2  
Adhoc  
4/9

- 13209** SCAAP to be Permanent Report-Coris#29412  
Hussen, Ansar (VADOC)  
Created Date 1/12/2022  
Priority 4  
HOLD New  
4/9
- 24409** Detainer(Foreign or US Born) - add Agency Name BT#34537  
Jacqueline Johnson  
Created Date 9/25/2023  
Priority 3  
Enhancement  
5/9
- 24345** Community COMPAS Workload report - Overdue assessments BT#34527  
Hussen, Ansar (VADOC)  
Created Date 9/21/2023  
Priority 2  
Bug  
4/9

- 20542** Identify First Offender and Deferred Sentence Cases - BT 33409  
Jacqueline Johnson  
Created Date 1/3/2023  
Priority 3  
New  
4/9
- 24703** District Absconder Report- Name Change BT#34576  
Samyuktha Ananthamurthy  
Created Date 10/12/2023  
Priority 3  
Enhancement  
5/9
- 23484** Supervision Obligations without Sentence - BT 34387  
Jacqueline Johnson  
Created Date 7/27/2023  
Priority 4  
Enhancement T.C.  
7/9

- 22103** Community Residential Program (CRP) Daily Population BT#34107  
Beyene Benti  
Created Date 4/28/2023  
Priority 3  
New  
8/9
- 19736** Needs new COMPAS R Community Corrections assessment - Mandated Offender Services Status - BT 33435  
Jeffrey Chieppa  
Created Date 11/14/2022  
Priority 3  
Enhancement  
8/9

- 16264** Community\No Offender Notes  
Jeffrey Chieppa  
Created Date 6/3/2022  
Priority 4  
0/9
- 16384** Education\Education Compliance and Hours of Instruction  
Hussen, Ansar (VADOC)  
Created Date 6/3/2022  
Priority 4  
9/9
- 16414** Education\Year-to-Date Enrollments and Completions  
Hussen, Ansar (VADOC)  
Created Date 6/3/2022  
Priority 4  
9/9
- 16284** Community\Outstanding Warrants  
Jeffrey Chieppa  
Created Date 6/3/2022  
Priority 4

# Conclusions:



- Easy to implement (KISS Principal)
- Low Cost to implement
- Increase visibility and communications
- Increase business participation
- Defines a process and encourages continuous improvement
- Clearly shows where barriers/blocks have occurred