

A GOVERNMENT AGENCY

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MIGRATION OF THE LEGACY TAX SYSTEM

A high-profile high-visibility project in a governmental body to migrate an old tax system built on Mainframe to modern technology infrastructure. The goal is to keep the system up and running at all times while building features on the new system and moving users to them incrementally.

CHALLENGE

The project has been started multiple times with no tangible deliverables. Tension was already high. Conflict between teams working on the project.

SPECIFIC ISSUES

Dependency on DevOps

The team's reliance on external DevOps support resulted in long wait times for production deployments and reduced product quality.

Team Conflicts

High level of conflict between the main two teams working on the project lead to high levels of frustration and delays.

Loosely Defined Requirements

Poor transparency around requirements led to rework, scope creep, and a lack of alignment on deliverables.

Knowledge Silos

Key areas were at risk due to limited knowledge sharing, creating bottlenecks when certain team members were unavailable.

Difficulty Tracking Progress

The team lacked clear visibility and metrics to effectively track progress, leading to frustration and misaligned expectations.

SOLUTION

Improvement objective

Show real progress to stakeholders by delivering working software for the users and creating a clear roadmap with well-defined milestones.

Actions taken

- **DevOps Independence:** Hired a DevOps engineer and provided training for the development team to manage environments and reduce external dependencies.
- **Conflict Resolution:** Re-aligned the product vision and roles of the two main teams and defined better communication processes and systems.
- **Backlog Refinement:** Introduced a more structured backlog refinement process to ensure work was well-defined and aligned with long-term goals.
- **Knowledge Sharing:** Cross-training plans were introduced to eliminate knowledge silos, ensuring smoother transitions and reducing bottlenecks. In addition, built strong documentation processes for easier knowledge distribution.
- **Transparent Communication:** Working agreements were put in place to improve communication, ensuring that all team members were informed and aligned.

OUTCOMES

Ongoing Delivery of Working Software

The teams started to deliver fully working tested software ready for customer and user review thanks to better-defined requirements and clearer communication.

More Reliable Collaboration

While conflicts were severe, clearer roles and responsibilities, along with management support, led to improved interactions and a more productive working environment.

Progress and Forecasts Visibility

Automated dashboards and enhanced transparency helped set more realistic expectations and reduced last-minute surprises for stakeholders.

More Consistent Deployment Workflow

The team reduced their reliance on DevOps, allowing faster production releases and improved delivery cycles.