



Agility@Scale: Agile Planning and Best Practices with IBM(R) Rational Team Concert(TM)

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Rational. software

Agenda

- **Agile Planning Introduction**
- Agility @ Scale
- A Scrum Planning Episode
- How we use Agile Planning for Planning and Delivering RTC 2.0



What is Agile?

- An iterative and incremental (evolutionary) approach performed in a highly collaborative manner with **just the right amount of ceremony** to produce high quality software in a cost effective and timely manner which meets the changing needs of its stakeholders.
- **Core principles:**
 - ▶ “Fits just right” process
 - ▶ Continuous testing and validation
 - ▶ Consistent team collaboration
 - ▶ Ongoing customer involvement
 - ▶ Rapid response to change
 - ▶ Frequent delivery of working software



Agile Methods

There are several Agile Methods available, however from a bird's eye view they share a common set of tooling relevant properties:

- Short development cycles (1 – 8 weeks)
- Self organizing development teams
 - ▶ Joint planning meetings
 - ▶ Stand-up meetings
- High personal responsibility of team members
 - ▶ Developers “manage” their work
 - ▶ Developers / Teams estimate
- Progress tracking
- Ongoing customer involvement
- Use of historical data to improve planning

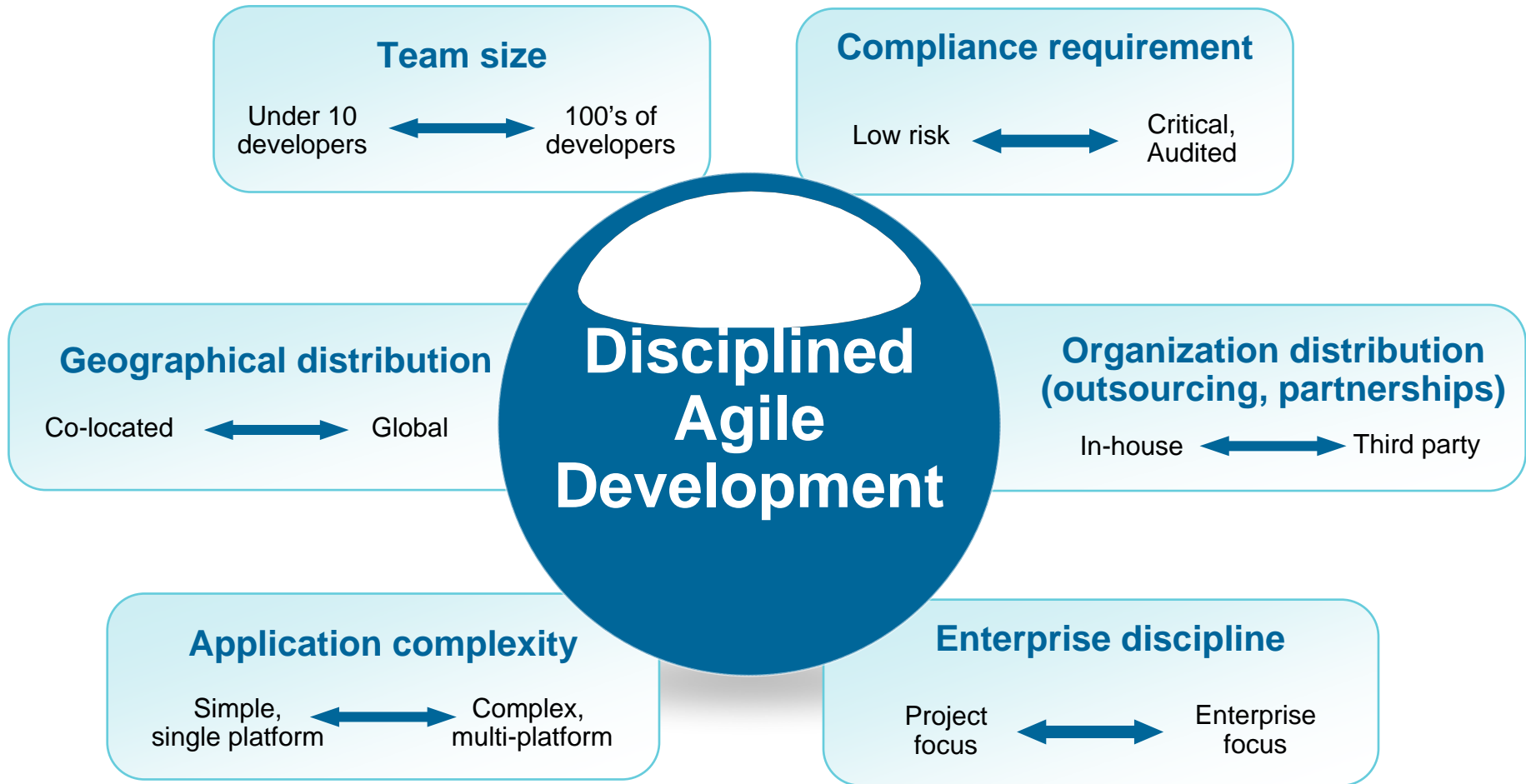


Agenda

IBM Rational Software Conference 2009
As Real as It Gets!

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What is Agility at Scale?



Agile Process Maturity Model

1

Core Agile Development

Focus is on construction

Goal is to develop a high-quality system in an evolutionary, collaborative, and self-organizing manner

Value-driven lifecycle with regular production of working software

2

Disciplined Agile Delivery

Extends agile development to address full system lifecycle

Risk and value-driven lifecycle

Self organization within an appropriate governance framework

3

Agility at Scale

Addresses one or more scaling factors:

- ▶ Team size
- ▶ Geographical distribution
- ▶ Organizational distribution
- ▶ Regulatory compliance
- ▶ Environmental complexity
- ▶ Enterprise discipline



Rational Team Concert's Agile Planning Support

- RTC's Agile Planning support has the following key characteristics:
 - ▶ Process neutral (works with Scrum, OpenUp ...), but assumes
 - short (1 – 6 weeks) development cycles
 - supports two level planning: release, iteration
 - supports monitoring releases, iterations
 - ▶ No separation between planning/implementing of features and bug fixing
 - Both planning and defect management share a common data model
 - They are supported in the same tool and are highly integrated
 - Plans are in fact a query for work items
 - ▶ Supports:
 - Top down planning (product owner, team lead, ...) **OR**
 - Bottom Up (team members) **OR**
 - Plan consolidation (Sprint planning meetings, stand-ups, ...)

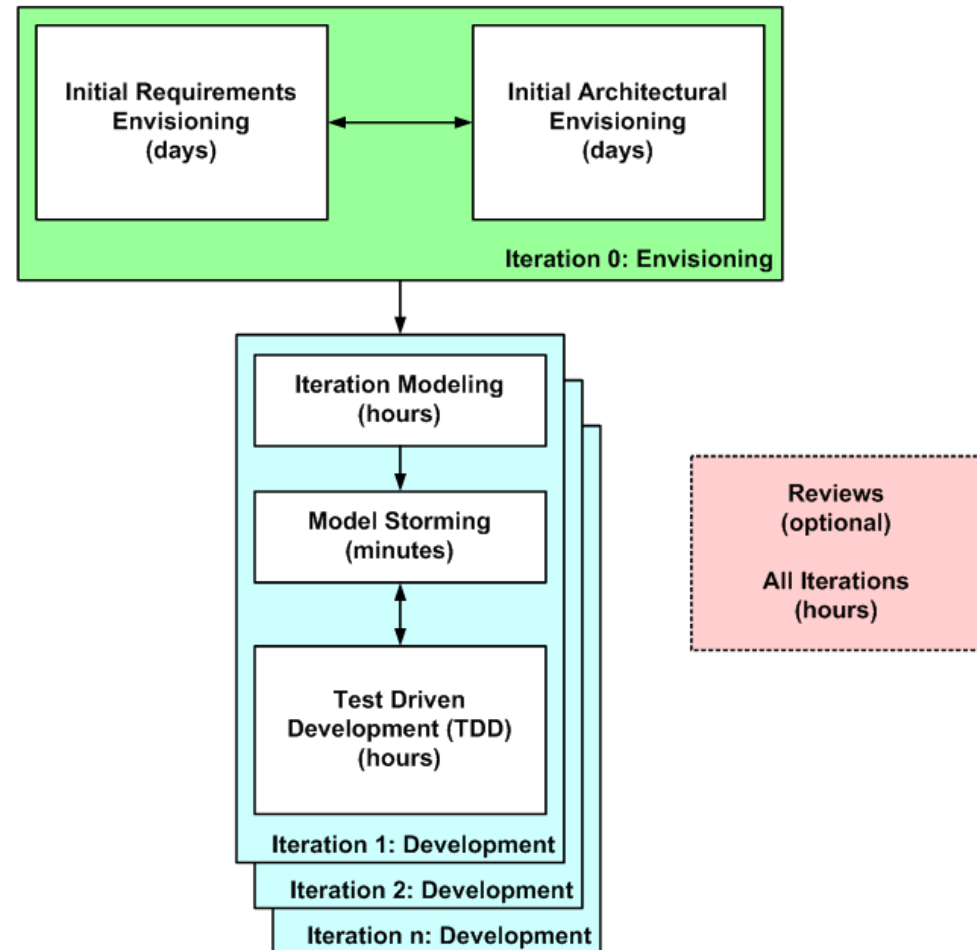
Sample Agile Activity: Up Front Modeling

Do some initial requirements envisioning to identify the high-level requirements

Do some initial architecture envisioning to identify a viable architecture strategy

DO NOT write detailed specifications at the beginning of the project

The goal is to reduce risk by thinking critical issues through but not take on the burden (and risk) of detailed specifications



Source: www.agilemodeling.com/essays/amdd.htm

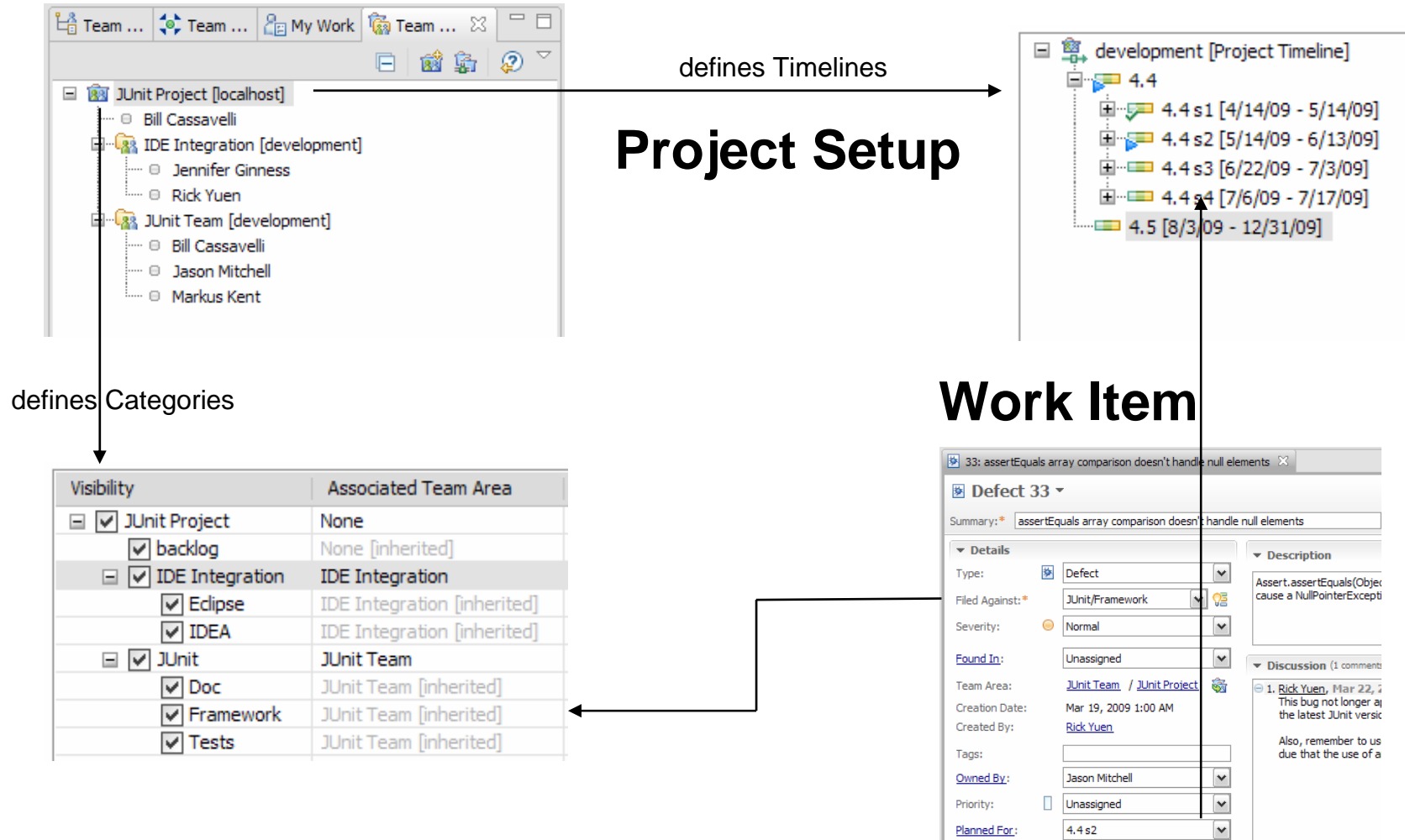
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- How we use Agile Planning for Planning and Developing RTC



Project Areas, Timelines, Iterations and Categories



Project Plans

- RTC plans are live
 - ▶ Shows immediate status on team and individuals
 - ▶ Provides certainty on project schedule
- Plans include charts (e.g., burn down)

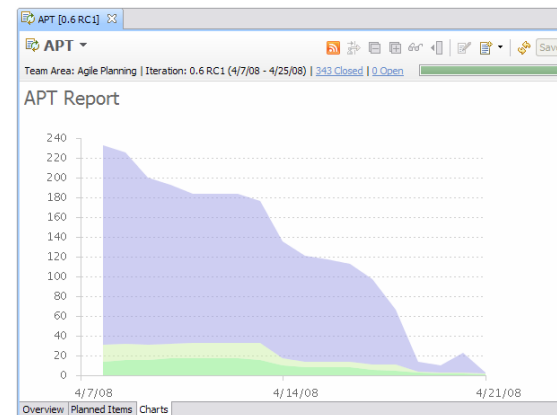
Team Area: Kite Lines Team | Iteration: 2.0 (2/19/09 - 3/18/09) | 0 Closed | 29 Open

gurup			
Closed items: 0 Open items: 4	Progress: 4 / 12 +0 h	Estimated: 100%	
▼ User Profile Soc-nf001	0% Closed	High	652
Extend User Profile with Extra Fields	1 day 2 hours	High	653
Update Status Report for Iteration 2	2 hours	Low	696
Include comments from other users in profile Soc-nf002		Low	661
howardr			
Closed items: 0 Open items: 5	Progress: 0 / 18 -5 h	Estimated: 100%	
▶ Publish Books Uc-bok004	0% Closed	High	608
Team Meeting Minutes for 2/25/09	30 mins	Low	695
jdoran			
Closed items: 0 Open items: 11	Progress: 1 / 24 -5 h	Estimated: 82%	
▶ Book Profile Bok-nf001	0% Closed	High	580

Progress: 1 / 24 | -5 h Estimated: 82%

0% Progress Report

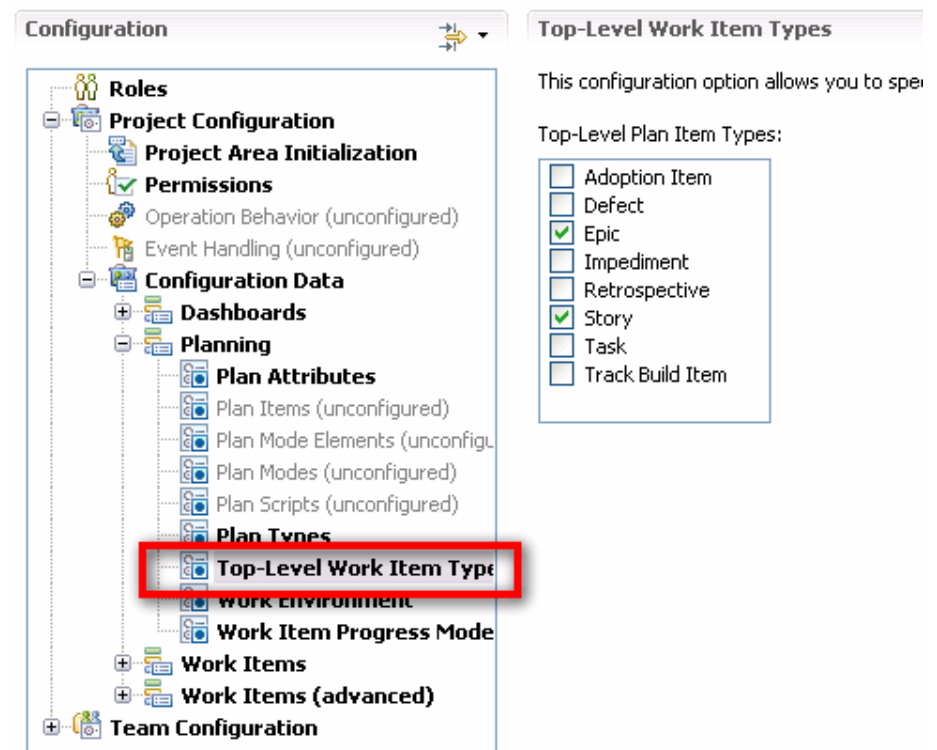
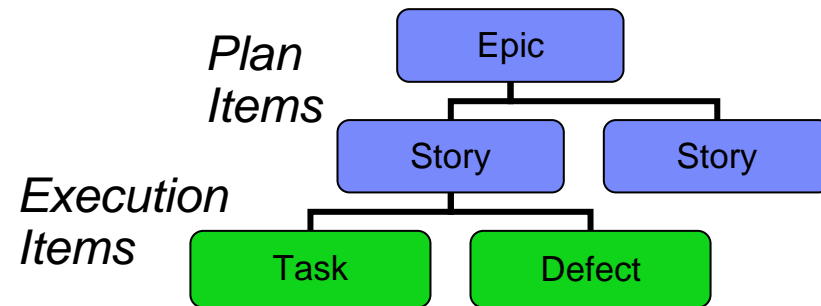
- Work Hours Done: 1 of 24
- Expected Work Hours: 6 (Behind by 5 hrs)
- Items Estimated: 82%
- Items Completed: 0 out of 11 (0%)



Work items

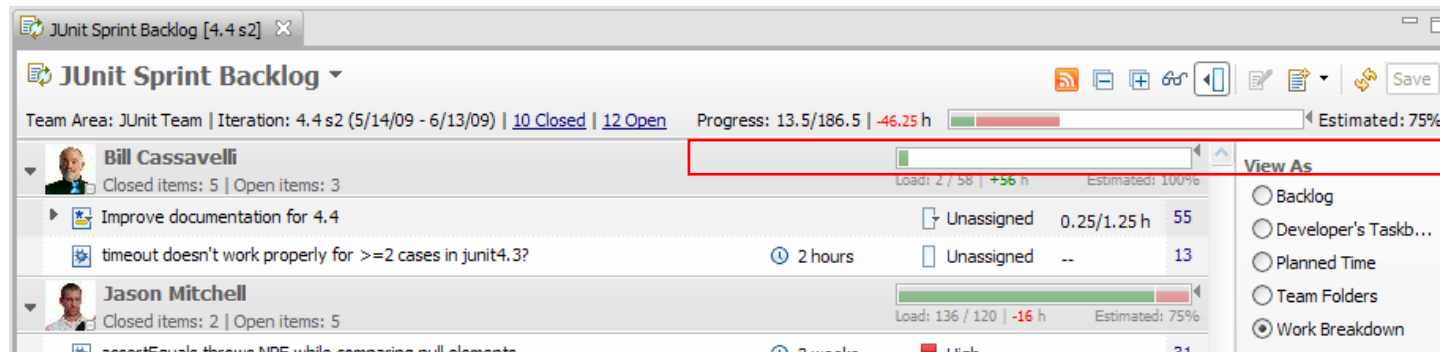
- Work items have two flavors:
 - ▶ Execution Items: work items which have work assigned. In Scrum these are task, defects, ...
 - ▶ Plan Items: work items that are relevant for the planning. In Scrum these are Epics and Stories

- RTC allows to customize which work item types are plan items and which types are execution items.



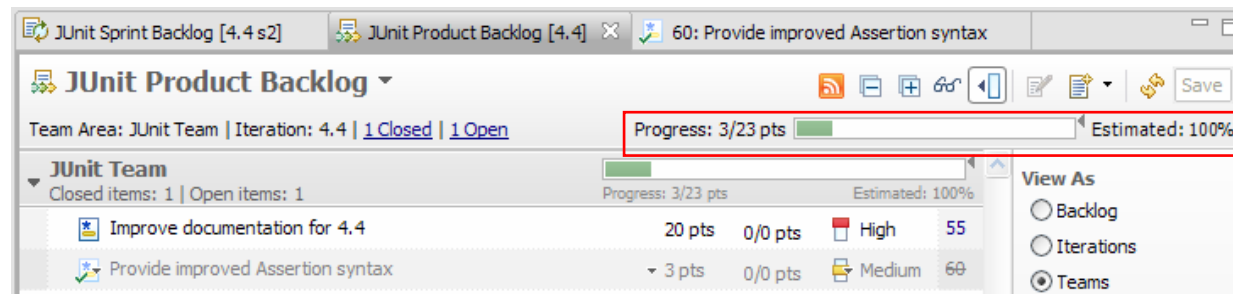
Estimation and Sizing

- Effort: Execution items are estimated in ideal hours.

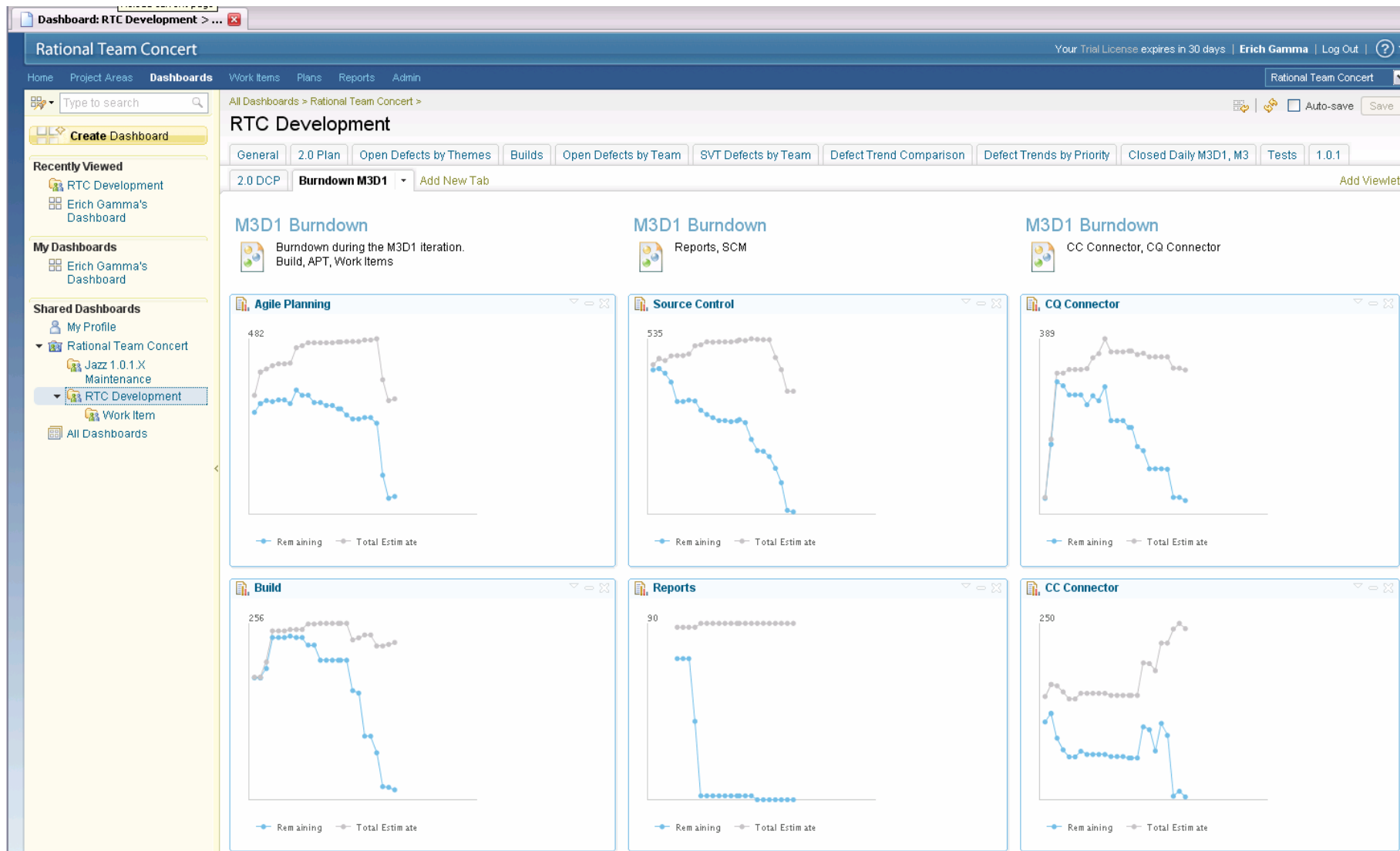


- Size: Plan items are estimated using a configurable numerical sizing attribute

- ▶ Scrum uses Story points. Other sizing attributes could be: lines of code, function points, ...



Effort Burn Down



Backlog and Planned Time

- Backlog
 - ▶ Sorts the work items in backlog order. Rearranging work items in this sort mode will change its ranking on the backlog
- Planned Time
 - ▶ Sorts the work items in the order in which the owner of the work item intends to work on them. The owner defines this sequence typically in the My Work View.

View As: Backlog

assertEquals throws NPE while comparing null elements	High	31
assertArrayEquals misses differences	High	7
Based on the assertEquals syntax we should provide assumptions and theories support	Medium	59
javadoc updates for @Ignore in 4.3	Medium	30
Tests on protected methods fail	Medium	14
assertThat fails with Class tests (documentation problem)	Medium	10
assertEquals array comparison doesn't handle null elements	Low	33
testCount hard-coded to 1 for childless	Low	27
timeout doesn't work properly for >=2 cases in junit4.3?	Unassigned	13
assertThat signature does not match Matcher	Unassigned	9
CompositeRunner.filter incorrect if child throws NoTestsRema	Unassigned	4

Jason Mitchell
 Closed Items: 2 | Open Items: 4
 Load: 138/112 | -26 h
 Estimated: 100%

Past (2 closed)

Later This Week (4 open)

assertEquals array comparison doesn't handle null elements	1 day	Low	33
CompositeRunner.filter incorrect if child throws NoTestsRema	2 hours	Unassigned	4
assertThat signature does not match Matcher	1 day	Unassigned	9
assertEquals throws NPE while comparing null elements	3 weeks	High	31



Plan Risk Assessment

Task Description	Priority	Duration	Probability	Item ID
Link for enhanced hovers in Work Item web	High	2 hours	1.0	71777
Project Area functionality on the service layer	High	3 days	1.0	77066
namespaces, no prefixes and media	High	2 hours	1.0	77921
tests.URServiceTest.testCommentU	High	2 days	1.0	76099
two custom attributes at the same time	High	2 hours	1.0	54771
Include the of each attribute in the ResultRowDTO	High	2 hours	1.0	76854
workflowInfo on Resource is not updated on project area	Medium	2 hours	1.0	77291
Align ROA collection with OSLC's Atom and RDF Bags	Medium	2 days	1.0	699
Consider to surface links as attributes in the Resource	High	4 hours	1.0	70731
workspace REST API shall also expose the Included in build	High	1 day	0.995	73224
Preserve Mentioned-By links when their target is protected	Medium	2 hours	0.994	69697
OSLC/REST cleanup	High	3 hours	0.749	77322
Check enforcement of permissions for Web UI bulk operation	Medium	4 hours	0.629	77096
color migration problem	Medium	1 hour	0.605	68972
PUT/POST	Medium	4 hours	0.490	61246
work items in the	Unassigned	4 hours	0.109	61247
message returned to the Web UI	Medium	2 hours	0.003	71890
search was scoped by	Unassigned	4 hours	0.057	71767

More detailed developer estimation... low, nominal, high

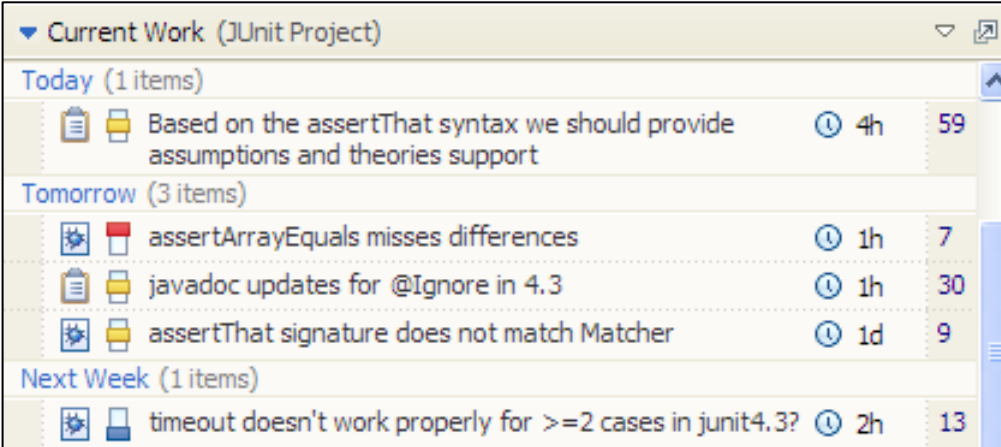
calculates probability of task fitting into the schedule

Color codes high risk tasks for quick identification and action



Individual Work Schedule

- Users order work in My Work view
 - ▶ Shows **immediate**, real-time personal schedule
- Provides developer **certainty** on their personal schedule
 - ▶ Up-to-date expectations to user and entire team

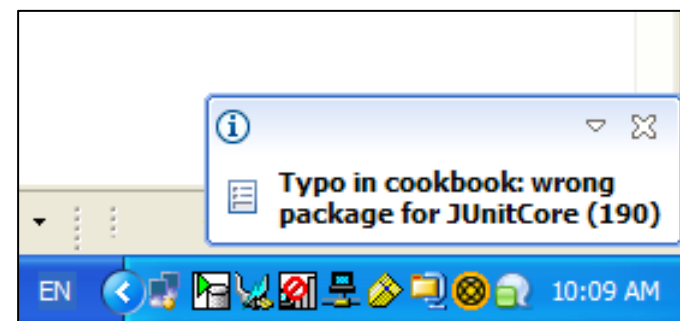
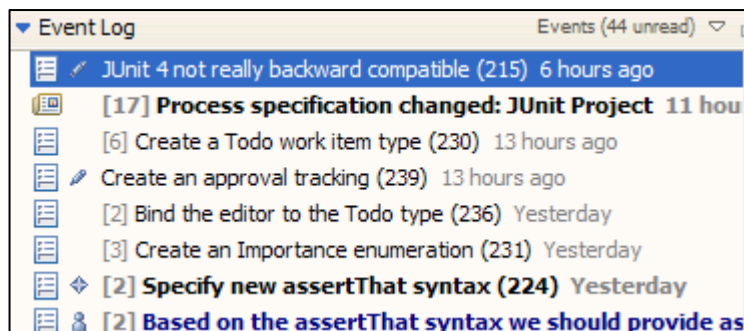


Current Work (JUnit Project)			
Today (1 items)			
	Based on the assertThat syntax we should provide assumptions and theories support	4h	59
Tomorrow (3 items)			
	assertArrayEquals misses differences	1h	7
	javadoc updates for @Ignore in 4.3	1h	30
	assertThat signature does not match Matcher	1d	9
Next Week (1 items)			
	timeout doesn't work properly for >=2 cases in junit4.3?	2h	13



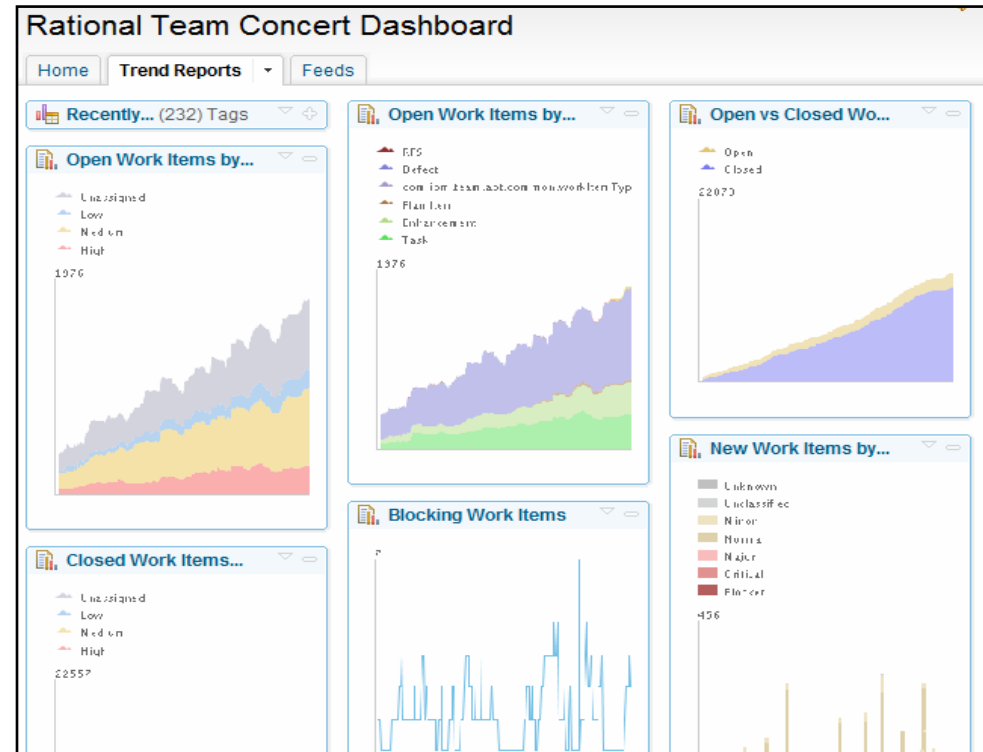
Event Feeds and Notification

- RTC provides **immediate** feedback for all project events
 - ▶ Shows what other team members are doing
 - ▶ Approvals, builds, news, reports, CM changes, process changes, work changes, etc.
- Location-independent notification
 - ▶ Flexible notification – pop-up (right figure), email, RSS



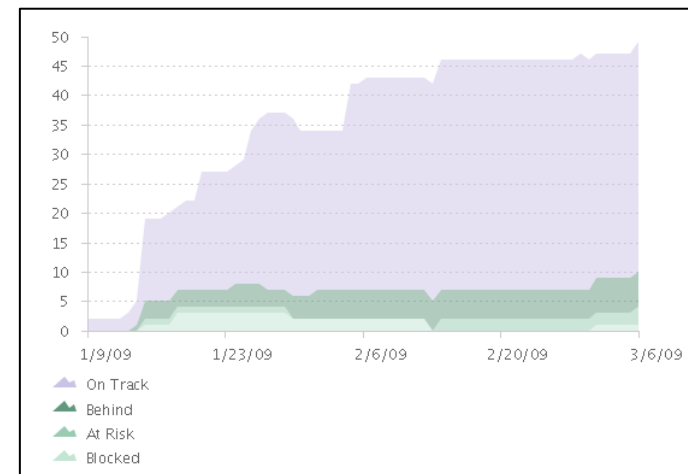
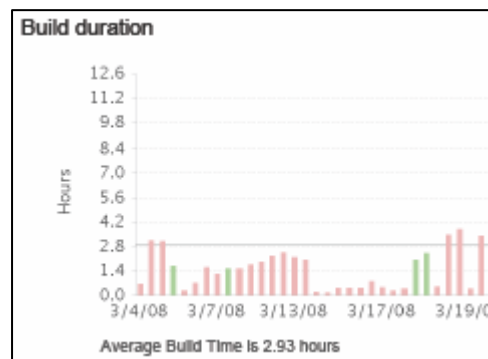
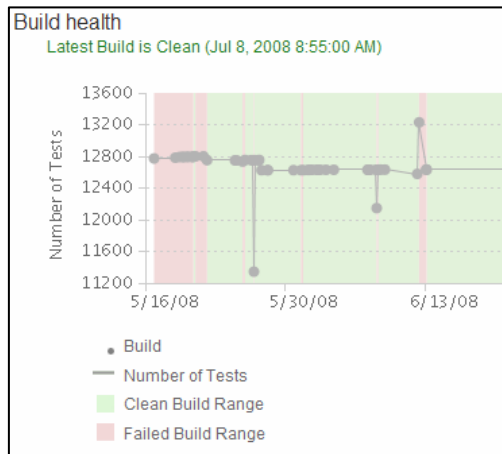
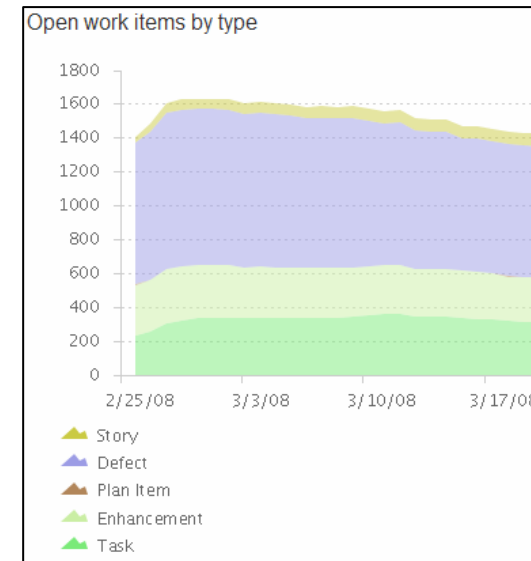
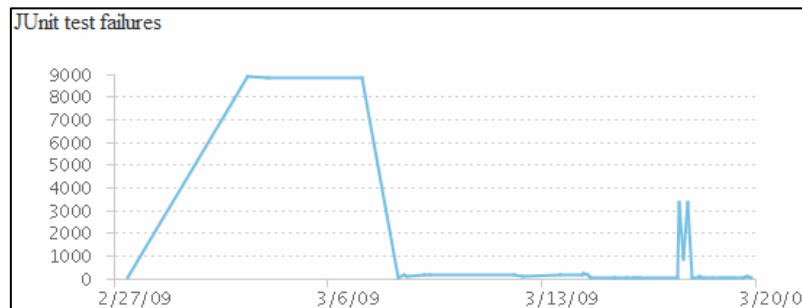
Dashboards

- Live, aggregated project information
 - ▶ Shows work, builds, schedules, load, news, events, etc.
 - ▶ Dashboards for projects, teams, individuals
 - ▶ Variety of presentation options – bar, line, pie, cloud
- **Certainty** – are we on track?
- **Immediacy** – live project data




Reports

- Immediate feedback on project trends
 - ▶ Builds, work items, defects, source control, tests,



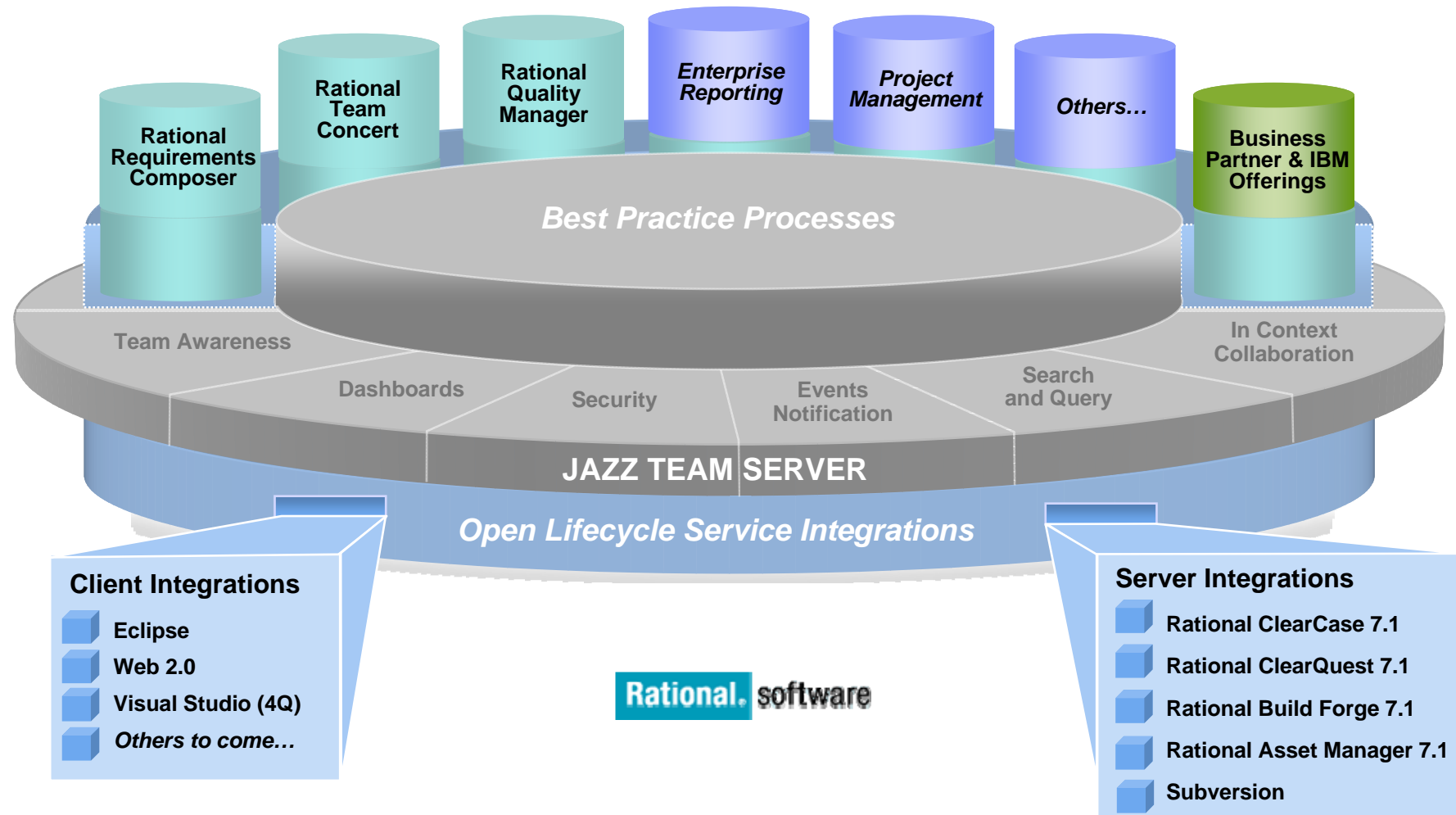
Agenda



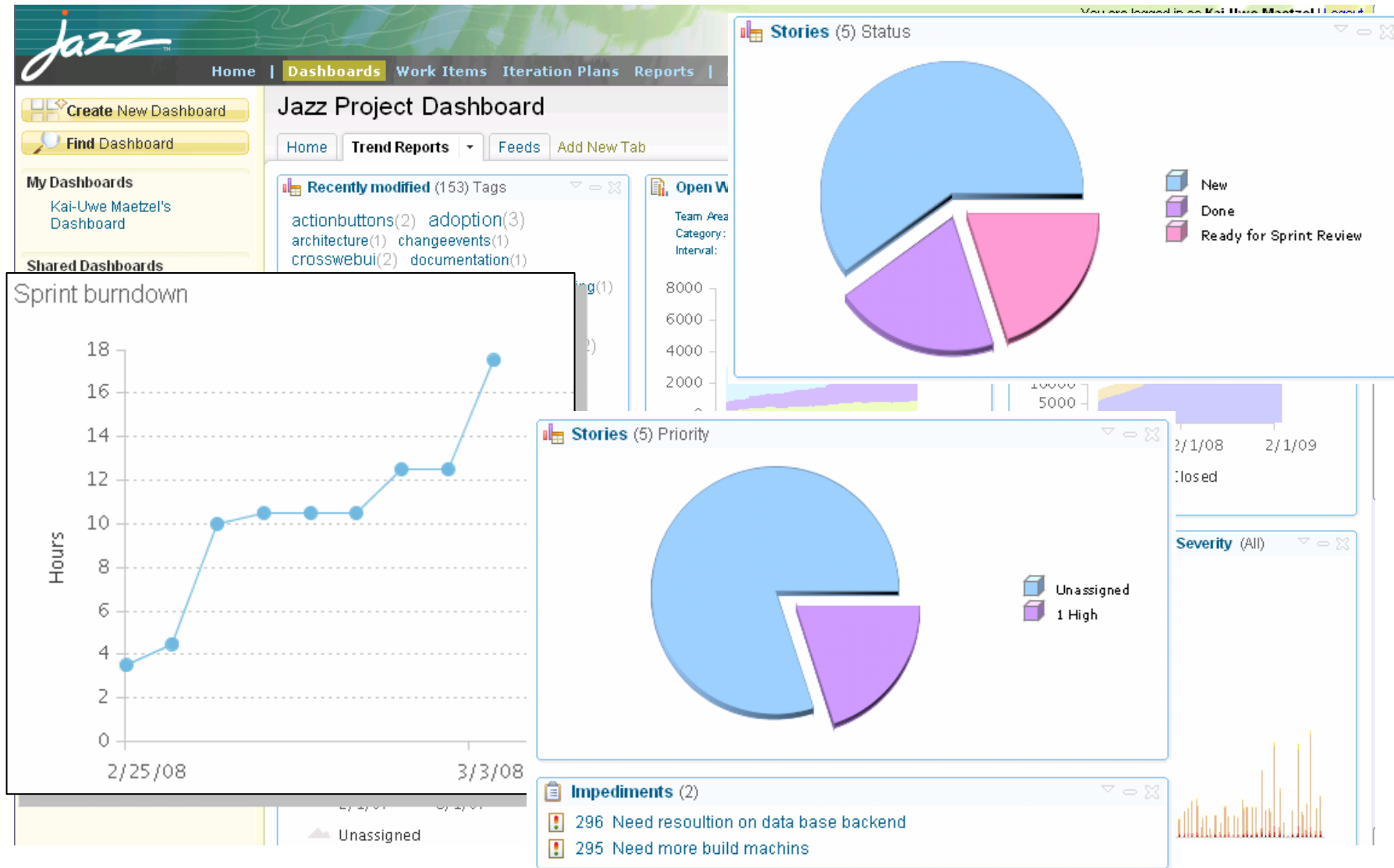
- Agile Planning Introduction
- A Scrum Planning Episode
- How we use Agile Planning for Planning and Delivering RTC 2.0
- What's new in 2.0



JAZZ and Rational Team Concert

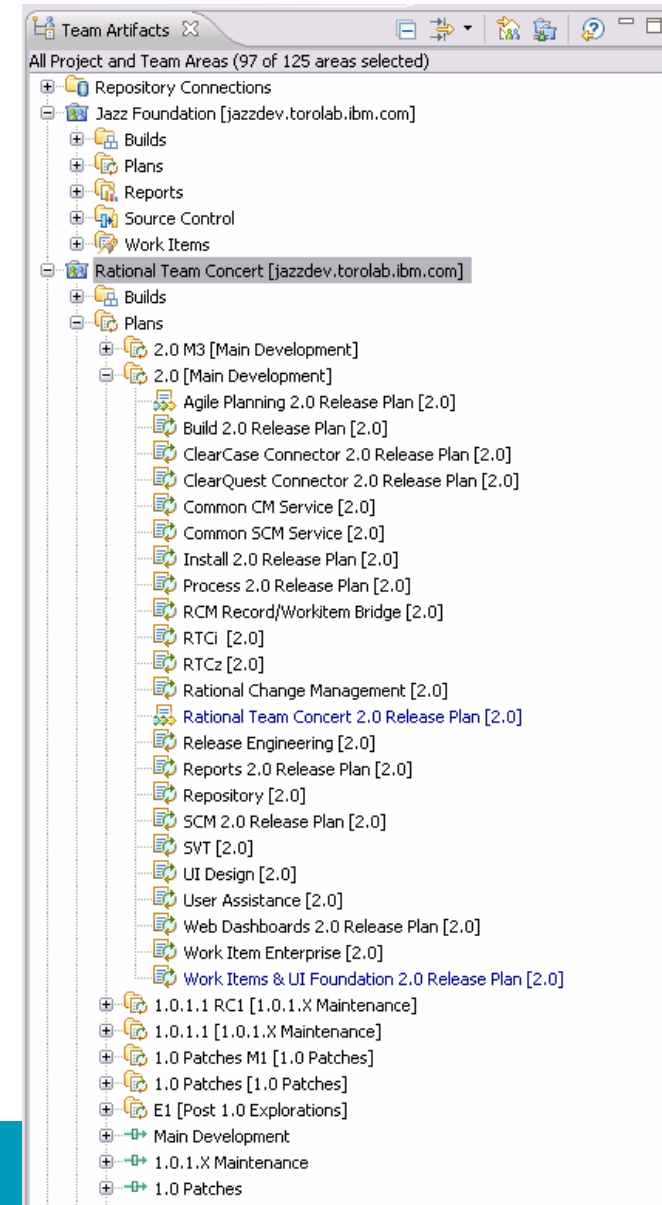


Continuous Project Monitoring

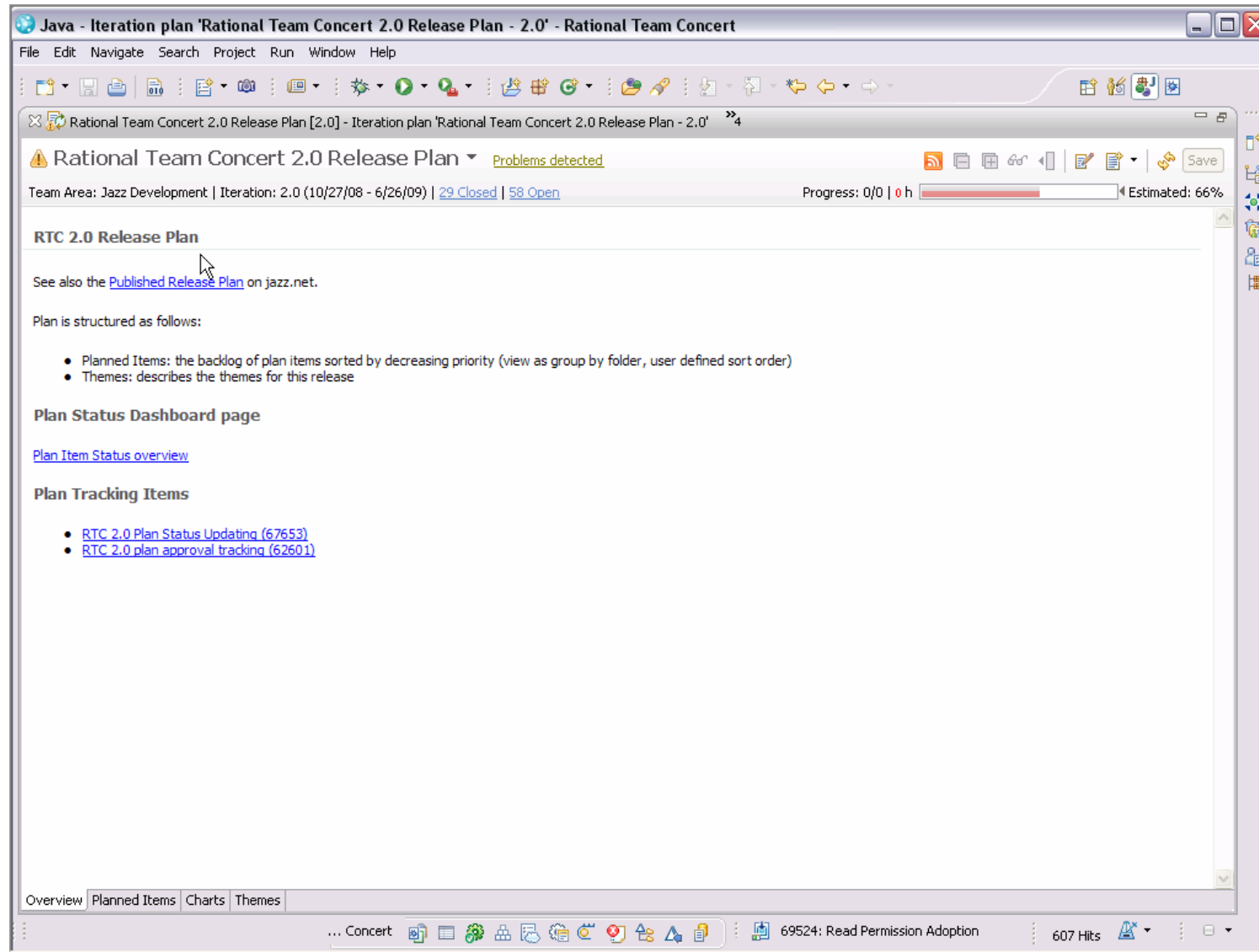


Using RTC to Plan and Deliver RTC 2.0 - Overview

- Release Plan
 - ▶ Define themes
 - ▶ Define plan items
 - ▶ Plan Item Work item type
- Tracking a Release
 - ▶ Effort less status tracking
 - ▶ Progress
- Iteration Planning (Scrum of Scrum)
 - ▶ Tracking cross team efforts
 - ▶ Tracking burn down across teams
 - ▶ Retrospectives
- Tracking Dependencies across teams



Release Plan Overview



Project Release Plan: Team of Team Release Plan

Rational Team Concert | Your Trial License expires in 67 days | **Erich Gamma** | Log Out

Dashboards | Project Areas | Work Items | **Plans** | Builds | Reports | Admin | Rational Team Concert

Rational Team Concert 2.0 Release Plan

Team Area: RTC Development | Iteration: 2.0 (10/27/08 - 6/26/09) | 128 Closed | 61 Open

Overview | **Planned Items** | Charts | Themes

Progress: 240/764 pts | Estimated: 100%

View As: Teams

RTC Development
Closed Items: 130 | Open Items: 63

Progress: 240.5/764.5 pts | Estimated: 100%

Project level read access control	2.0 M3	2/2	High	62548
Server performance and scaling data	2.0 RC4	1/1	High	62550
Provide REST API for work items	2.0	0/2	High	62523
RTC client for VS IDE – build, team status view	2.0	0/0	High	62730
Enable other bundlings of RTC components	2.0	1/1	High	62552
Support planning in web UI	2.0	2/2	High	62545

Agile Planning
Closed Items: 37 | Open Items: 2

Progress: 71/72 pts | Estimated: 100%

Build
Closed Items: 11 | Open Items: 0

Progress: 19/19 pts | Estimated: --

User can cancel/abandon builds	2.0 RC1	1 pts	0/0	High	64487
User can delete a build result	2.0 RC1	1 pts	0/0	High	78487
User can view extra info about a build, sufficient to analyze build failures	2.0 RC1	3 pts	0/0	High	77500
User can browse build results by definition	2.0 M2D1	5 pts	0/0	High	66960
User can view the overall build queue for the project area	2.0 M3	3 pts	0/0	Medium	76683
User can list build engines and their status	2.0 M3	1 pts	0/0	Medium	67156
User can navigate to the web UI for a particular build result	2.0 M2D1	1 pts	0/0	Medium	66963
User can report a new work item against a build result	2.0	2 pts	0/0	Unassigned	76684
User can request a rebuild	2.0 M3	1 pts	0/0	Unassigned	67154
User can request a build from a build definition	2.0	1 pts	0/0	Unassigned	67152



Release Backlog

Java - Iteration plan 'Rational Team Concert 2.0 Release Plan - 2.0' - Rational Team Concert

File Edit Navigate Search Project Run Window Help

Rational Team Concert 2.0 Release Plan [2.0] - Iteration plan 'Rational Team Concert 2.0 Release Plan - 2.0'

Rational Team Concert 2.0 Release Plan Problems detected

Team Area: Jazz Development | Iteration: 2.0 (10/27/08 - 6/26/09) | 29 Closed | 58 Open

Progress: 0/0 | 0 h Estimated: 66%

Planned Items
Closed items: 9 | Open items: 46

Item	Progress	Priority	Estimated
Project level read access control	0/0 h	High	62548
Server performance and scaling data	0/0 h	High	62550
Recipes for high availability servers	0/0 h	High	65926
Enable other bundlings of RTC components	0/0 h	High	62552
Provide REST API for work items	0/0 h	High	62523
Support multi-repository dashboards	0/0 h	High	62556
Repository consolidation	0/0 h	High	65597
RTC client for VS IDE - build, team status view	0/0 h	High	62730
Support planning in web UI	0/0 h	High	62545
Improve Scrum support	0/0 h	High	62525
Provide web UI for builds	0/0 h	High	62540
Improve work item customizability	0/0 h	High	62528
More flexible workspace loads	0/0 h	High	62534
SCM logical resource support	0/0 h	High	62533
Common user identity	0/0 h	Medium	65927
RTC SDK	0/0 h	High	65924
SCM: Server operation logging	0/0 h	High	63105
ClearCase importer	0/0 h	High	62537
Improve management of sync streams	0/0 h	High	62518
ClearQuest Connector set-up improvements	0/0 h	Medium	62517

scrum

Overview Planned Items Charts Themes

Processing...: (0%) ... Concert 69524: Read Permission Adoption 607 Hits

Backlog with Plan Item Preview

The screenshot displays the IBM Rational Team Concert interface. The main window title is "Java - Iteration plan 'Rational Team Concert 2.0 Release Plan - 2.0' - Rational Team Concert". The interface includes a menu bar (File, Edit, Navigate, Search, Project, Run, Window, Help) and a toolbar with various icons. The central area shows the "Rational Team Concert 2.0 Release Plan" with a progress bar indicating 0/0 hours and 66% estimated progress. On the left, a "Planned Items" list shows 46 open items and 9 closed items. The selected item, "Improve Scrum support" (ID 62525), is highlighted. The right pane provides a "Plan Item 62525" details view, including fields for Type (Plan Item), Progress (3/3 h, 75% estimated), Team Area (Jazz Development / Rational Team Concert), Filed Against (PMC), Dev Status (On Track), Theme (Team First), Priority (High), DCP Boca (Base Content), Complexity (Significant), and Owned By (Erich Gamma). A "Quick Information" section lists subscribers, children, blocks, and related items. A "Description" pane on the right contains the text: "Improve Scrum support. Scrum-style backlog planning for a release are arranged in p... be grouped by iterations, and l... sprints/iterations. We should in... progress on tasks by providing... representation of the work item...". Below the description is a "Discussion" section with 10 comments, including one from Dirk Baeumer asking for clarification on the 2.0 plan.



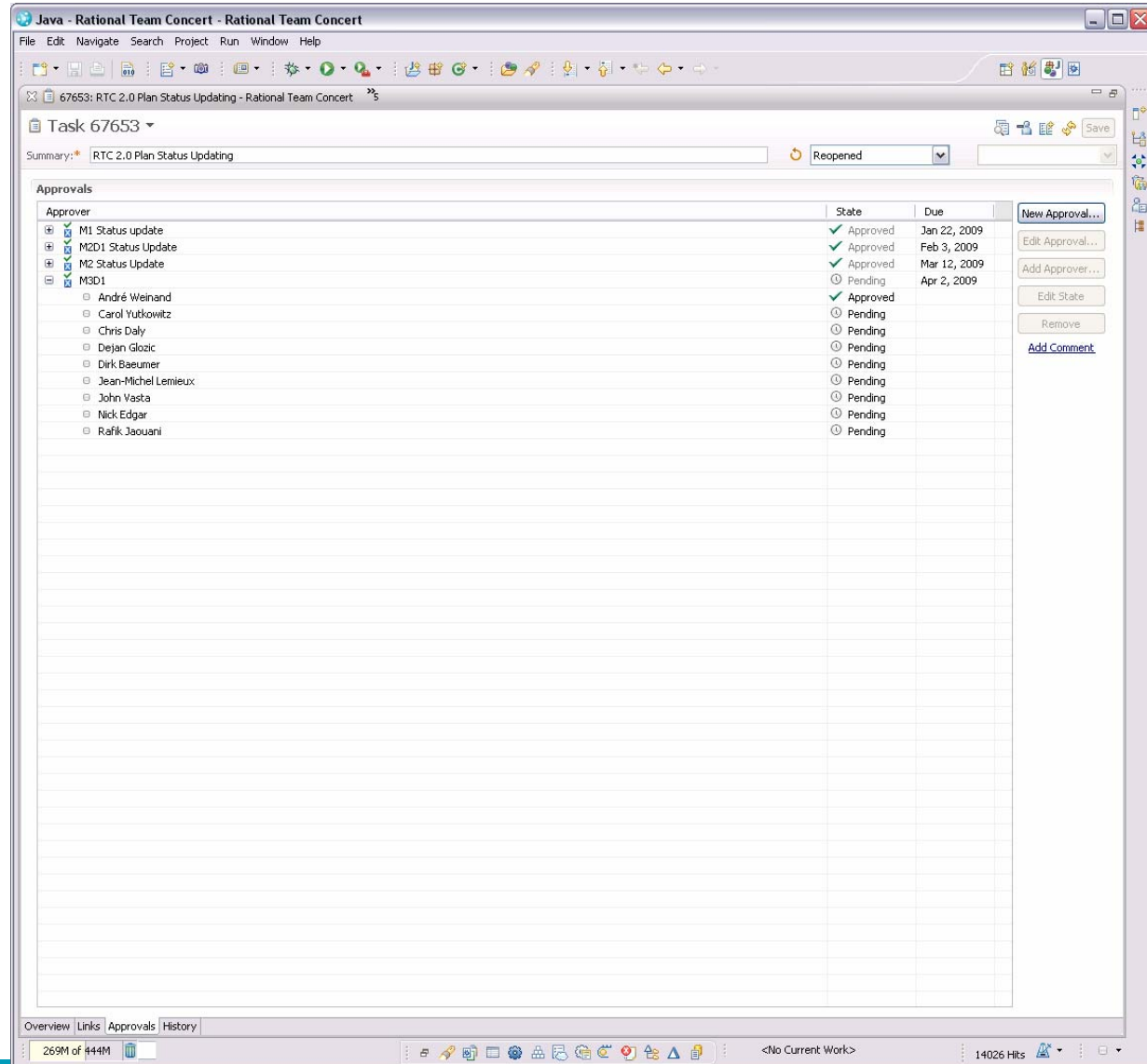
Plan Item

- Custom Attributes
 - ▶ Complexity
 - ▶ Development status:
 - on track
 - at risk
 - behind
 - ▶ Done criteria
- Workflow
 - Proposed
 - Committed
 - Done



Release Plan Status Tracking

- Painless status tracking
- Status updating is tracked in a task with approvals
- Status updated at end of each iteration



Dashboard with Plan Item Status

Rational Team Concert | Your Trial License expires in 30 days | Erich Gamma | Log Out | ?

Home | Project Areas | **Dashboards** | Work Items | Plans | Reports | Admin

All Dashboards > Rational Team Concert >

RTC Development

General | **2.0 Plan** | Open Defects by Themes | Builds | Open Defects by Team | SVT Defects by Team | Defect Trend Comparison | Defect Trends by Priority | Closed Daily M3D1, M3 | Tests | 1.0.1

2.0 DCP | Burndown M3D1 | Add New Tab | Add Viewlet

Plan Related Links

- Detailed Release Plan
- Plan Item Status Description
- Published Release Plan
- Status Tracking Item

Plan Items at Risk (2)

- 62533: SCM logical resource support
- 65932: FDCC compliance

Plan Items Blocked (0)

No work items found.

Plan Items Behind (5)

- 62517: ClearQuest Connector set-up improvements
- 62540: Provide web UI for builds
- 62537: ClearCase importer
- 65925: Support 64-bit server environments
- 62541: Work items improve parity between eclipse and web UI

Plan Items on Track (29)

- 69063: Move the bundled Eclipse from 3.3 to 3.4
- 73767: ClearQuest Bridge
- 65933: VMware support
- 65936: AIX 5.3 TL 7 for p-Series
- 66057: Obtain quality certification
- 62543: Web UI for process permission editing
- 65934: Accessibility
- 62531: SCM file locking
- 62546: Complex text enablement
- 71891: Support enterprise license
- 65922: Reporting across relationships
- 62538: Provide ClearQuest Importer
- 62730: RTC client for VS IDE – build, team status view
- 62523: Provide REST API for work items
- 62550: Server performance and scaling data
- 62525: Improve Scrum support
- 62556: Support multi-repository dashboards
- 62528: Improve work item customizability

Open 2.0 Plan Items (40) Dev Status

Status	Count
On Track	32
Behind	4
Not Started	2
At Risk	2

Plan Items not Started (2)

- 65926: Recipes for high availability servers
- 63105: SCM: Server operation logging

Deferred items are Plan Items from the backlog that are not in scope for RTC 2.0.

Plan Items Deferred (19)

- 62516: Project restructuring on the same and across servers
- 71890: Pre-sales sizing assessment tool
- 65928: Improve remote/WAN performance
- 62551: Support UI scalability in the face of many projects
- 62539: Support ClearQuest Multisite configurations
- 62527: Improve approval for change sets
- 65935: Solaris 10 on SPARC
- 62830: Support instant messaging (IM) in the Web UI
- 65597: Repository consolidation



Project Management Iteration Plan

- Defines mandates from the project management team
 - ▶ Themes
- Buddy Review Tracking

PMC [2.0 M3] - Plan 'PMC - 2.0 M3'

Team Area: RTC Development | Iteration: 2.0 M3 (3/30/09 - 4/24/09) | [15 Closed](#) | [3 Open](#) | No Work Estimated

PMC Plan M3D1

- The **Planned Items** tab - shows the work items corresponding to the plan **view in Group by Team Folders**
- The **Component Summary** tab provides an overview of the committed deliverables for this iteration.

Timelines

- [RTC Timeline](#)
- [JF Timeline](#)

2.0 PMC Mandates Roadmap

The road map is described [here](#)

Themes

- New adoptions
 - [Adopt CSS optimization / modularity system \(71903\)](#)
 - [Process migration helpers are now keyed to component models \(72926\)](#)
 - User setting user interface in Web/UI. The UI will come in FM_RCO and the change needs adoptions from components. See [Contribute overview page to the user settings \(75402\)](#)
- Ensure that all started adoptions are in a done/done/done state meaning they are implemented, tested and deployed.
 - [Read Permission Adoption \(69524\)](#)
 - [Enable project areas with no teams \(65343\)](#)
 - [Team areas can exist outside a development line \(65330\)](#)
 - [Enable showing artifacts \(builds, plans, streams, etc\) in the project area editor \(72920\)](#)
 - [Implement Eclipse 3.3-> 3.4 \(72921\)](#)
 - [Implement and Test RTC without Build, SCM \(64810\)](#)
- Performance
 - Performance work based on the large-scale performance testing
 - Performance pass to ascertain impact of major changes such as read permissions
- Complex text and accessibility enablement
 - Complex text enablement: Change sets from Tod need to be reviewed and delivered by the teams
 - Accessibility enablement: Change sets from Tod need to be reviewed and delivered by the teams
- C/ALM
 - A list of wishes from C/ALM against RTC can be found [here](#). C/ALM is a joined effort from Jazz Foundation, RQM, RRC and RTC, RTC. We should address important requests from C/ALM.

PMC Work

- [Define SDK Contents \(66475\)](#)

Buddy Review Tracking

[M3.PMC.Buddy Plan Review \(75788\)](#)

Overview | **Planned Items** | Charts | Component Summaries



Adoption Items on the Dashboard

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All Dashboards > Rational Team Concert >

RTC Development

General | 2.0 Plan | Open Defects by Themes | Builds | Open Defects by Team | SVT Defects by Team | Defect Trend Comparison | Defect Trends by Priority | Closed Daily M3D1, M3 | Tests | 1.0.1

2.0 DCP | Burdown M3D1 | Add New Tab | Add Viewlet

Recently Viewed

- RTC Development
- Erich Gamma's Dashboard

My Dashboards

- Erich Gamma's Dashboard

Shared Dashboards

- My Profile
- Rational Team Concert
 - Jazz 1.0.1.X Maintenance
 - RTC Development**
 - Work Item
- All Dashboards

2.0 Release Plan available

Description RTC Development

Umbrella area for all RTC development work

Development work is done in a separate development line named 'development'. This team area is the parent of all team areas dedicated to the RTC development work. The development work is structured around releases.

Each component team that actively contributes to the development work is represented with its own child team area.

The RTC PMC oversees the development work. Team members listed in this team area are working across all component boundaries.

Open Track Build Items (1)

- 76645: Track 2.0 M3D1 a (week of March 30, 2009)

Work Item Queries

- Retrospectives (115)
- QCert: Open Blocking, Critical Defects (SVT, FVT, Development) (10)

Open Blocker and Critical Defects (31) Filed Against

Work Items	~10
Source Control	~8
Agile Planning	~7
JRS	~6
Release Engine...	~5
Visual Studio Client	~4
ClearCase Conne...	~3
Build	~2
ClearQuest Bridge	~1

Open Globalization (Must Fix) (6) Filed Against

Agile Planning	~6
Install	~5
Process	~4
Visual Studio Client	~3
Work Items	~2
Work Items/Eclips...	~1

Accessibility Change Sets Requiring... (11) Filed Against

Work Items/Web UI	~6
Agile Planning/...	~3
Build	~1
Agile Planning/W...	~1

Bi-di Change Sets Requiring Approval (1) Filed Against

Approved Team Adoptions (7)

- 69524: Read Permission Adoption
- 71903: Adopt CSS optimization / modularity system
- 68988: Removal of "Repository Client" component from foundation
- 72920: Enable showing artifacts (builds, plans, streams, etc) in the project area editor
- 65343: Enable project areas with no teams
- 65330: Team areas can exist outside a development line
- 66185: IFilesystemRestClient API changes for 2.0

Proposed Team Adoptions (1)

- 72926: Process migration helpers are now keyed to component models

Cross Team Expectations (2)

- 61490: Daemon APIs to get/set Jazz Source Control preferences
- 63022: Need to identify work items that are resolved invalid and duplicate

JF 1.0 X-Expectations (6)

- 64884: ShrinkSafe forward reference problem
- 63787: ValidatingX509TrustManager will accept any signed certificate
- 69890: Support sorting by state extension values on a named key
- 70562: Add support for streaming input args for large in lists
- 71439: Guard against custom serializers in ItemRenderService if a specific format is expected
- 70615: Need mechanism to find items where links do not exist

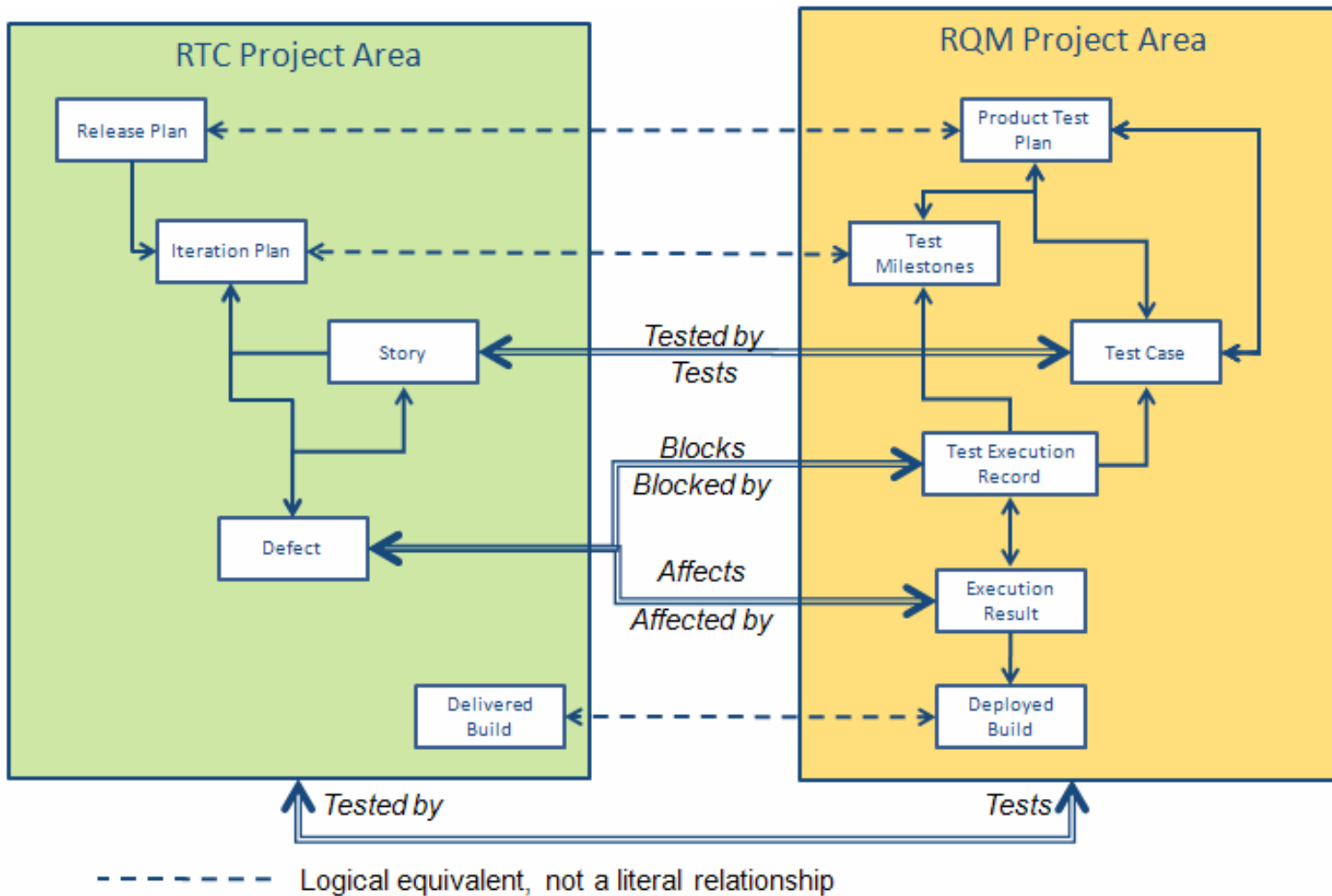


More support for Agile at Scale

- **RTC Build**
 - ▶ personal builds
 - ▶ build snapshots
- **Buildforge Integration**
- **Jazz SCM**
 - ▶ isolation/integration using stream flow hierarchies => show our flow structure
 - ▶ private versions for code exploration
 - ▶ suspend resume for task isolation
- **Dashboards**
 - ▶ for transparency



Agile Planning & Collaborative ALM



Summary

- RTC 2.0 covers the planning onion
- Much improved scrum and scrum of scrum support
- Planning for everybody in eclipse and web





DEMO

Questions



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Recommended Resources

- www.ibm.com/rational/agile/
- www.ibm.com/developerworks/
- www.ibm.com/software/info/developer/solutions/gdd/
- www.ibm.com/developerworks/blogs/page/ambler

References

- Mike Cohn, Agile Estimating and Planning
- Webcast: Using Rational Team Concert in a Globally Distributed Team
 - ▶ <https://jazz.net/blog/index.php/2009/01/06/webcast-using-rational-team-concert-in-a-globally-distribute-team/>

