



The content described herein is intended to outline our general product direction for informational purposes only. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions.

The development, release, and timing of any features or functionality described herein remain at the sole discretion of Atlassian and is subject to change.

A blue background with a network diagram consisting of several circular nodes connected by lines. Two of the nodes contain a white bell icon, representing Jira. The text is overlaid on this background.

COMMONWEALTH BANK OF AUSTRALIA:

Engineering transformation at scale for **25,000** Jira users

Helen Lau, Chief Engineer, Commonwealth Bank Australia

Agenda



Our transformation journey

Why do we need to transform?

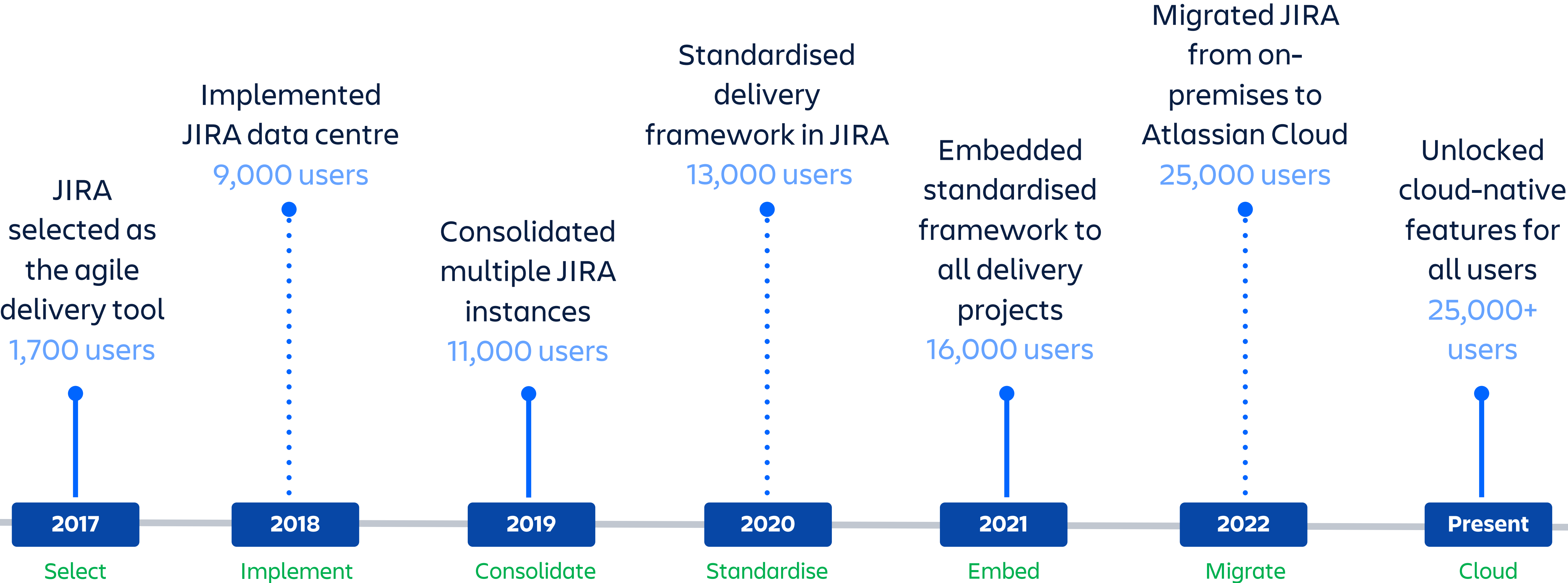
What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?

OUR JIRA TRANSFORMATION JOURNEY



Agenda

Our transformation journey

Why do we need to transform?

What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?

Why do we need to transform?

Obsess over customers

We want to focus on building products and services for our customers instead of building and maintaining tools.

Engineering culture

We want to build a world-class engineering experience for every single technologist in the company.

NPS +30

When we increase delivery velocity, that will directly translate to meeting our customers' demands rapidly.

Agenda

Our transformation journey

Why do we need to transform?

What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?



Keyboard to
customer via
the cloud in
minutes

Agenda



Our transformation journey

Why do we need to transform?

What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?

Key ingredient to our success



Agile

There is no plan that will guarantee a successful outcome; teams need to be agile to overcome any surprises.



Dry run

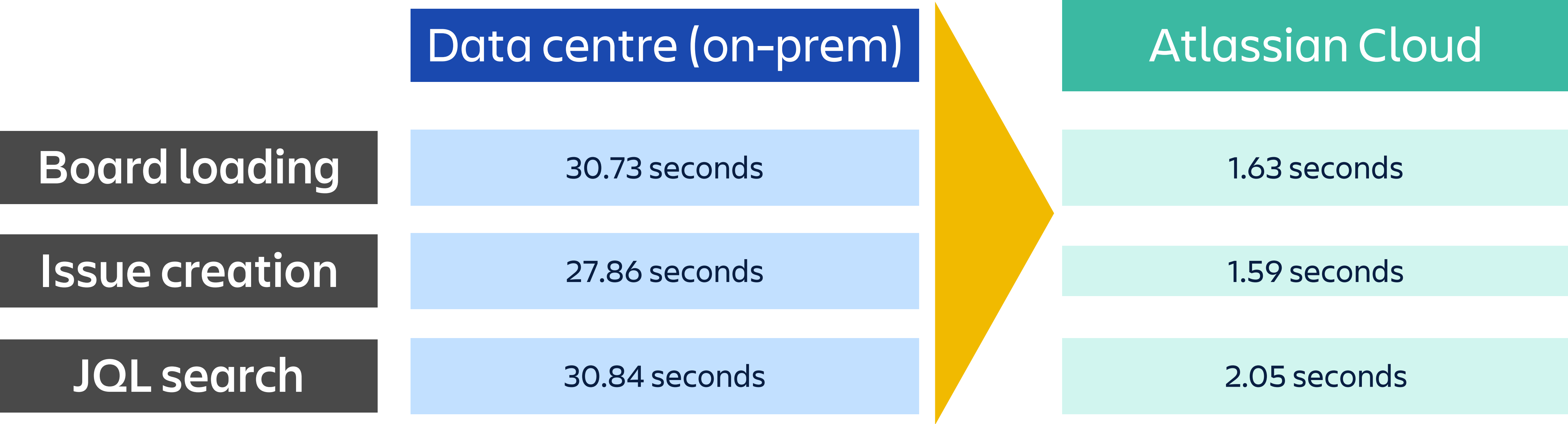
Perform dry runs as early as possible: it will flush out many technical or operational challenges.



Collaboration

Build a “one team” culture, regardless of company or job title, where everyone collaborates towards a shared goal.

PERFORMANCE TEST STATS



Response time statistics are based on a load test with **5,000 concurrent users**.

Stress testing was performed by CBA on controlled environments, not representative of typical activity and/or user experience.

BENEFITS

Resilience and availability

- No Priority 1, Priority 2, or Priority 3 incidents since migration (Nov. 2022 to now).
- No planned or unplanned outages since migration.

Unleash cloud platform capability

- Mobile/tablet support.
- Unlimited instance and sites.

Increase end-user satisfaction

- Performance improvement directly translates to happy end users.

Cost and efficiency

- Our support ticket is trending down; free up resources to work on more interesting projects.
- Eliminated the need on raising capital for new hardware.

Agenda



Our transformation journey

Why do we need to transform?

What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?

Challenges and lessons learned

Technical

Operational

Compliance

Change
management

Technical aspect

Security:

- Additional effort to ensure data is encrypted in transit and at rest
- Enable SSO with multiple identity providers
- Sync user account and access permissions across many groups and projects

Environments:

- Mapping on-premises environments with cloud instance
- Migration path through different environments
- Collaboration between engineers across multiple environments

Performance:

- Moving large volumes of data without impacting business operations

Hitting boundaries:

- Number of users is above Cloud user group limit of 20,000
- Not all plug-in data could be migrated
- Develop bespoke API gateway solution for bidirectional communication

Challenges and lessons learned

Technical

Operational

Compliance

Change
management

Operational aspect

Collaboration:

- Coordination across multiple time zones (Australia, UK, Poland, and US) with Atlassian and plug-in providers
- Information sharing, logs, hot fixes

Dependencies:

- Many cross-team dependencies; for example, network, identity, and security
- Testing across multiple time zones and global teams (Australia, US, UK, and India)
- Testing across subsidiaries

Outage window:

- Extended service interruption window for 60 hours

Challenges and lessons learned

Technical

Operational

Compliance

Change
management

Compliance aspect

Data centre hosting:

- Develop a solution with Atlassian to pin our cloud instance to Australia data centre only
- Review plug-in hosting one by one

Cyber security:

- Develop API token and whitelisting solution with Atlassian engineers to meet cyber requirement
- Ensure plug-ins meet cyber security requirements, additional effort to review plug-in providers one by one

Regulatory compliance:

- Allow enough time to complete materiality assessment
- Allow enough time to complete inherent risk assessment

Challenges and lessons learned

Technical

Operational

Compliance

Change
management

Change management

Communication:

- Early communication plan
- Set up a champions network, feed important information to all users
- Weekly and monthly briefing and champion sessions
- Dedicated change management team throughout the project

Premigration support:

- Engage Atlassian engineering team for critical support
- Line up cross-function team members on standby
- Co-locate migration team on site with A/B team on shift covering 60 hours migration window

Postmigration support:

- Set up war room just in case for any postmigration support/remediation
- Full team standby during hyper-care period

Agenda



Our transformation journey

Why do we need to transform?

What is our vision?

How did we succeed?

Challenges and lessons learned

What's next?

CONFLUENCE MIGRATION

Migrate Confluence from an on-premises data centre to Atlassian Cloud, and unleash the full potential of the platform for **30,000 users**.





Thank you!



HELEN LAU | CHIEF ENGINEER | [LINKEDIN.COM/IN/HEYLAU](https://www.linkedin.com/in/hey Lau)