UNLEASH THE NEW: STATE GOVERNMENTS GET AGILE

Agile at Scale – Implementing the Discipline in State Government

accenture consulting
Host

Eric Sweden

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States Participating in Interviews

NE, CA Presented on August 2017 webinar
ID, TX Presented on February 2018 webinar
Panelists

Cliff Luckey
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Keir Buckhurst
Managing Director
Accenture

Josh Jackman
Bureau Chief, Automation Integration
Idaho Dept. of Health and Welfare – Division of Welfare
Do you anticipate increased use of agile or incremental software development approaches in your state within the next 12-24 months?

- Yes: 81%
- No: 4%
- Don’t Know: 15%
How would you characterize the use of Agile or incremental software development approaches within your State?

- **2%** No use
- **17%** Limited use, uncoordinated
- **34%** Pilot/trial adoption on certain projects
- **37%** Widespread use, but not subject to centralized oversight or guidelines
- **10%** Widespread use, subject to centralized oversight or guidelines
Top Ten: State CIO Priorities for 2018

1. Security
2. Cloud Services
3. Consolidation/Optimization
4. Digital Government
5. Budget and Cost Control
6. Shared Services
7. Broadband/Wireless Connectivity
8. Data Management and Analytics
9. Enterprise IT Governance
10. Agile and Incremental Software Delivery

Source: NASCIO State CIO Ballot, November 2017

2016(9), 2017(9), 2018(10)
Questions

Please use the “chat to everyone” chat box for entering your questions. Everyone can see all the questions being asked. Participants can spin on each other’s questions.
Agile at Scale – Implementing the Discipline in State Government
Catalysts & Motivations for Agile

Are you experiencing:

- Extended Delivery Timeframes from concept to launch
- Extensive Changes Late in the Development Cycle
- Lack of collaboration between Business & Technology
- Demotivated IT and Business Teams
Catalysts & Motivations for Agile

Are you experiencing:

- Unsuccessful large scale development
- Exceeding your costs budgets for your projects
- Creating Excessive Documentation without adding value

Agile may be the way forward
Debunking Common Agile Myths
What’s True and What’s not

- Agile has no planning
- Agile has limited or no documentation
- Agile is just Waterfall with different names for meetings, roles, and documents.
- Scrum Master = Project Manager
- Agile is a silver bullet
- Agile does not work on large scale projects
- Agile means faster delivery
- Agile and Waterfall cannot coexist
- Agile cannot be used on fixed price contracts
- Agile cannot be used on deliverable based contracts
Critical Success Factors for Becoming Agile

1. Vision & Leadership
   - Executive buy-in and unequivocal support from Business and IT Leadership

2. Organizational Readiness
   - Develop an Agile Business Plan/Strategy guide

3. Empowerment
   - Quick decision making is key. Empower your people to take ownership

4. Governance
   - A rigorous governance process with well-defined methods for prioritization of Themes and Epics.

5. Vendor Management
   - Amend contracts for Agile. Change buying patterns

6. Phased Approach
   - Phase into Agile. Begin with one 4-week sprint as a pilot and then scale further
Agile Phases

Roadmap
- Portfolio Steering Committee to provide a prioritized product roadmap in the form of Themes & Epics
- Create High Level Epic Estimates
- On a monthly basis, re-evaluate the priorities and new projects

Discovery
- Assign product owner for each theme (project)
- Product owner to review and approve user stories
- Decompose Epics into user stories and define acceptance criteria

Sprint
- Implement user stories
- Test user stories to confirm acceptance criteria are met
- Conduct product demo
- Update product backlog

Release
- Manage sprint cycle deployment
- Perform regression and performance testing
- Perform release deployment to production
Our Agile Ceremonies

### Continual Governance
- Prioritize items in your backlog
- Split larger items into smaller items
- Estimate items – story points
- Identify which items are sprint-ready

### Sprint Planning
- Scrum Team selects and understands the work to be done in the sprint
- Breakdown of user stories into tasks
- Scrum Team creates a plan for accomplishing the work

### Daily Stand-up
- 15-minute daily stand-up
- Discuss impediments in planned work
- Strategies for removing impediments
- The stand-up should be a communication meeting amongst the delivery team to help ensure that all team members are on the same page and moving forward. Any discussions lasting more than a few minutes should be handled off-line.
- Any blocker resolution meetings are discussed offline

### Sprint Review
- Overview and demonstration of the product increment
- Conduct an interim review in the 3rd week of the sprint
- Final demo in the final week and obtain sign-off from Product Owner

### Sprint Retrospective
- Retrospect on what went well in the sprint and what could have gone better
- Identify potential improvements
- Items discussed at the retrospective are not published and remain private with the sprint team
Considerations for Scaling

What to consider defining when scaling Agile across an organization

<table>
<thead>
<tr>
<th>Agile Processes</th>
<th>Define necessary processes for widespread use</th>
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<tbody>
<tr>
<td></td>
<td>• Theme/Epic Prioritization</td>
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<td>• Estimation method</td>
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<td>• Approved Ceremonies</td>
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<td>• Deliverable Mgmt.</td>
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<td>• Defect Mgmt.</td>
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<td>• Risk and Issue Mgmt.</td>
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<td>Technical Readiness</td>
<td>Prepare the system and supporting environments</td>
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<td>• Environments Mgmt.</td>
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<td>• Tools Selection</td>
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<td>• Test Mgmt.</td>
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<td>• Deployment Mgmt.</td>
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<td>Organizational Readiness</td>
<td>Prepare the organization for Agile changes</td>
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<td>• Stakeholder Analysis</td>
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<td>• Training Assessment &amp; Strategy</td>
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<td>• Communication Assessment &amp; Strategy</td>
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<td>• Business Process Transformation</td>
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<td>• Governance</td>
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<td>• Project Management</td>
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<td>Resource Readiness</td>
<td>Prepare internal staff for Agile changes</td>
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<td>• Skillset Evaluation</td>
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<td>• Internal Resource Re-Organization (R&amp;R)</td>
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<td>• Agile Onboarding</td>
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<td>• Agile Certifications</td>
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<td>Cost Planning</td>
<td>Adjust the way we interact financially</td>
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<td>• Contract Mgmt.</td>
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<td>• Pricing Models</td>
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What should we be tracking?

Define key metrics to track success and improvement during the Agile transformation

- Track sprint metrics – Task breakdown, sprint burndown, resource allocations, user stories completed
- Review overall quality by measuring escape defects, cumulative flow diagram, accuracy of estimations, CFD
- Develop a dashboard that pulls data from various SDLC tools
- Provide transparency to theme, epic, sprint and release data through drill down capabilities
Rapid Development needs Automation

Technology makes it easier for businesses to engage and continuously improve system and operational efficiencies after an Agile transformation.
Agile Benefits

**Collaboration**
Collaboration is at the very heart of the Agile mindset

**Value Driven**
Continued focus on business value is foremost

**Faster Time To Market**
Deliver working software quicker and more often to production

**Building Trust**
Trusting relationships are key to success

**Quality**
Focus on Quality

**Ownership**
Self-organizing teams promote creative problem solving & a sense of ownership
Key Takeaways

- Start Small & Build Momentum
- Craft a Cohesive Vision for Bold Transformation
- Increase Collaboration Between Business & Technology
- Build Trust amongst your teams
- Control Chaos through Proactive Governance
- Establish a Roadmap to Guide You on Your Journey
Finally.....

Adopting agile means:

“Only thing that needs to change, is everything....”

Agile Mantra – HAVE FUN AND STAY HUMBLE!
Thank you

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Agile in Idaho
Why we adopted Agile in Idaho:

- Established in 2006 – Project to move Benefits eligibility system off of the mainframe

- Business-driven initiative:
  - Funding - Minimizing cost

- System Requirements - Maximizing flexibility

- IT department configured to “keep the lights on”, not create new functionality
Perceived Benefits:

- Flexibility in the face of change:
  - Policy
  - Timelines
  - Perspectives
  - Technology
  - Delivery of Highest Value First

- Cost Savings: In house development at 1/3 of the cost of a contracted System Integrator development
Over 10 Years of Agile Experience:

- 2007-2009: Benefits eligibility system modernization
- 2010-2012: Maintenance for Benefits and Child Support systems
- 2012-2016: Affordable Care Act changes to Medicaid and Health Coverage Assistance - Accomplishments:
  1) Go live with a federal market
  2) Facilitated our own state marketplace implementation
  3) Created a fully integrated APTC/Medicaid/CHIP eligibility system
- 2016-Current: Child Support Migration and Modernization; Ongoing moderation of our Benefits applications
Current Teams:

- 5 Scrum Teams for Software Development
- 2 Kanban Production Support Teams
- 1 Kanban Data team
- 1 Operational support team
- 1 Business/UAT Testing team
Sprints/Releases:

- 2 week sprints
- Releases every 2-3 sprints
Maturing Agile practices

- Program Increment Planning from SAFE – Planning out 5 sprints
- Dual Track Scrum – Using a cross-functional Business and IT representatives to drive requirements gathering
- Use of Kanban were most applicable
- Use of ‘Engineered Solutions’ in lieu of Agile development
Current relationship between IT and Business:

- IT has grown to embrace Agile practices, and collaboration occurs positively across business and IT.

- Some Friction: IT is focused on sustainability and maintainability of systems, while Business wants quality, fast, and low-cost delivery of software.
Summary of Benefits of Agile

• Strong framework for software development

• Flexibility when it comes to changing policy and customer requirements

• Delivering high value functionality in short release cycles

• Business representatives are tightly integrated

• Low risk opportunity to inspect and adapt work at regular intervals

• Scoping work to focus on the Minimum Viable Product

• Amazing collaboration between cross-functional stakeholders (Business, IT and outside partners)
Thank You!

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Questions

*Please use the chat box for entering your questions*
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