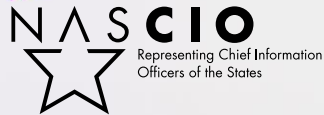


UNLEASH THE NEW:

STATE GOVERNMENTS GET AGILE

Agile at Scale –
Implementing the
Discipline in State
Government

accenture consulting



Host

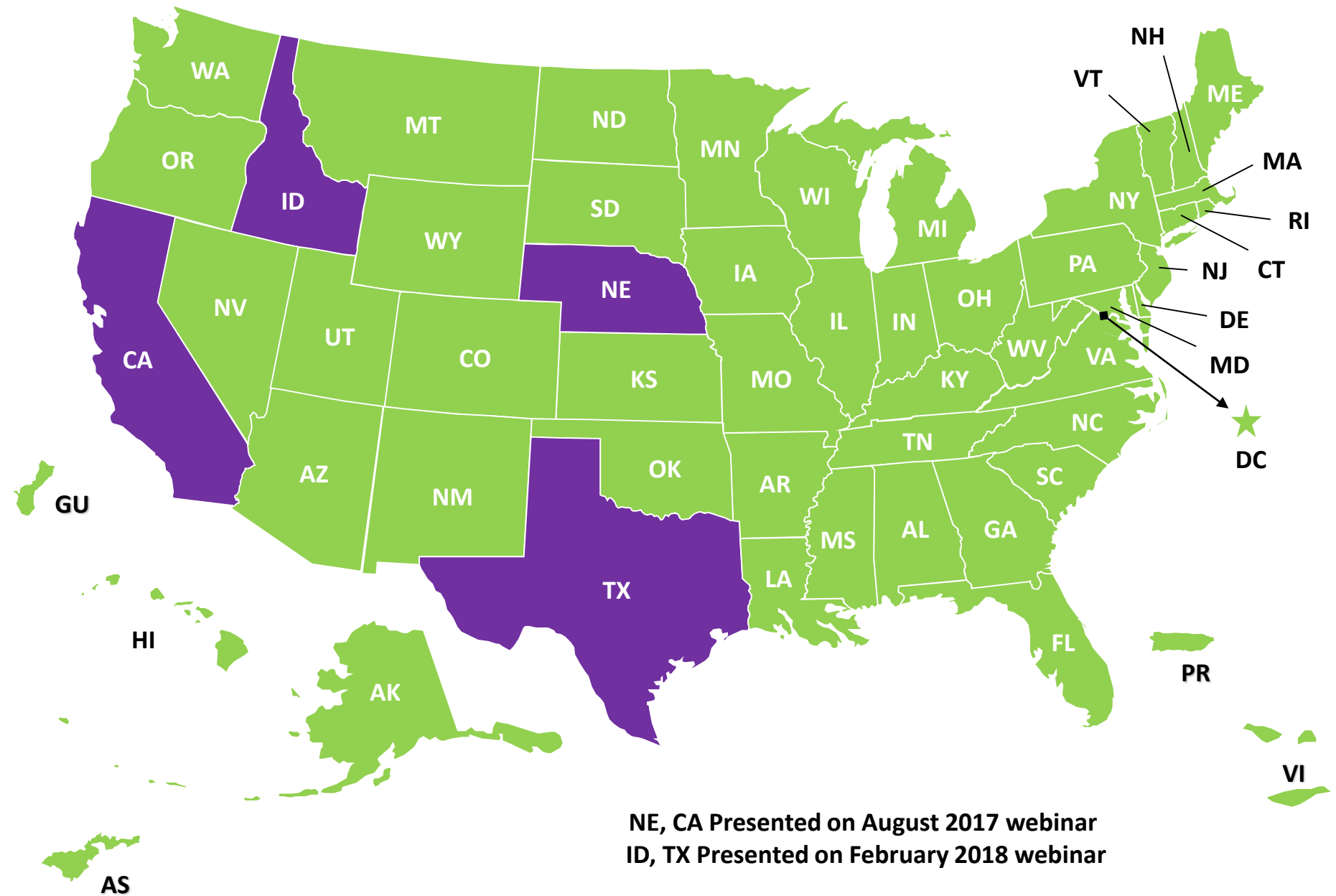


Eric Sweden

Program Director
Enterprise Architecture & Governance
NASCIO



States Participating in Interviews



Panelists



Cliff Luckey

***Director of Social Services
Applications, Information
Technology
Texas Health and Human
Services Commission***



Keir Buckhurst

***Managing Director
Accenture***



Josh Jackman

***Bureau Chief, Automation
Integration
Idaho Dept. of Health and
Welfare – Division of Welfare***



THE 2016 STATE CIO SURVEY
SEPTEMBER 2016

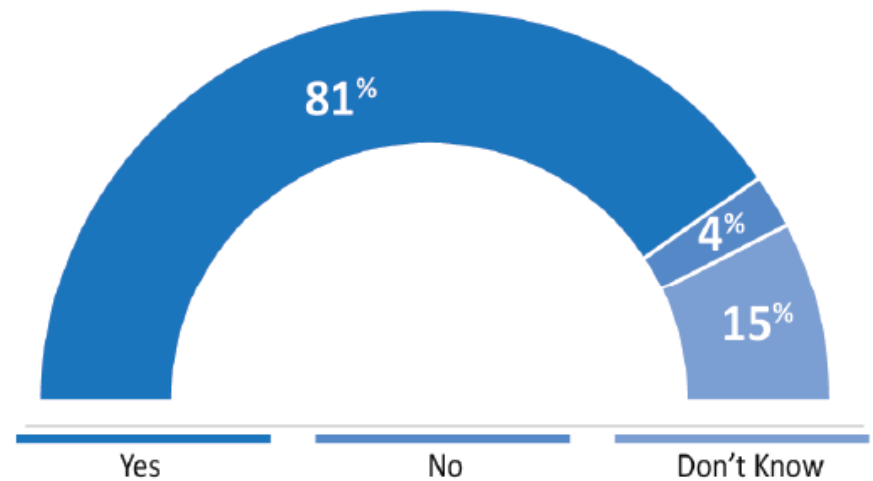
Grant Thornton

CompTIA

the ADAPTABLE STATE CIO



Do you anticipate increased use of agile or incremental software development approaches in your state within the next 12-24 months?





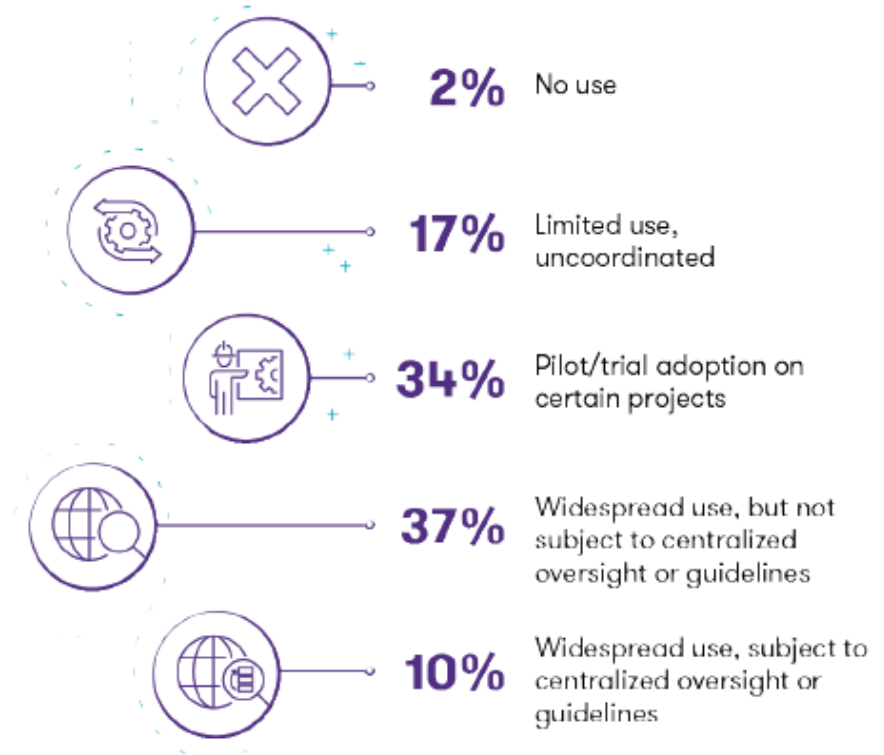
The 2017 State CIO Survey
October 2017



CompTIA



How would you characterize the use of Agile or incremental software development approaches within your State?



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



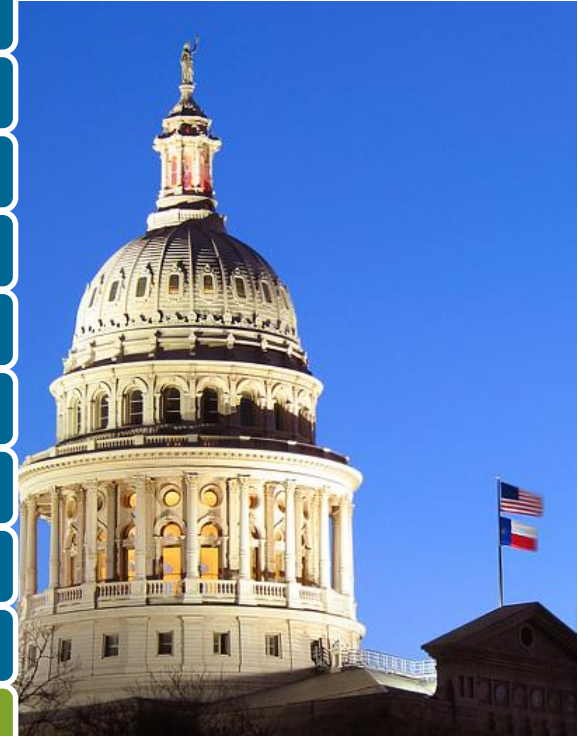
7. Broadband/Wireless Connectivity



8. Data Management and Analytics

9. Enterprise IT Governance

10. Agile and Incremental Software Delivery



Source: NASCIO State CIO Ballot, November 2017

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.*





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Services



Agile at Scale – Implementing the Discipline in State Government

Feb 27, 2018

Catalysts & Motivations for Agile



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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



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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



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Agile has no planning



Agile has limited or no documentation



Scrum Master = Project Manager



Agile is a silver bullet



Agile does not work on large scale projects



Agile is just Waterfall with different names for meetings, roles, and documents.



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



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

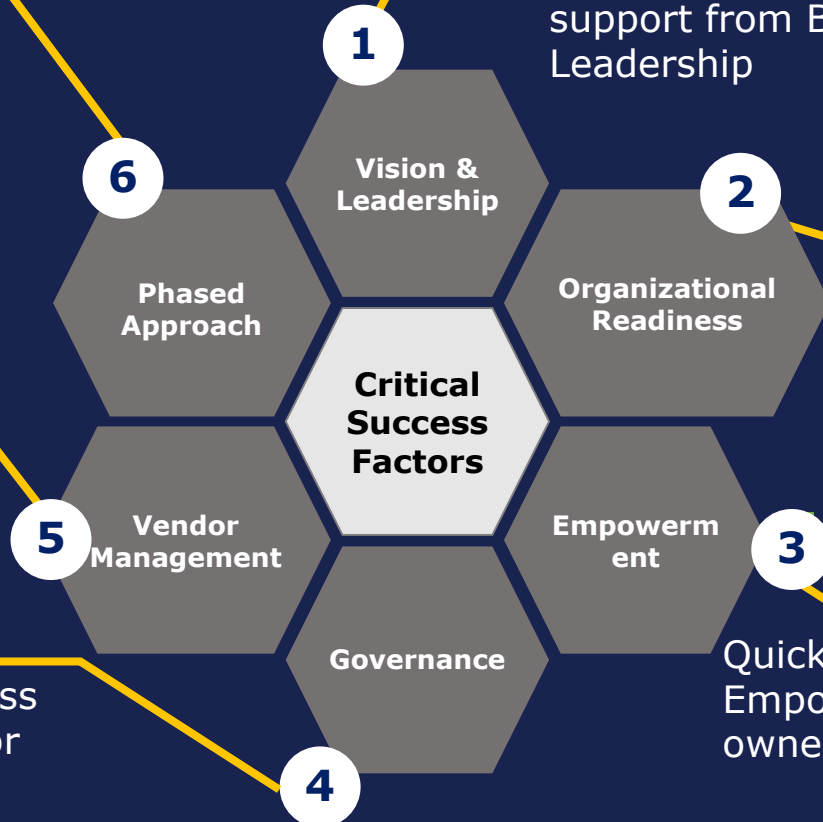
Executive buy-in and unequivocal support from Business and IT Leadership

Amend contracts for Agile. Change buying patterns

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

Develop an Agile Business Plan/Strategy guide

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



Agile Phases



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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



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Continual Governance

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



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 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



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



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What to consider defining when scaling Agile across an organization



Agile Processes

Define necessary processes for widespread use

- Theme/Epic Prioritization
- Estimation method
- Approved Ceremonies
- Deliverable Mgmt.
- Release Mgmt.
- Defect Mgmt.
- Risk and Issue Mgmt.



Technical Readiness

Prepare the system and supporting environments

- Environments Mgmt.
- Tools Selection
- Test Mgmt.
- Deployment Mgmt.



Organizational Readiness

Prepare the organization for Agile changes

- Stakeholder Analysis
- Training Assessment & Strategy
- Communication Assessment & Strategy
- Business Process Transformation
- Governance
- Project Management



Resource Readiness

Prepare internal staff for Agile changes

- Skillset Evaluation
- Internal Resource Re-Organization (R&R)
- Agile Onboarding
- Agile Certifications



Cost Planning

Adjust the way we interact financially

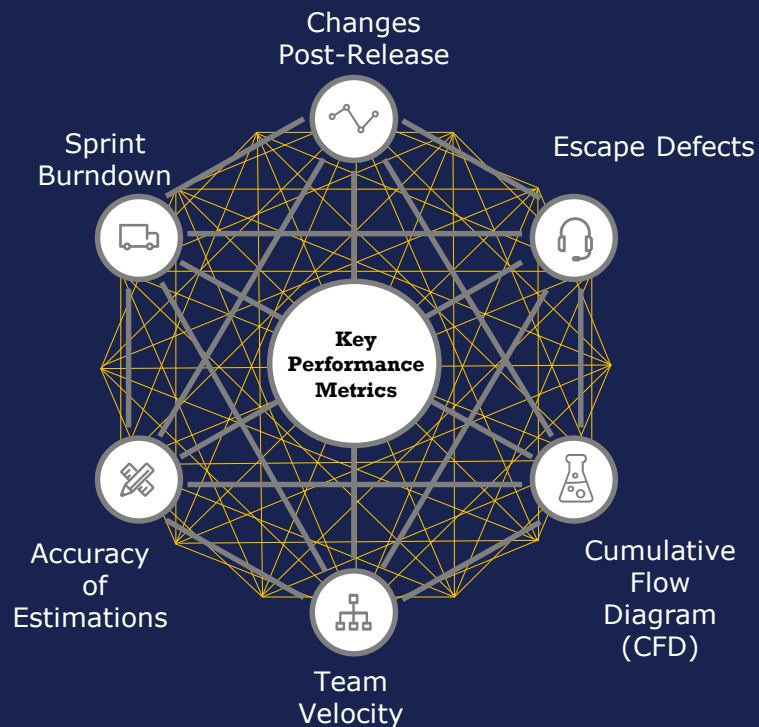
- Contract Mgmt.
- Pricing Models

What should we be tracking?



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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



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**Infrastructure
as Code**



**Integrated
Tools Chain**



**Continuous
Integration**



**Risk
Monitoring**



**Continuous
Testing**



**Test-Driven
Development**



**Automated
Testing**



**Developer
Self-Service**



**Continuous
Delivery**



**Continuous
Monitoring**



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



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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



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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.....



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Adopting agile means:

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

Agile Mantra – HAVE FUN AND STAY HUMBLE!



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Thank you

Cliff Luckey

Director, Social Services Applications
Texas Health and Human Services Commission
Cliff.luckey@hhsc.state.tx.us

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:

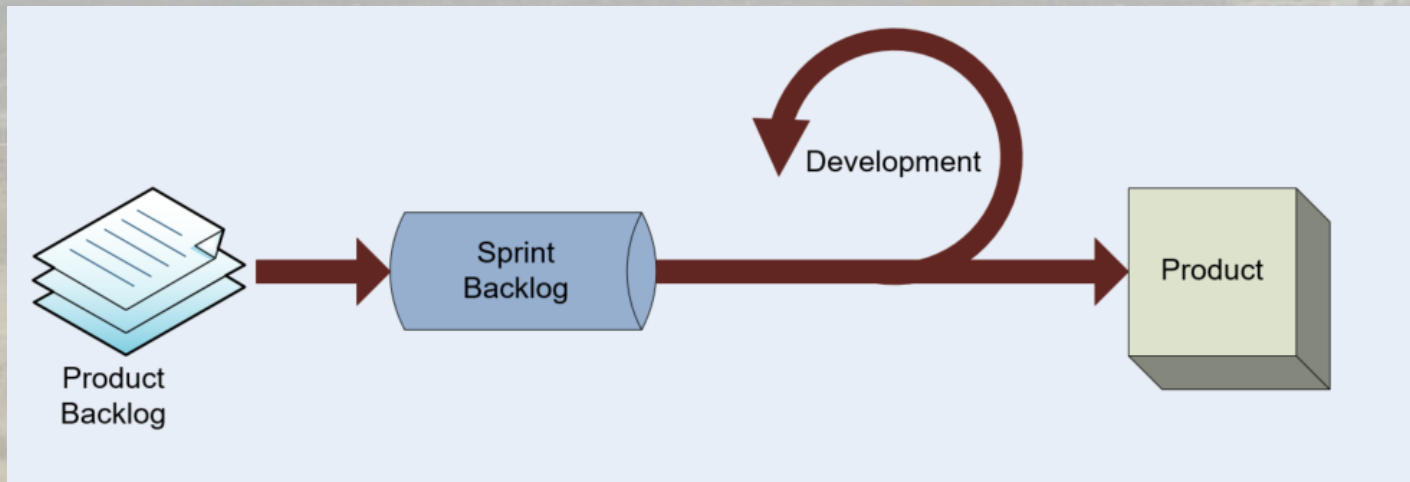
- 2007-2009: Benefits eligibility system modernization
- 2010-2012: Maintenance for Benefits and Child Support systems
- 2012-2016: Affordable Care Act changes to Medicaid and Health Coverage Assistance - Accomplishments:
 - 1) Go live with a federal market
 - 2) Facilitated our own state marketplace 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!

JOSH JACKMAN

Idaho's Department of Health and Welfare
Self-Reliance Programs Division

Josh.Jackman@dhw.idaho.gov

Questions

Please use the chat box for entering your questions



FOR MORE INFORMATION, PLEASE CONTACT:



DOUG ROBINSON

Executive Director

drobinson@nascio.org

ERIC SWEDEN

Program Director

esweden@nascio.org



RICK WEBB

Managing Director

rick.c.webb@accenture.com

KEIR BUCKHURST

Managing Director

CLIFF LUCKEY

Director

Texas Health and
Human Services Commission

Cliff.Luckey@hhsc.state.tx.us

JOSH JACKMAN

Idaho's Department of Health and Welfare
Self-Reliance Programs Division

Josh.Jackman@dhw.idaho.gov



