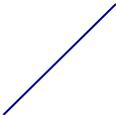

Lessons Learned from an Agile Approach to IT Development

Industry Day Event
March 9, 2016

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- **We look forward to a dialogue today. You will have the opportunity to post questions throughout the presentation. We will post a summary of the questions and answers after this event.**
- **You can download this deck by selecting it under “Files” and clicking “Download File(s)” any time during this presentation.**
- **We will also be posting this deck and other related documents in the near future to the Interact site**
- **You can always contact us at IAEOutreach@gsa.gov**



Eric Ferraro
Assistant Commissioner, IAE

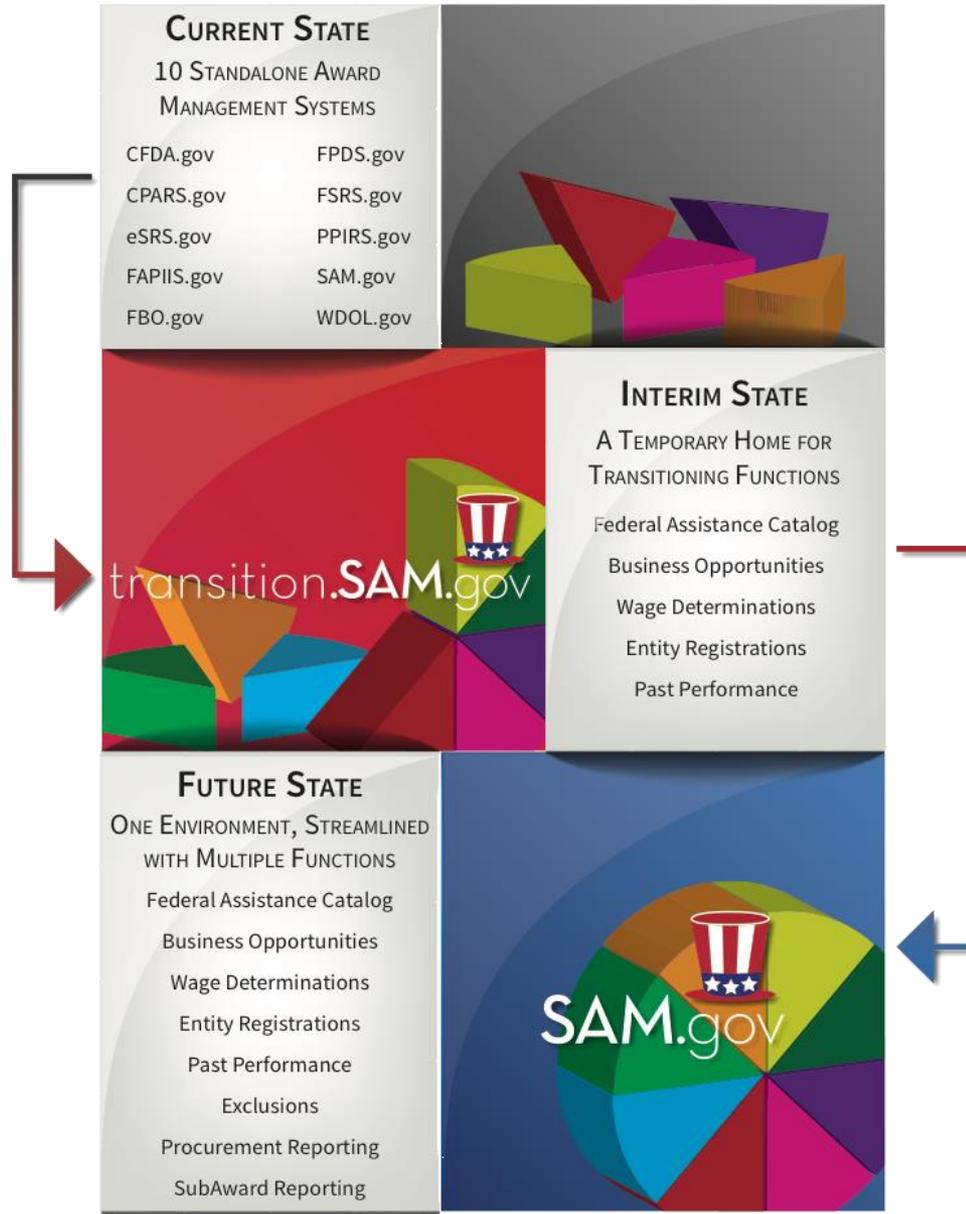
- **Introduction**
- **Objectives**
- **The Catalyst for Agile**
- **Maturing Operations and Lessons Learned**
- **Big Realizations**
- **Q&A**

- **Foundational understanding about the IAE Program and the catalyst to move to a high performing and Agile organization**
- **Understanding of the impact Agile has had on IT and non-IT functions, inside and outside of the program office**
- **Sharing lessons learned as we work toward maturity in our transformation**

Presidential E-Government Initiative with General Services Administration (GSA) as the managing partner. The IAE uses innovative processes and technologies to improve systems and operations for those who award, administer, or receive Federal financial assistance (i.e., grants, loans) and contracts.



- **How IAE works**
 - IAE receives policy direction from the Office of Management & Budget (OMB)
 - Oversight comes from CAOC, COFAR and CFOC
 - IAE is governed by the Award Committee for E-Government (ACE)
 - IAE is co-led within GSA by FAS and GSA-IT
- **Scope of IAE environment (FY15)**
 - The IAE systems have at least 3.6 million users; in SAM alone, there are 1.8 million entity records of which 548,000 are active registrants
 - More than \$987 billion in federal assistance and awards across 13.3 million transactions reported in IAE systems
 - More than 500 million hits or page views per month across IAE's systems, including an average of almost 1.25 million searches per week in SAM alone



- **Create a single, foundational Common Services Platform (in the cloud) that allows**
 - faster development of new software
 - cost savings
 - shared security
 - increased software quality
 - data integration across IAE systems
- **Transform the IAE culture and software development to an Agile approach that supports**
 - more transparent and frequent delivery of capability
 - increased collaboration
 - early identification of risks and issues
 - ability to adapt quickly to changing needs

- **The initial roll out of SAM solution was a failure**
 - **There were problems with access**
 - **Some of the functionality didn't work**
 - **Generally, users couldn't get it to do what they needed it to do**
 - **Traditional waterfall development approach**
 - **Traditional waterfall contractor/acquisition strategy**
 - **Acquisition focused, not user focused**
 - **Government IT not involved**
 - **Poor communications**

“Success is a lousy teacher. It seduces smart people into thinking they can't lose.” Bill Gates

We Changed our Structure



- **We established a co-lead PMO within the Federal Acquisition Service (FAS) to:**
 - **Create a cross-functional team of program management and software development experts**
 - **Establish joint ownership between acquisition and IT leadership**
 - **Bring in the best acquisition and IT talent in GSA**
 - **Grow needed Agile expertise inside the Federal workforce**

We Changed our Approach



- **Traditional waterfall project management allowed for too much risk**
- **We Moved to Agile to provide**
 - **End-user engagement in the solution development**
 - **Better connection between product owners (requirements) and developers**
 - **Ability to earlier identify when we were going off track**
 - **Ability to roll out working software more frequently**
 - **Ability to validate and verify defects, bugs, etc. through use of DevOps**

“Culture eats strategy for breakfast.”

– Peter Drucker, Management Guru

- IAE has implemented Agile / Scaled Agile Framework (SAFe) and continues to improve
- Agile development is the practice of designing and releasing software features at frequent intervals.
- SAFe is a methodology that allows IAE to implement Agile for a diverse program. It gives us the flexibility to scale according to IAE's need
- Transforming to Agile is about both the process and sometimes more importantly, about the people

“Agile State of Mind”

- **Applied Agile in pockets**
- **Had some successes and some failures**
- **Repaired SAM's instability by partnering with our contractor team to use**
 - **Agile with Discipline**
 - **Rational Team Concert**
 - **Agile Scrum Master**
- **Relied heavily on contractor expertise**
- **Lacked training and tools**
- **Culturally we were skeptical**

- **Began to scale Agile across the program**
- **Introduced tools with a lot of ongoing customization**
- **Rolled out new Agile processes**
- **Excited about and overly focused on the technology platform**
- **Provided training to all team members, including the program executive and brought in an Agile coach**
- **Tried to move too quickly, compromising quality**
- **Not yet understanding the cultural impact**

- **Existing culture started to resist change**
- **Recognized we needed to be more business oriented**
- **Two-day in-person release planning was a turning point**
- **Stabilized our tool set**
- **Better engaged our Agile coach**

- **Processes, tools, and language are in place and continue to mature**
- **Culture is still the toughest part**
- **We are more focused on supporting Agile adaptation**
- **We have to unlearn some things**
- **We are playing catch up because:**
 - **We tried to move too quickly and do too much**
 - **We didn't fully understand what it takes to make this kind of shift**

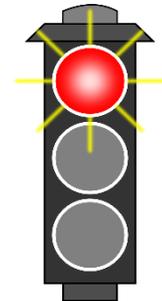
Collaboration

Learning

Leadership

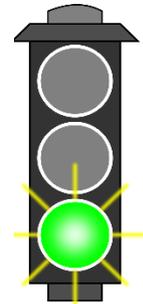
Culture

- **What Doesn't Work**
 - **Hoarding information**
 - **Protecting turf**
 - **Failing to have open, honest conversation**
 - **Treating contractor personnel as hired hands**
 - **Failing to build relationships across supporting functions**

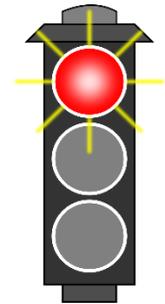


We are still working to realize these principles:

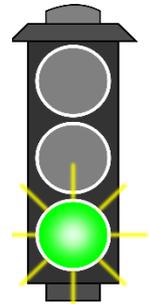
- **We are transparent**
- **We are curious**
- **We are team-oriented**
- **We are respectful**
- **We work flatter across boundaries**
- **We have honest conversations**
- **We are agile, risk-attentive, and knowledge-hungry**
- **We listen to understand**
- **We value face-to-face conversation**
- **We are empowered and forthcoming**



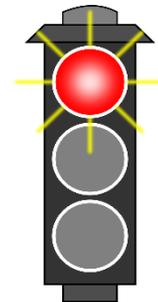
- **What Doesn't Work**
 - **Undervaluing learning**
 - **Skipping retrospectives**
 - **Skimping on training and coaching**
 - **Thinking we're smart enough to figure it out ourselves**
 - **Not tapping into the experiences of others outside the organization who have walked the path**



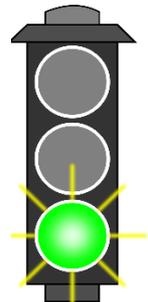
- **Brought Agile training in house for the entire staff**
- **Executive leadership participated in training**
- **Leveraged an Agile coach**
- **Posted Agile Manifesto, SAFe diagram, and Agile Principles, and release train**
- **Considering Agile training for support functions**



- **What Doesn't Work**
 - **Dictating rather than fostering organizational dialogue**
 - **Separating oneself from the work at hand**
 - **Losing sight of the long-term vision**

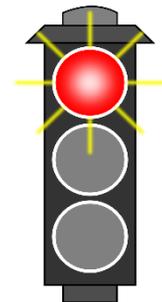


- **For the common success, regardless of title or grade, all team members need to**
 - **Take responsibility for their actions, outputs, mistakes and accomplishments**
 - **Have reasonable authority make decisions and accomplish work within their domain**
- **Formal leaders need to balance getting work done by modeling Servant Leader qualities such as**
 - **Building collaboration and breaking down silos**
 - **Fostering trust across boundaries**
 - **Recognizing the importance of increasing engagement and allowing people to grow**
- **“Mission first, people always”**



- **What Doesn't Work**

- **Treating Agile as “just another management fad” that will disappear in time**
- **Recognizing and rewarding behavior that is not in alignment with Agile values**
- **Underestimating the time and effort needed to shift the culture**
- **Thinking Agile is all about process, ignoring the people dimension**
- **Failing to define roles clearly, especially cross-boundary**



- **High Performing Organization**
 - **Working Group**
 - **Leadership Coalition**

- **Key Initiatives**
 - **Mission, Vision, Values**
 - **Internal Communication**

**Relationships and Trust
are Everything**

Questions?

Stay Tuned!

Information on the next Industry Day will be available shortly - keep checking in with the IAE industry community on Interact for details

How You Can Contribute

- View the presentation on the [IAE Industry Community](https://interact.gsa.gov) on interact.gsa.gov
- Share your comments and questions on this presentation through the Interact website
- Contact us anytime at IAEoutreach@gsa.gov