Applied Agile Practices for Large-scale Organizations

COMPLIANCE AND EFFICIENCY WITH STAGES AT THE STAGES INSIGHT

Peter Pedross - CEO, PEDCO
Scaled Agility is for nuts

OR FOR THE NOT SERIOUS COMPANIES, OR WITHOUT COMPLIANCE ISSUES

Some started with
• XP,
• Scrum,
• SAFe, DAD, LeSS, Scrum of Scrums

Some are already applying it
• Intel
• John Deere
• Ford
• Google
• Lockheed Martin
• Accenture
• Boeing
• Credit Suisse
• Tom Tom
• ...

Most are about to start with SA!
We thought we’d be programming like this
But sometimes it feels like this
Keeping Pace

Our development methods must keep pace with an increasingly complex world driven by software

- We’ve had Moore’s Law for hardware and now software is eating the world
- Our development practices haven’t kept pace. Agile shows the greatest promise, but was developed for small teams
- We need a new approach that harnesses the power of Agile and Lean and applies to the needs of the largest software enterprises
The Scaled Agile Framework® (SAFe®)

A proven, publicly-facing framework for applying Lean and Agile practices at enterprise scale

Emphasis

- Quality
- Program Execution
- Alignment
- Transparency

ScaledAgileFramework.com

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A true manifestation of its own core principles of transparency and visibility, SAFe evolves and self-corrects through the analysis of field reports, case studies, and feedback from a highly engaged practitioner community.
Nothing Beats an Agile Team

- Cross-functional Agile Teams deliver working software every two weeks
- Scrum roles and project management practices, XP-inspired technical practices; Kanban for flow
Except a Team of Agile Teams

- Cross-functional teams-of-agile-teams deliver working *system increments* every two weeks

- Operate with common Vision, architecture and UX guidance

- Collaborate, align, and adapt with face-to-face planning and retrospectives
Executing Strategy in an Agile Portfolio

▸ Organize Agile Release Trains around **Value Streams**

▸ Centralize strategy; decentralize execution

▸ Empower decision makers with Lean-Agile budgeting

▸ Provide portfolio visibility and WIP limits

▸ Leverage objective metrics for governance and improvement
SAFe Gets Business Results

MEASURES OF DIFFERENT COMPANIES
Business Results

Happier, more motivated employees

20–50% increase in productivity

30–75% faster time to market

50%+ defect reduction

See ScaledAgileFramework.com/case-studies
WHAT IS APPLIED SAFE?

YOUR FULLY FLEDGED ALM-TOOL AGNOSTIC IMPLEMENTATION OF SAFE AS A PROCESS MODEL

- Comprehensive process model
- Built on SAFe® 3.0 as the ‘de facto’-Standard for scaled agility in enterprises
- Brings framework to life
- Instantiate independently
- Run multiple process variations
- Built for integration
- Private cloud-based or as a dedicated product on server
- Includes compliance mechanisms for regulated environments
- SAFe® Content usage licensed from SAI to PEDCO AG
- Closely developed with SAI
- Upward compatible, approved by SAI and elaborated in sync with future versions of SAFe
- Combines compliance and efficiency to scale agility on an enterprise level

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Applied SAFe: Implementation

CONTEXT WITH UNDERLYING TOOL STAGES, THE WORLD LEADING TOOL FOR PROCESS MANAGEMENT

Organizational Processes, Best Practices, Process Assets

Learn

Plan / Define

✓ Enhance
✓ Improve
✓ Adopt
✓ Integrate
✓ Extend

Organisational Processes

Execute

✓ Maturity Models
✓ Industry Standards
✓ Company Standards
✓ Multi Models

Instantiate & Tailor

MEASURE

IMPROVE

Knowledge Assets, Improvements

Measurement Repository

Process Metrics

Compliance

✓ Compliance Report

Applied SAFe: Implementation

Applied SAFe® | V1.0 | June, 9th 2015
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PEDCO – Managed Process Services
Compliance and efficiency for your processes
IMPLEMENTATION DETAILS

ONLINE DEMO, SCREENSHOTS JUST FOR DOCUMENTATION PROPOSES

The following pages contain screenshots of the actual implementation of Applied SAFe as testimonials of what the product looks and feels like.

For a online-demo or a presentation please get in contact with us on www.pedco.eu or by AppliedSAFe@pedco.eu
Every level of Applied SAFe has its own starting page:

- Company (Product)
- Portfolio
- Program
- Team

The start pages share the same features:

- Each page contains the big picture of its level.
- Each icon and item on the picture is navigable.
- Explains in short the purpose of the specific level.
A process is a logical sequence of related activities to create a performance or a transformation of a work product. The elements therefore are phases, roles, documents and methods. They describe:

- what has to be done
- when (in which phases)
- by whom (which roles are involved)
- and how (in form of recommended practices)
**ACTIVITIES**

**APPLIED SAFE IMPLEMENTATION DETAILS**

Activities are the main element for process users; these descriptions have to be understandable and must contain:

- Role according the RASCI
- Phase performed
- Predecessor and successor activities
- Input and output work products.

Activities do not contain any secondary information like ‘How to ...’; this belongs to a practice.
PRACTICES

APPLIED SAFE IMPLEMENTATION DETAILS

While activities tell you what to do, practices describe how something can be done.

- A practice is a profound description of how to do something.
- A practice is a method or technique that has consistently shown superior results.
- Practice can evolve to become better as improvements are discovered.
- Practices indicates training
GUIDED TOURS

APPLIED SAFE IMPLEMENTATION DETAILS

Specifically built-in guided tours help you to get started. Different guided tours explain how to navigate, the structure and how to use the product.

- How you get started with Applied SAFe.
- How to instantiate the model for your company, portfolios, programs and team-levels.
- How you can tailor, adopt and enhance the model.
- How to use the different license levels of Applied SAFe.
PHASES

APPLIED SAFE IMPLEMENTATION DETAILS

Phases divide the process into time sequences. Phases and milestones are time or event-related element types, typically collected in sequences of phases and milestones. Their names and numbers are determined by the control needs of the organization and its stakeholders. For a specific point or period of time you will see:

- Relevant reports
- Contained milestones
- Executed activities
- Involved roles
Work Products are grouped in packages. Applied SAFe provides for each package on each level an overview of the work products and their direct relations.

- They are a great help in order to understand dependencies on a larger scale.
- Navigable work product models ease the navigation and enable another view to processes and its results.
- Work products are shown in their relationships and with their direct relations out side of the package.
WORK PRODUCTS

APPLIED SAFE IMPLEMENTATION DETAILS

Work Products (Documents, Software, Models, etc.) are the work results of the process and its activities and the most important element of the process.

- Each performed activity leads to a work product.
- Work products stand in dependencies. That means, in order to be able to create a work product certain work products are required.
- Dependencies between work products (WP) are automatically determined and rendered in the view of a WP.
METRICS

APPLIED SAFE IMPLEMENTATION DETAILS

Are the base to control, steer and improve a system.

- Usually a set of Key Performance Indicators are defined.
- A metric determines an organization’s behavior and performance.
- Applied SAFe comes with a set of predefined metrics to build on.

By defining new metrics, we build on the paradigm of Goal -> Question -> Metric.
TAILORING

APPLIED SAFE IMPLEMENTATION DETAILS

Scale up to the full power of Applied SAFe to specific needs of company, portfolio, programs and teams. By using pre-built automating tailoring you can make use of different possibilities like:

- Allow to coordinate the Program Backlogs of several ART’s for a Value Stream on Portfolio.
- Allow ART’s to run their own Program Epic KANBAN.

As an option, we offer compliance mapping(s) to existing reference models (CMMI, AS9100, ISO 9000).
ASSURE COMPLIANCE TO FRAMEWORKS

ENSURE COMPLIANCE WITH A SUSTAINABLE MECHANISM; AVOID INTERPRETATION GAMES.

Map standard requirements... to defined process assets

...and identify gaps.
APPLIED SAFE

WRAP UP

With Applied SAFe you:

- Reuse knowledge rather than re-inventing the wheel.
- Stay in sync with forthcoming versions of SAFe
- Easily adapt and extend SAFe to your needs.
- Use the built in tailoring to adapt your process exactly to your needs while still remaining compliant to your regulatory requirements.
- Achieve highest efficiency and compliance with existing metrics
- Benefit from proven best practices
- Have the mechanisms to continuously improvement your implementation of scaled agility.
- Combine efficiency and compliance with scaled agility on an enterprise level.

Applied SAFe 3.4 features:

- Available as cloud-service or as an instance on your own server.
- Product is ‘ready to start with’.
- Comprehensive trainings.
- Includes all underlying materials like models, pictures and guidelines.
Ready to scale agility?

Wonder if SAFe is the right thing for you?
Wonder how Applied SAFe could be of benefit for you?
Worried about compliance of your processes?

Get in contact with us to setup an initial conversation on a potential fit; or request more information at:

pedco@appliedSAFe.com
AppliedSAFe@pedco.eu
www.pedco.eu
www.appliedSAFe.com
Twitter: @AppliedSAFe
Linked In: PEDCO
Tel: +41 44 542 45 45

http://www.scaledagile.com/listing/pedco/
QUESTIONS AND ANSWERS
THE COMPANY

PETER PEDROSS IS THE FOUNDER OF PEDCO – MANAGED PROCESS SERVICES

Peter Pedross has over 25 years’ experience in software engineering. While working at a leading Swiss financial institute as the architect of the process framework, he was responsible for the entire set of lifecycles, processes, methods and tools used. This process framework was then used over years by hundreds of projects around the world, and continually improved.

- He has several years’ experience in agile practices (XP). In the course of his career he has authored publications and given lectures in the fields of architecture, process improvements, and requirements engineering, both in the USA and in Japan, as well as in Europe.
- Peter Pedross was the managing director of a software development company in Zurich with 40 employees. He has a degree in Software Engineering and Management Psychology. He also has a CAS in Financial Markets from Zurich University.
- He is a Certified Consultant in "Scaled Agile Framework" and in "Disciplined Agile Delivery", and has a Diploma in Quality Management from EFQA.
- Peter Pedross is president of the board for computer science at the Swiss Association of Quality (SAQ).
APPLIED SAFE PRODUCT VARIATIONS

AND LICENSING MODELS

Applied SAFe is available on three different license levels:

- **Foundation**
  Comprehensive SAFe-Process model with activities, Milestones, roles, work products etc. for reading.

- **Managed**
  Create Applied SAFe instantiations on Portfolio, Program and Team-Levels using the automated- and manual tailoring capabilities of Applied SAFe.

- **Enterprise**
  Like Applied SAFe Managed, additionally including state management of work products and usage of Applied SAFe as a core-process.

Common features of all license levels:

- Yearly license fee per user.
- Available as cloud-service or as an instance on your own server.
- Product is ‘ready to start with’.
- All variations will be held in sync with the forthcoming versions of the Scaled Agile Framework.
- Managed- and My-SAFe both come with a built-in seamlessly integrated knowledge improvement mechanism.
# Applied Safe Feature Comparison

## Features as of March 5th, 2015

<table>
<thead>
<tr>
<th>Feature</th>
<th>Foundation</th>
<th>Managed</th>
<th>Enterprise</th>
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<tbody>
<tr>
<td>Ready to start immediately</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Synchronized with SAFe</td>
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<tr>
<td>ALM Tool-Agnostic implementation</td>
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<td>ALM Tool Indications based on automated tailoring</td>
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<td>ALM Tooling and Toolspecific activities</td>
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<td>3</td>
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<td>Full usable process model, out of the box</td>
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<tr>
<td>Extensible with upgrade-compatibility</td>
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<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Automated tailoring</td>
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<tr>
<td>Adjustable tailoring questions</td>
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<tr>
<td>Comprehensive enhancements and changes</td>
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<td>Branching and Merging of process models</td>
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<td>SAFe Metrics-Definition</td>
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<td>SAFe Metrics-Integration</td>
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<tr>
<td>Extensible metrics model</td>
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<td>Executable on a cloud</td>
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<td>Executable on a dedicated server</td>
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<td>Instantiation on different levels</td>
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<td>Several Portfolios</td>
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<td>Several Programs per Portfolio</td>
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<td>Several Teams per program</td>
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<td>Concurrent process versions</td>
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<td>State management and handling of work products</td>
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<tr>
<td>Extensible with other LC-Models</td>
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<td>Comprehensive and specific User/Role-Model per level and Instance</td>
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<td>LDAP-integration</td>
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<td>Customer specific reference model or rules</td>
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<tr>
<td>Supplementary courses</td>
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</table>

*Legend:* 0 = Not available, 1 = Included, 2 = Options on demand, 3 = Customer specific enhancements