Changing Culture in Government

Grassroots to Leadership
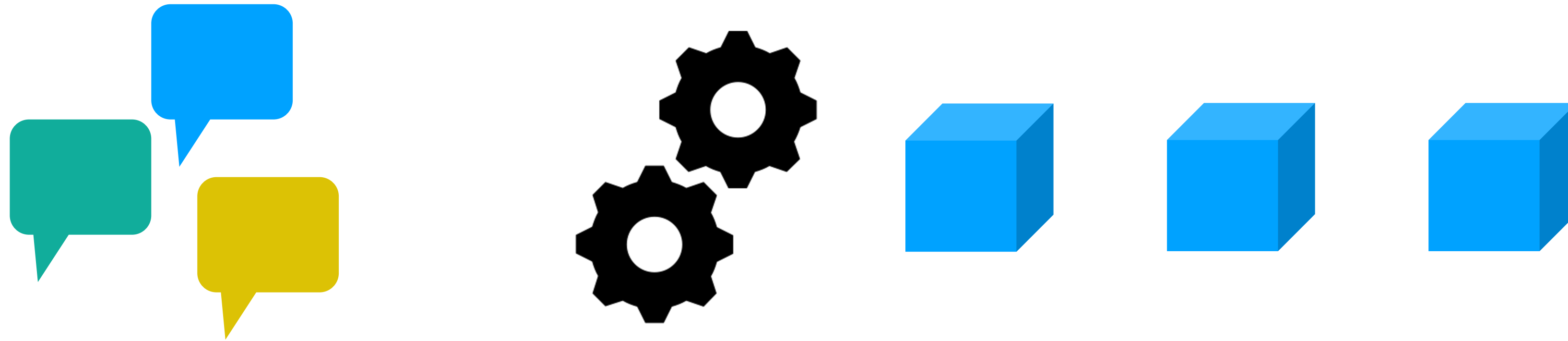
Executive Action Team
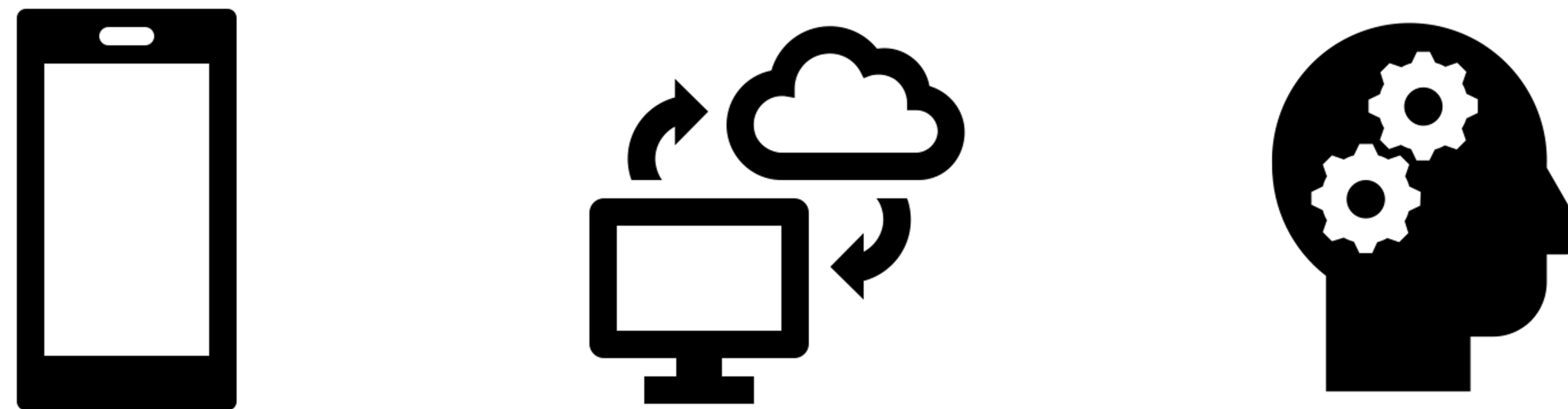
Executive MetaScrum

IT Department

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Things used to run smoothly

Then things changed...

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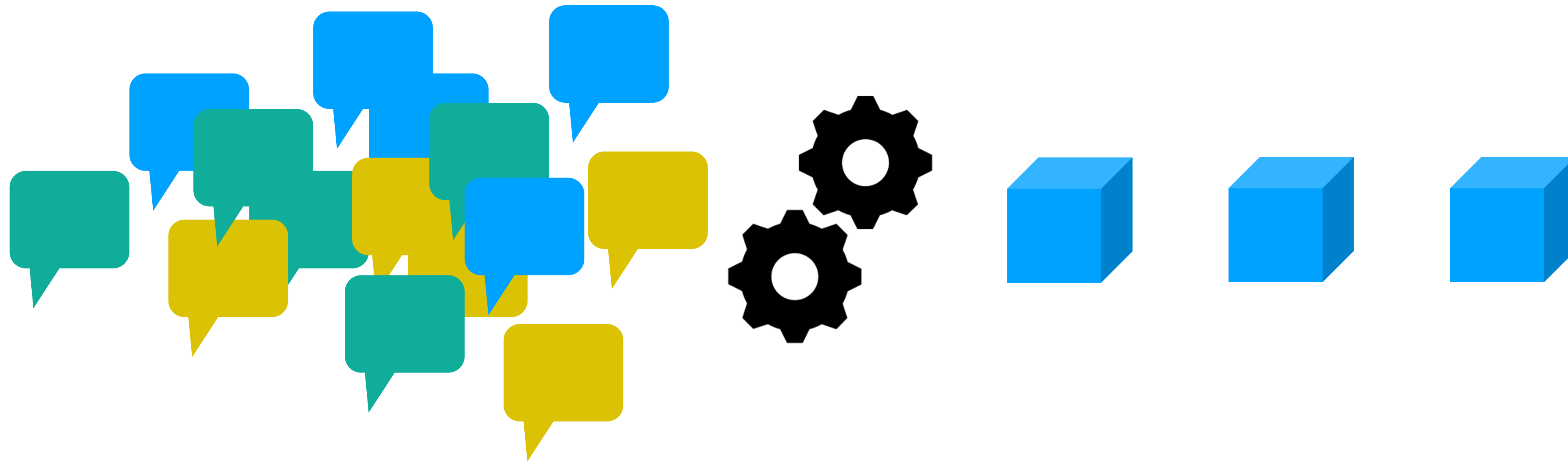# Simultaneous Demand

- Finance & Government

- Public Safety & Justice

- Social Services
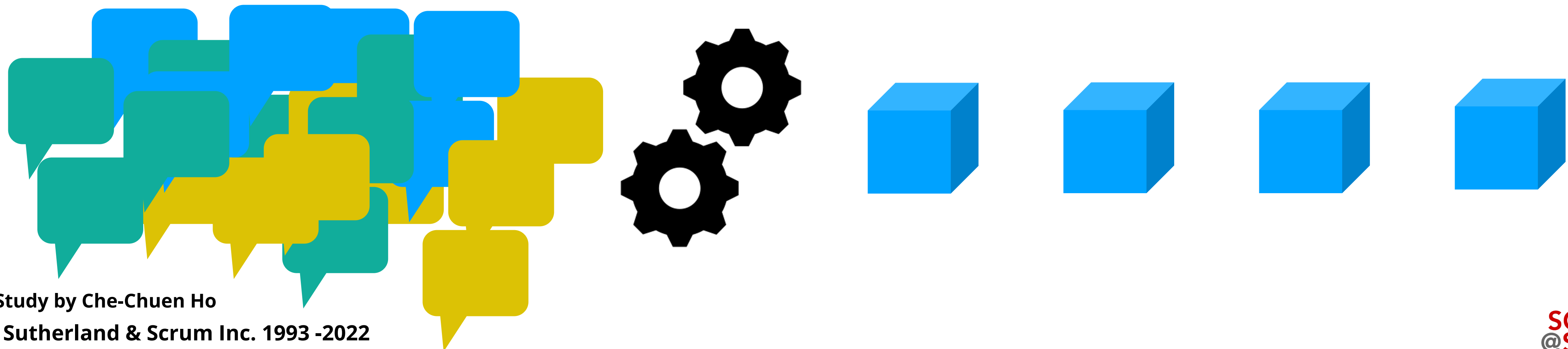
- Healthcare

- Land Use

- 40+ separate departments

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> 50 active projects

Doubled our staff

> 60 active projects

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What did we do?

- Send everyone to Scrum training

- After 2 years, little change

- Scrum may work, but we're different

- It may work in private industry, but not in government

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Except one team…

- Five members

- Created healthcare intranet

- 6,000+ users; 24-7

- Visible backlog
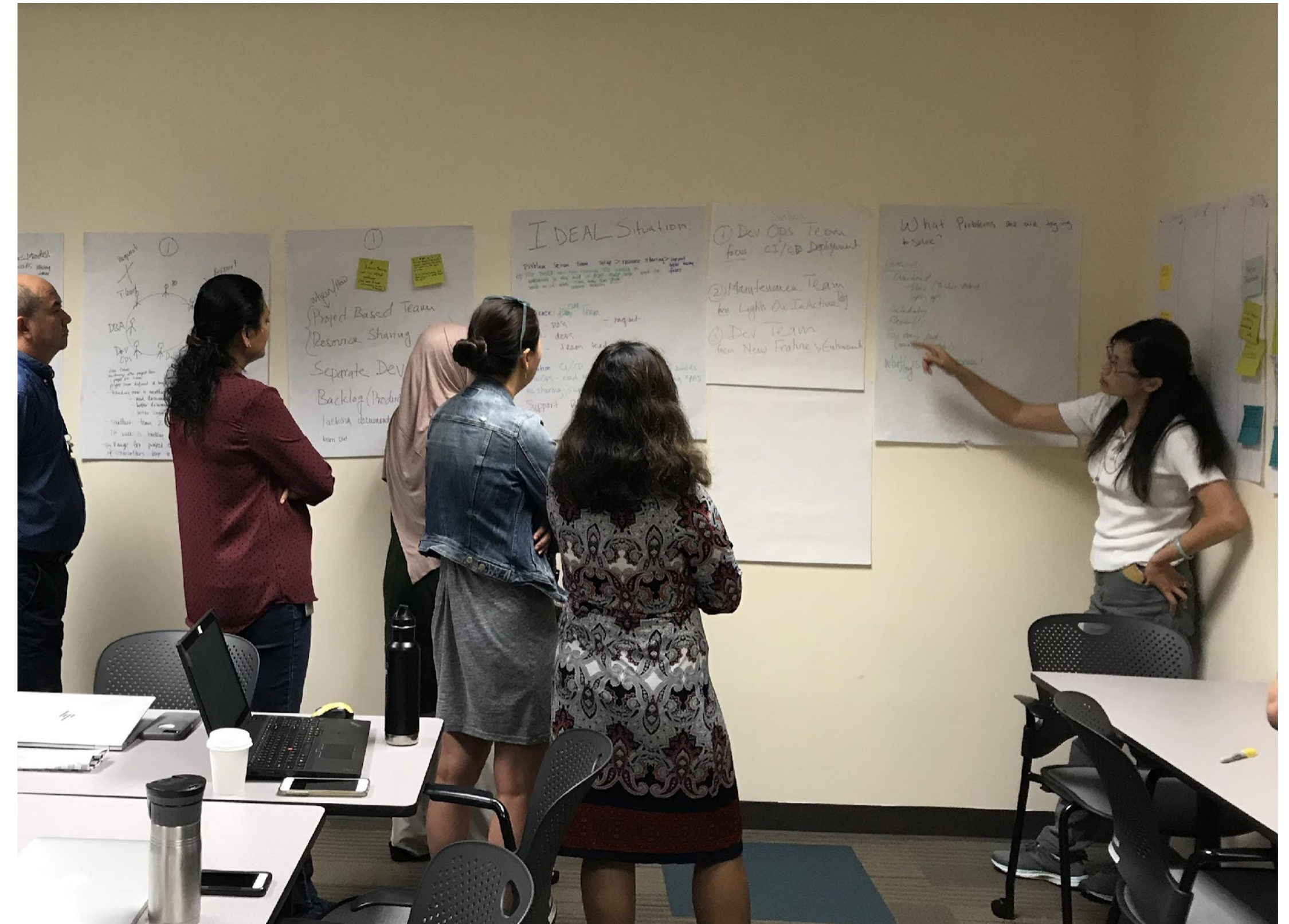
- Velocity

- Met regularly with stakeholders

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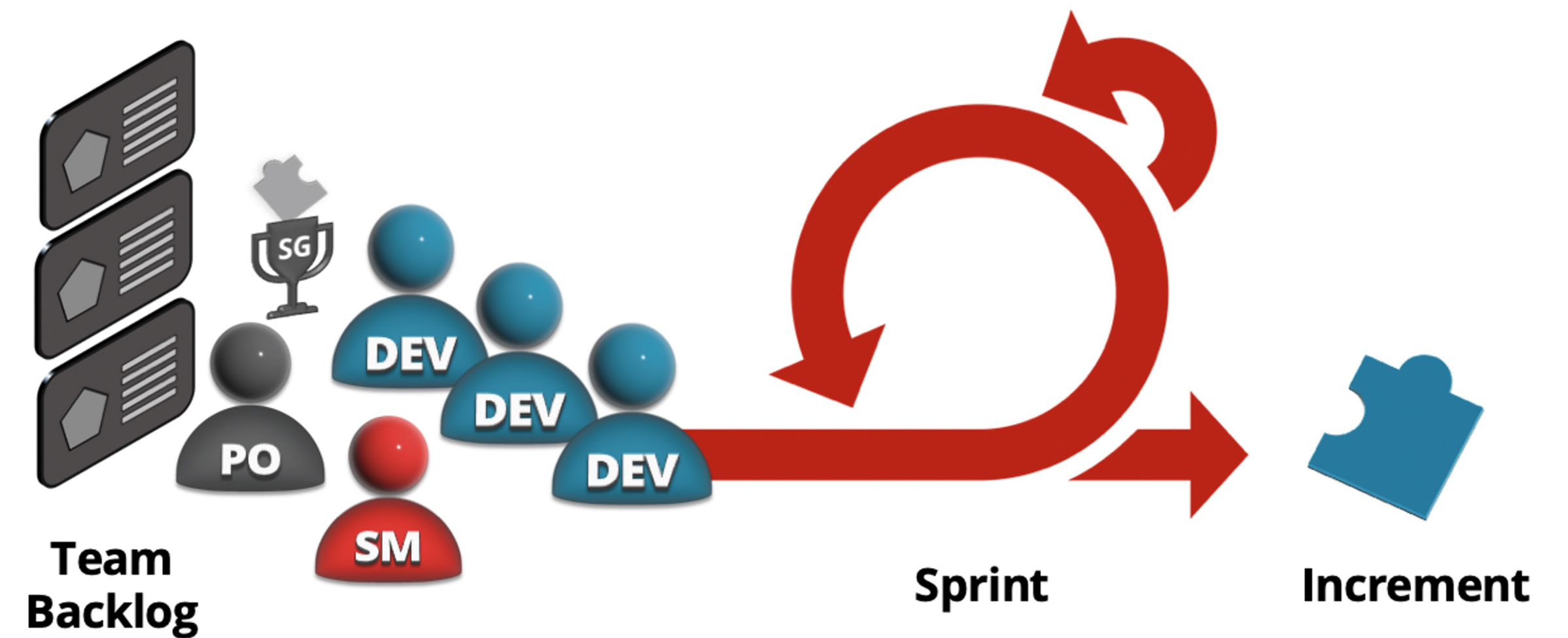
How do we scale THAT team?

- Transformation strategy

  - Development

  - Communicate

  - 7 teams to start
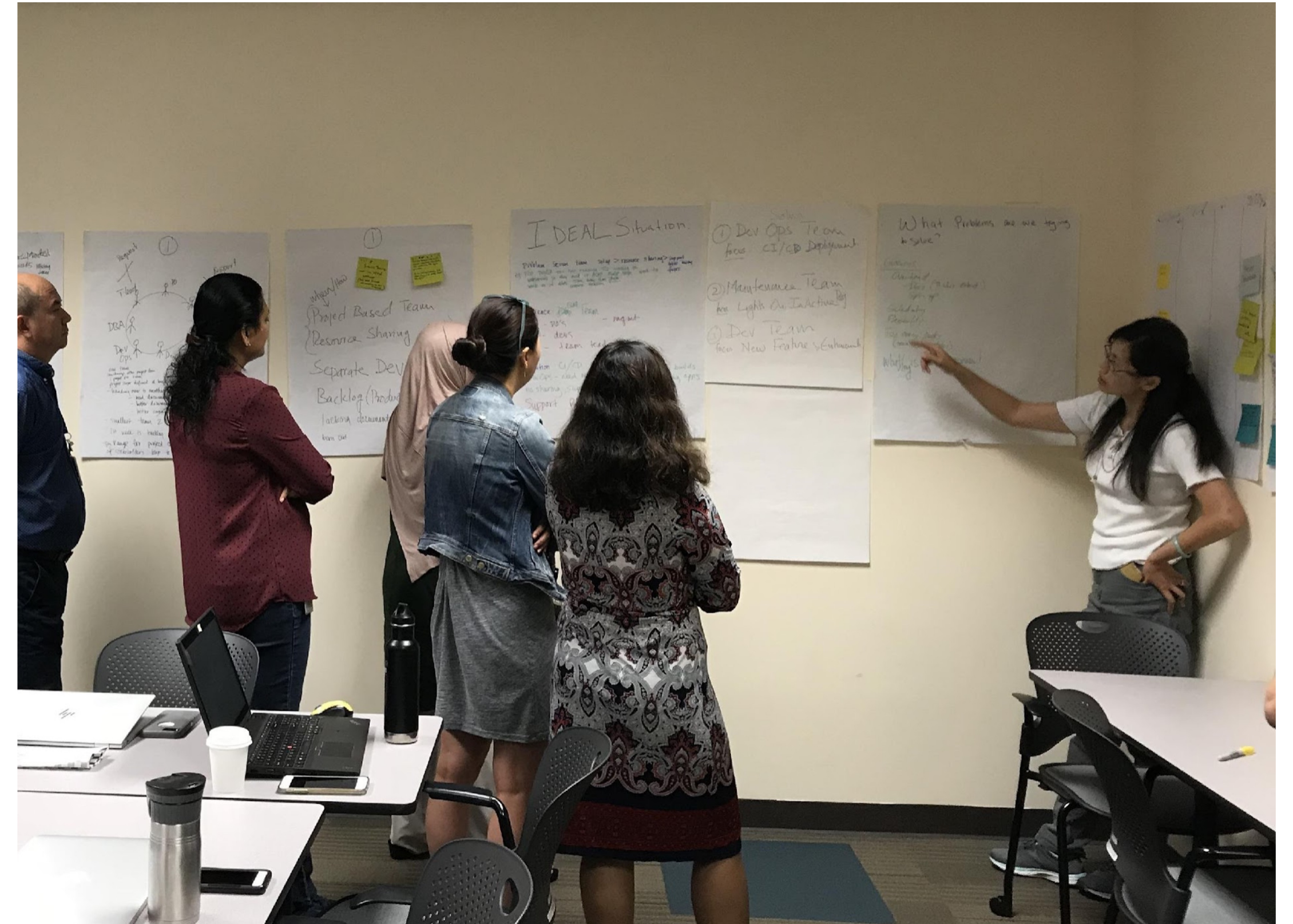
Executive Action Team

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The Transformation Strategy

- Re-launch all teams to set standards

    - Team membership

    - Common milestones

    - Individual approach to meeting the goals

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Fears

- Significant investment

    - "Lost" productivity

    - Trust

- EAT managed fears

   - Acknowledgement

    - Transparency

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Immediate Gains After Team Re-Launches

- Visible backlogs & Established rhythm

- Measured velocity: Yesterday's Weather

- Teams accelerating

  - 173 pts >> 1,107 pts (540%)

- Cleared backlogs in three Sprints

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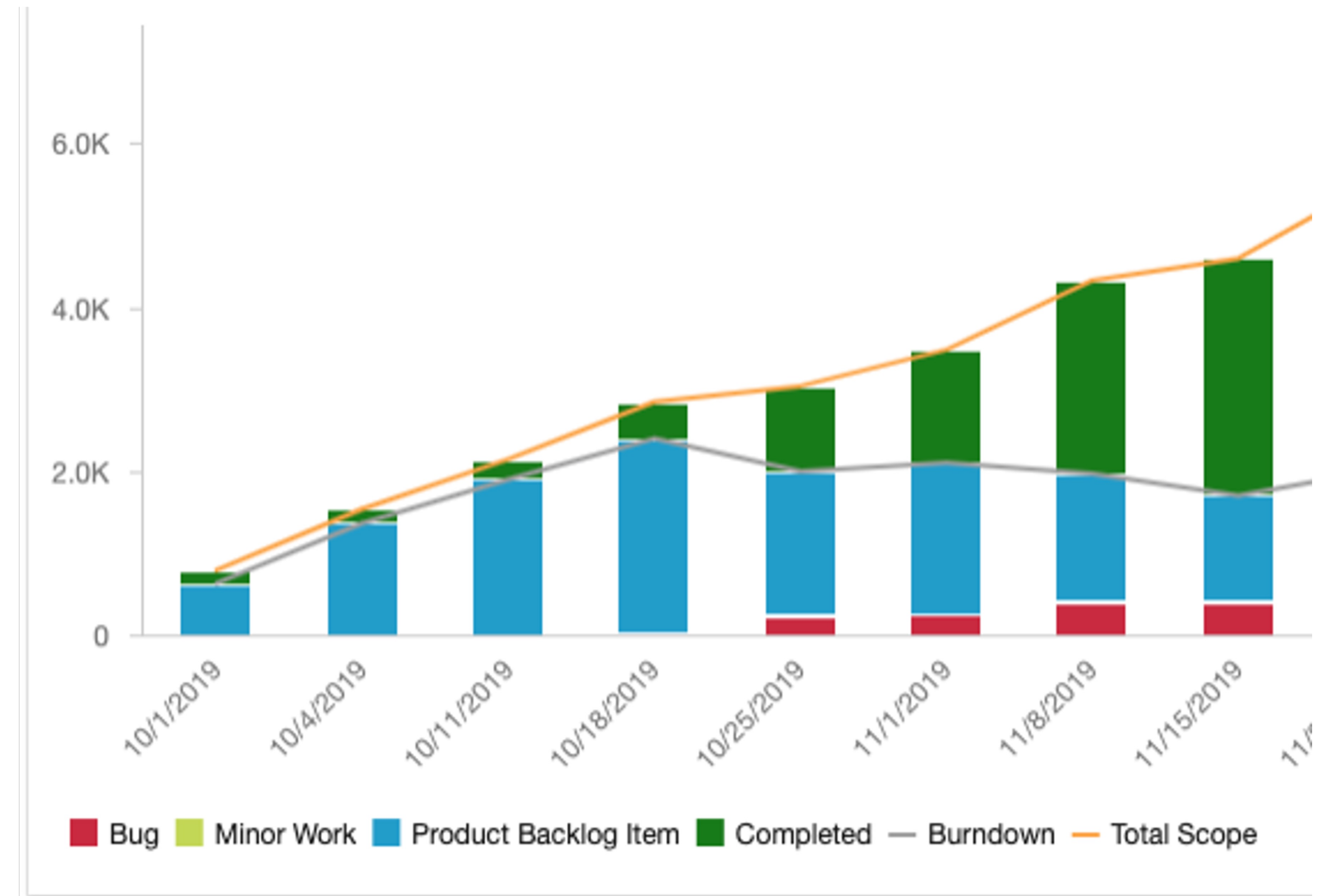
Why Did It Go Wrong?

- PO Focus (or lack thereof)

- So many meetings with so many customers

- So many new projects & requests

- Scattered planning

- Tried to do everything, which resulted in nothing
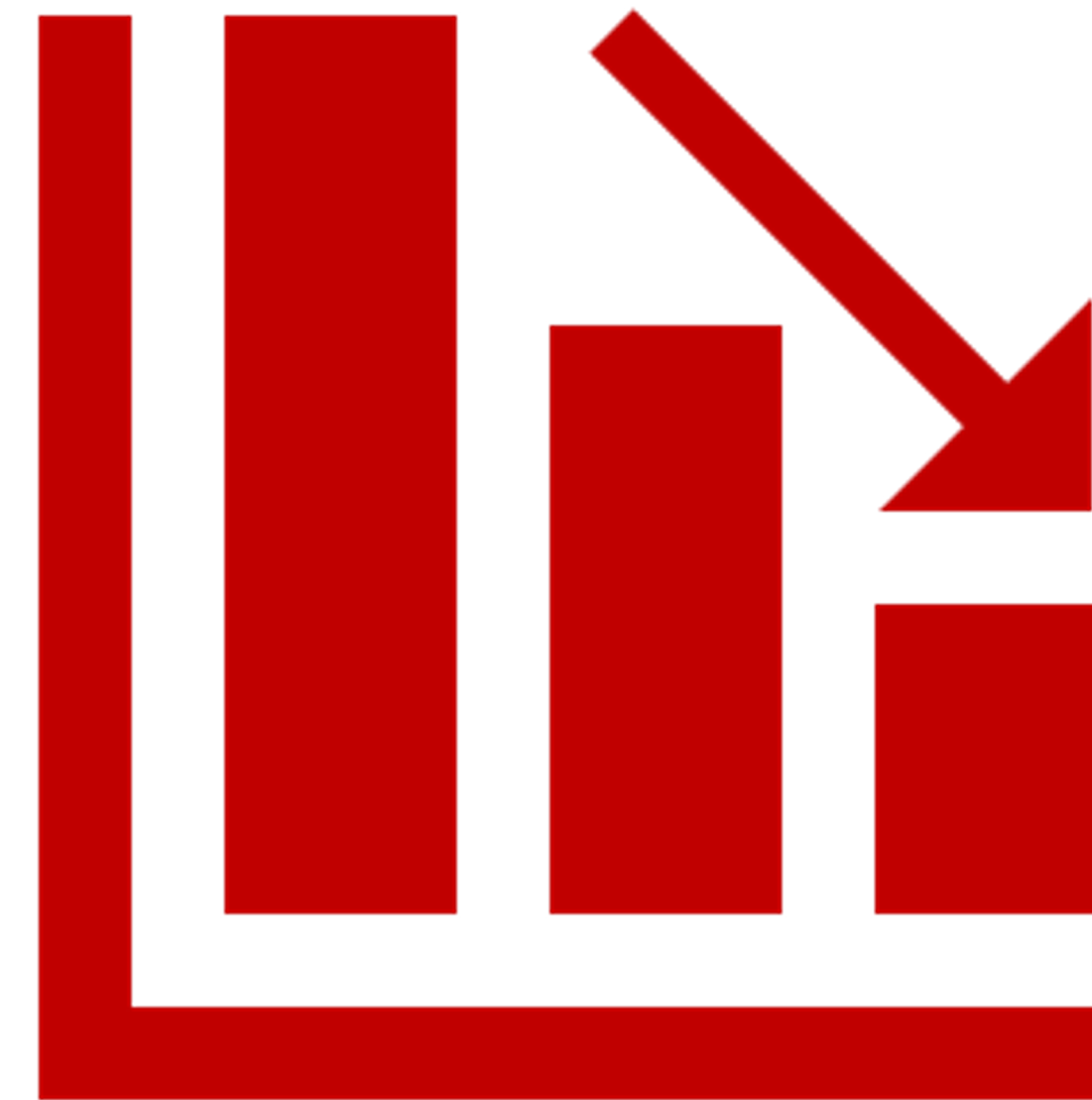
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The Solution to Lack of Focus

- Deputy CTO + Sr. Management + POs

- "If you can only work on one thing next Sprint..."

- Use actual Team velocity to forecast instead of guessing at time

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MetaScrum

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Initial Resistance

- EAT managed fears

- EMT posted new Product Roadmap on the wall

  - Effort & Velocity now visible

  - Clearly see evidence for planning & decision making

Executive MetaScrum

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Key Organizational Changes

- EAT

  - Turned wishing into real progress

  - Scrum the Transformation Plan

  - Adapt to new learnings

- EMT turned a haphazard approach to projects into a visible and strategic approach

EAT

EMT

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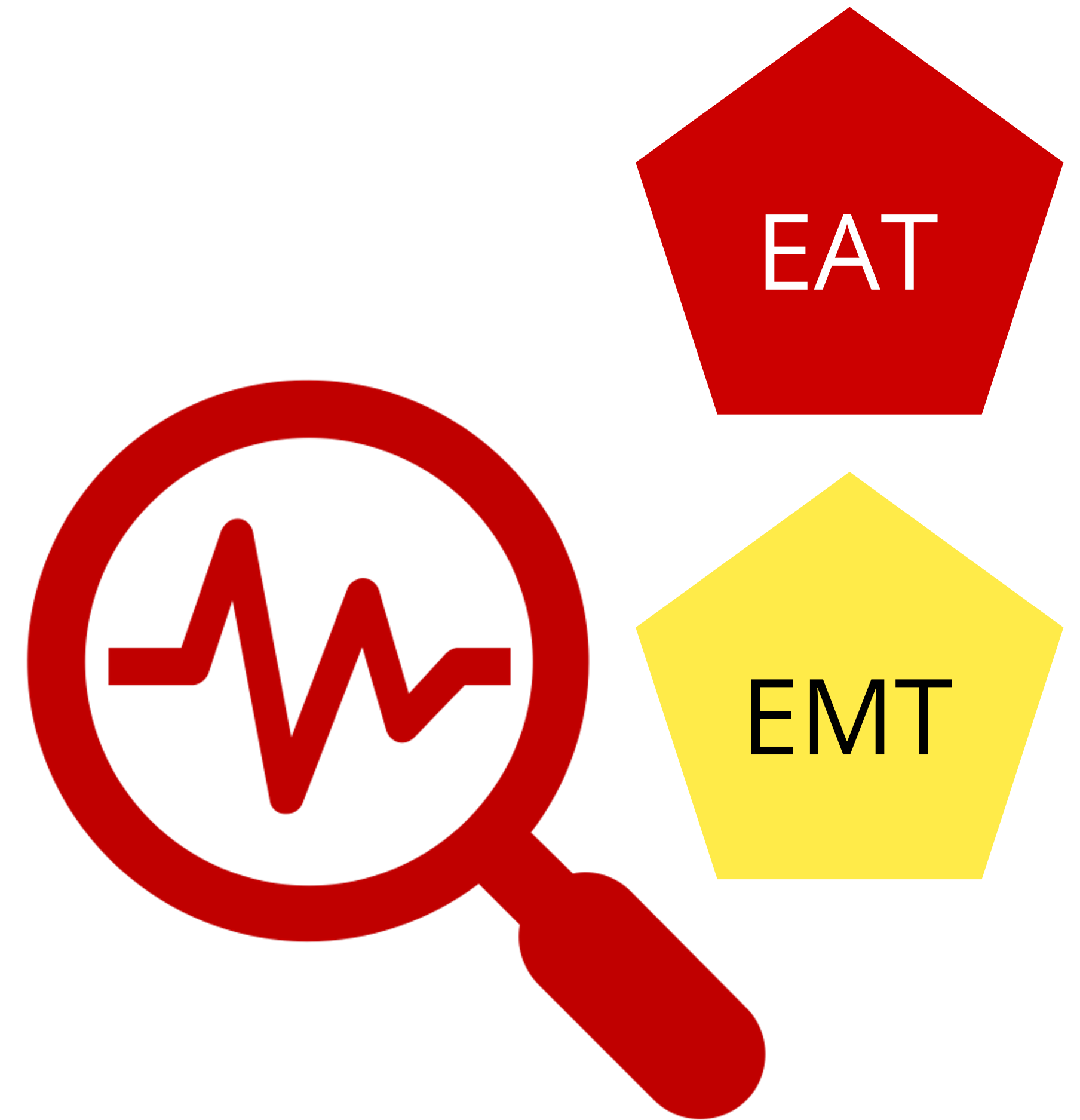
Process Changes That Made the Difference

- Deliver now, Cancel, or De-prioritize

  - 60 active >> 15 active

- Forecast with velocity

  - Instead of guessing at use evidence

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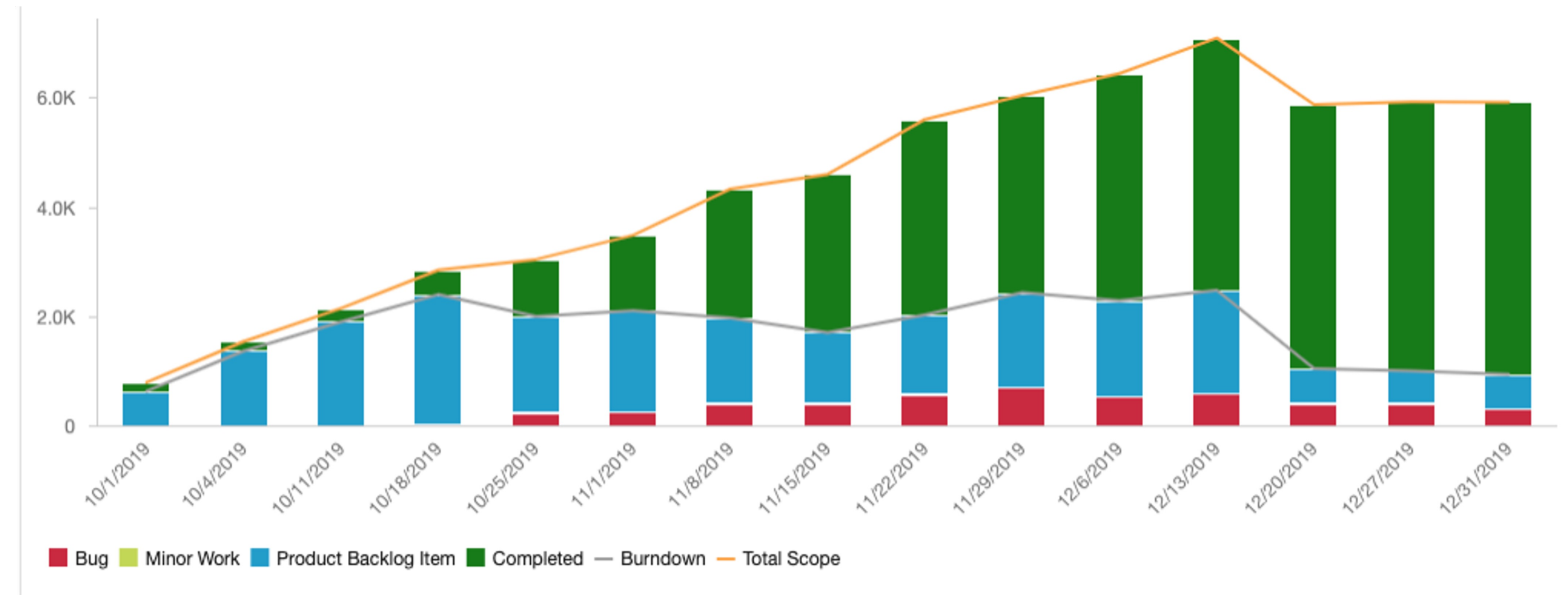
Key Learning

- Visibility of metrics & work

    - Sprint Burndown & Velocity Trend

    - Product Roadmaps showing forecast of completion

    - Impediments

    - Improvements

Case Study by Che-Chuen Ho

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