



Security Products – SW Development
Essential SAFe 4.0 Implementation

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Approximately 98 individuals on 10 Agile teams in North America and India



What do we do?

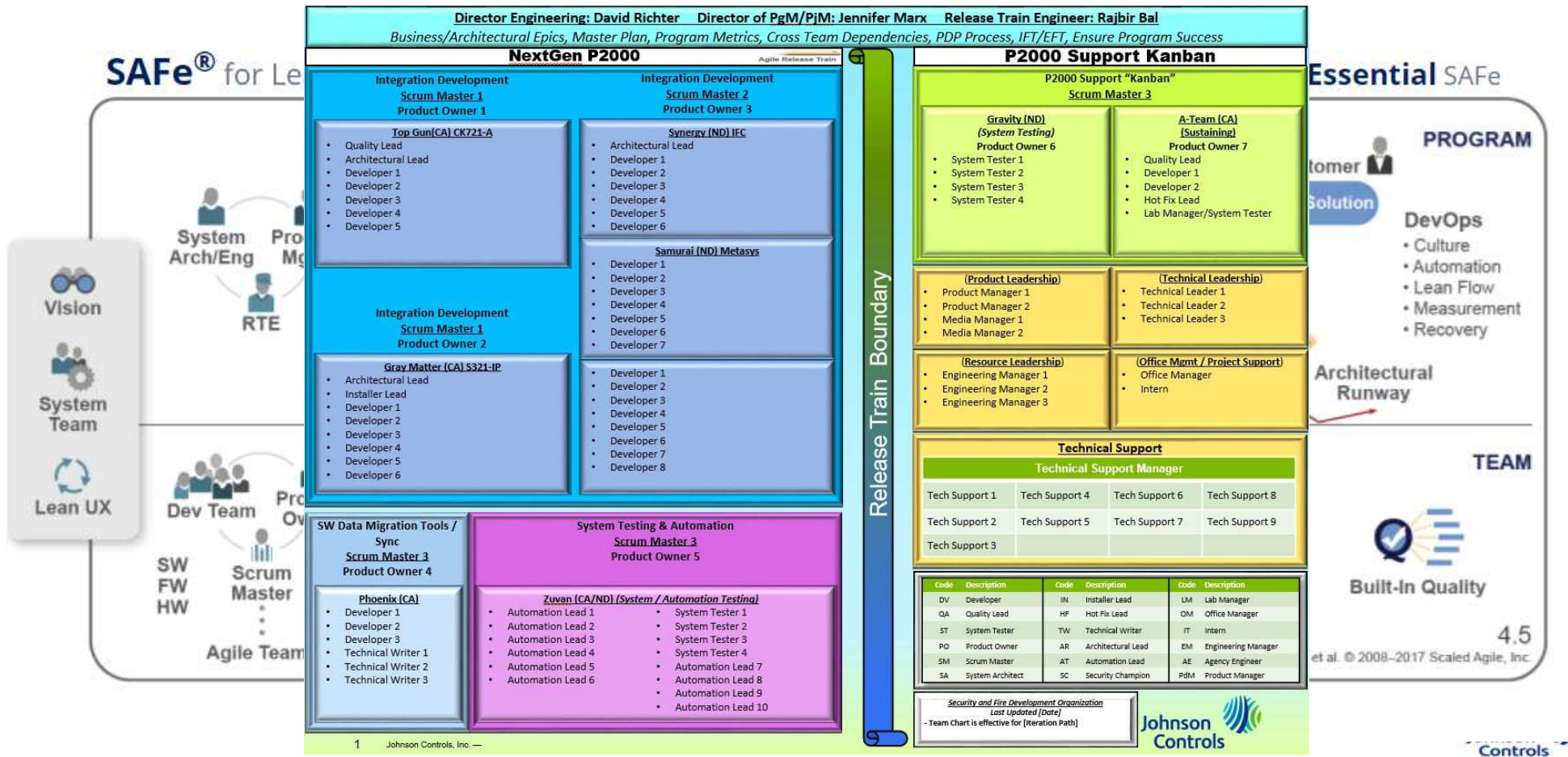


Develop security management SW and FW which interface with HW modules and provide the following benefits:

- Manage how people move within a facility, enforce requirements for visitors
- Fast identification and resolution of key building alarms and events
- Manage cardholder information and critical events organization wide

Why Essential SAFe?

- 2 ART's – one ART for new platform work and other for support/maintenance of current product offering in the market



What were the primary goals in implementing the SAFe methodology? (1 of 2)

Bring more predictability into SW releases

Bring transparency into team and program deliverables

Identify issues earlier

Increase in Team ownership

What were the primary goals in implementing the SAFe methodology? (2 of 2)

Manage technical Debt throughout development vs at the end

- Testing and fixing bugs along with the way

Increase in Team ownership

- Teams making commitments vs few individuals

What are the top benefits the organization has seen from implementing SAFe? (1 of 4)

Identifying issues early in development (being transparent) and making course corrections

This happens during ART sync, DSU, and POSM meeting and Yes POSM!!!

The image shows a SAFe Feature Backlog board with three columns: Not Started, Active, and Completed. The board is organized into rows, each representing a feature. The status of each feature is indicated by a colored sticky note in the first column. The 'Not Started' column contains several orange sticky notes with details about the features. The 'Active' column contains several orange sticky notes with details about the features. The 'Completed' column contains several orange sticky notes with details about the features.

Feature	Status	Not Started	Active	Completed
Feature 1	Resolved			Feature 1
Feature 2	Active	Feature 2	Feature 2	Feature 2
Feature 3	Resolved			Feature 3
Feature 4	Active			Feature 4
Feature 5	Active			Feature 5
Feature 6	System			Feature 6
Feature 7	Resolved			Feature 7
Feature 8	Active	Feature 8	Feature 8	Feature 8
Feature 9	Resolved			Feature 9
Feature 10	Resolved			Feature 10
Feature 11	Active			Feature 11

What are the top benefits the organization has seen from implementing SAFe? (2 of 4)

Focus on working code

- Agile Manifesto, “Working Software over comprehensive documentation”.

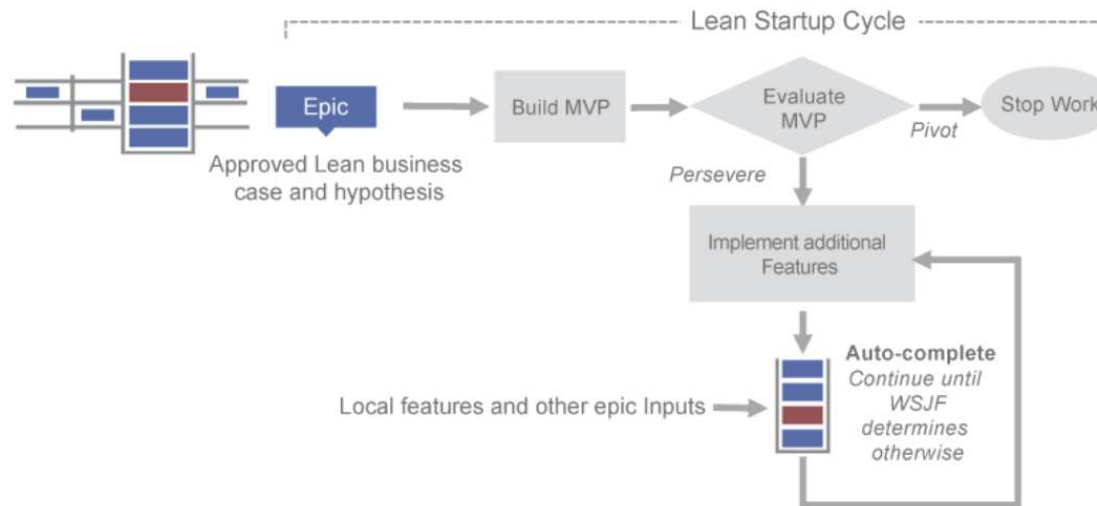
More frequent releases with small chunk of functionality

- Release every 6 months SW. That was really realistic and made sense for our organization.

What are the top benefits the organization has seen from implementing SAFe? (3 of 4)

Use of “Lean startup Cycle”

- Making early on GO/NO GO decision on features to wisely spend engineering dollars



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What are the top benefits the organization has seen from implementing SAFe? (4 of 4)

Investment into automated testing

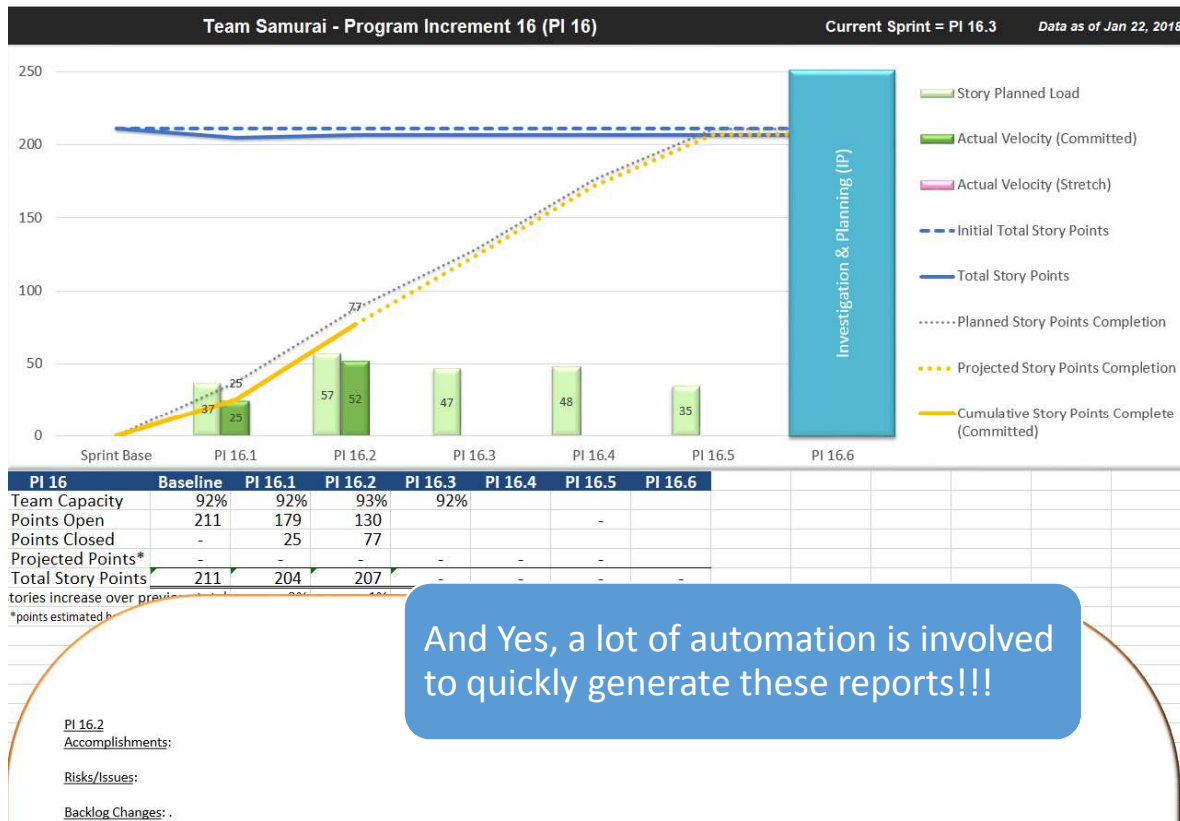
Increase in team engagement compared to individuals working in their own corners

Mostly happier employees

Alignment to stakeholder expectation

Best Practices for Our Organization (1 of 4)

- Team report for all Agile teams at the end of each sprint



And Yes, a lot of automation is involved to quickly generate these reports!!!

Goals of team report:

How is the PI progressing?

- This is done by showing planned vs actual work completed by iteration.

PI Capacity

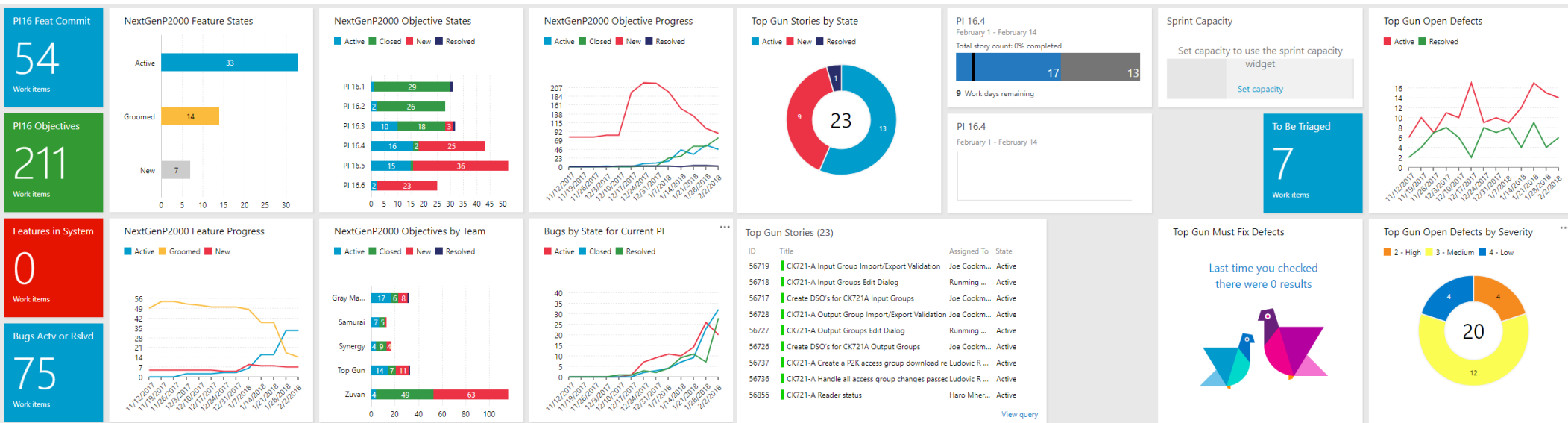
- Team Capacity is measured by remaining story point divided by remaining capacity in the PI.

PI Notes

- This section allows team to comment on iteration accomplishments, Risks/Issues and Backlog changes.

Best Practices for Our Organization (2 of 4)

- Iteration demo template to bring common theme to sprint demo's
- Automated Agile dashboards within TFS



Best Practices for Our Organization (3 of 4)

- Have a PI calendar in place and publish that so team members know especially future PI planning days

PI14	Sprint 14.1	Thursday, July 06, 2017	Wednesday, July 19, 2017	In Progress	
	Sprint 14.2	Thursday, July 20, 2017	Wednesday, August 02, 2017		
	Sprint 14.3	Thursday, August 03, 2017	Wednesday, August 16, 2017		
	Sprint 14.4	Thursday, August 17, 2017	Wednesday, August 30, 2017		
	Sprint 14.5	Thursday, August 31, 2017	Wednesday, September 13, 2017		
	Sprint 14.6 IP	Thursday, September 14, 2017	Wednesday, September 27, 2017		PI15 Planning on Sep. 26th and 27th
PI15	Sprint 15.1	Thursday, September 28, 2017	Wednesday, October 11, 2017		
	Sprint 15.2	Thursday, October 12, 2017	Wednesday, October 25, 2017		
	Sprint 15.3	Thursday, October 26, 2017	Wednesday, November 08, 2017		
	Sprint 15.4	Thursday, November 09, 2017	Wednesday, November 22, 2017		
	Sprint 15.5	Thursday, November 23, 2017	Wednesday, December 06, 2017		
	Sprint 15.6 IP	Thursday, December 07, 2017	Wednesday, December 20, 2017		PI16 Planning on Dec. 18th and 19th
PI16	Sprint 16.1	Thursday, December 21, 2017	Wednesday, January 03, 2018		
	Sprint 16.2	Thursday, January 04, 2018	Wednesday, January 17, 2018		
	Sprint 16.3	Thursday, January 18, 2018	Wednesday, January 31, 2018		
	Sprint 16.4	Thursday, February 01, 2018	Wednesday, February 14, 2018		
	Sprint 16.5	Thursday, February 15, 2018	Wednesday, February 28, 2018		
	Sprint 16.6 IP	Thursday, March 01, 2018	Wednesday, March 14, 2018		PI17 Planning on March 14th and 15th

Best Practices for Our Organization (4 of 4)

Our Adjustment to PI planning calendar

Day 1 agenda		
6:30-10:00	Draft Plan Review(Gurgaon Teams)	<ul style="list-style-type: none"> ➤ Read out from Gurgaon Teams. In order to do updates for Simi team. We will give Gurgaon team break at 8 AM for half an hour and then continue.
8:00-8:30	Updates since Kickoff	<ul style="list-style-type: none"> ➤ Any updates stakeholders would like to share with Simi team
8:30-3:00	Team breakouts Working Lunch	<ul style="list-style-type: none"> ➤ Teams develop draft plans and identify risks and dependencies ➤ Architect and Product Manager circulate ➤ Teams populate program board with smart objectives
11:30-12:00	ART P2000	<ul style="list-style-type: none"> ➤ Open discussion with A Team if they have any questions on expectations
3:00-5:00	Draft Plan Review(ART NextGen)	<ul style="list-style-type: none"> ➤ Teams present draft plans and risks. ➤ Confidence vote on draft plan
5:00-6:00	Leadership review & problem solving	<ul style="list-style-type: none"> ➤ Adjustments made based on challenges and risks

Board Walk @1 PM



Why we are a SAFe success story? (1 of 2)

Not in any way an easy transition for our organization.

What we liked about SAFe:

- It had all the built in processes within this model for us to start and then learn, adapt and make necessary changes as required to fit our organization.
- Made us have tough discussions throughout development

Why we are a SAFe success story? (2 of 2)

Following areas required focus for successful implementation of SAFe for our organization:

- Training the leadership team - Resource managers, Product Management, Director level
- Training developers, testers, PO's and SM's - SAFe for Teams
- SPC's (SAFe® Program Consultant)
- Don't be afraid to learn and make necessary changes to adapt the framework

And it's a journey and it takes time to see results but key here is get better every day, every sprint and every PI.