7 things we do for our agile transformation at scale

*A Pôle emploi case study, French government agency*
Our journey through agility at scale
SPECIAL THANKS

To my sponsors
French national employment agency

Public service, unemployment benefit payment, intermediation... 36 billion euros, 54,000 employees including 1,600 in IT*

*2017 numbers
The hierarchy in the IT division looks like this!

- 5 levels

Management leaves some freedom to try new things

Can result in alignment difficulties
7 THINGS
Past and ongoing actions
7 things we do for our agile transformation at scale

- Launch trains
- Start with Vision
- Train everyone
- Time to understand the concepts
- Results to increase spreading
- + some management sponsorship
- + some

SAFe® is a registered mark of Scaled Agile, Inc.
A bit of history on our transformation

2003
Agile premises

2010
Scrum kanban

2015
First PI Planning

Early 2015
Considering SAFe® to help reorg

January 2016
Training 9 SPCs LACE team
As staff started to endorse the practices brought by SAFe® …

... convincing moved up the ladder

... middle managers embraced the train concept
Within 6 months, we had 4 trains running!

Today, we have 9 trains, over 300 SAFe® certificates, a history of 11 PIs, over 800 travelers and 65 PI planning hosted.
7 things we do for our agile transformation at scale

- **Train everyone**
- **Launch trains**
- **Start with Vision**
- **Internal and external communication**
- **Time to understand the concepts**
- **Results to increase spreading**
- **+ some management sponsorship**

Communicate!!
SAFe®, what the heck is that thing?

Anonymous director within the IT division

EARLY 2015...
FIRST FOCUS: INTERNAL COMMUNICATION

Case studies

Bring in experience from outside

Select speakers for different levels, whether it is directors, managers or all employees
BE OPEN AND SHARE INFORMATION

Internal social network publications
- Share external case studies from all over the world
- Share early adopters feedback
- Articles, videos on the Intranet

PI planning tours
- 15’ guided tours for anyone
PUBLISH YOUR CASE STUDY

First government based case study on the SAFe® web site, 6 months after the first train launch
WHY USE EXTERNAL COMMUNICATION?

- Internal legitimacy
- Attracting talents
- External influencing
- External reputation
DEVELOP PUBLIC COMMUNICATION

Conferences
- Give back to the community
- Get feedback
- Develop relationships

LinkedIn event posts

LinkedIn Articles
Establish relationships with other companies

PI Planning external guests

20 guests

“Le club SAFe®

38 companies

“Les RTE Francophones

4 sessions
7 things we do for our agile transformation at scale

1. **Start with Vision**
   - + some management sponsorship

2. **Launch trains**
   - Results to increase spreading

3. **Train everyone**
   - Time to understand the concepts

4. **Communicate!!**
   - Internal and external communication

5. **Invest in LACE team**
   - Transformation needs coaching

SAFe® is a registered mark of Scaled Agile, Inc.
THE MEERKATS TEAM
WHY DO WE HAVE A LACE TEAM?

Top 5 Tips for Success with Scaling Agile

Respondent indicated the most valuable in helping them scale agile practices were:

1. Internal Agile Coaches
2. Consistent Practices and Processes Across Teams

12th State of Agile Report from VersionOne

- Too important to delegate
- Better understanding of the culture
- Continuity in the relationship
- Cost effectiveness
OUR LACE TEAM’S RESPONSIBILITIES

- Code quality practices
- SAFe® and agility coaching
- IBM RTC™ and other internal tools
PAIR COACHING

There is a lot to learn and discover. Pairing 2 internal coaches helped us learn faster.
Quarterly planning

Plan our actions by combining Michel’s vision to emergent actions driven by trains’ progress

Kanban board
7 things we do for our agile transformation at scale

- **Train everyone**
  - Time to understand the concepts
  - Internal and external communication
- **Communicate!!**
  - Results to increase spreading
  - Knowledge sharing is a must
- **Invest in LACE team**
  - Transformation needs coaching
- **Launch trains**
- **Start with Vision**
  - + some management sponsorship

SAFe® is a registered mark of Scaled Agile, Inc.
LEVERAGE COMMUNITIES

PROFESSION BASED

- Products and Services design
- Architecture
- Products and Services development
- Technical engineering
- Testing Services
- Management

ROLE BASED

- Support Functions
- Governance
- Project and Product management
- Customer Service
- Operations

SAFe® is a registered mark of Scaled Agile, Inc.
RAISE AWARENESS CORPORATELY

550 participants on Agile topics

- Webinars
- Scrum café

250 participants to SAFe® webinars

2017 data

"More than a trend, agility is a substantial evolution that is essential for all, and managers play an important part in it"

Internal communication extract to our managers

29
7 things we do for our agile transformation at scale

1. Train everyone
2. Internal and external communication
3. Invest in LACE team
4. Communication needs coaching
5. Knowledge sharing is a must
6. Launch trains
7. Results to increase spreading

- Start with Vision
- + some management sponsorship
- Time to understand the concepts
- Small steps improvements for scaling agility
- Leverage communities
- Improve continuously
Continuous movement?
CONTINUOUS IMPROVEMENT!
PI Seasons

Central calendar for synchronized sprints and PI duration
ADAPTING INSPECT AND ADAPT

- Standard SAFe® agenda for I&A is one of many choices

- Solution focus inspired I&A brings positive energy to the train
Digitalizing the program board

From post-its on a whiteboard...

...to post-its and thread

...to using generated post-its based on RTC

...to the digital program board
IMPROVEMENT ORGANIZATION

- Maturity level assessment
- Trains’ improvement roadmaps
- Coaching roadmaps
7 things we do for our agile transformation at scale

1. Start with Vision + some management sponsorship
2. Launch trains
3. Time to understand the concepts
4. Communication!!
5. Invest in LACE team
6. Leverage communities
7. Improve continuously

- Results to increase spreading
- Internal and external communication
- Transformation needs coaching
- Knowledge sharing is a must
- Small steps improvements for scaling agility
RESULTS
We can not dissociate agility and the right to make mistakes. Still, we believe in agility enough to use it even in domains where mistakes are unacceptable, like regulatory matters.

Laurent Stricher, CIO
SAFe® is the chosen framework for all strategic programs since 2017

Trains operations work well
Trains scope tend to expand
Survey results

250 people surveyed
72% respondents

SAFe® leads to trust
Oui à 57%
Non à 20%

SAFe® increases responsiveness
Oui à 54%
Non à 32%

SAFe® increases transparency
Oui à 72%
Non à 16%

SAFe® fosters collaboration
Oui à 91%
Non à 4%

SAFe® fosters engagement
Oui à 71%
Non à 13%

SAFe® helps alignment
Oui à 67%
Non à 16%

SAFe® helps focus on value
Oui à 52%
Non à 26%

SAFe® improves quality
Oui à 24%
Non à 55%

Are you satisfied with our SAFe® implementation?
Oui à 73%
Non à 12%

SAFe® brings value to our IT?
Oui à 77%
Non à 11%

Should we abandon SAFe®?
Non à 67%
Oui à 5%
OUR SERVICES RESULTS IN 2017

- **94.4%** of jobseekers received their benefits on time at end of 2017 (\(+5.3\) points compared to 2014)

- **91%** of jobseekers were satisfied with Pôle emploi’s digital services (\(+18.3\) points compared to 2014)
OUR GREATEST CHALLENGES
Top level adoption

Bring agility at scale to top level management

Work on a lean portfolio management
“I have a dream... that one day, we’ll have a portfolio kanban in our CIO’s board room”

Anonymous Meerkat team member
REFACTORING TRAINS

From this... Working with trains almost works too well Too many, too intertwined We need to refactor them ... to this!
CONCLUSION
THANK YOU EVERYONE!!
MERCI!

Any questions?
Cécile Auret
cecile.auret@pole-emploi.fr
https://www.linkedin.com/in/auret/
Special thanks to all the following people:

- Presentation template by SlidesCarnival, diagram by SlideModel and allppt.com
- Photographs by Jack Anstey, Samuel Wong, Fabrizio Verrecchia, Matt Bowden, Michael Bergmann, Mirko Bellabarba and superidol on Unsplash
- Presentation reviewed several times by Michael Stump and Jerome Froville, then also by Shane Harrison, Colin Knill, Michel Levaslot, Jean-Marc Peaucelle, Didier Drouin, Yvan Dantec, Mélanie Laurent, Violaine Boisseau and Elisabet Gunnlaugsdottir.
- Special contributions by Remy Spagnoli on the vision, Aline Renan, Nathalie Bur and Cynthia Garcia on template selection.