Exchange Lab Residency Partnership Agreement

Ministry:

Business Area:

Product:

This document is a template used to support the residency of a "Delivery Team" at the Exchange Lab, hosted by the BCDevExchange organization within the Digital Services Office in the Ministry of Citizens Services, Province of B.C.

This document is describes the expectations for a partnership between a ministry program area and the BCDevExchange, which will host the Ministry team as a resident at the **Exchange Lab** (1012 Douglas Street, Victoria BC).

The expectations set are based on Agile best practices, the learned experience of the BCDevExchange, and an intention to reach the broader outcomes of the Lab's Residency Program. This includes advancing the digital capabilities of the public service.

All parties are **collaborators** in determining the conditions that will support success. Expectations may change over time as we collectively learn what conditions may best support a high performing team. Partners will agree in advance to the process for making changes (see section on Flexibility in Terms).

Partners in Continuous Service Improvement

Each of the individuals listed below are sponsors and champions of the product team. **Partners are asked to read this entire agreement, discuss any points of misalignment, and initial and sign once all parties have clarity and comfort.**

BCDevExchange	Business Area	Partners
Rumon Carter, Executive Director of the BCDevExchange, Digital Services Office, Office of the Chief Information Officer, Ministry of Citizens Services.	Assistant Deputy Minister	
	Executive Director (Sponsor)	
	Product Owner	
Heather Remacle, A/Director of Delivery & Exchange Lab Operations; BCDevExchange		
Todd Wilson, Director of DevOps; BCDevExchange		

BRITISH
COLUMBIA

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How Product Teams Qualify

Teams invited to the Exchange Lab demonstrate a need for acceleration towards a new way of working.

This includes teams from organizations that do not yet have Agile or product delivery (applying continuous service improvement) capacity or culture. Prior to qualifying, teams must establish alignment on the need to accelerate at the Lab between key stakeholders who may have a critical role in the success of the product.

There are also expectations related to the nature of the product, such that the Lab is positioned to support the development of the Agile team and digital product (e.g. requires DevOps with Openshift).

Teams must also establish that their potential product is:

- **Priority for the Ministry:** receives funding, requires timely delivery, is connected to mandate, and generally has the attention of the senior executive.

- **Complex**: requires focused attention to define the problem and explore solutions.

- **Digital**: requires an Agile product development approach to developing a digital expression (this may also lead to policy and procedure changes.)

- **Enabler dependant**: includes at least one business capability that serves the needs of other program areas, such that the product built can be leveraged by others.

- **Continuous:** will deliver value into the foreseeable future, such that a program will dedicate a team to continuously improve the product after it leaves the Lab.

I have read the Lab Partnership Qualifying conditions for this product team and agree that these meet expectations (initial):

Exchange Lab Investment

What Teams Receive

The Office of the Chief Information Officer spends between approximately $50,000 and $100,000 per month to host teams who receive value from:

- Dedicated team space
- Basic office provisions
- Access to and support for a Developer Operations platform (OpenShift)
- A Lab Operations team who facilitate training, coaching, and culture change.
- A community of experienced and diverse community of Agile and DevOps practitioners.

Experts in Residence

The Exchange Lab is partnered with the OCIO, Government Experience Division (GDX), the Public service Agency, and other Ministries to invest in the success of product teams. Public sector experts ("Experts in Residence") are available to teams, offering guidance in:

- Service Design
- Innovation practices
- Privacy and Security
- Behavioural Insights

- Integrated Data
- Social Media
- Developer Operations
- Agile mindset and methods

Benchmarks for Success

We have found that shared benchmarks set the stage for mutual success.

The Exchange Lab is committed to working with each team to create a partnership that leads to a high performing delivery team, a solid deliverable for the business area, and a framework for using new tools and approaches.

These benchmarks create realistic expectations, and most importantly, they set lab teams up to be successful. Experience has shown that to be most successful there must be a combined partnership between the lab, ministry Information Management Branches (IMBs), ministry executive and the business area.

Leadership Support

Senior leadership (DM, ADM, EDs, Directors) will support the team working in a new way. Lab teams must:
- **use Agile methods,**
- **work in the open,**
- **use open source code and tools, and**
- **be able and willing collaborators.**

This new way of working requires that leaders support their people in ways that are typically unfamiliar to most Ministries.

As part of the change management necessary to support this corporate initiative:

a. All leadership partners and champions will accept training offered by the Exchange Lab (between 3 hours and 2 days, depending on role) to support this accountability.
b. ADMs will act as project champions and sponsors –including socializing the work done at the lab within their ministry;
c. A team of committed, innovative partners made up of members of the business area (ED/D), as well as the CIO work together to ensure success.

I have read and agree to these expectations (initial):

Trust your People

Senior leaders for potential lab project teams must empower team members, in particular Product Owners/Managers; especially around funding and approvals.

Why? The product manager should be able to decide how to spend project funding without incurring the time delay of seeking approvals. Teams produce on a two- week sprint schedule so delays for funding are delays for producing a working product.

This quick cycle of releasing value is beneficial to managing risk given smaller increments. Where products fail to meet expectations, teams are trusted to quickly make adjustments.

I have read and agree to these expectations (initial):

Lab Culture and Collaboration

As part of their journey at the lab, teams "pay it forward" to new teams and provide mentorship, learning events and advice as they reach maturity.

Openness and sharing is critical to success for the teams and builds capacity from within. Through collaborating with the community we can form cross-functional, exemplar product teams that can bring their experiences and knowledge back to their home organizations.

Experienced internal government team members, on occasion, will be asked to provide up to one full day of Agile training workshops, organized by the Exchange Lab Operations team.

I have read and agree to these expectations (initial):

Co-Location

The team will work together in the same space. This maximizes the team's ability to deliver.

While there are business requirements to be away from the office at times, it is expected that the team will primarily reside at the Lab. This is also important given the investment in and demand for team space.

I have read and agree to these expectations (initial):

Build Internal Capacity

Every potential lab team should have a minimum of two or more team members who are government employees from the business area and/or ministry Information Management Branch (or equivalent).

The business area will need to supply an internal product owner that has been trained in Agile methods, as well as a Devops Specialist who can be trained on the platform. The DevOps Specialist may be contracted at first, however, this position must be staffed in the long term to be able to continue to host the product on the DevOps Platform (Openshift).

The Exchange Lab's mandate is to build capacity in the public service for digital capabilities and to improve services to the public. Unlike traditional "Waterfall IT" projects, Exchange Lab teams are an integrated unit that produce results continuously and need a business area expert on hand to guide decisions on a daily basis.

Product teams are expected to be kept together in a similar format after final releases and graduation from the Lab so they can continuously improve the product. The commitment to a team results in fostering this new way of working across their home organization.

I have read and agree to these expectations (initial):

Time to Change

Each lab team and their senior leadership team should have the expectation of a period of learning and development, before expecting demonstrable results or a working product.

During this time, lab team members work exclusively in the lab and need to feel supported and released from their day to day duties to focus on the project.

The new approach for working at the lab takes time to learn and master. The Agile methodology used at the lab asks teams to re-imagine their existing concepts for how to build a new model and in order to be realistic and supportive of this knowledge leap, teams need the freedom to start small so they can eventually build bigger, quicker.

I have read and agree to these expectations (initial):

Pay to Play

Senior leadership and lab project teams should budget for $800k-1.3M to pay for the team (this includes staff and contractors, as well as continuous training).

$800K-1.3M is not an IT capital budget number – it means "being able to pay for the team" however those expenses occur (salary, contract fees, training, etc).

While the Exchange Lab pays for physical space at the lab, Hosting/platform costs, Lab Operations, and some training, Ministries are expected to pay for unique resources, including:

- Specialty office equipment and supplies, including computer hardware
- Special software
- Training not offered freely by the Lab

I have read and agree to these expectations (initial):

Openness

Lab projects should not involve very sensitive privacy and security requirements or needs.

There is flexibility here, but if privacy overrides the open nature of working at the Exchange Lab then research, discussion and a plan for alignment will be necessary to establish a compromise that works for all the parties involved.

I have read and agree to these expectations (initial):

Track your Journey

Potential Lab teams will need to participate in (minimal) information gathering/reporting towards value delivery and performance.

As part of using technology as an enabler and working in the open, it's important to share any new products/services created in an aggregated way, for use by future teams and/or other ministries. Being in the Lab means being a part of a community and sharing our findings leads transformation across government.

The success or failures of every product will be shared for collective learning and improvement. Should the experience lead to undesirable results, it is important that leadership is comfortable being transparent about these.

I have read and agree to these expectations (initial):

Financial and Administrative Tasks

The Exchange Lab can support your team with regards to physical location, training, mentorship, coaching and the Openshift platform. However there are some financial and administrative functions that the product teams home ministry must maintain responsibility over.

 Below is a list (not limited to) of some common functions that should be planned for.

- Contract management – this includes all required forms and approvals and administration
- Payment of contracted resources
- Administrative functions including istore requests, government on-boarding requirements
- Privacy Impact Assessments (PIA) and Security Threat Risk Assessment (STRA) for your program/product
- Software licences or subscriptions
- Team HR needs

I have read and agree to these expectations (initial):

Exit Strategy

Once the team has produced their final release, there must be a plan in place to re-integrate that team back to their home ministry. We call this "Graduation."

Ideally, a high performing team continues to address feature requests and maintenance needs continuously and takes on new products as part of a portfolio in the home agency. This often requires hiring or training staff to be able to take over development responsibilities.

Given the anticipated start date for the team of the week of June 17th, 2019, we anticipate the live product release, and **team graduation to occur between X and X, 202X.**

I have read and agree to these expectations:

Flexibility of Terms

The expectations outlined in this agreement are the results of lessons learned from previous residencies, as well as the desired outcomes for advancing digital government the OCIO is seeking to achieve.

While partners are expected to meet these expectations, it is understood that we operate in a complex environment.

Should any party to this agreement be challenged to meet these expectations, a timely conversation will be held with the following individuals:

- ADM
- Executive Director / CIO
- Product Owner
- BCDevExchange Leadership

I have read and agree to these expectations (initial):

Pivoting away from the Lab

If any party should be unable to meet the expectations outlined in this document (or some future version), a decision will be made to pivot a team away from the Lab Residency.

The Lab is a sensitive habitat for people learning to work in a new way, and is a significant investment by the OCIO. The Leadership of the Exchange Lab will have the ultimate say in pivoting teams away from the Lab.

Every reasonable effort will be made to support the people involved in making this transition.

I have read and agree to these expectations (initial):

Partnership Declaration

To the best of our ability, we will work together to meet the expectations described above.

Exchange Lab Leadership

Executive Director:	Rumon Carter	Initial:	
Delivery Director:	Heather Remacle	Initial:	
DevOps Director:	Todd Wilson	Initial:	

Program Area Leadership

ADM:		Initial:	
Executive Director/ CIO:		Initial:	
Product Owner		Initial:	