Transforming QBE's Ways of Working (WoW) Making Agile, DevSecOps and Metrics come Alive

Presenters:

Taleen Armen – Head of IT Operations & Head of Technology, Shared Services

Len Daniels – AVP Release Management

QBE

About Your Presenters

Taleen Armen
Head Of IT Operations & Head of Technology
Shared Services, QBE

Seasoned technology leader with experience working across multiple geographies, optimizing operations and service management through innovative technological and process solutions.

Len Daniels
AVP Release Management, QBE

Business and IT Leader working in insurance providing leadership for DevSecOps, Release Management & Agile. Business experience managing call centers, claims, underwriting, brokerage, risk management and human resource functions.

Experienced leading complex change efforts (including business turnarounds), development of new areas and products, reorganization product lines, operations leadership, project execution and linking strategic plans.

QBE is a global insurance leader.

Together, we'll create a solution so no matter what happens next, you can stay focused **on your future.**
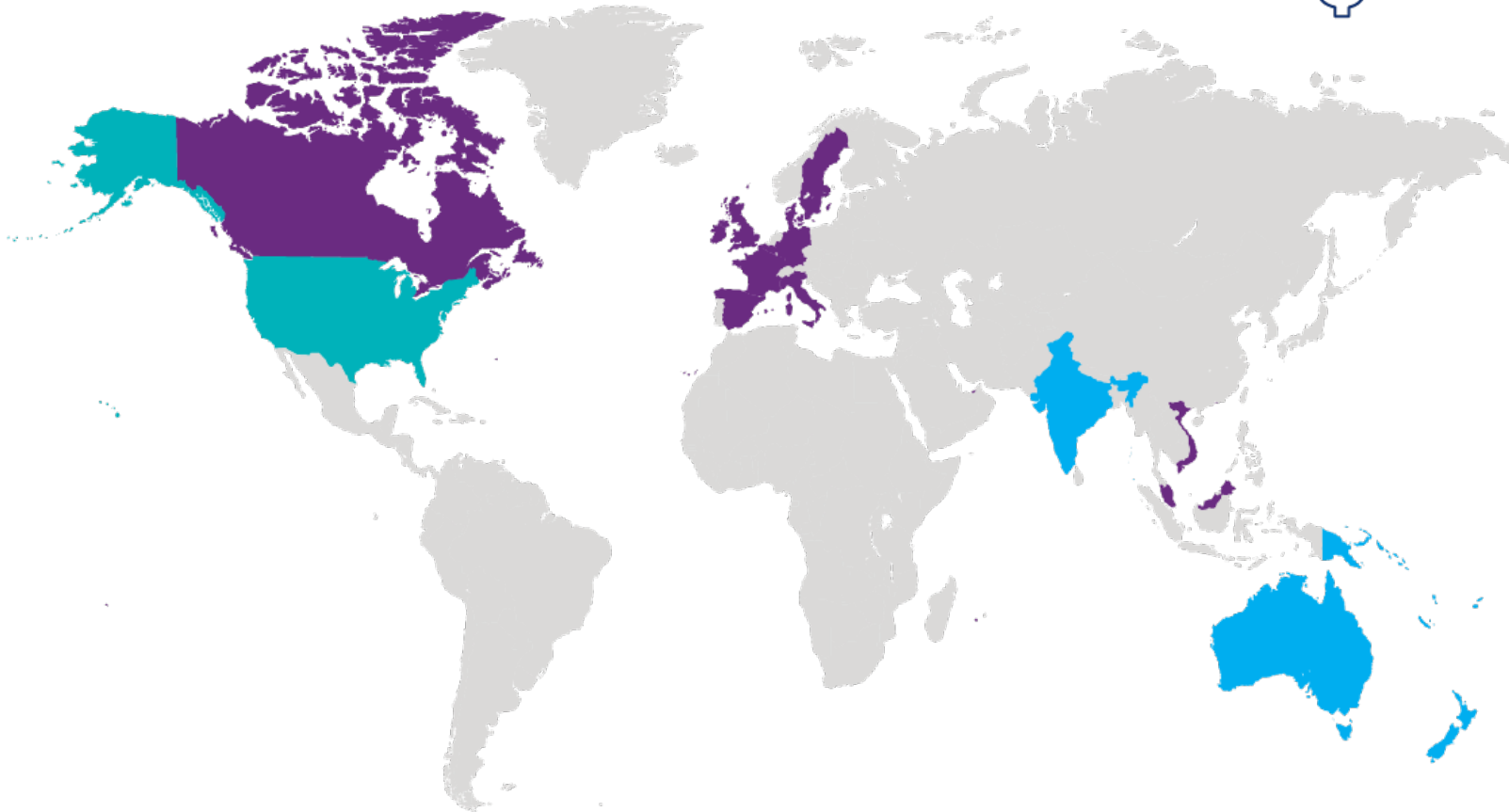
$ 2022 GWP **$20.1 billion**

Located in countries **27**

Can write business in **180** countries

OVER **11,000** employees worldwide

Innovative **Premiums4Good** initiative

Listed on **Forbes Global 2000** list of public companies

NAO's Transformation

2016
Initial Squad
Enablement

2018
- Speed Release schedules
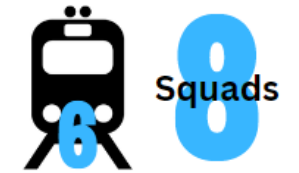- CSI program

2019
- Run work added to Initial Squad
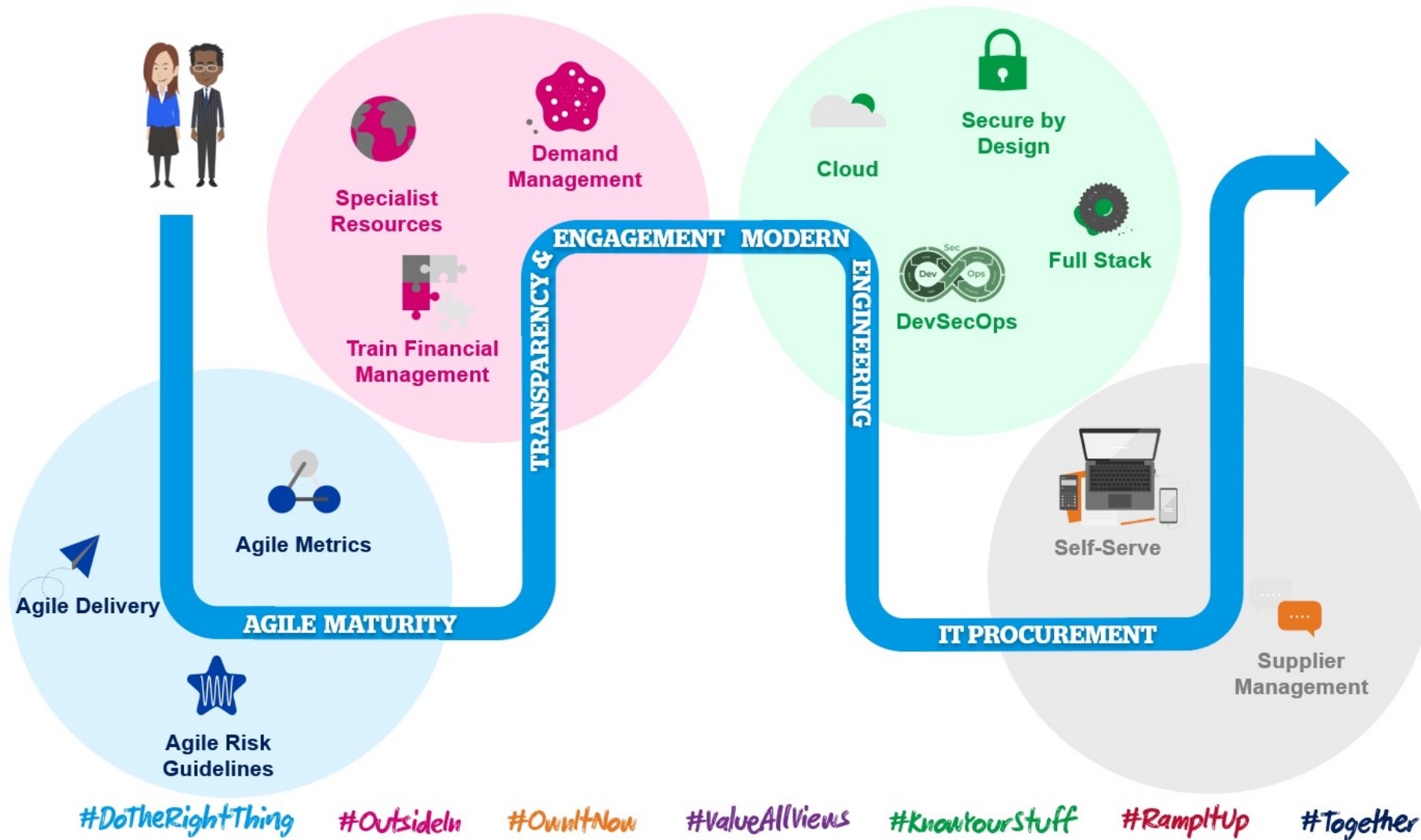- Infrastructure in releases

2020-2021
- Coaches
- Center of Enablement
- WoW flagship
- More teams using Agile WoW

2022
Squads
- Maturing our squads
- Divisional maturity assessment
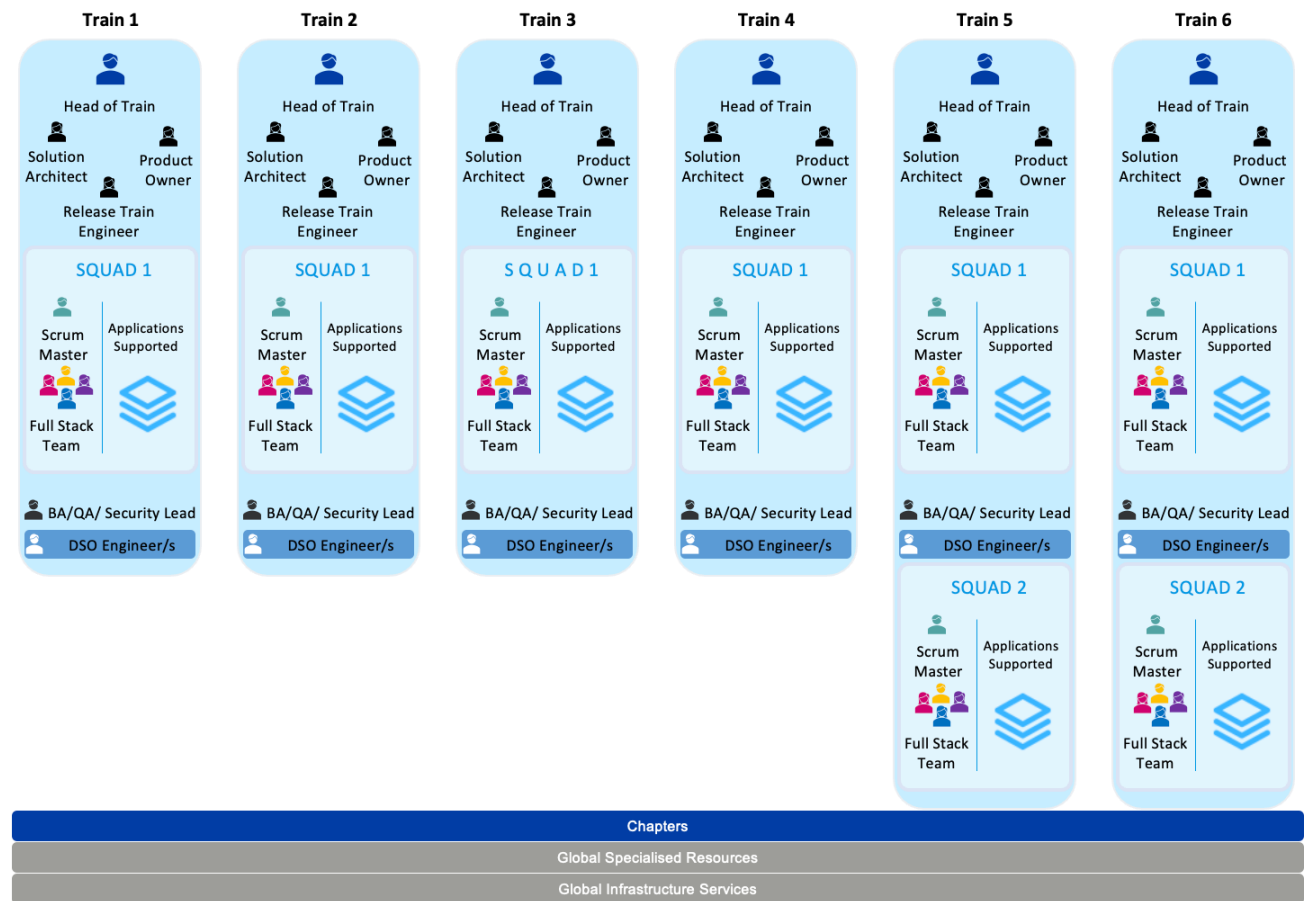- Accenture resource cross skilling kicked off
- Agile Core metrics defined; PowerBI dashboard created

QBE Transformational Journey

Specialist Resources

Demand Management

Train Financial Management

Cloud

Secure by Design

Full Stack

DevSecOps

TRANSPARENCY & ENGAGEMENT

MODERN ENGINEERING

Agile Metrics

Agile Delivery

AGILE MATURITY

Agile Risk Guidelines

Self-Serve

IT PROCUREMENT

Supplier Management

#DoTheRightThing   #OutsideIn   #OwnItNow   #ValueAllViews   #KnowYourStuff   #RampItUp   #Together

Our Agile Journey

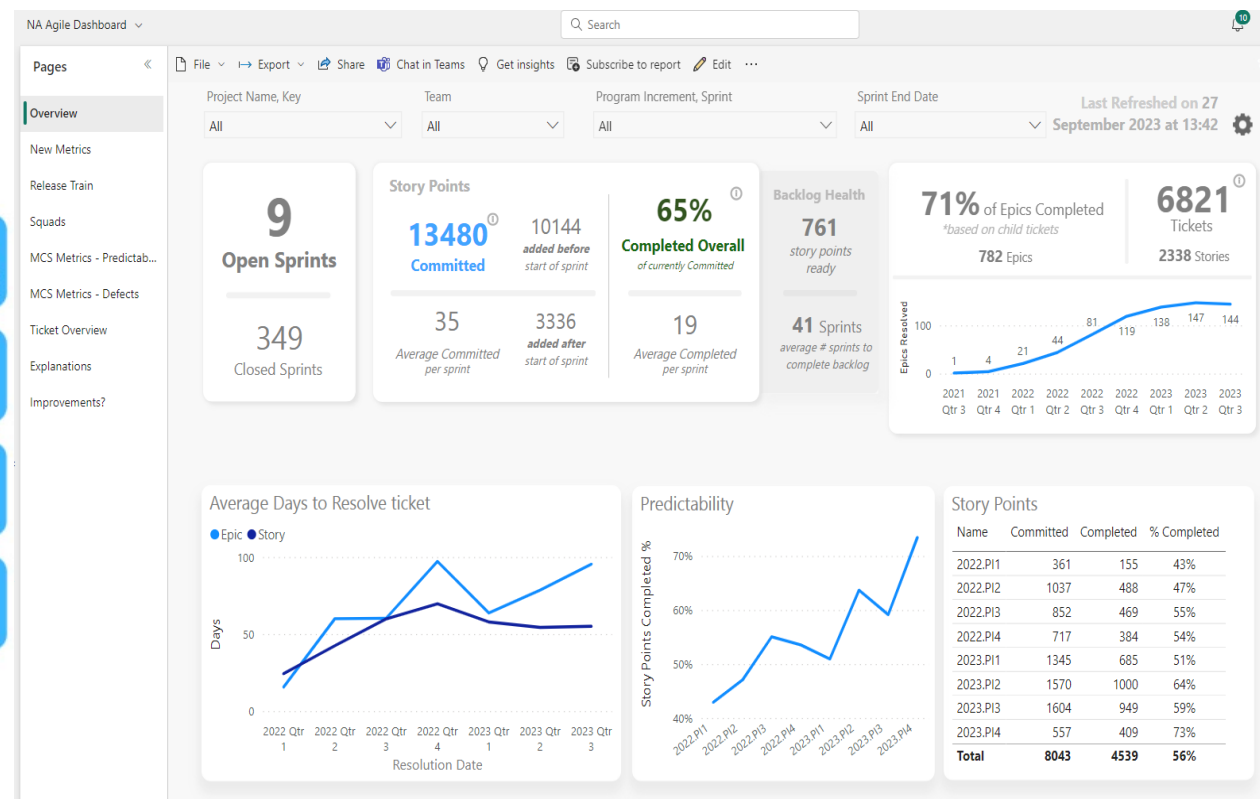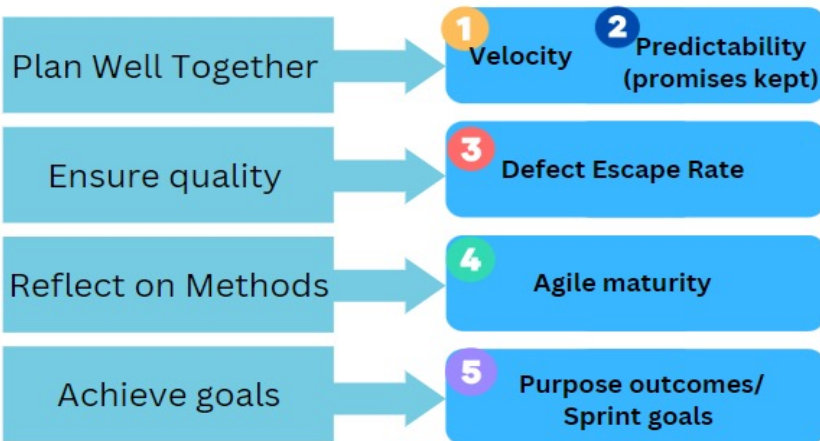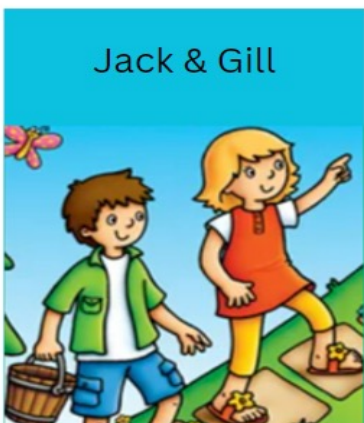# What we look like today
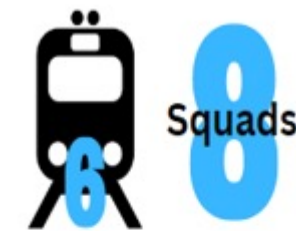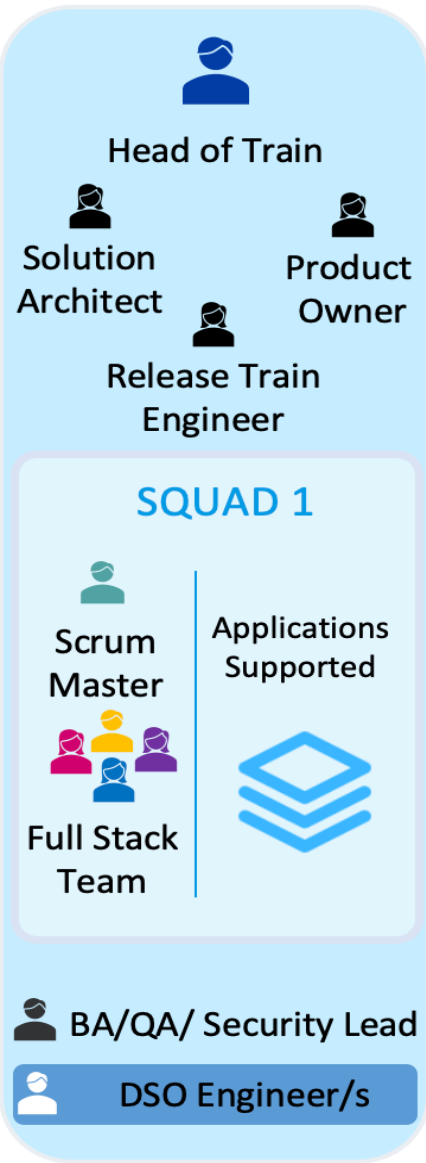
Maturing our Agile Metrics

Why Shift to Agile?

"After implementing agile, we were able to onboard a new renters partner in record time. Reducing the time to market by over 50% produced good results for QBE and helped start the partner relationship on the right foot."

– QBE Product Owner

30% Happier, more motivated employees

50% Faster time-to-market

Average age of tickets before - after agile

- Squad A - **99 – 44 Days**
- Squad B - **187 - 85 Days**
- Squad C - **98 - 59 Days**

ENGAGEMENT

TIME-TO-MARKET

BUSINESS RESULTS

PRODUCTIVITY

QUALITY

Defect/bugs to ticket deployed ratio

- *Prior to agile – .79*
- *After Agile - .37*

35% Increase in productivity

50% Defect reduction

Typical results from https://scaledagile.com/insights-customer-stories/

Our DevSecOps Journey

What is DevSecOps?

What is DevSecOps?

DevSecOps at QBE is a **cultural framework** involving the **development**, **security** and **operations** streams which defines how to deliver **continuous value** with **speed, quality** and **agility** to our end users through **three core pillars - Technology & Tools**, **Organization & Culture** and **Practices & Principles**.

DevSecOps enables cross-functional full stack team culture in organization to achieve..

Technical Benefits

- Less Complexity to Manage Tooling
- Reduced Manual Operations; higher automation coverage
- Faster Resolution to Problem
- Consistent & Reliable Technical Solution
- Stable IT Infrastructure or Environments
- Continuous Integration, Delivery and Monitoring

Cultural Benefits

- Higher Collaboration & Coordination among teams
- Self-reliant and Autonomous Team with reduced dependency
- Encourage cross-skilling, up-skilling and re-skilling.
- Customer centric approach with continuous feedback loop
- Improved Team Happiness Index hence better Performance & Productivity

Business Benefits

- Faster Delivery of Features
- Faster Response to Market; Agility
- Lower Delivery Cost to Production
- Reduced Operational Cost
- Improved Product Quality
- Reduced Security Risk in Organization
- Improved Mean Time To Recover; Lower Downtime
- Improved customer experience & satisfaction

DevSecOps Objectives & Outcomes

50% reduction in the proportion of manual effort of Application build and deployment work against equivalent baseline manual efforts for Outsourced Applications enabled by DevSecOps
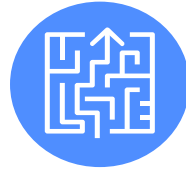
Automated & embedded security vulnerability management practices. Secure by Design mindset. Reduce the risk of hacks

Automated test triggers to assure consistency and accuracy of application validations, at speed. Better quality changes are handed to the business for UAT and fewer Production defects

Integrate automated infrastructure build to ensure consistency of environment build

Opportunity to use automation as part of Application Recovery Process/ Disaster Recovery to reduce time needed to recover in the event of total loss of infrastructure

DevSecOps Technology

DevSecOps is not only rationalising the CICD technology that we use globally, but also bringing new capabilities to delivery teams

Function	As Is-Technology	To-Be Technology
Continuous Integration	Jenkins	Azure DevOps
Artefact Management	JFROG	JFROG / Azure pipeline Artefact
Continuous Deployment	UrbanCode	Azure DevOps
Code quality scanning	SonarQube	SonarQube
Automated testing	-	Tosca
Automated security scan	-	Fortify

Azure Repos, Azure Pipelines, Azure Pipeline Artefacts will be leveraged for Source code management, build and deployment automation and Artefact storage respectively
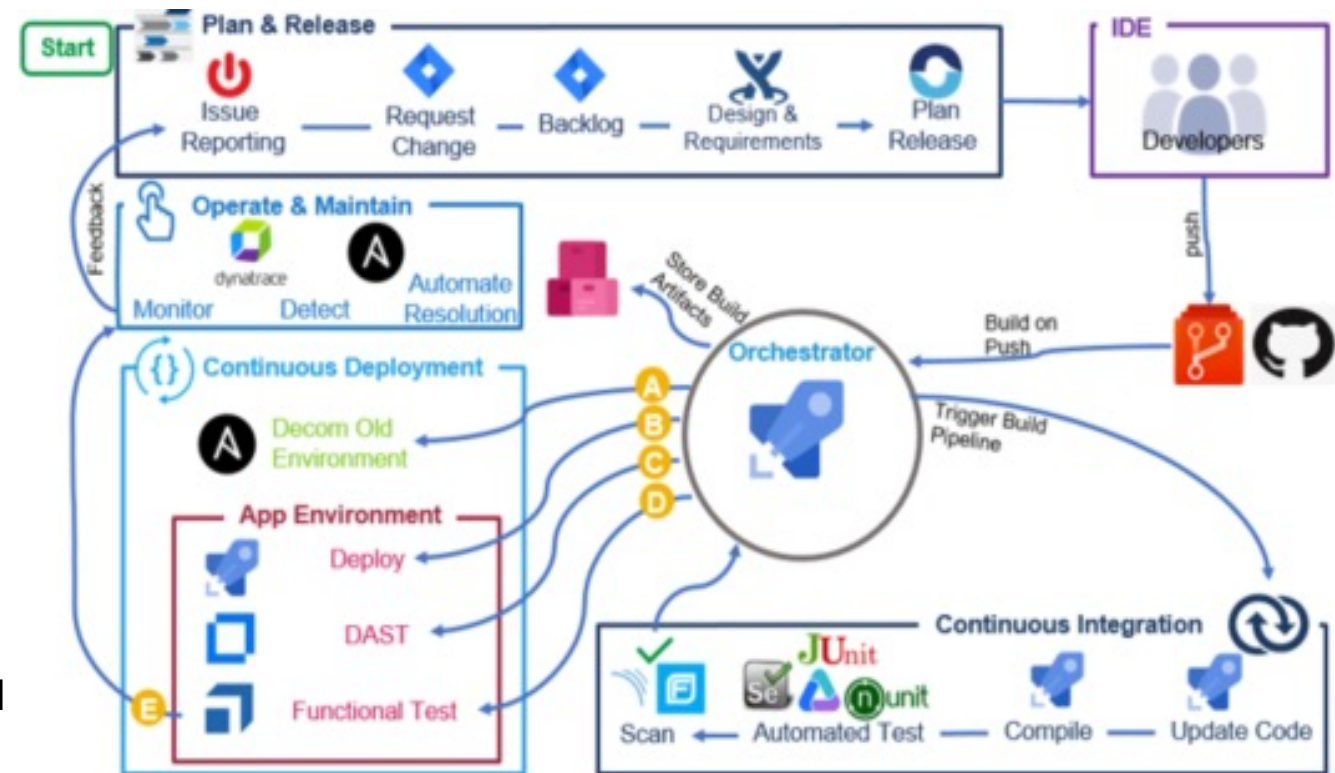
DevSecOps Patterns

NA Applications with DSO pattern

Automating process has made it simpler to deploy more frequently and with increased confidence

Build & Deploy

Build & Deployment, Automated Smoke & Regression Testing

Build & Deployment, Code Quality, Security Testing, Automated Smoke & Regression Testing

Build & Deployment, Code Quality, Unit Testing, Security Testing, Automated Smoke & Regression Testing
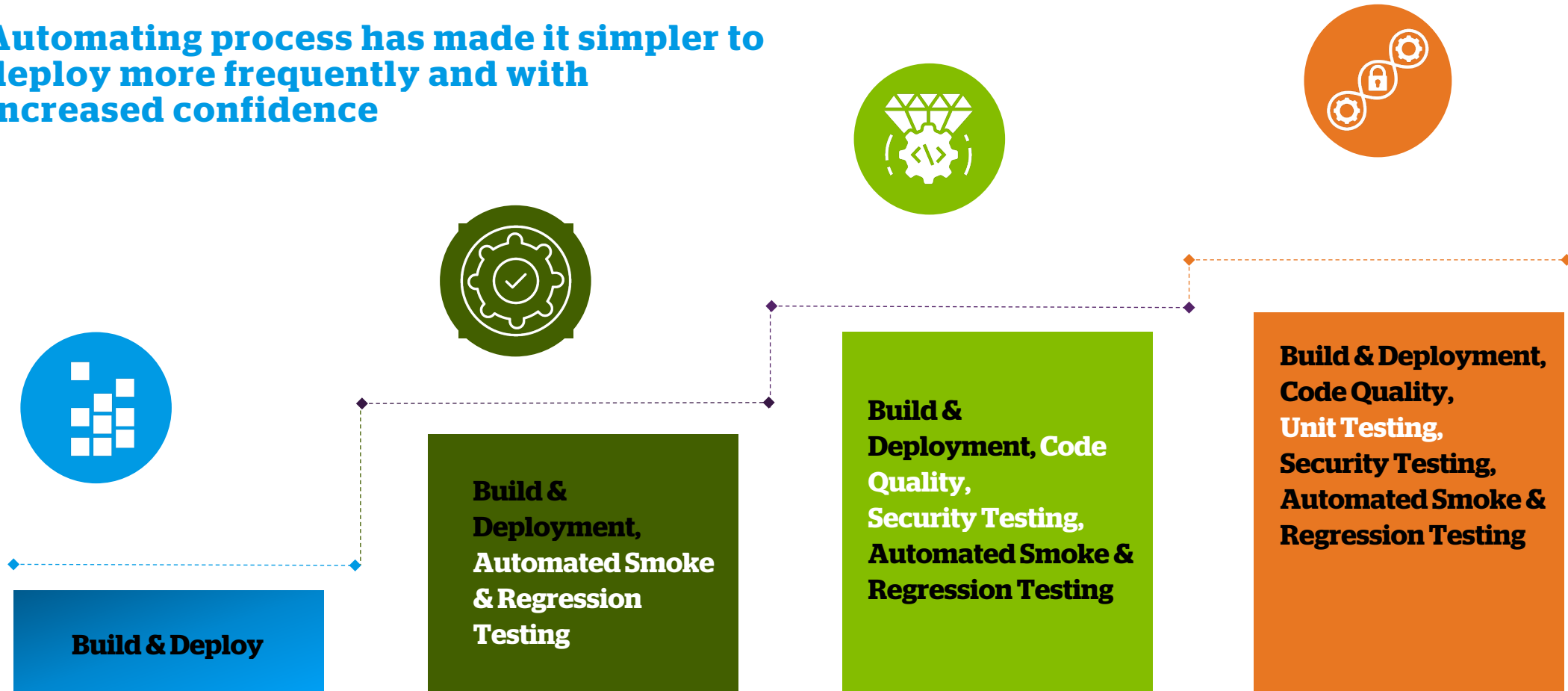
DevSecOps & Agile – Two Sides of a coin

Focus Areas in a Software Development Lifecycle

- **Agile** encourages faster transition **from requirements to solution** to encourage feedback-based progress and development.

- **DevSecOps** is intended to reduce the time **between a commit from a developer and deploying into production** through automation.
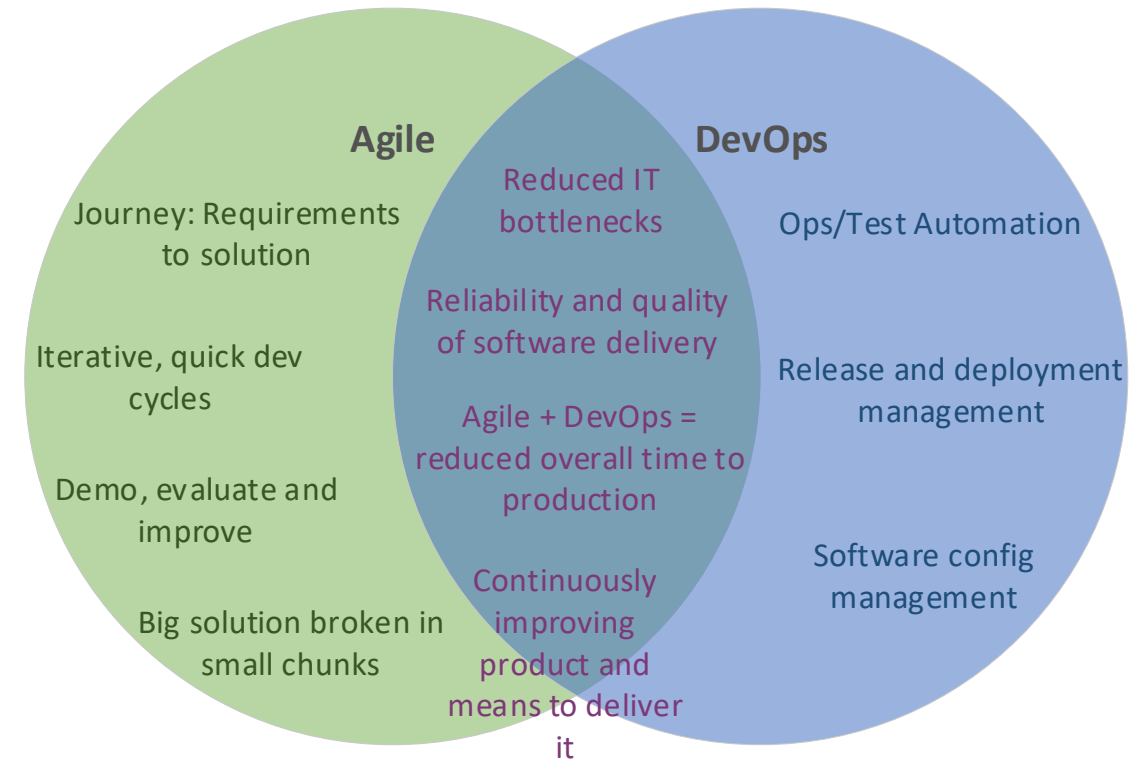
Collaboration and Feedback

- **Agile**, as an iterative approach, focuses on collaboration between **business and development** and encourages feedback from the business as a means of improvement.

- **DevSecOps** focuses on collaboration between the **Development and operations** as a means to deliver a change quicker, with feedback coming from internal IT teams instead of business.

Agile

Journey: Requirements to solution

Iterative, quick dev cycles

Demo, evaluate and improve

Big solution broken in small chunks

Reduced IT bottlenecks

Reliability and quality of software delivery

Agile + DevOps = reduced overall time to production

Continuously improving product and means to deliver it

DevOps

Ops/Test Automation

Release and deployment management

Software config management

Functional vs Non-Functional

- **Agile** talks about functional features of the product

- **DevSecOps** ensures the non-functional capabilities support the product

DevSecOps Structure

Sources of Input

Forward Thinking, Answering the Why?

Roles

- Platform SME
- Enablement Lead
- Regional Practice Leads
- Interested Parties

Global DevSecOps C4E
Enablers, Answering the 'How'? Driving and guiding on continual improvement.

Security SAF

Infrastructure SAF

FinOps Panel

DevSecOps Community
Communities are groups of people with similar interests and will share best practice with each other.

NA DevSecOps CoP

EO DevSecOps CoP

AUSPAC DevSecOps CoP

Global DES Platform Team
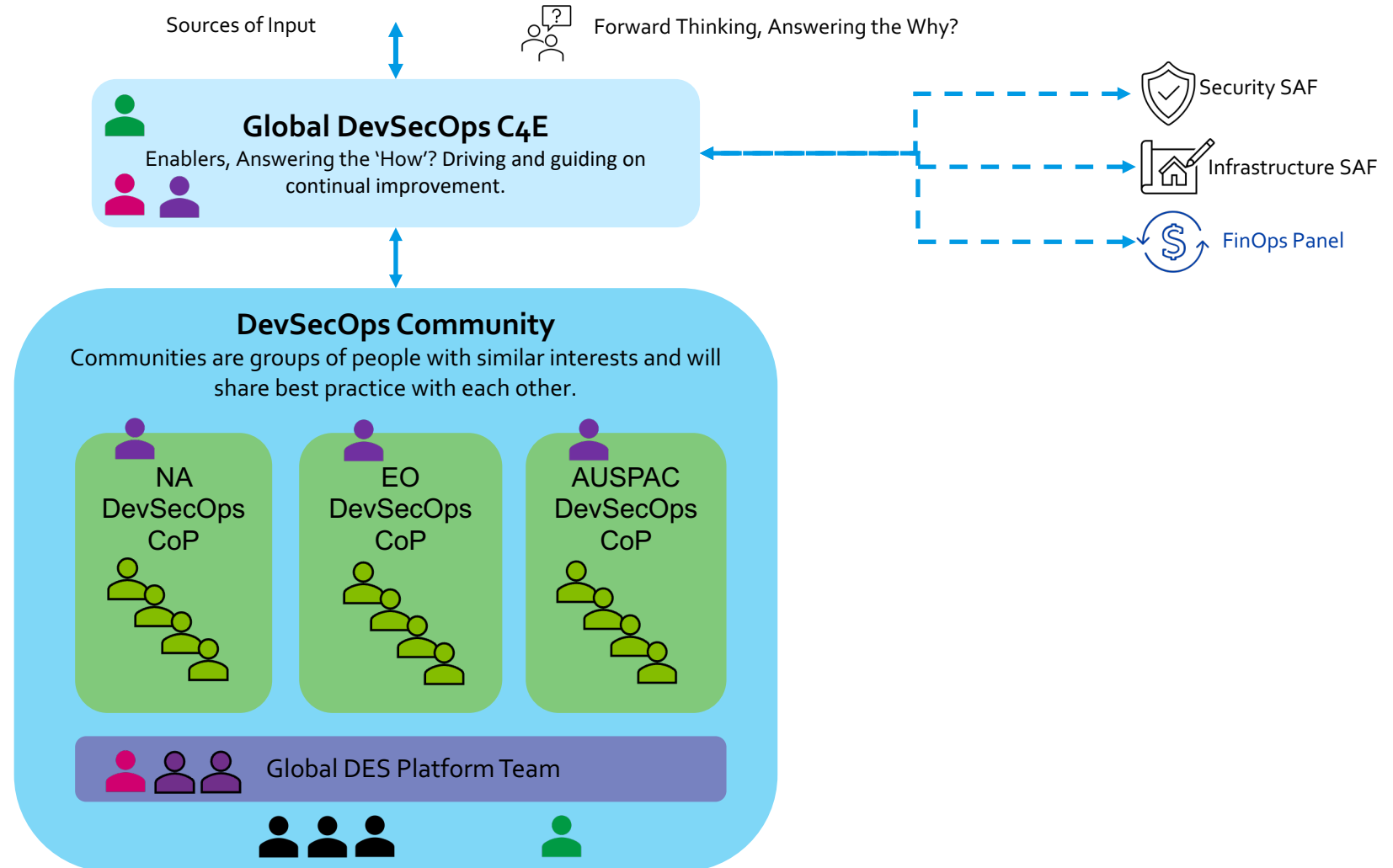
What's Coming Next?

2023

- Maturity assessment plan
- Persistent team pilot
- More Trains – Majesco
- Divisional and global support teams ops model
- Business engagement
- DevSecOps governance processes and maturity
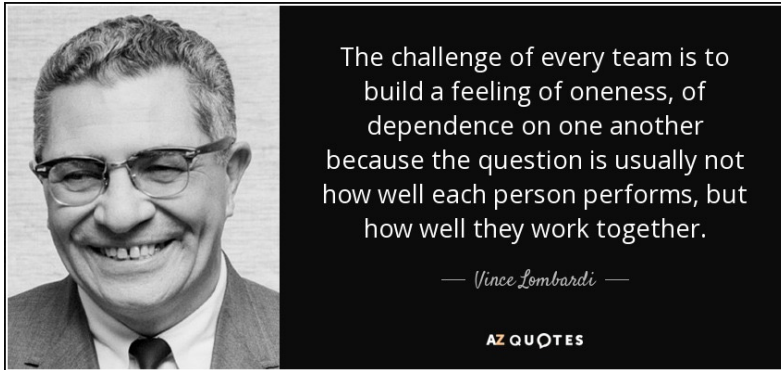
2024

- Lean Portfolio Management
- More Trains - Insights and Salesforce
- T Shaped engineering practice
- Maturation of established trains and squads
- DevSecOps Maturity, Training & Metrics
- Adding applications to DevSecOps pipelines, Code Quality and Security tooling

Best Practices

"PRACTICE DOES NOT MAKE PERFECT. ONLY PERFECT PRACTICE MAKES PERFECT."

VINCE LOMBARDI

© Lifehack Quotes

- Globally funded program - Divisions took accountability & defined high-level operating model hypothesis

- Agile pilot allowed us to adjust launch plan to ensure future success

- Initial scope limited to small change and enhancements – Large projects out of scope

- Roles were identified early, and training provided

- Agile & DevSecOps COE launched to ensure work was managed in one central area

- Dedicated Agile and Lean coaches were onboarded within divisions

- Security and architecture embedded in agile and DevSevOps with focus on core applications

Challenges

The challenge of every team is to build a feeling of oneness, of dependence on one another because the question is usually not how well each person performs, but how well they work together.

— *Vince Lombardi* —

AZ QUOTES

- Global organization and outsourced development/testing causes more complexity

- Business Involvement is critical

- Agile – Project to Product Transition is difficult

- DevSecOps – Embedding and Automating security, testing and code quality is critical for future success – but takes time

- Transition from WoW project to day-to-day operations requires new roles and processes

Final Thoughts

QBE is Hiring

Careers | QBE Insurance Group

Your career at QBE – Let's make it happen

Job search ›   Linkedin

What if you could have a positive impact – at work and in the world?

At QBE, we're enabling a more resilient future – for our customers, communities, environment, and for our people. We're building momentum to achieve something significant and know our people are at the centre of our success.

Join us now, so you can be part of our success – and we can be part of yours.

Our industry offers interesting and varied careers where you can help people to protect what matters most. As part of the QBE team, you'll get to spend every day working with people who are passionate, talented and kind. And our international scale means we're big enough for your ambitions, yet small enough for you to make a real impact.

Your career at QBE — Let's make it happen.

Job search

Thank you

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