



Get started with DevOps in Government

Mieke Deenen

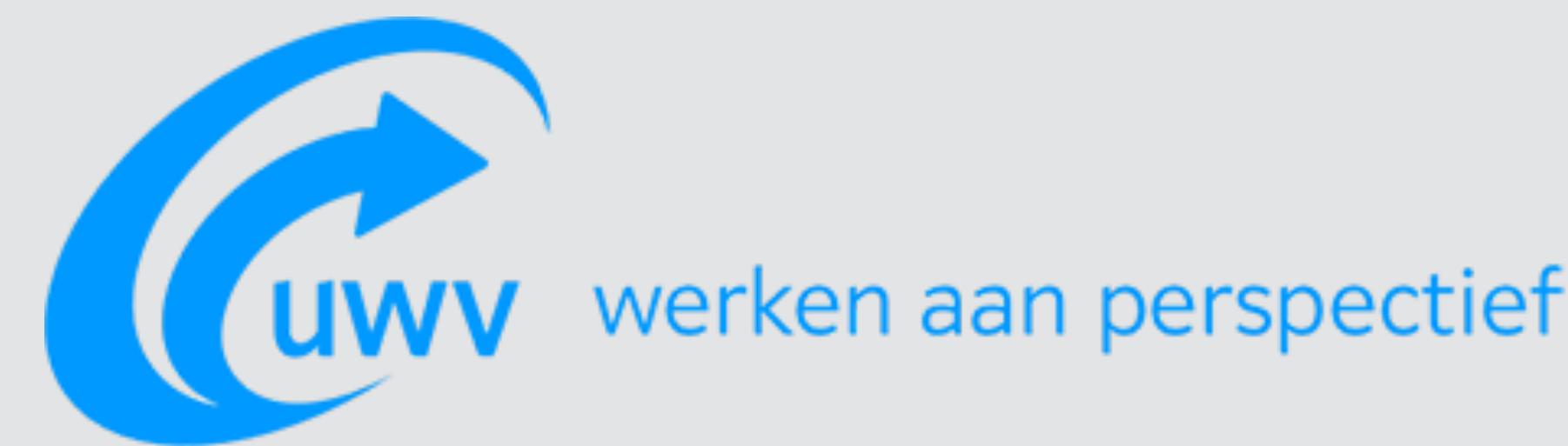


Mieke... who is she?



UWV

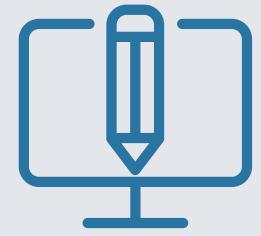
Mission: We offer people new prospects
for participating in work and society.



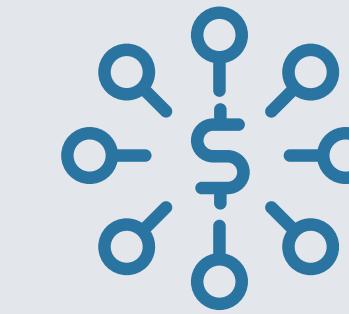
Government agency



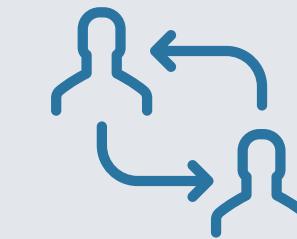
administrative
authority



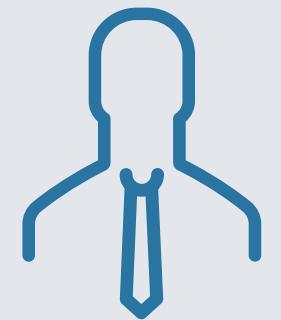
executing social
and labour policy



social benefits



linking pin



18,000
employees



6.9 million insured
people



1.4 million
benefit recipients



Government, employers,
employees, tax
administration

Digitize all our services

Due to new legislation in 2012, we had to digitize all our services in a very short time.

We refactored our main site www.werk.nl - for our customers who want to find work or receive unemployment benefits:

- from static to a dynamic website
- new self service functionality (mandatory)
- a major increase of usage

We experienced some minor crashes, instability issues and then suffered a major crash and unavailability.

Need for change

We could not guarantee our 3 main KPI's: availability, stability and performance.

We wanted to be able to provide new functionality for our customers on a regular basis in a predictable way without downtime.

- Sense of urgency
- Business justification to invest in our infrastructure

How to get started with DevOps



Strategy

Strategy

Create a vision and decide on approach

→ start small and then expand

Big
things
often
have
small
beginnings



Strategy

Start small

Decide on primary scope and where to start:

- Where is management desperate to go faster and open to change?
- Choose an easy application, mainstream technology
- Go for a Minimum Viable Product



Strategy

And then expand

Create a roadmap and define your strategy to move forward:

- Translate roadmap into milestones and phases (prince2)
- Write a Project Initiation Document and a Business Case
- Create feedback loops to improve.





Operational communication

- Daily stand ups for the team
- Kickoffs for every application with the people for that specific application
- Weekly status and progress meeting
- Retrospectives/ evaluations
- Involve stakeholders and management
- User group community, newsletters, exchange best practices

Let everybody contribute. Pay attention to critics and concerns that arise.



Communication about results

- Create a dashboard and show your results
- Monthly report about our progress
- Mail to the stakeholders after every onboarding of a new application
- Show the business advantages: from twice a year to biweekly releases
- Show the financial advantages: positive BC, revenue exceeds the costs

The purpose is to gain a basis, people that believe in it become ambassadors.



Team



Create a motivated team with an agile mindset



Stakeholder management

Stakeholder management

- Steering committee
- Architecture board
- Security board
- Key person that knows the people of the department and how it works

People that believe in it become ambassadors.

Give the ambassadors a stage and let them contribute!



Process

Empower others to act on the vision means that you have to adjust some of the processes.

- Process collaboration: From siloed tools and people to a place where people can work together, experiment and learn
- Change process: Reduce process complexity to move forward

Results: better understanding, collaboration, team commitment and responsibility, focus and transparency



Challenge: Siloed tools and people

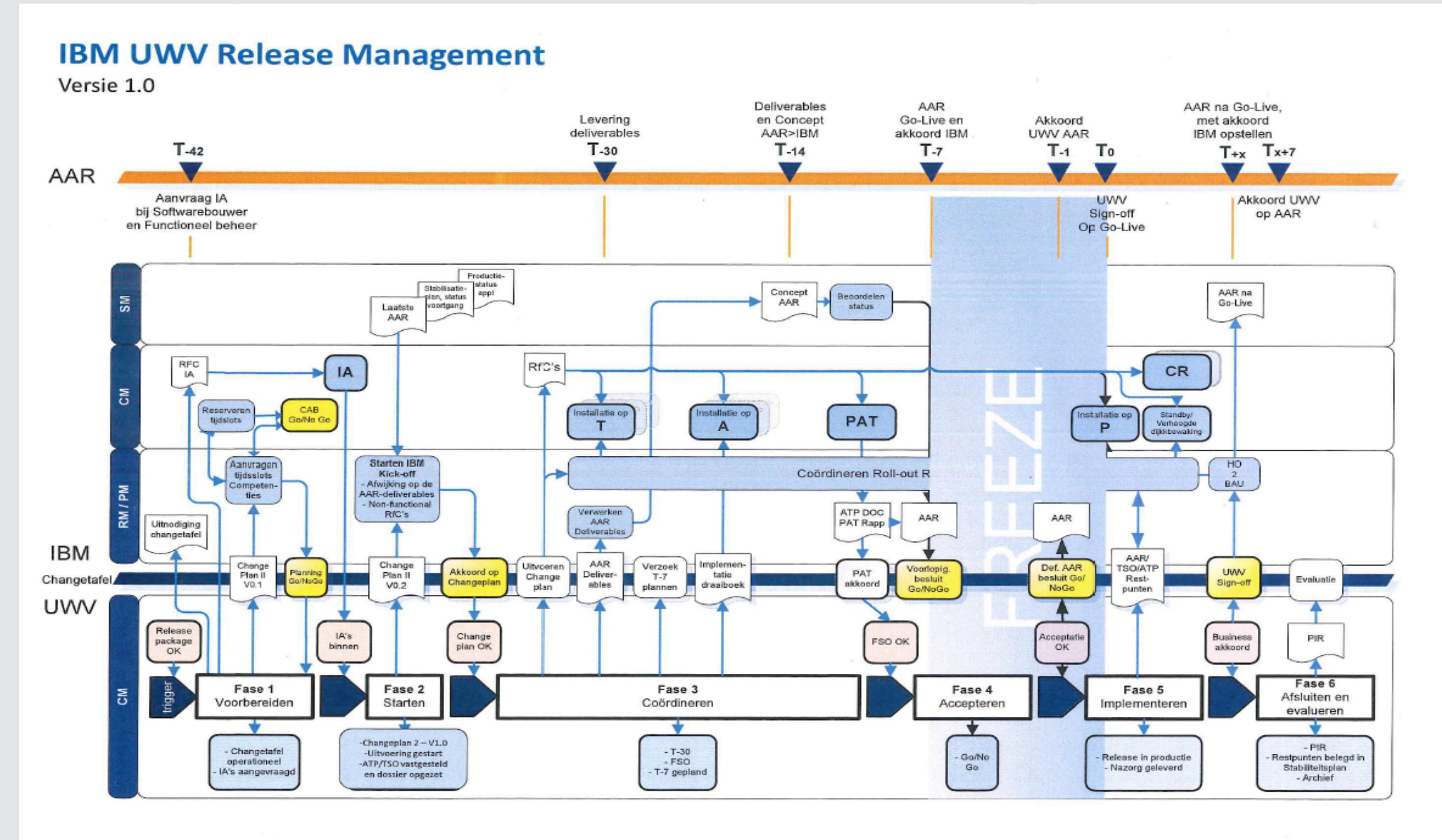
Three siloes: Contracted software developers, ourselves with test environments + hosting company for acceptance and production



Response: Remove the walls



Challenge: Risk-averse, slow change process



Response: Negotiate. Learn the rules, bend the rules.



Technology

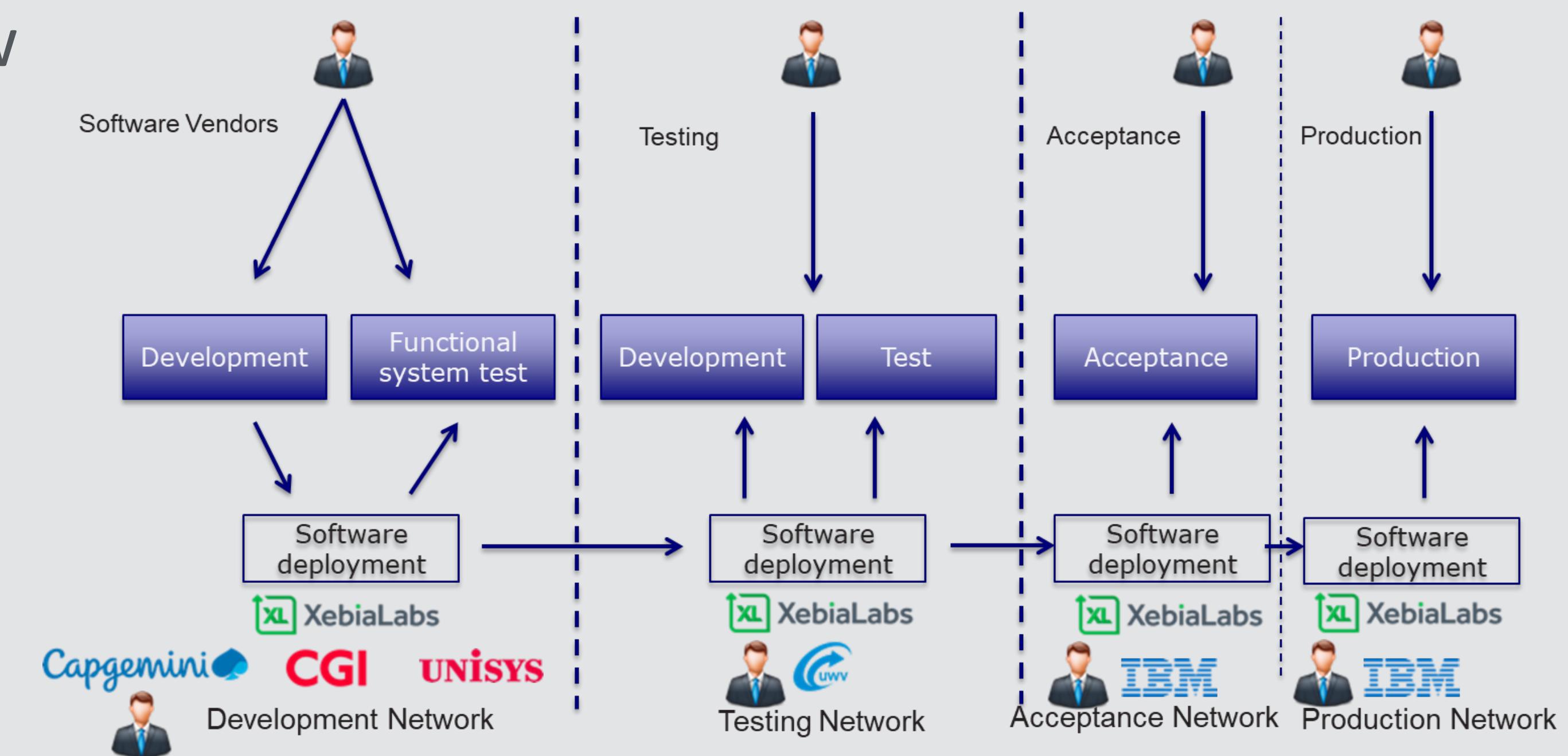
Complex IT architecture

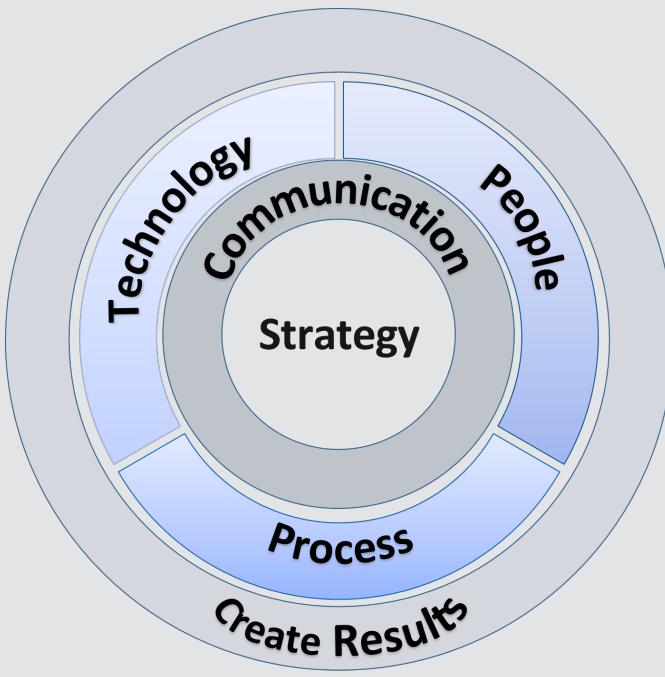
- Multiple technology stacks
- Applications from 60's till now
- Most visited government website in the Netherlands
- Siloes and strict borders

Goal: Create one automated deployment pipeline

- Onboard applications
- First mainstream technology

Automated deployment pipeline UWV





Create Results

- Technical and organizational confidence
- DevOps benefits that are apparent to the business
- New corporate policy



Technical vs organizational confidence





Business benefits

Create DevOps benefits that are apparent to the business:

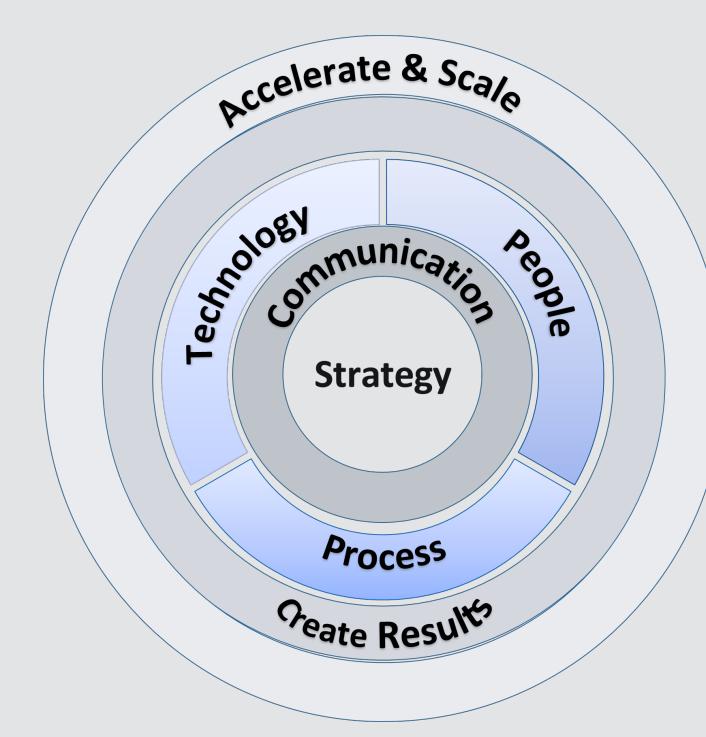
- Improved quality, better availability
- From 2-3 releases a year to biweekly releases
- Over-achieved financial benefits





Corporate policy

- New policy: every application should use deployment automation
 - from pull to push
 - shared responsibility, ownership within the departments
 - people are more willing to follow changes due to new policy than changes due to innovation.



Accelerate and scale

Use the strength of the organization to accelerate

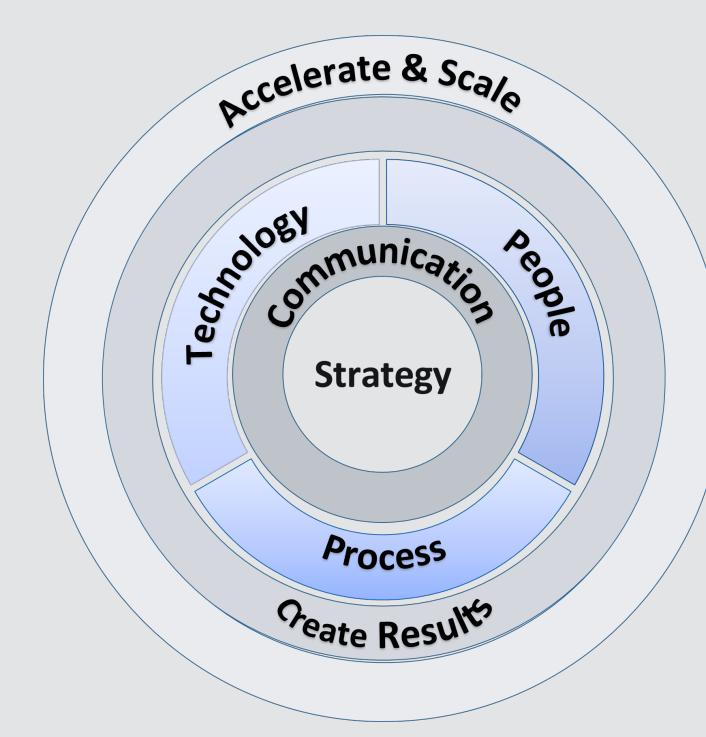
- Empower teams to implement it themselves
- Expand team with experienced people from prior onboardings
- Create a center of excellence and an end user community



Empower others to do it themselves

We still onboard most of the applications ourselves but we support and encourage other teams to do it themselves.

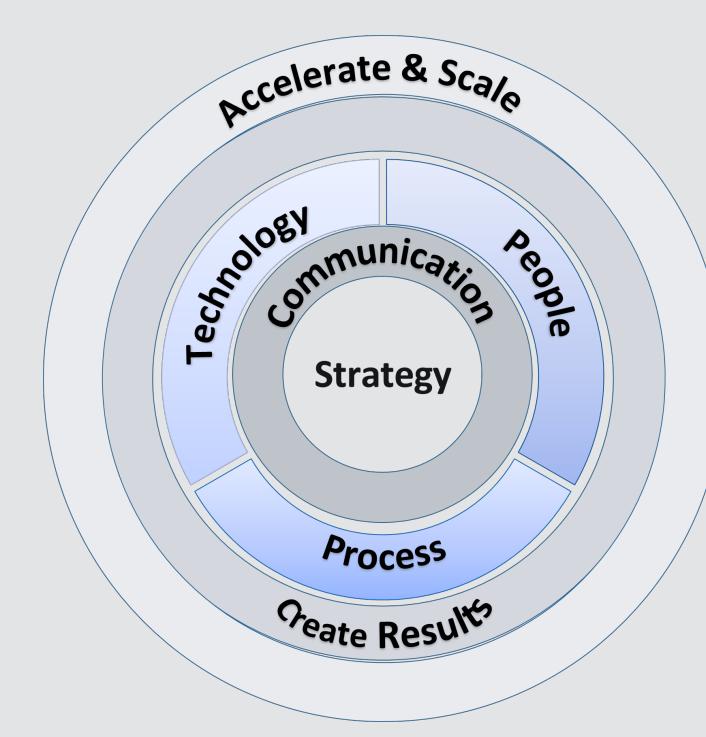
- More parallel tracks
- All new build applications start with deployment automation
- With large full stack application upgrades also switch to deployment automation
- Serving leadership



Expand the team

We added 3 people to our team:

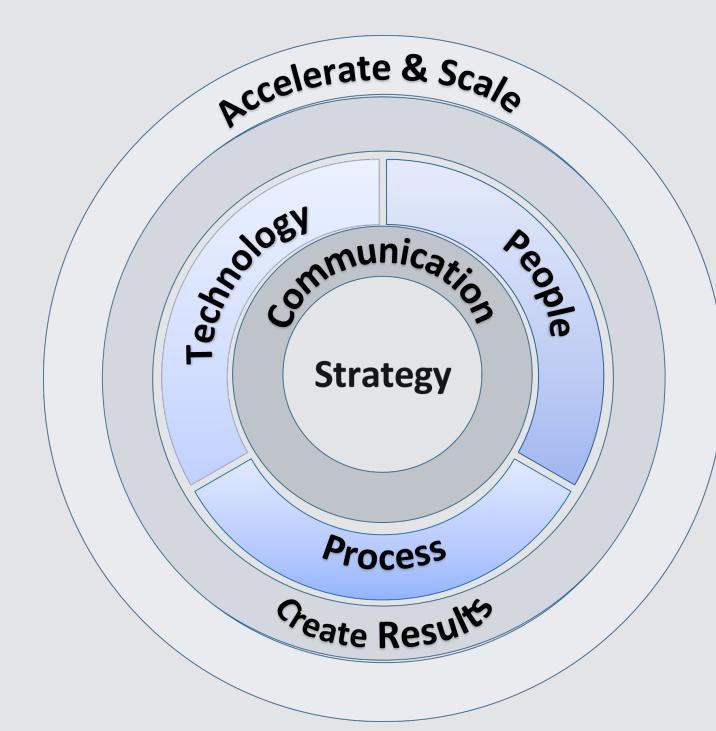
- the most critical application engineer from our first department
- a lead developer from one of the toughest applications
- an enthusiastic trainee full of energy, ideas and questions



Create a center of excellence

We started a center of excellence:

- End user community and end user meetings
- Sharepoint with information, newsletters
- Adjust and optimize our way of working
- Innovation: new technologies



Road in front of us

- Onboard the remaining applications
- Identify waste and improve every day
- Integrate with test automation
- Integrate our story in the tender for new datacenter

Finish the bridge





Our advice

- Create a cross-functional team with motivated and skilled members
- Create DevOps values and use DevOps techniques even if your organization isn't ready to call it DevOps yet. Create bridges, translate it.
- Build reliability, technical and organizational confidence
- Visualize your goal and your results
- Keep learning and improving and create flow
- Use the strength of the organization to move forward
- Celebrate your success and move forward!

Questions?

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