Speaker Introductions

Jeff oversees all business product software and cloud R&D, analytics and data science, enterprise applications, cybersecurity, and IT infrastructure services and cloud platform services for TrueBlue's global technology organization.

- 3 decades leading high growth technology and business teams
- Passionate for growing businesses through power of technology
- University of Washington, Computer Science & Germanic Languages
- Military Veteran – U.S. Army
- Resides in Bellevue, Washington

Jeff Dirks, CTO/CIO

Carter leads PeopleScout's global technology organization including product R&D and operations for the award winning Affinix technology platform.

- 2 decades leading product technology build and run teams
- Passionate for leading team in systems thinking and lean engineering
- Enterprise DOES attendee (2016-2021)
- University of Illinois, Computer Science
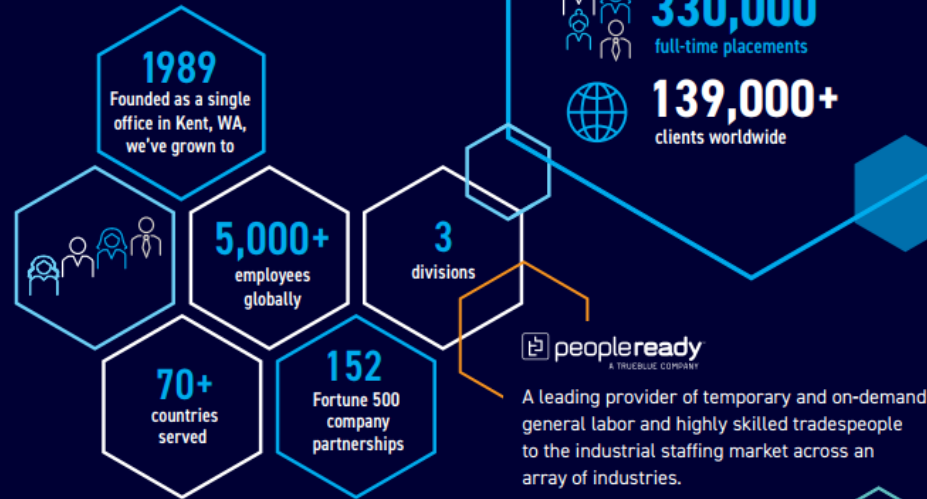- Resides in Greater Chicago Area

Carter McHugh, VP Technology

trueblue
THE PEOPLE COMPANY®

We're a force—a force for good, a force for business, and a force for innovation & opportunity.

Our companies specialize in connecting people to work and innovating solutions that solve the complex needs of our clients' workforces to help them achieve their most ambitious goals.

724,000 people connected with jobs in 2019

330,000 full-time placements

139,000+ clients worldwide

1989 Founded as a single office in Kent, WA, we've grown to

5,000+ employees globally

3 divisions

70+ countries served

152 Fortune 500 company partnerships

Global Operations
U.S., Canada, U.K., Australia, Poland and India

Headquarters
Tacoma, WA and Chicago, IL

Publicly traded since 1996 NYSE: TBI

$2.4B Revenue (2019)

peopleready
A TRUEBLUE COMPANY

A leading provider of temporary and on-demand general labor and highly skilled tradespeople to the industrial staffing market across an array of industries.

peoplemanagement
A TRUEBLUE DIVISION

A leader in on-site contingent staffing, commercial driving and workforce management solutions for multi-site industrial clients.

peoplescout
A TRUEBLUE COMPANY

A global leader in permanent job placements through our expansive recruitment process outsourcing (RPO) and managed service provider (MSP) offerings.

Trailblazers in Tech

TrueBlue is digitally transforming the way people find work and companies find talent. We invest heavily in R&D to virtualize, simplify and remove obstacles in the hiring experience to connect *anyone, anywhere, anytime* with *any job.*

3 Award-winning technologies

JobStack

Our mobile app creates an online exchange between workers and clients, similar to a rideshare model. Pull out your smartphone for what you need, when you need it. Available via Apple or Google.

peopleready
A TRUEBLUE COMPANY

Our app fills a job every **9 seconds** and has filled **7 million+** shifts since inception

Stafftrack

Fully digitized, end-to-end workforce management & reporting technology with predictive analytics for large scale hiring, peak seasons and unprecedented events.

peoplemanagement
A TRUEBLUE DIVISION

Ensures above **90%** fill rate at all times

Time is money up to **35%** reduction in time to fill open positions
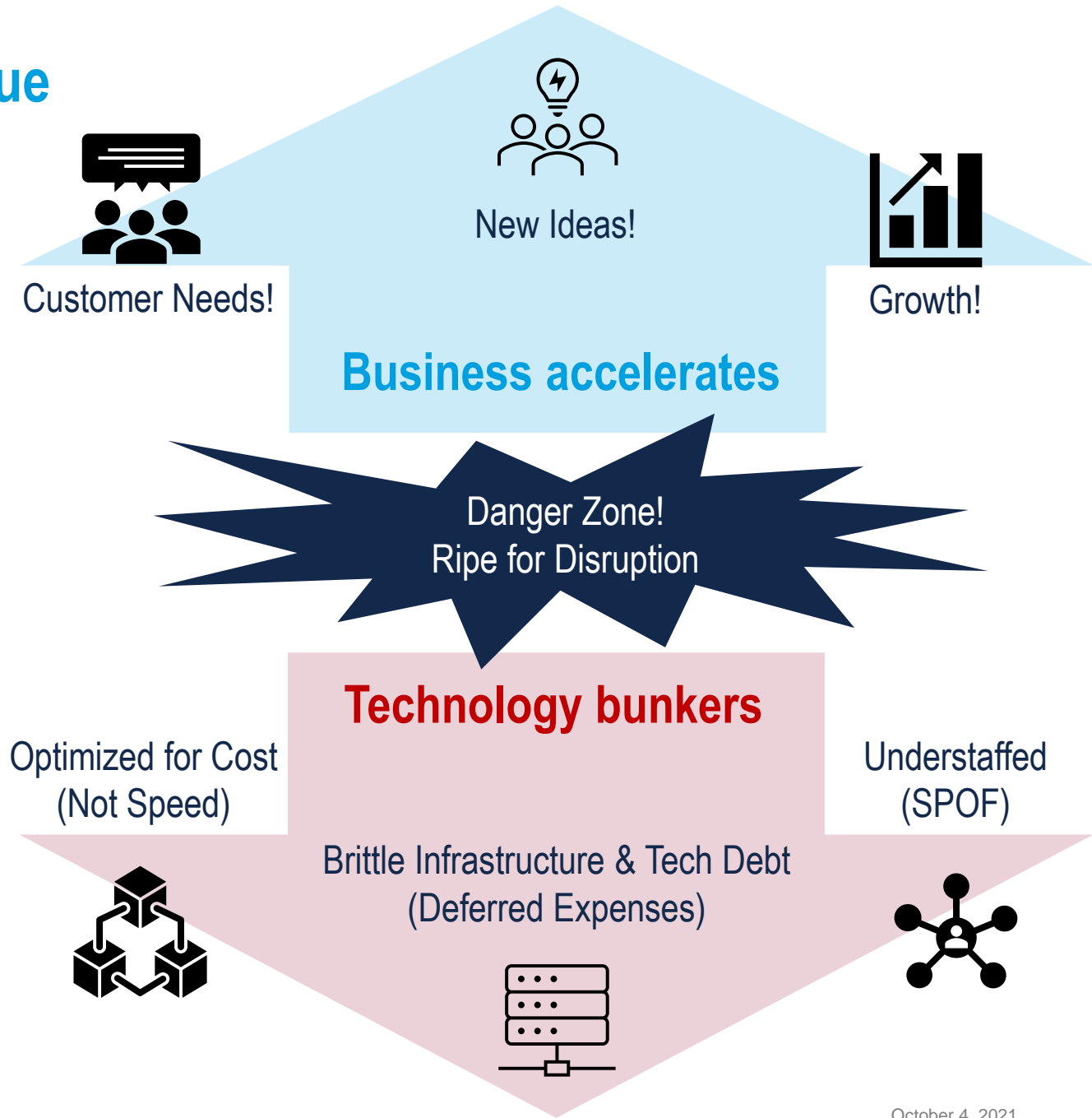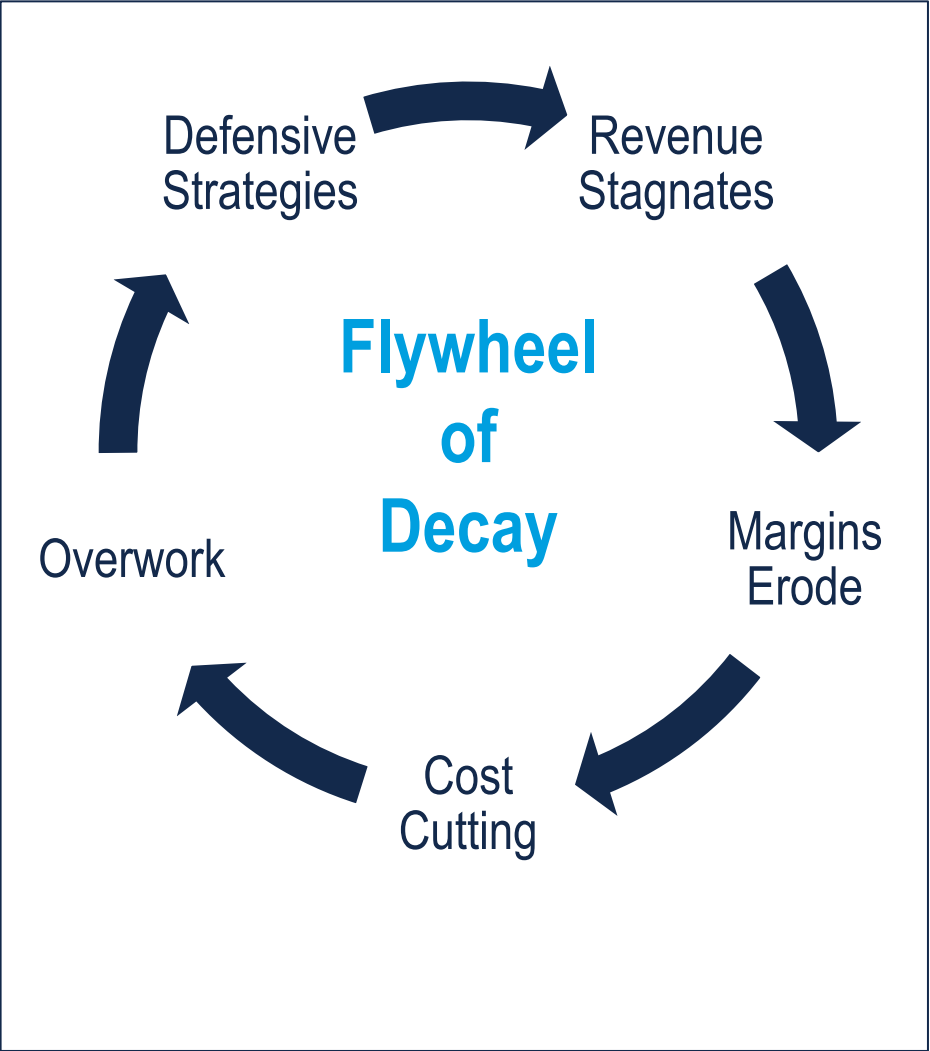
Affinix

Combines artificial intelligence, virtual scheduling, chat bots, video interviews, machine learning and analytics, with human touch to speed and personalize the process. Affinix makes the hiring experience as easy as shopping online.

peoplescout
A TRUEBLUE COMPANY

2018 - Challenges Faced at TrueBlue

Flywheel of Decay

Defensive Strategies → Revenue Stagnates → Margins Erode → Cost Cutting → Overwork → (Defensive Strategies)

Business accelerates

Customer Needs!

New Ideas!

Growth!

Danger Zone! Ripe for Disruption

Technology bunkers

Optimized for Cost (Not Speed)

Understaffed (SPOF)

Brittle Infrastructure & Tech Debt (Deferred Expenses)

2019 - Where We Started

Two Pizza Teams!

Public Cloud!

DevSecOps!

Run What You Build!

Continuous Delivery!

We Reorganized!

We Migrated!

We Bought Tools!

We Bought Tools!

We Bought Tools!

Are We Better? At What?

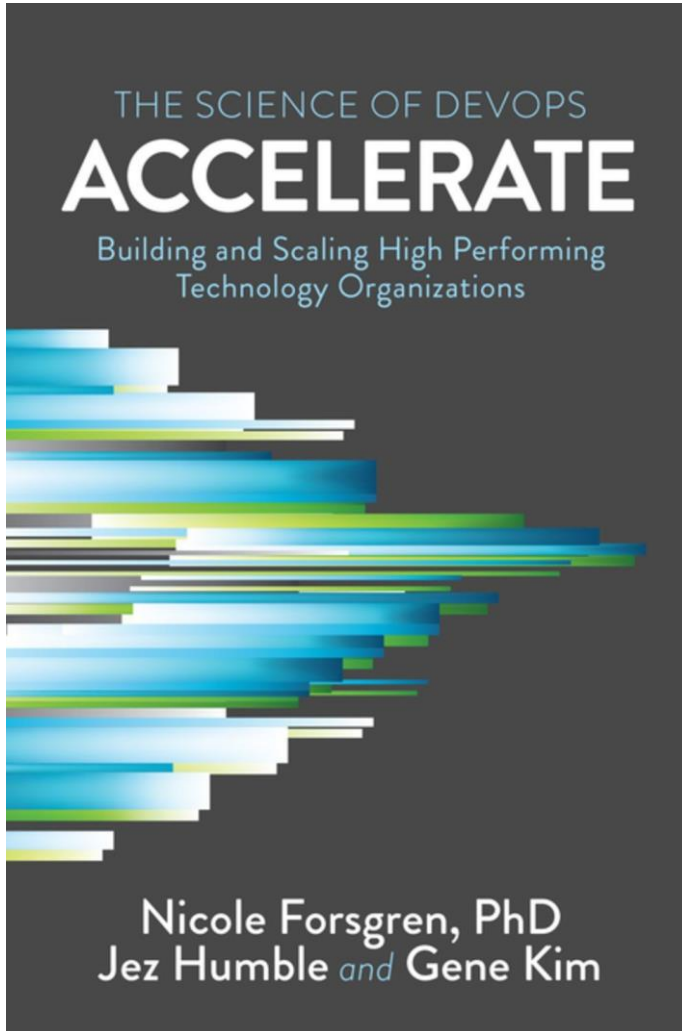Do we better understand the business needs?

Do we more efficiently deliver greater value?

Do our business partners better understand and value us?

Are we capable of delivering more of what matters for our business?

2020 - Introducing Data Driven Purpose and Guidance

Initially, we had many opinions…..but far fewer facts.

We needed purpose and guidance beyond…. because [logos] do it!

We all read Accelerate. It gifted us data-driven insight into high performance organizations.

Suddenly, we were armed with facts…..what performance levers we should measure against.

(1)	Lead Time	(2)	Deployment Frequency
(3)	Mean Time To Restore	(4)	Change Fail Percentage

We set organization wide goals:

1. <u>Every</u> team would baseline their current metrics and measure quarterly.
2. No universal improvement targets were set. Each team made their own commitments.
    - Some teams were green-field and set very aggressive goals.
    - Some teams were legacy and set modest improvement goals.
3. Visibility Required. Teams published their metrics each quarter and shared learnings.
    - Encourage a culture of transparency and learning

It's a Compass…not a Map

What constitutes a deployment?

Doesn't every team need to measure the same?

Doesn't this reward poor quality?

Does this mean CM doesn't apply?

Our customers and partners are happy with our current cadence.

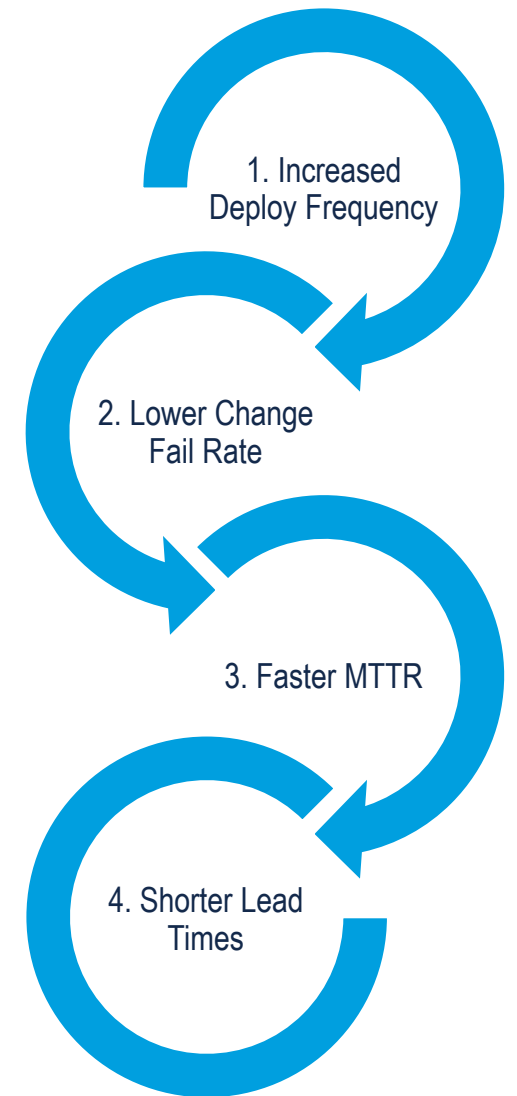Shouldn't we measure for business value?

The difficult truth was…..

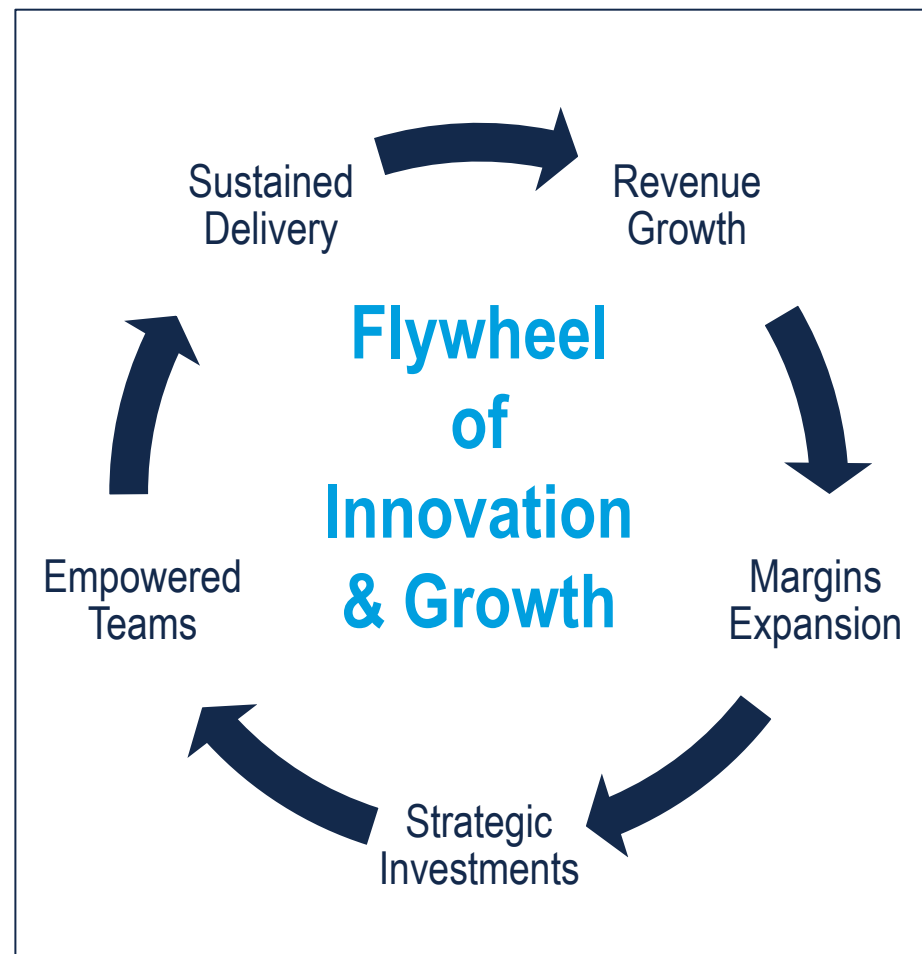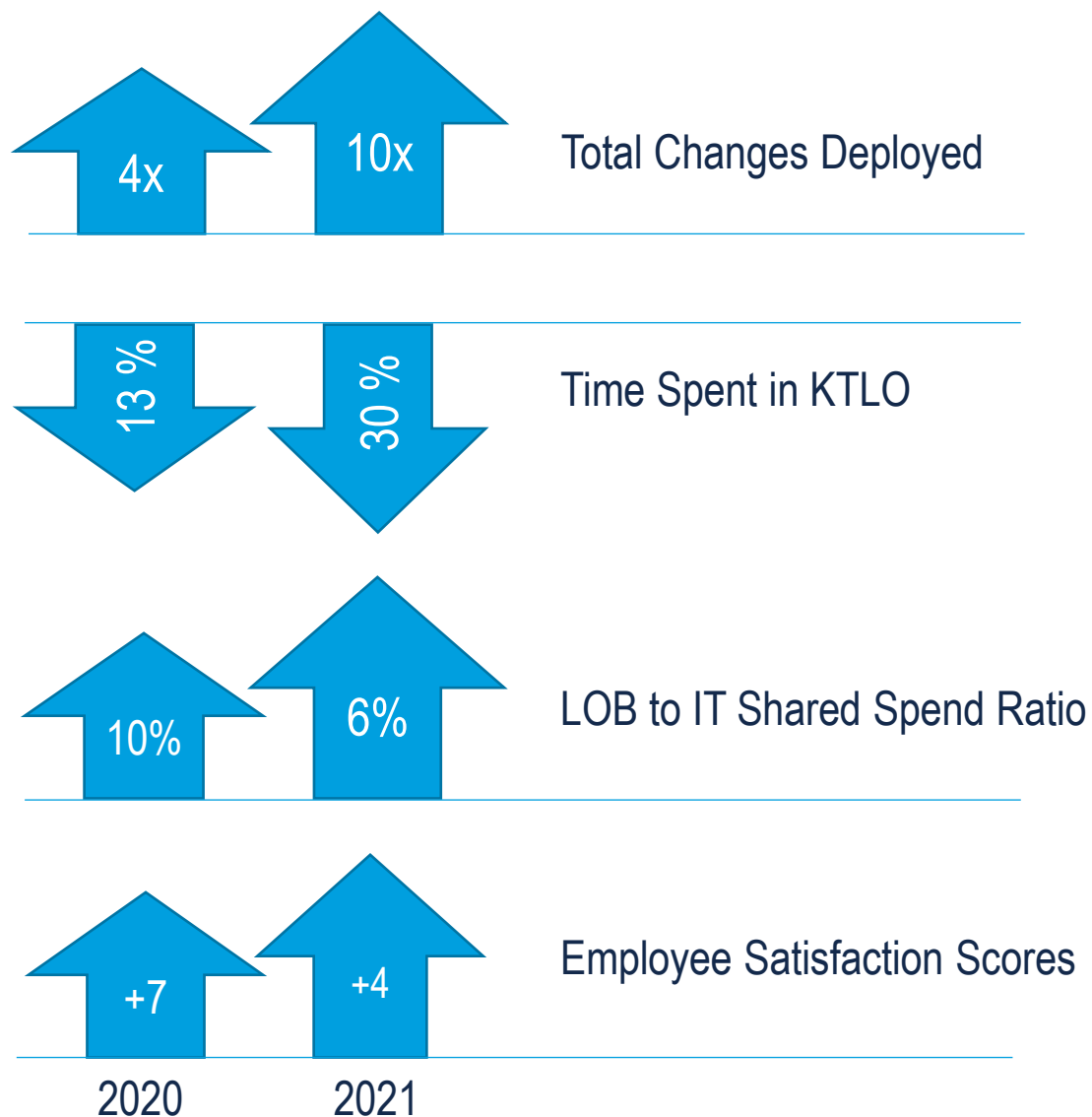We. Didn't. Know.

We have a compass: Measure, try, correct.

Think big, work small.

Optimize for forward momentum.

1. Increased Deploy Frequency

2. Lower Change Fail Rate

3. Faster MTTR

4. Shorter Lead Times

What teams discovered

2021: Measuring the Impacts

4x → **10x** Total Changes Deployed

13 % ↓ **30 %** ↓ Time Spent in KTLO

10% ↑ **6%** ↑ LOB to IT Shared Spend Ratio

+7 **+4** Employee Satisfaction Scores

2020   2021

Flywheel of Innovation & Growth

Sustained Delivery → Revenue Growth → Margins Expansion → Strategic Investments → Empowered Teams →

Enabled TrueBlue to move from "Project to Product"
- Sunset brittle infrastructure and technology
- Re-invest into Product Management functions
- Rapidly innovate our business through technology

A Journey of a Thousand Miles Begins with a Single Step

- Transformations are intimidating
  - Leaders are vocal and opinionated
  - Laggards are quiet and invisible
  - Start your journey wherever you are

- Setting Goals

  - Methods, Tools & Commitments are set by the teams

- Measuring Effectively

  - Beware Goodhart's Law!

- Communicating Effectively

  - Demand transparency AND allow room to fail

- Gaining Executive Buy-In

What's next for TrueBlue…..?

- We're learning to solve business problems.
- We're investing in Empowered Product Teams.
- We're investing in Discovery.
- We'd love to connect!