

DevOps Journey @SWIFT

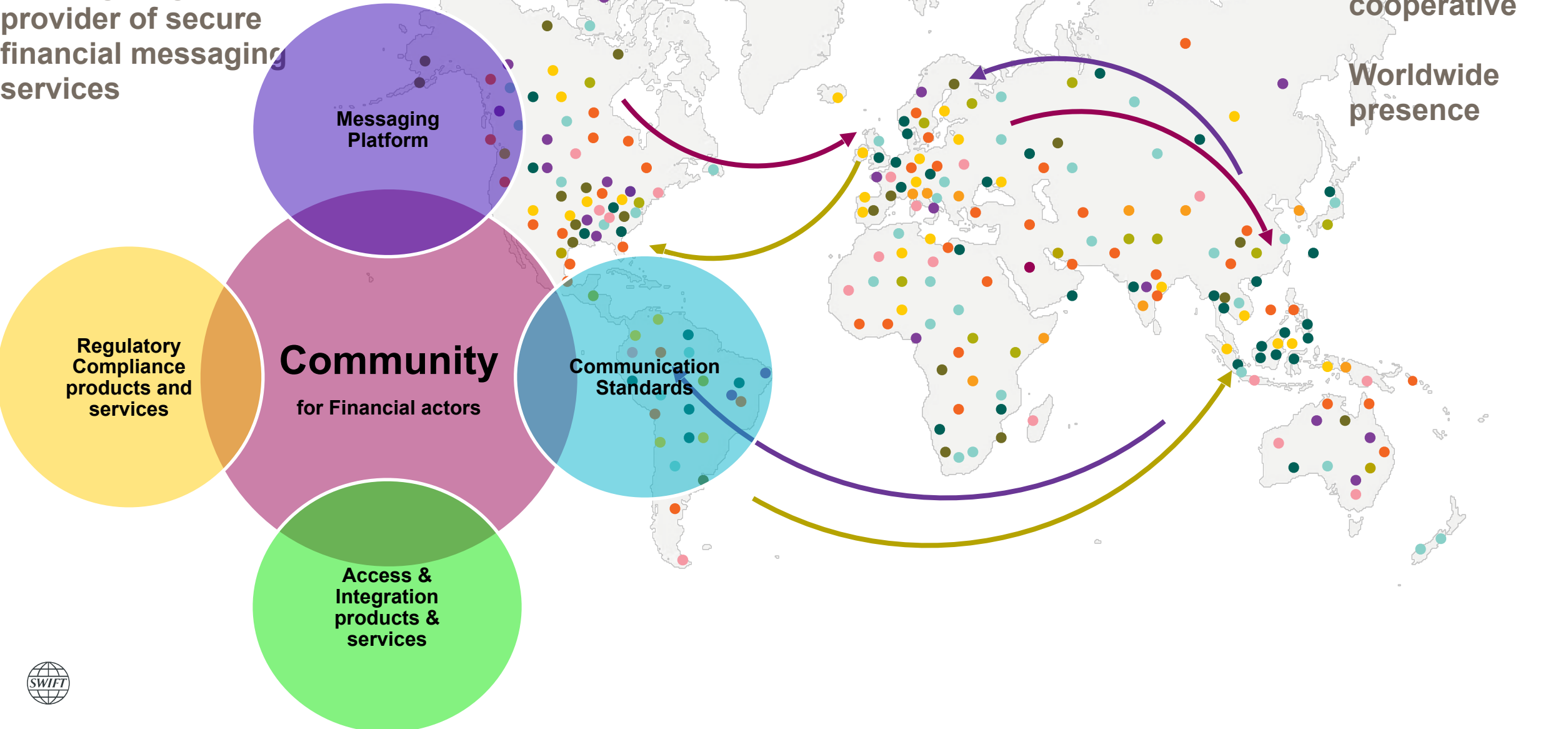


DevOps Enterprise Summit
October 2022

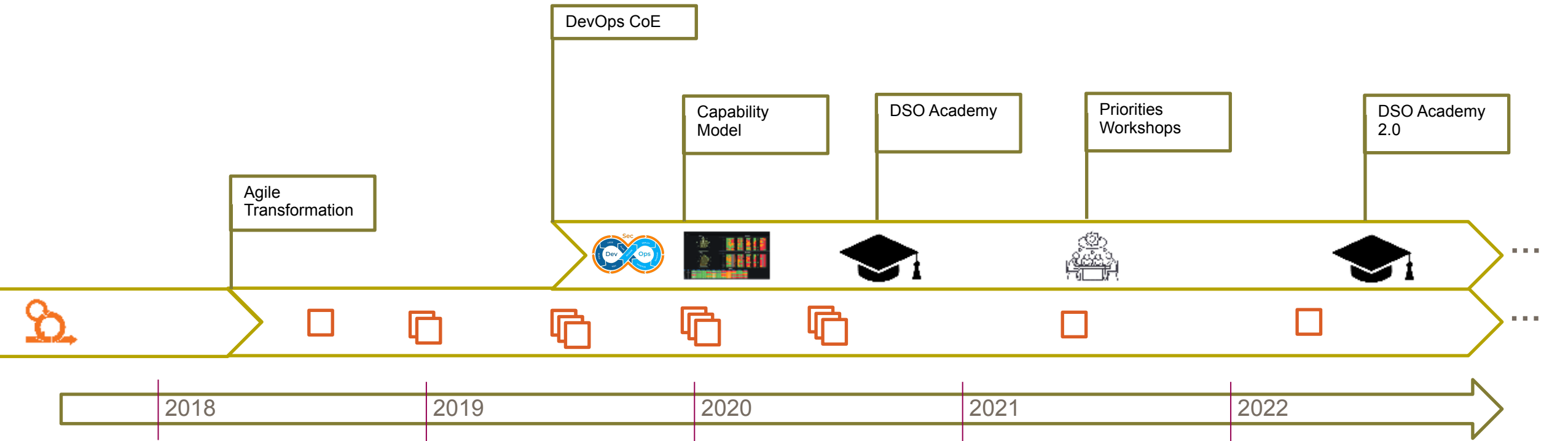
Christophe Bolle

About SWIFT

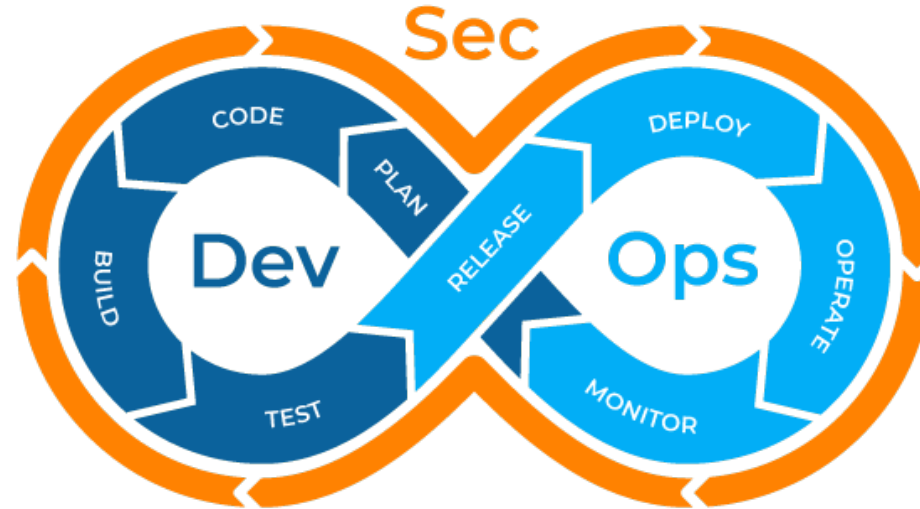
The largest global provider of secure financial messaging services



Our DevOps Story Line



DevOps CoE - Mission



Inspire and enable Squads to increase value delivery through DevOps practices

DevOps CoE - Positioning

Agile CoE

- Collaboration
- E2E responsibility
- Business focus
- Transparency

Culture

Practices

- Streamline delivery
- Pipelines
- Automation
- CI/CD

Measurements

Architecture
& Tools

- Value Stream Mapping
- Application analytics
- Operational information
- SDO dashboards

- Infrastructure & tools supporting automation practices
- Application low coupling
- From deploy release to deploy feature

DevOps CoE

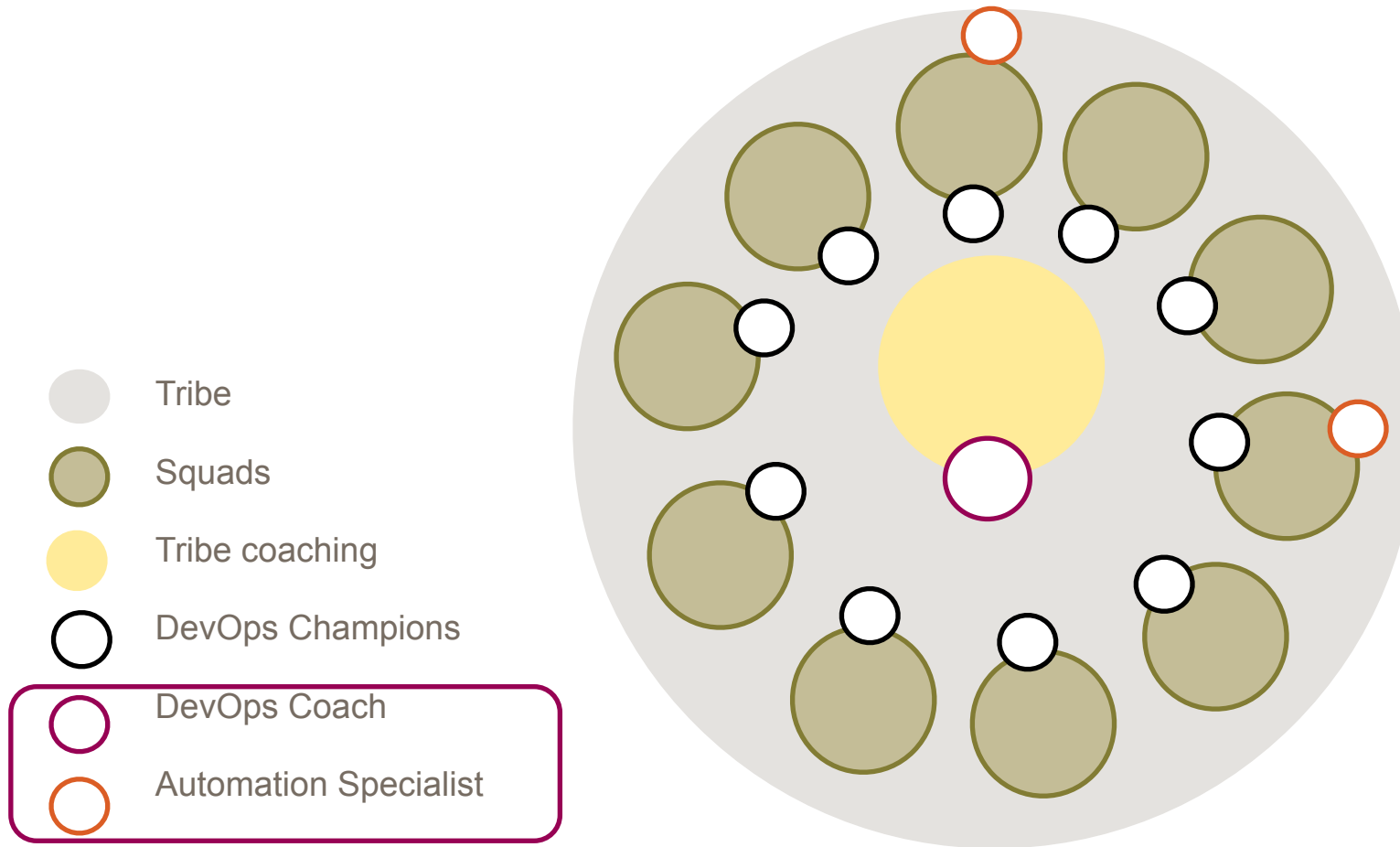
Platform & Tooling

Architecture / BA

Global Security



DevOps Team Topology



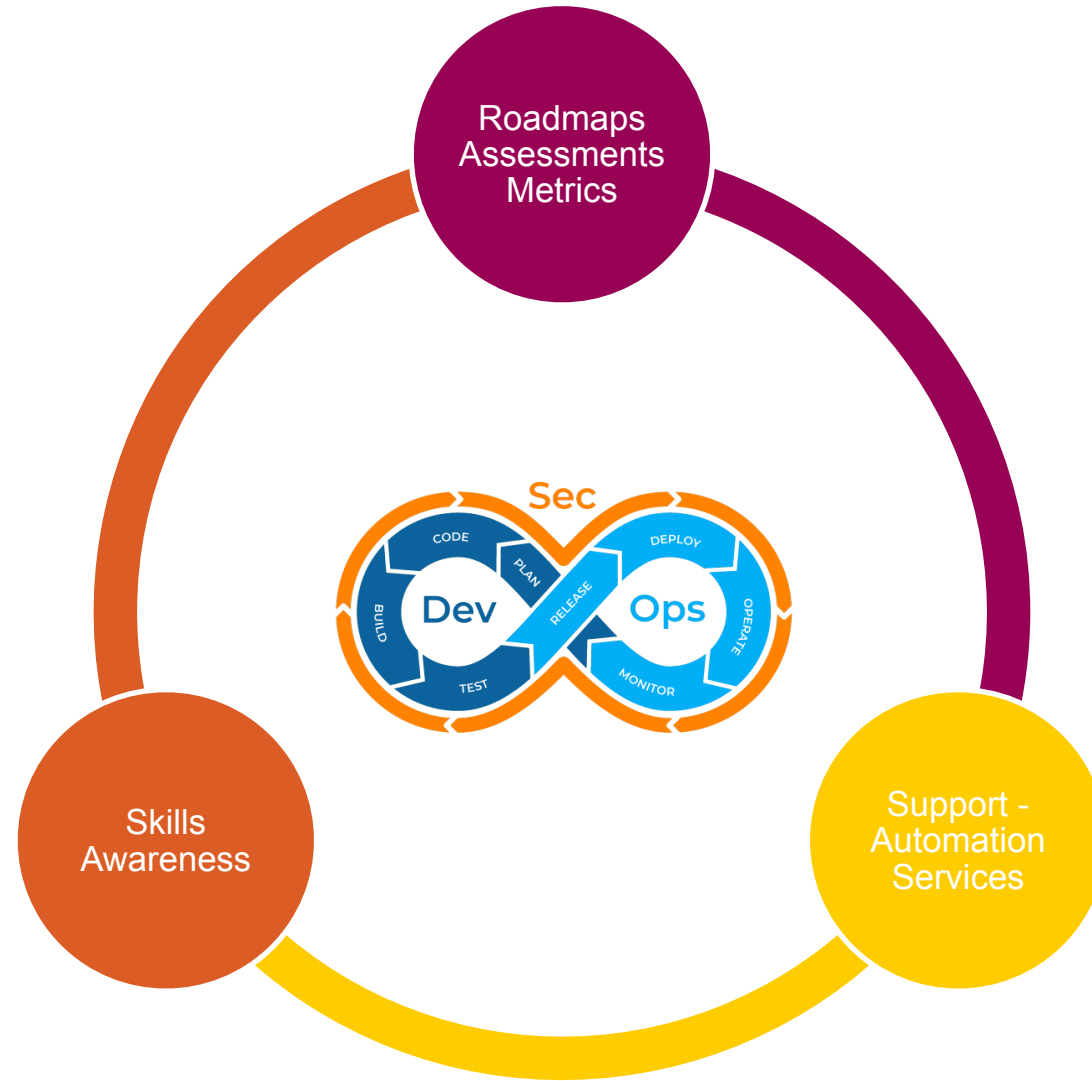
DevOps Coaches:

- Senior cross-skilled
- Hands-on
- Dedicated to one Tribe

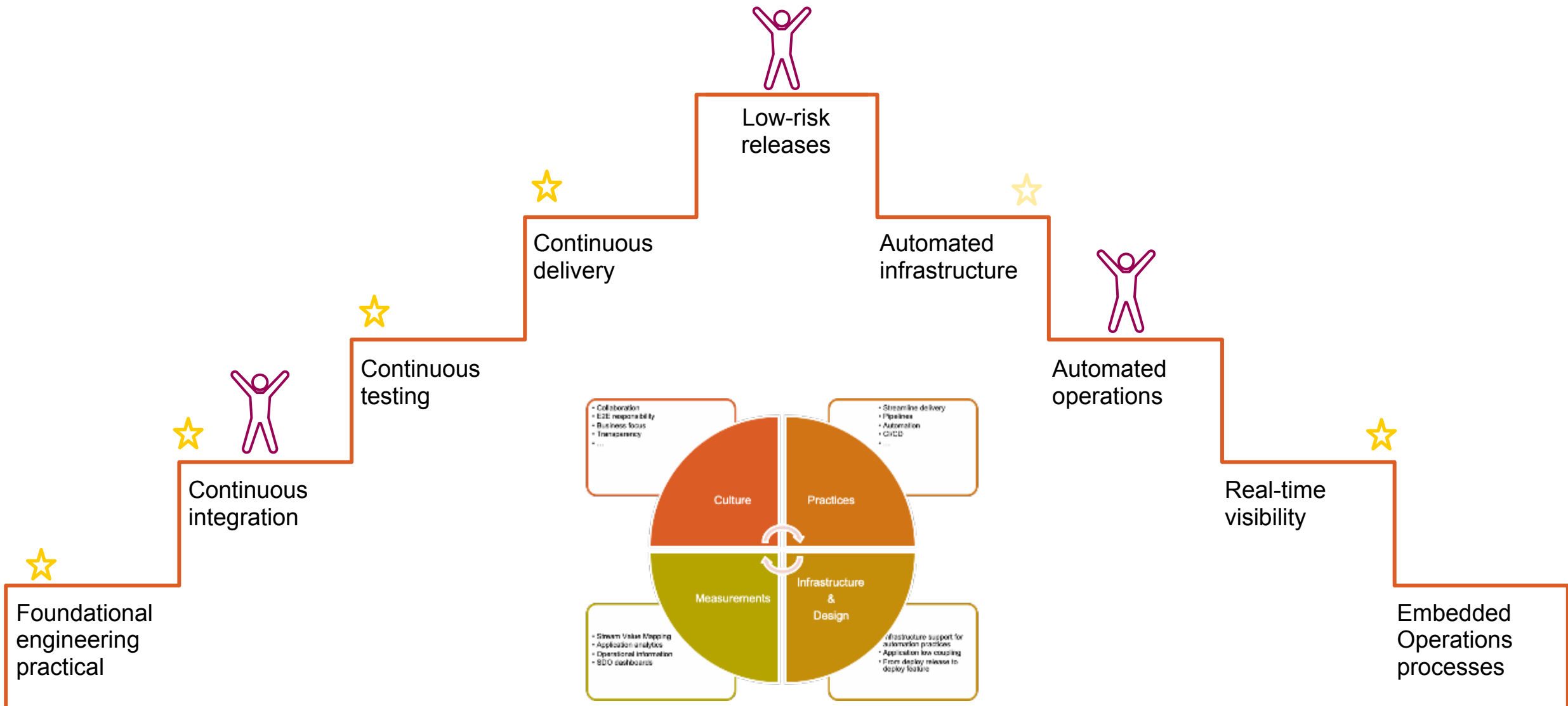
Automation Specialists

- Focussed on technical area
- Supporting precise DevOps OKRs
- Time-bound assignments

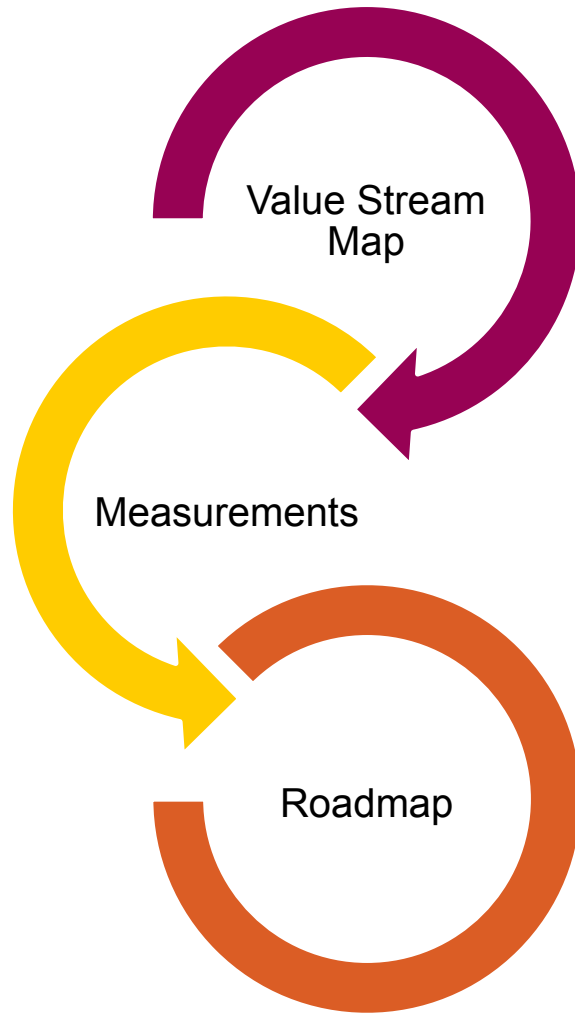
DevOps CoE - Scope



Capability Model - structure the DevOps journey



Capability Model - On-boarding of a new squad



Work with squad to document their **process/flow**
Identify **tools** being used
Agree on successes (and share them widely)
Agree on pain points (to be prioritised and worked on)
Determine current position in **capability model**

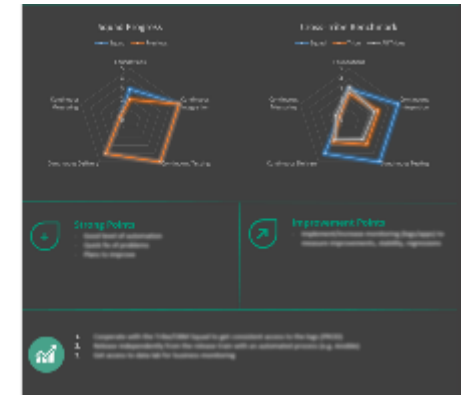
Put standard **measurements** in place across your stages:

- Cadence
- Time to get feedback
- Predictability (success rate)

Help the team define their DevOps **roadmap**

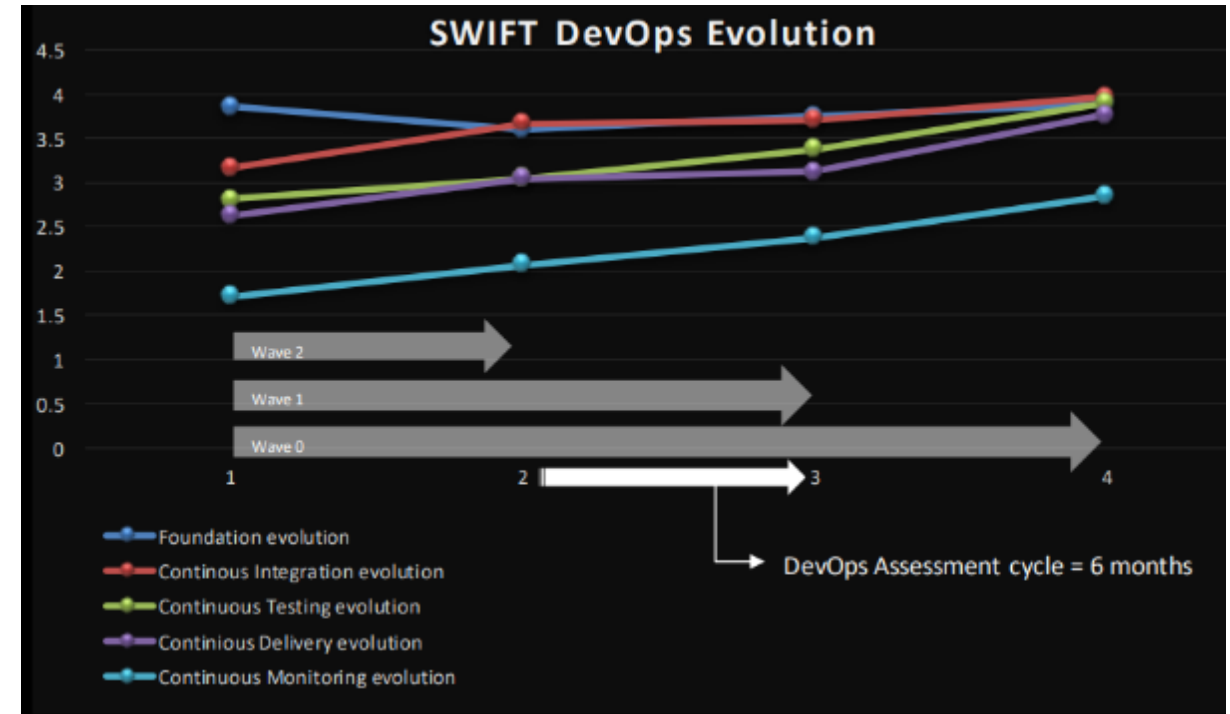
- Priorities
- Horizon
- Investments

Build activities backlog



Capability Model – Outcomes

Remarkable convergence of squads DevOps maturity over 18-24 months.



Notes and take aways

- Adapt Capability Model to your specificities
- Works well to launch a transformation
- From Model to Metrics, as teams mature
- Collaborative Model owned by your Engineers
- Build on synergies; Agile – VSM – DevOps

Upskilling Programme - DevSecOps Academy



WHY?

- **Invest in our people**
- Create community
- Raise awareness

WHAT

- Upskilling programme open to all (30 seats)
- Focused on Cloud native and certifications
- 9 months duration, 30% time investment
- 1 month closing project assignment



Training

- Dev, Build, Release & deploy, Run, and Monitor modules
- Dedicated cloud space for experimenting and assignments
- On-line, classroom & workshops
- Industry provided & SWIFT developed
- **Certifications:** DASA, CloudBees, Ansible, Kubernetes...




Mentorship

- DevOps coaches helps assess skills & supports on-the-job learning application
- Team-lead identify on-the-job learning opportunities with participant and coaches
- Targeted coaching



Conferences / Networking

- Virtual conferences
- Physical conferences
- Networking opportunities with key SWIFT vendors
- Community meet-ups, with participants and DevOps coaches



Projects

- Practical application of learnings at SWIFT
- Bring value to organisation and colleagues
- Accelerate DevSecOps skills company wide sharing of learning to wider audience



- DevOps mindset/awareness
- Increased internal mobility
- Skills supporting key projects
- Ambition to drive changes
- Multiple business deliveries



Academy closing workshops

2
Themes

4
Workshops

60+
Unique Participants

4
Key Outcomes

Predictability and Business Value

- Identify the elements that hinders our capability to **deliver** in a **predictable** manner
- Agree on one significant **game changer** that would significantly impact our capability to deliver expected **business value at the right time**

Tools and Standardization

Capabilities

- Where do we have biggest **potential to boost the value we get out of our tools**?
- How do we unleash this potential?

Standardization

- Where would we benefit from **increased standardization**?
- Where would we benefit from giving more **local ownership**?

- *Chapter Leads*
- *Tribe Coaches*
- *Academy Members*
- *Selected*
 - *Tech Leads*
 - *PO's*
 - *Engineers*



- Revisit our **BRP/OKRs** process with focus on increasing **predictability**
- Design a **"Paved Road"** to production (Release Orchestration, SRE team(s), Automation ...)
- **Standardize** through positive discrimination (buoys not rules, transparency, differentiated service levels)
- **Reduce bureaucracy** by facilitating the review of established processes and rules.

DevSecOps Academy – Our challenges (and possible solutions)



Limit attrition risk while maximizing value for the company

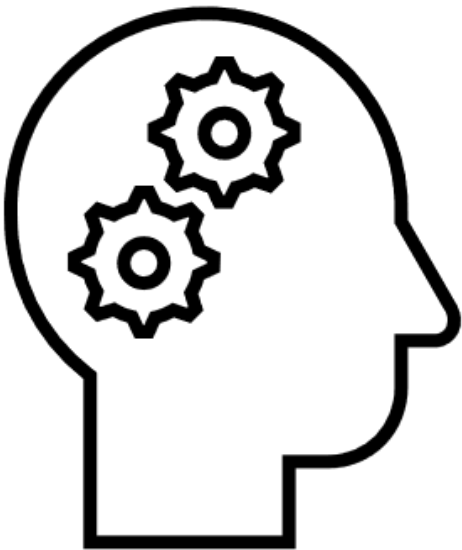
- ✓ Value applied skills in SWIFT context over building certified technology experts
- ✓ Focus assignments on business projects over experiments

Optimize for sustainable pace

- ✓ Focus on reduce initial skills gap between participants
- ✓ Favorite planned/instructor lead session over self-paced
- ✓ Learn by doing over certifications

Build a DevOps community beyond your Upskilling program

- ✓ Keep your academy alive (meetup, guilds, dojo's, ...)
- ✓ Build shared development roadmaps with chapter leads



Conclusion and vision on priorities

**Value Stream
Developer Experience**

Developer Portal

Engagement model around
Shared Test infrastructure

Shift left Monitoring

Metrics (Dora)

Release Orchestration



