



Enabling IT Operations A Transformation Journey to DevOps

Presented by
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Enabling IT Operations – A Transformation Journey to DevOps

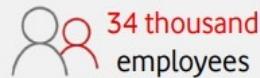
Moira Cheng

IT Operations – DevSecOps Programme Manager, Vodafone Group

**DEVOPS
ENTERPRISE
SUMMIT**

AN  REVOLUTION EVENT

Vodafone Technology Overview



34 thousand
employees



>400 million
connected
devices



>140 million
NGN homes
passed



21
countries

One global team – 34,000 employees

IT & Digital

- 17,000 employees working across project management, application development, maintenance, testing and operations and office IT

Networks

- 14,000 employees across design and engineering, operations, architecture and service enablement

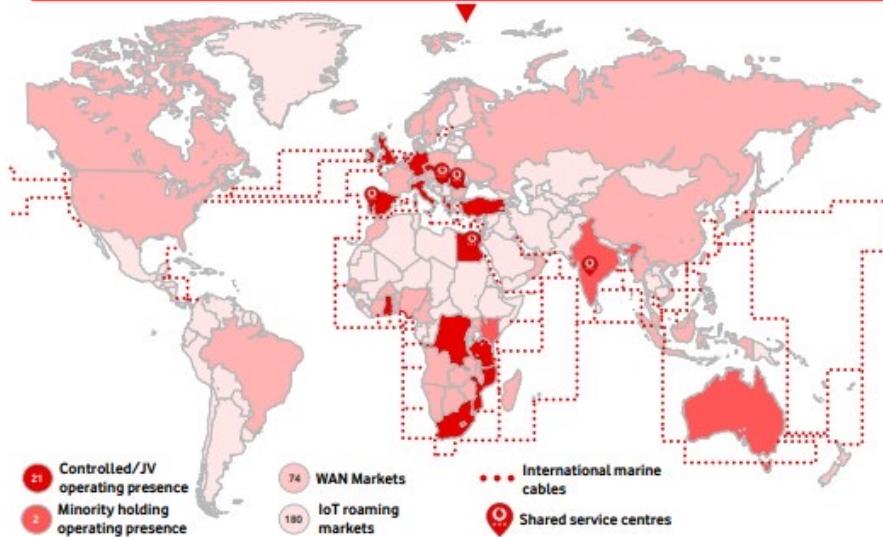
Other

- 3,000 employees across cybersecurity, R&D, product and service development, strategy



Of which, 12,000 employees in shared service centres in India, Egypt, Romania, Hungary and Portugal

Global capabilities



2,900 patents granted, c.600 patents pending

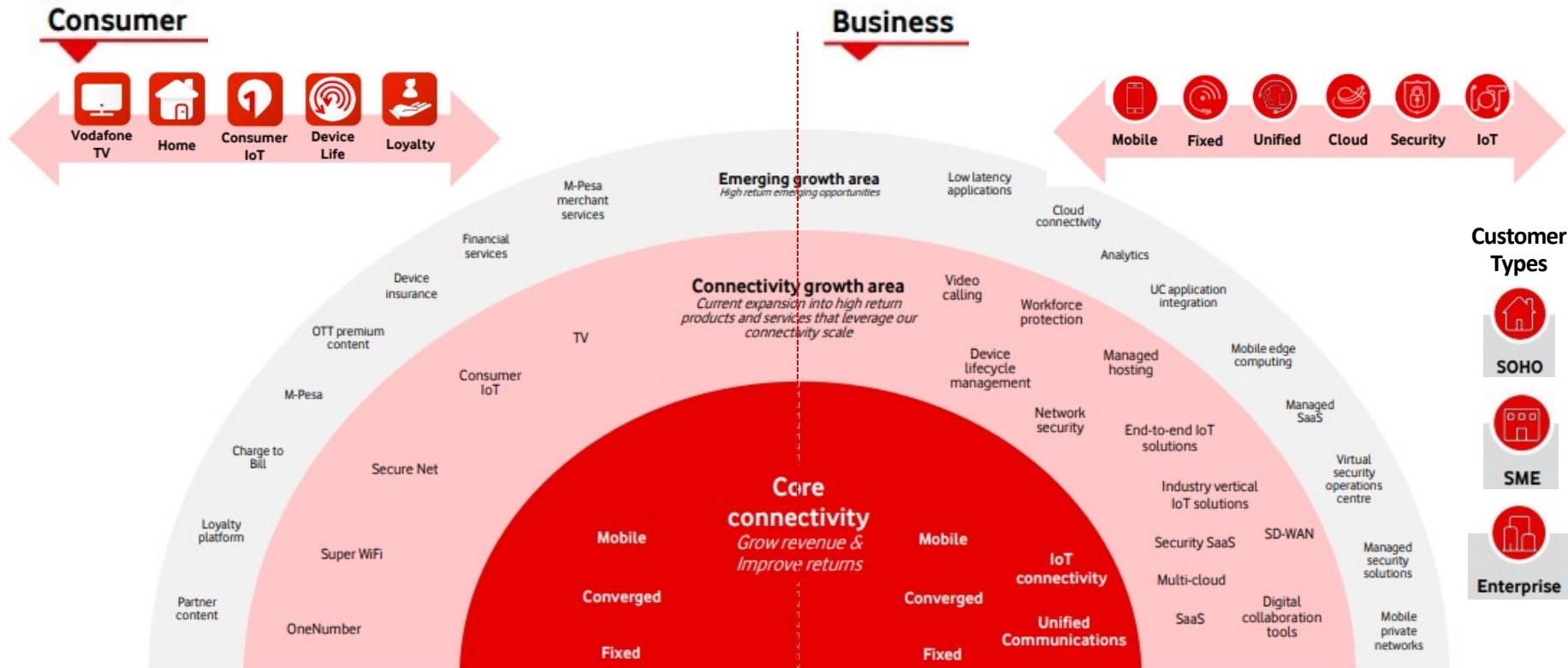
Leadership team part of >40 industry boards

7,000 software engineers

Data centres host c.100,000 servers



Vodafone Overview - Customer Focus Areas



Within Vodafone Digital & IT.... Operations, Infrastructure & Technology _VOIS

European Operations - Operating Companies



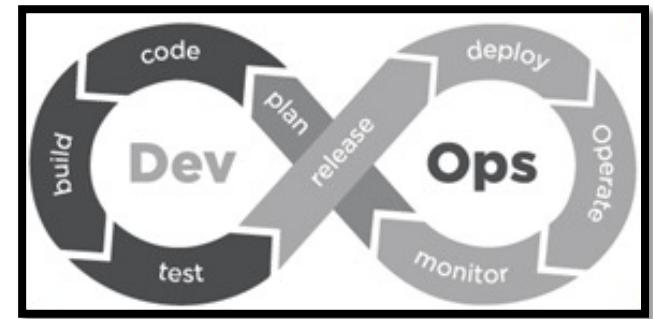
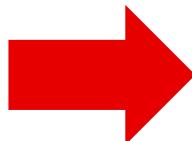
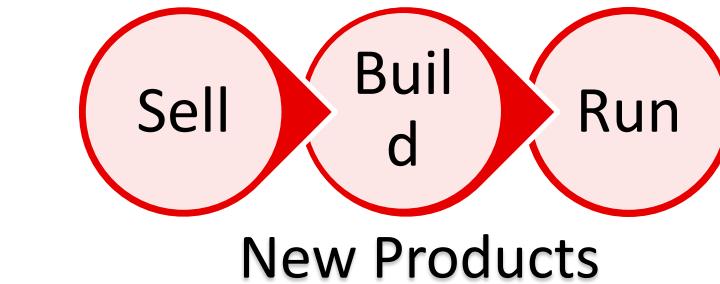
_VOIS



European + _VOIS IT Operations alone
circa 2500+ employees



Introduction & Background



CALMS Framework

Culture

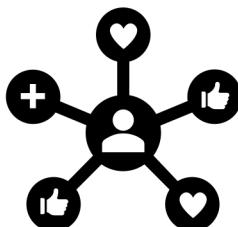
Automation

Lean IT

Measurement

Sharing

Designing Services



Great CX



IT Operations – DevSecOps Programme Objectives



The Start of the Journey - IT Ops – DevSecOps Programme

JULY
2021

Research & Discovery

Interviews with Markets



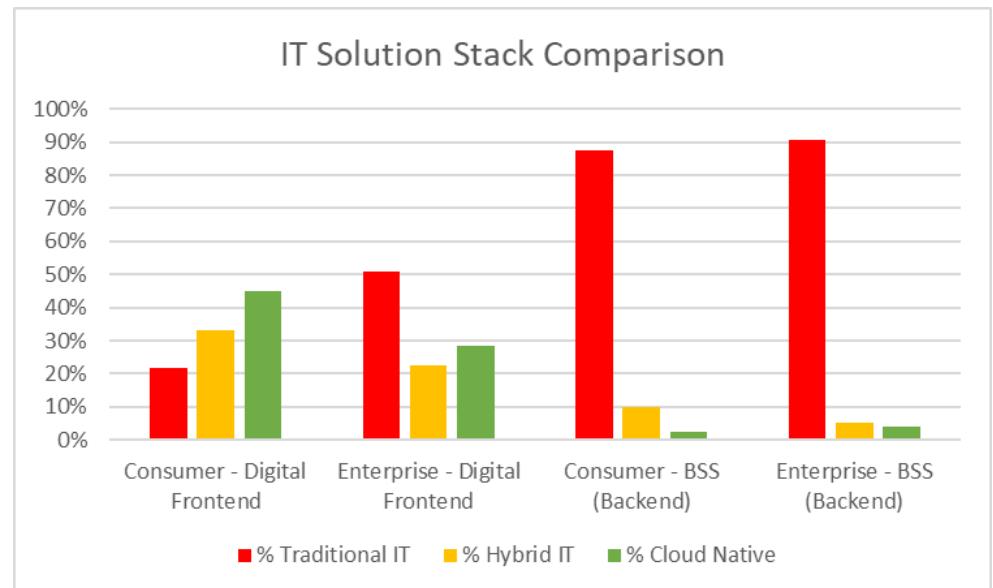
- IT Landscape
- Team Topologies in Use
- Challenges

Market Input

63 challenges presented from 7 Markets

- Greenfield vs. Brownfield – perceived ease of DevOps adoption
- Operations involvement in Agile Projects
- Processes, Procedures & Way of Working evolution needed

Very Rough Analysis



Shaping The Programme

August
2021

We Asked for Volunteers



Moira Cheng ▶ IT Operations, Infrastructure and Technology _VOIS
August 9, 2021 · 5

...

NEW - IT Ops DevSecOps Programme

- Are you interested in helping to shape how IT Operations will work in future?
- Have you wondered how IT Ops fits into DevSecOps ways of working?
- Are you pondering on what will change in IT Operations with the introduction of Digital and Cloud Native solutions, and advancing technologies?

Well there is a new IT Ops - DevSecOps programme that is kicking off, involving all Local Markets, and VOIS with a Core Solution Team and 7 project streams with 3 ARTs (Butterfly, Chameleon & Eagle).

If you're keen to get involved and be part of this programme, then please visit our [IT Ops - DevSecOps MS Teams site](#), and sign up to [Volunteer](#)

We are planning some Design Thinking & Solution Shaping sessions throughout mid August to mid September, with a view to start our ARTs in October.

#CreateTheFuture #ITOpsDevSecOps

— with Natalia Cosman and 3 others.

25 Volunteers ✓

Workstreams

People – Culture & Change

Operations Processes & Way of Working Evolution

Team Topologies, Org Model & Role Evolution

Measuring Success

Standards – Principles, Guardrails, Metrics & KPIs

IT Ops Tooling & Process Automation

Security & Operations

Defined Objectives & Key Results (OKRs)

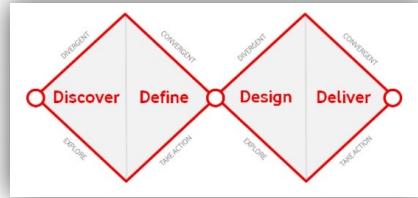


Engaged some Senior Stakeholders ✓



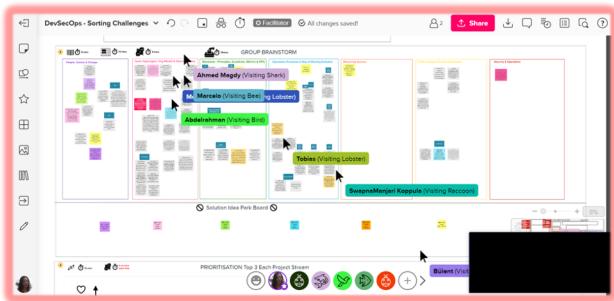
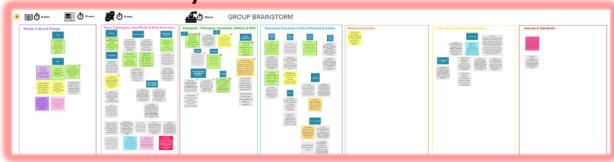
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Design Thinking Workshops



Workshop 1

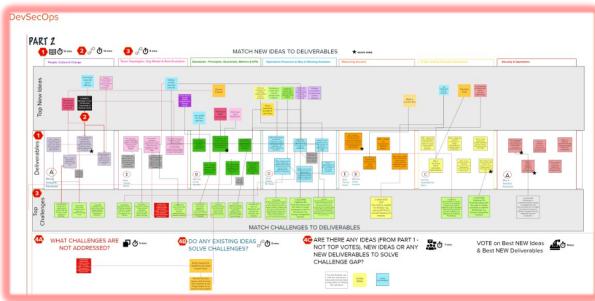
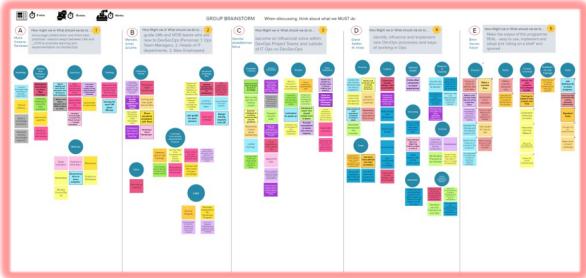
- Mapped 63 Challenges to 7 Project Streams
- Voted on top Challenges (17)
- Prioritised Top Challenges by Importance & Feasibility



Workshop 2

- Brainstormed new ideas & deliverables
- Mapped NEW Ideas to existing deliverables planned
- Mapped Challenges to see if they will be resolved by Ideas & Deliverables planned

Circa 15 participants each



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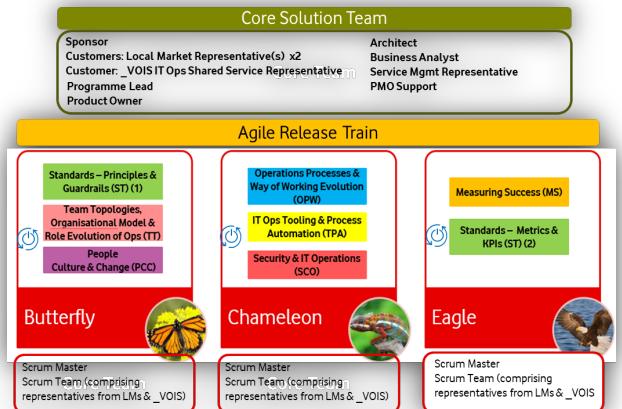
Structure & Delivery Method

Agile



Reference:
[SAFe 5 for Lean Enterprises](#)
(scaledagileframework.com)

Customer(s) ✓
Core Solution Team ✓
Agile Release Train – 3 Scrums ✓
Volunteers! ✓ ✓ ✓

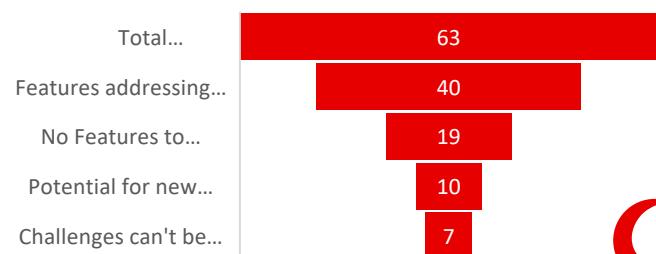


Created Features ✓
140, validated 86

Agreed MVP ✓

Mapped Challenges Addressable
through Features ✓

Challenges Addressable by Features



In Delivery

- PI Planning 1 – 30/09/21 ✓
- PI Planning 2 – 15/01/22 ✓
- PI Planning 3 – 05/04/22 ✓



IT Operations – DevSecOps Programme

What we have delivered..... so far

Nov
2021



1

DevSecOps Survey

Circa 1300 responses covered

- % practicing DevOps / DevSecOps Today
- Barriers to adopting DevOps ways of working
- Learning & Innovation time
- Behaviour towards change

Survey Results

- Only 36% of those surveyed in Operations teams were practicing DevOps
- 52% know DevOps Theory, but not how to apply it to day to day work

Behaviour towards ‘Change’

- >90% viewed DevOps as an Opportunity
- >65% feel psychological safety & are empowered to seek help & learn new things

Learning & Innovation Time

Only 31% manage to plan it into their working day & stick to it

49% are self-motivated to learn outside working hours

Barriers



IT Operations – DevSecOps Programme

What we have delivered..... so far

2



Our Foundation - PLAYBOOK

- Guardrails – DevOps Principles & Standards
- Recommended DevOps Tooling
- Team Topologies in Vodafone
- IT Landscapes
- Conditions & Enablers for Favourable/Non-Favourable DevOps Ways of Working
- Processes Evolution for Digital/DevOps
 - Change Management
 - Service Enablement & Introduction
- DevOps Maturity Model Framework
 - Single DevOps Maturity Assessment
 - Unified DevOps KPIs
- People & Culture
 - Training - DevOps Learning Library
 - Success Stories
- Guidance for IT Operations Managers
 - Enable transformation to Hybrid/Bi-Modal ways of working
 - Transition Journey Framework to DevOps



PEOPLE
COLLABORATING & SHARING



IT Operations – DevSecOps Programme

What do we want to focus on next?

Programme Delivery

Ongoing Features & Playbook Updates

Site Reliability Engineering (SRE)

Continuous Learning,
Experimentation & Sharing

Rollout, Adoption & Continuous Improvement

DevOps Ambassadors



More DevOps Experiments/Pilots in Local Markets



Closing Summary

An Approach to Enabling IT Operations to Transform towards DevOps

It's still very early in our Journey but I hope I've shared some useful insight on:

- The challenges and perspective from IT Operations
 - Some practical examples of things being done to increase DevOps collaboration
 - A different approach to transformation towards DevOps at scale
 - Maximising the use of Design Thinking & Agile methodologies to enable a learning & experimentation culture and organisational transformation towards DevOps

Seeks Help / Insight from others on:

- Similar experiences bringing the ‘Old’ (Traditional IT Tech, People & Process) into the ‘New’ DevOps ways of working

Feedback & Contact Details

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Thank You