

Go Faster, Break Less



A DevOps Transformation Journey

David Keane

Global Head of DevSecOps Transformation, **HSBC**

A Brief History of HSBC



1 Queen's Road Central remains the bank's Hong Kong headquarters today

1865

Hong Kong and Shanghai Banking Corporation opens in Hong Kong | Shanghai one month later

100 years later: New technology revolution begins

1967

IBM 360 arrives at Hong Kong Head Office

230,000 staff, 70 countries worldwide 40 million customers

Today

Large dedicated and talented Technology population: 50,000 in Technology





David Keane

DevSecOps Global Transformation Lead

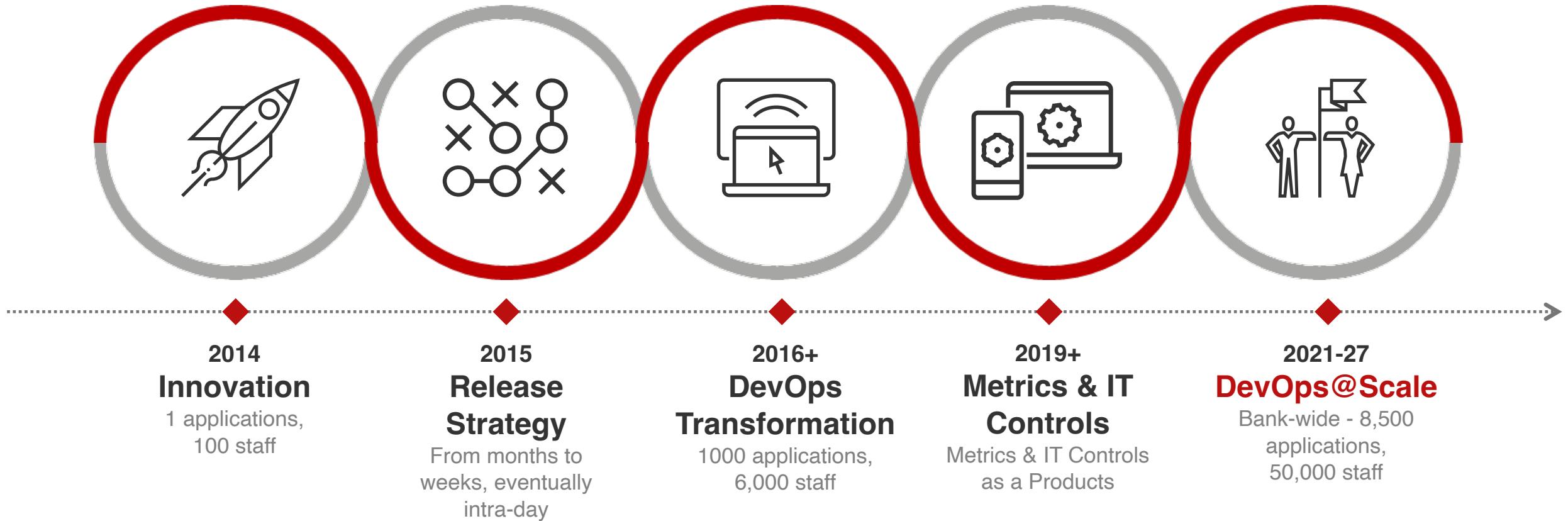
Vision '27 Technology Strategy

- Delivering competitive advantage through faster, safer and more secure change
- Reducing toil and bureaucracy, 'making a day in the life of an engineer better'
- Driving cost efficiency



The HSBC DevOps Journey

A multi year journey which has involved multiple strategies, transformation programmes, ways of working and operating model updates.



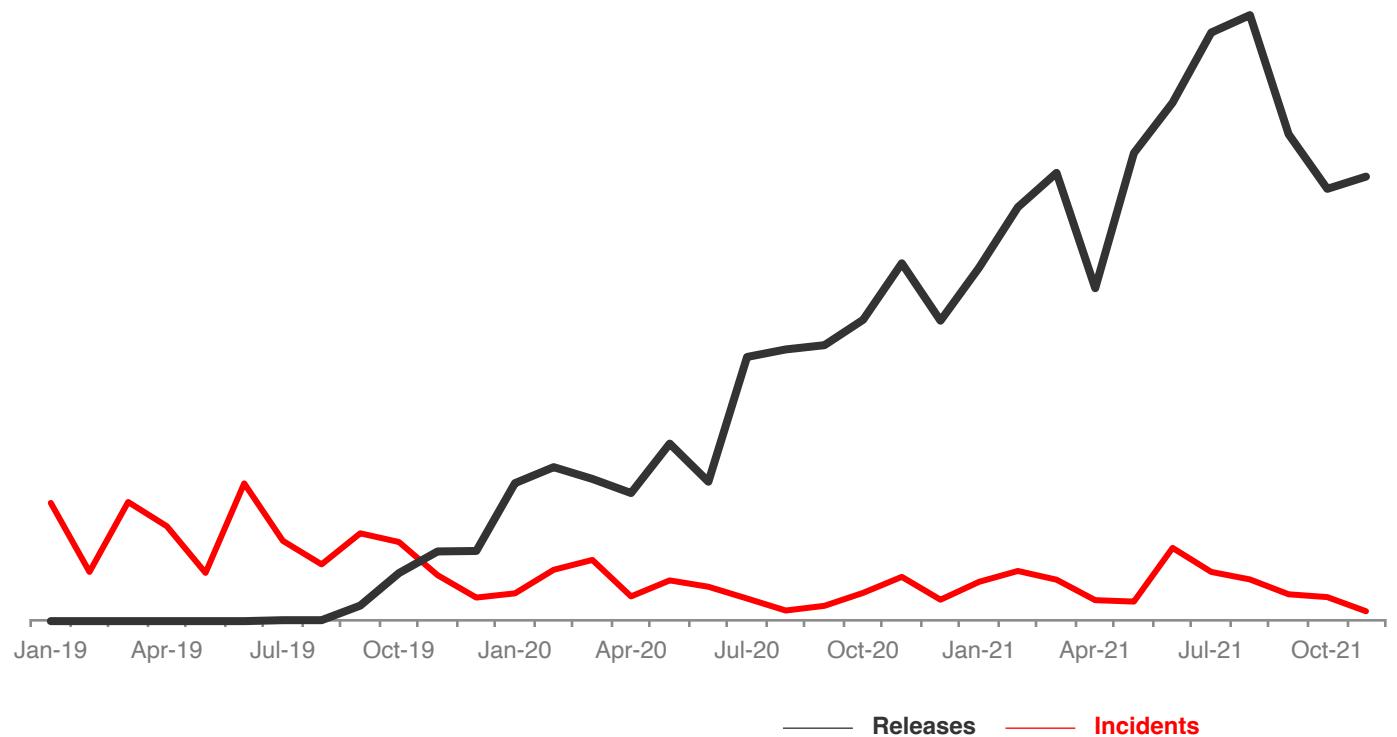
Starting Small

Our first step was a single team and one application....



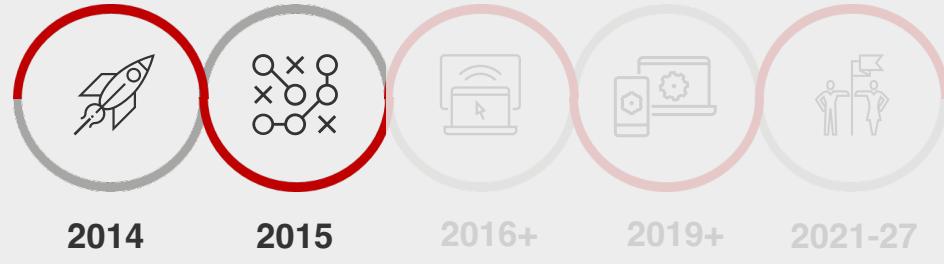
FX eVolve and what we learnt

- Business Product Ownership is fundamental
- Release frequency is important
- Cross skill the team & remove silo's
- Automate everything that makes sense
- Go faster, break less mantra



Measurement

We soon discovered that we needed a better and more consistent way to measure how we were doing....



Release Frequency (PDPTPPY)

Frequency at which teams deploy code to production.
Description – Production Deployment per Ten Persons Per Year

Incidents

An indicator of the quality of production deployments and the service that users are experiencing.
Formula - A count of all categories of incidents across all apps in production

Lead Time to Deploy

A measure of how quickly your team can respond to business needs and make fixes.
Formula – Elapsed time between code commit and code successfully running in production

Change Failure Rate

Percentage of changes resulting in a degraded service or subsequently require remediation
Formula – (Failed Changes + Changes caused by incidents) / Total Changes

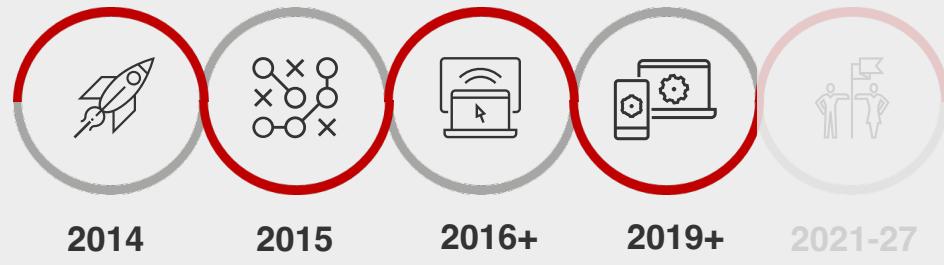
A strategic goal is to achieve the decoupling of incidents and release frequency through going faster and breaking less.

Transparency and accessibility is key.



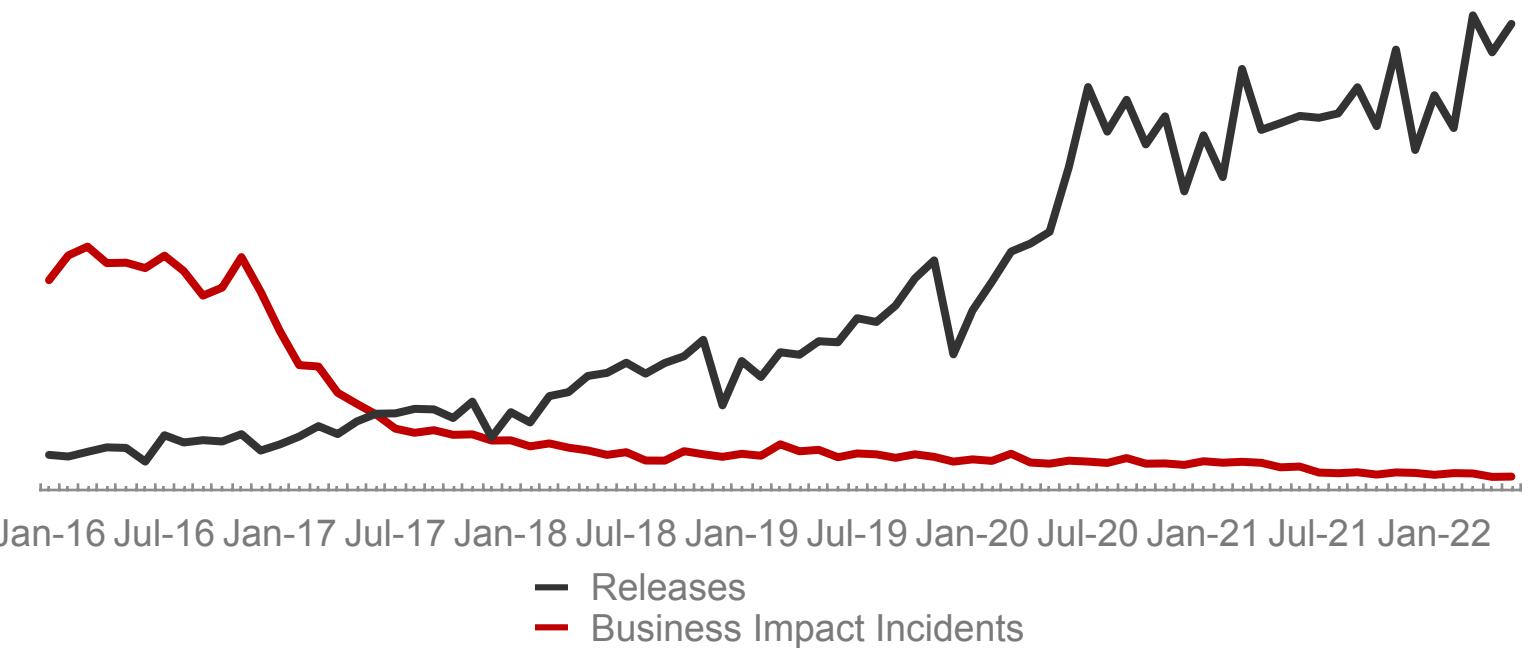
Going bigger

Using what we had learnt, we expanded our ambitions and embraced a whole department...



Investment Bank and what we learnt

- 2016 to 2022 - 1000 Applications, 6000 people
- Leadership is a game changer
- Ambitious goals, OKR's not targets
- Gamification can be a force for good
- Feed the early adopters
- Access to pipeline technology and minimum level of tooling and process capability



Giles Jewitt

MANAGING DIRECTOR
HSBC INVESTMENT
BANK



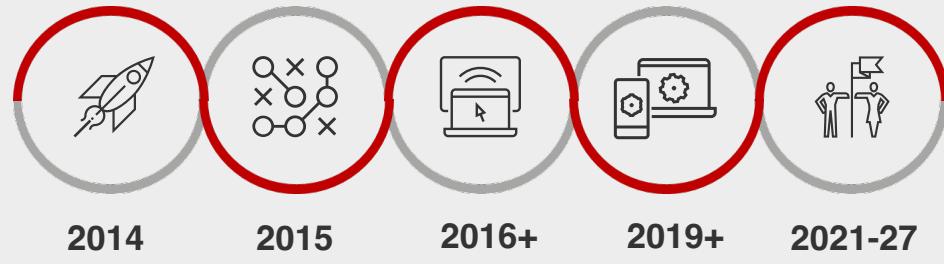
Our Business-led Delivery Transformation, with DevSecOps playing a crucial part, has had a **profound and positive impact** within Global Markets.

The transformation has supported and enabled improved Business performance and brought **Business and Technology together** with a shared view of success and a **one-team ethos**.

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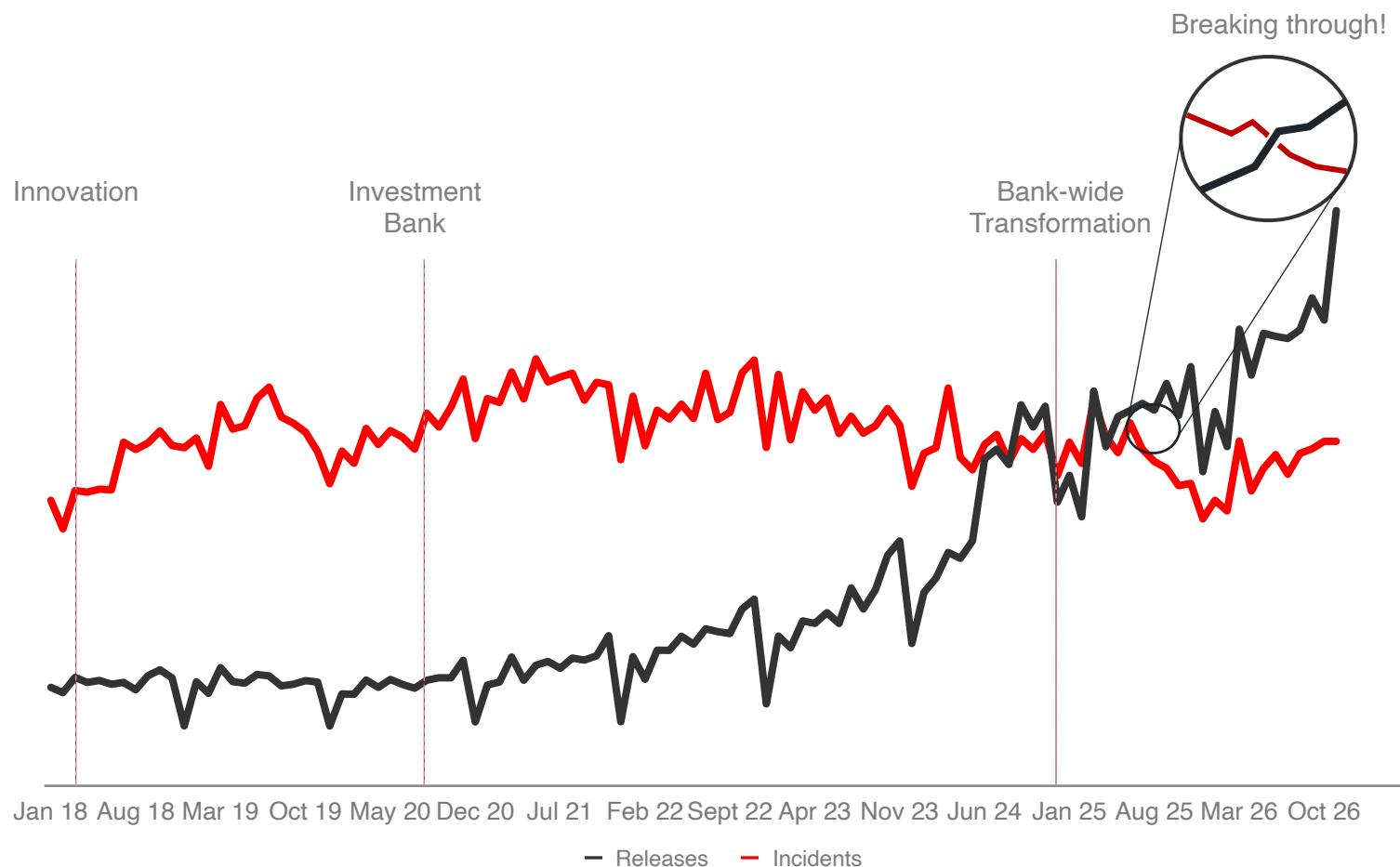
Going even bigger

Vision 27 encompassed DevOps Transformation, transforming all technology teams...



All Technology and what we learnt

- 2021 to 2027 - 8500 Applications, 50,000 people
- “Culture eats strategy for breakfast” – Paul Drucker
- Communication is key
- Engineer focussed
- Customer centricity
- Use business to advocate



Steve Van Wyk

HSBC GROUP CIO

We've seen **huge success** since adopting DevSecOps.

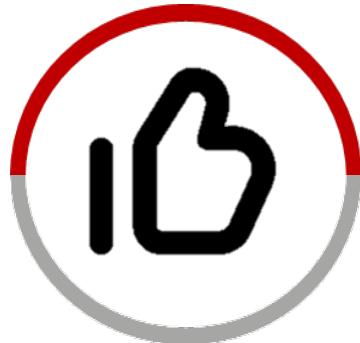
It's **enabling our engineers** to do what they do best: creating leading edge solutions at pace to deliver value to our customers faster.

As we mature, we'll continue to enhance our capabilities so we can **remain competitive** in the fast-changing digital environment.



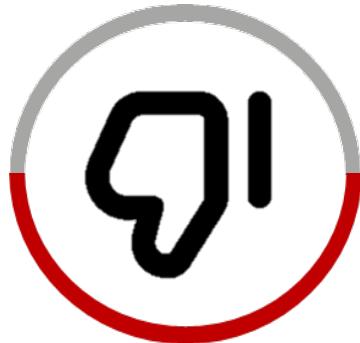
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What we've learnt along the way...



What was effective

- Transform from within
- Simple set of metrics & outcomes
- Engaged and vocal leadership
- Product trumps project
- Controls as Products



And not so much

- Tell smart people what to do
- Metric and survey overload
- Run multiple transformations
- Beware fake news



Can you help...

- Tech for Tech funding
- How to demonstrate causation in a complex heterogeneous environment

