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**PROFILE**

An Energetic and Empathic certified servant leader with over 20 years’ experience (10 within agile frameworks and 3 at scale) in delivering enterprise projects across Civil Aero, Energy, Finance, Government, Education and Healthcare sectors.

I have been fortunate to have real-world experience in most areas of the software lifecycle, giving me a unique overall appreciation of all roles and responsibilities from conception through to in-service operations. I have seen various frameworks, platforms and methodologies along this journey. I have been a Developer, an Architect, an Agile Scrum Master / Delivery Manager, Release Train Engineer, a senior level Director and Head of Dev/Ops. I have had, hands on experience of Agile practices throughout all my roles as a practitioner, servant leader, coach, portfolio management and delivery into service. From an agile at scale perspective, I have practical experience at all levels, including running large scale organisational change programs through the adaptation/adoption and implementation of SAFe.

I first came across the concepts of Agile in 2005 and instantly connected with the ethos and mindset. Agile is not a methodology and is not a one size fits all solution for organisations. Throughout my career, I have

* Adapted practices to best suite individuals, teams and organisations current operating models/capabilities and needs.
* Educated internal and external stakeholders on adoption and how important they are to it.
* Broken down departmental barriers, improved collaboration and built from scratch new cultures and scalable collaborative teams.
* Facilitated small (1 person) to large groups (200+) on Agility and lead improvement workshops.
* Provided training material

The way for me to do this, is to get involved at all levels and fully understand/appreciate current working practices, aspirations and capabilities. I have

* Actively been involved with people, discovering and helping/mentoring them on their individual needs.
* Created forums, meetings and sessions to drive out team collaboration, cross training, desires and aspirations. After all they are the experts.
* Designed roadmaps and maturity assessments to enable organisational change/ team level change and provided practical coaching/measurement to enable it.
* Designed and implemented workflow and platforms to enable
  + Release on Demand capability through automated delivery and integration platforms.
  + Quality First strategies through Test Driven Development and automated test suites throughout the pipeline.

I understand the “perfect world” solution and work to find pragmatic achievable and more importantly relevant adoption of principles and best practice to ensure that value is delivered whilst incrementally improving. Sometimes Agile isn’t the answer and hybrid models can provide the best solution. Through coaching transparency, openness goal setting and continuous improvement. I constantly strive to enable individuals and teams to become self-empowered, pulling together to create personal, team and Company growth.

Throughout my career, I have

* At any one time, Lead between one and 40 Teams.
* Sought to find growth opportunities, from both technical and business perspectives.
* Enjoyed seeing individuals and teams grow into their true potentials.
* Become an accomplished Microsoft stack developer, technologist and Agile leader.

I now share my end to end knowledge and experiences within Agile delivery as a technical leader/coach.

I am passionate about all roles in this domain and am extremely happy to provide my services at all levels in all sectors.

**MAIN ACHIEVEMENTS**

As an Agile Coach/ Delivery Manager

* Successfully delivered over 10 agile projects, within private and public sector organisations.
* Provided SAFe and Agile Coaching to 10 Teams and trained internal RTE, to tailor their hybrid adoption of SAFe, involving traditional waterfall, Scrum and Kanban practices.
* Educated product and senior management and assisted in the creation of a backlog and roadmap to enable portfolio management and incremental planning at Scale.
* Lead over 10 Scrum Masters, implementing agile best practice, facilitation of agile ceremonies, leading to deep understanding of agile techniques, increased velocity, predictability, improved morale and delivery of commitments.
* Lead Big Room Planning and presented to over 200 people on Agility.
* Delivered coaching to enable agile teams to become self-empowered, self-organising teams, now the importance of collaboration and how to help each other grow.
* Coached on initiatives such as Quality First, Release on Demand, Dev/Ops culture change resulting in adoption of new ways of working, CI/CD pipelines and Cloud adoption.

As a Senior Director at PAREXEL

* Improved the current SAFe adoption and designed and implemented new workflows and strategies into the agile framework to enable; User Experience/Journey design, Release on Demand, Quality First principles and Dev/Ops culture. Provided Coaching/mentoring around the world for 15 Sprint Teams on SAFe and Agile principles.

Whilst contracted to Skills Funding Agency:

* Introduced new workflows within agile framework to adopt Lean User Journey Design.
* Lead 3 non-agile teams and taught hands on how to adopt agile principles and build backlogs.
* Introduced real time reporting at a portfolio, program and team level in line with SAFe framework.
* Managed the Agile delivery of a new digital platform hosted in Azure, through Alpha and Beta phases.
* Created from the ground up a new DevOps team.

Whilst contracted to VW Financials UK:

* Provided Agile coaching (Scrum and Lean engineering), assisted in the adoption of Agile ways of working across multiple teams.

Whilst contracted to Alliance Boots:

* Provided Agile coaching and improved the practical working practices of Scrum through the adoption of ceremonies, transparency and metrics, leading to my taking on the Scrum Master Role and a more productive efficient, measurable and engaged team.
* Introduced continuous improvement exercises leading to the team owning an improvement backlog and increased visibility of technical debt and team moral.

Whilst contracted to Rolls-Royce Group:

* Directly involved in the adoption of AGILE principles
* Developed a CI Pipeline, enabling automation of check in policy, unit and integration tests and deployment, providing a controlled release process enabling the team to take in more stories and thus the product owner to deliver more per sprint.

**CAREER HISTORY**

**May 2019 – Present: Discovery Coach Land Registry, Plymouth**

(Independent IT Contractor/Consultant)

Responsible for coaching an inexperienced agile team and Delivery Lead, to enable them to deliver a successful GDS compliant Discovery, from initial pre-preparation and kick-off workshops, through to final recommendations on how, why and if the project should progress into an Alpha phase.

Implemented agile reporting techniques and practices to enable full visibility of progress to stakeholders and wider teams.

**May 2018 – April 2019: Agile Delivery Manager & Coach Education and Skills Funding Agency, Coventry**

(Independent IT Contractor/Consultant)

Responsible for the delivery of a GDS regulated User Research lead, full replacement of an existing digital platform and Course Directory.

Duties and responsibilities include

* Agile mentoring and management of 3 Teams, external service providers and multiple Stakeholders.
* Planning and coordination of 7 Streams of work across 3 delivery phases.
* Facilitated agile ceremonies and coached on how to get the best out of each, leading to significant increase in the team’s capability to be predictable, their velocity, morale and personal self empowerment.

**CAREER HISTORY- continued**

**January 2018 – April 2018: Release Train Engineer, Chief Scrum Master CGI and nPower, Solihull**

(Independent IT Contractor/Consultant)

Interim (Release Train Engineer, Chief Scrum Master and Scaled Agile Coach. Short Term contract to tailor an adoption of SAFe (Scaled Agile Framework) to suit nPower’s organisation and deliver an achievable plan of delivery.

This project was integration heavy, involved many external vendors and very few actual development teams.

nPower had a desire to embrace SAFe but struggled to plan and execute it.

To enable them to do so, I

* Performed a gap/capability analysis against the current adoption of SAFe at all levels.
* Understood the organisational goals and drivers for adoption of Agile practices to inform my recommendations.
* Coached the Solution Train members to understand their role.
* Educated and helped through participation, senior stakeholders and product management to prepare a backlog suitable for planning increments and a roadmap suitable for projecting estimates to enable release planning and portfolio management.
* Coached an internal Release Train engineer to take over the role.
* Coached senior management and offered pragmatic hybrid approaches to Agile which would work within their organisational boundaries and constraints, including working with 3rd party suppliers who were neither agile or on site.
* Lead and provided training to 10 Scrum Masters and their team members.
* Introduced the concept of Program Increment Planning/ Innovation and Planning Sprints into the Program Increment and demonstrated how to maximise its effectiveness. Provided training and ran the event, presenting to over 200 people.

**February 2016 – Dec 2017: Head of Dev/Ops - Senior Director, Technology Fulfilment and Innovation,**

**PAREXEL, Nottingham, Berlin, Boston.**

(Permanent Position)

Roles covered: Head of DevOps, Chief Engineer, Agile Coach.

Appointed to bring in new thinking and coaching to a traditional software engineering arm of an international Pharmaceutical Company. Accountable for Building, from scratch, a new enterprise class, mobile first, platform underpinned by a Dev/Ops Culture and deployed into Azure Cloud through a CI/CD Pipeline.

Over 12 Months, As Chief Engineer of an innovation stream I introduced through hands on and training of teams;

* Lean User Experience thinking into the current Agile workflow.
* Influenced C-Level Executives in new agile working practices.
* Introduced the concept of Iterative Architecture and Micro-Service thinking.
* Management of internal and external resources, including off-shore and contract resource

Last 18 Months, Transitioned into Head of Dev/Ops in order to

* Support the needs of 15 Feature Development teams, building out the above platform and being ready for service from a Lean perspective – Involved education of operation, development and support teams.
* Created 4 New Dev/Ops Teams from scratch to cover – SAFe System Team, Non-Functional Testing and Assurance governance within a highly regulated environment.
* Provided from the ground up – A new Continuous Integration and Delivery Pipeline delivering into Azure Cloud.
* Adopted SAFe CALMR principles to help shape, manage and measure success

**Dec 2014 - Jan 2016: Agile Delivery Manager Skills Funding Agency, Coventry**

(Independent IT Contractor/Consultant)

Responsible for the delivery and improvement of a new digital platform hosted in Azure capable of single sign on to multiple back end legacy systems enabling online transactions between the Agency and training providers it funds.

Duties and responsibilities include

* Agile coaching and management of 3 Teams, external service providers and Stakeholders.
* Introduced Agile Ceremonies to enable efficient planning and creation of an improvement backlog.
* Portfolio management, release planning, forecasting and reporting.
* Educated product management and senior management to understand the importance of their roles and build out a successful backlog.
* Derive a working practice to ensure user needs are met through UX research whilst maintaining throughput of Stories to the Development team.
* Adoption of a test-driven approach to development and automated continuous integration framework.

**Aug 2014 - Dec 2014: Team Lead/Agile coach VW Financials UK, Milton Keynes**

(Independent IT Contractor/Consultant)

Provided Agile coaching to the senior management and two dev/ops teams. Responsible for a Scrum team/creation of a new web-based application that will be used across the VW enterprise to manage financial quotations through to proposal.

Duties and responsibilities include

* Design Authority
* Facilitation and adoption of Scrum/Lean ceremonies within the team and wider teams.
* Influenced Senior management on changes needed to current adoption of Lean practices, which the teams were not ready for yet.

**June 2013 – July 2014: Scrum Master and Senior Designer Alliance Boots, Nottingham**

(12 Months, 2 Extensions – Independent IT Contractor/Consultant

Due to a positive drive to use Scrum practices; persuasively presented Scrum adoption proposal to executive team; provided consultancy and ultimately took on the role of Scrum Master. Responsible for the pragmatic adoption of the scrum framework, within a historically waterfall-based project.

* Introduced new technologies to deliver stronger, higher quality, acceptance driven code.
* Introduced Scrum principles and ceremonies.
* Created product backlog and Kanban boards to monitor progress.

**Jan 2008 – June 2013: Architect/Technical Lead/Developer Rolls-Royce Group, Derby**

(5 Years, 15 Extensions – Independent IT Contractor/Consultant)

Managed teams ranging from 3 – 20 members to successful on time releases:

* Responsible for the Design, estimation and overall Implementation of 3 full stack projects.
* Hands on Development throughout all projects.
* Developed Standards and Processes; Key in the adoption of AGILE practices. Provided Scrum Master Cover
* Produced a white paper for the adoption of a CI/CD Pipeline.
* Joint Responsible for the Design and Implementation of:
  + A bespoke Message Bus and Workflow engine to enable highly distributed autonomous processing.
  + The Convergence of a set of monolithic legacy applications struggling to meet current demands, utilising the bespoke message bus and workflow.

As Acting Product Architect; covering long term sickness for a period of 1 ½ Years:

* Proposed “Code Right First Time” Initiative to improve the Quality of Code and mitigate failed builds.
* Restructured/Refactored a multi-tiered application enabling best practices of Branching, versioning.

As Senior Developer/Technical Lead; Worked with teams across 3 projects and 2 Sectors:

* Key in the development of innovative User Interfaces resulting in an Innovation Award.

**Jan 2005 – Dec 2007** : **Technical Design Authority/Architect LogicaCMG, York, London**

(3 Years within the Local Government sector, 3 Extensions – IT Consultant)

* Worked closely with the Solution Architect to provide estimate of costs to deliver enterprise strength CRM capability to local government. Specialising in AtoA integrations through BizTalk.
* Enhanced future sales prospects through the design and implementation of a data-cleansing platform utilising a 3rd party application. Lead team of 5 to deliver a single cleansed view of their citizens.
* Presented Enterprise Integration and Data Cleansing strategy at several local government bids

**Aug 2004 – Dec 2004: Lead Designer**  **LogicaCMG Leeds, Manchester**

(5 Months within Energy Sector – IT Consultant)

**Apr 2004 – July 2004: Technical Lead/ Senior Developer LogicaCMG, Redditch**

(4 Months – Finance Sector – IT Consultant)

**Apr 2003 – Mar 2004: Senior Developer LogicaCMG, Derby and London**

(12 Months – Finance Sector, 4 Extensions – IT Consultant)

**July 2000 – Mar 2003: Team Leader/Developer CMG, Derby, Basingstoke, Altrincham**

(2 years 9 Months– Finance/Insurance Sector, 4 Extensions – IT Consultant)

**July 1998 – June 2000: Design Team/Developer Microlex, Derby**

(2 Years - Permanent)

**SUMMARY of EXPERTISE/SKILLS**

* 1 Year as Head of Dev/Ops.
* 2 Years as a Senior Director, influencing Innovation and DevOps.
* 5 Years implementing SAFe.
* Over 10 years’ as a Scrum practitioner; coach/scrum master/Delivery Manager.
* Over 20 years cumulating expertise in IT within Civil Aero, Energy, Finance, Healthcare and Government sectors.
* Over 16 years’ leading team-based commercial projects, whilst maintaining hands on development roles.
* Over 16 years’ dealing directly with and building good customer/client relationships across the UK, Ireland and USA.
* Over 20 years’ SQL Server database design and several years’ experience in Oracle, MySQL, and Sybase.
* Over 20 years’ commercial C# .NET enterprise Designing/Planning experience.
* 5 Years Architecting Cloud Solutions.
* Certified Scrum Master (CSM) through the Scrum Alliance.
* Several years’ sales (BID) experience providing solutions and estimates across market sectors.
* Development technologies/Frameworks/Applications/Toolkits:
  + Azure, C#, MVC 4/5, AngularJS, JQuery, WCF, WPF, WWF, Entity Framework (EF) 6, Enterprise Library 5, ADO.net, SSIS, Talend Data Integration, SSRS, WinForms, WebForms, SharePoint webparts, asp.Net HTML 5, CSS, JavaScript, JQuery, JSON, XML, XSLT. Team Foundation Server 2012 (Including Build Agents), Visual Studio 2012, SQL Server 2012, ActiveMQ, MSMQ, IIS 6 and 7, SharePoint 2007, .Net 2, 3 and 4, BizTalk 2007, DevExpress, ChartFX, Coolite, Lagan CRM, nCache, Log4Net, spring, Enterprise Library 5 (Data Access, Validation, Exception, Logging, Unity Blocks).
* Testing technologies and Project Methodologies:
  + TFS Build/Test Suite, SpecFlow, Selenium, NUnit, Moles and Pex, Moq, AGILE (SAFe, XP and SCRUM), Prince 2.
* Patterns and practices:
  + Micro-Services, Integration, Master Data, Cloud, IOC, OO, SOA, TDD, BDD, UML, Client/Server, Single Applications, Multi Tenanted Systems, Virtualisation (VMware), Continuous Integration (CI/CD build, test, deploy, uplift), Message Bus architectures, Data Cleansing/Migration, Data Warehousing / Data Marts.

**EDUCATION/ CERTIFICATIONS / Memberships**

July 2014 Certified ScrumMaster® (CSM) Scrum Alliance. Valid until January 2021

July 2014 Scrum Alliance Member.

July 2014 Currently enrolled in the CSP certification program (Certified Scrum Professional).

1994–1998 2:1 BSc Honours Degree in software engineering (Included 1 Year Working Placement using c++).