

# Our Reason to Believe...

*We knock down barriers to health and are a catalyst to help people live their best lives on their terms.*

# What is SAFe? –

It is a framework for business agility by delivering technology.

---

SAFe for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for Lean, Agile, and DevOps.

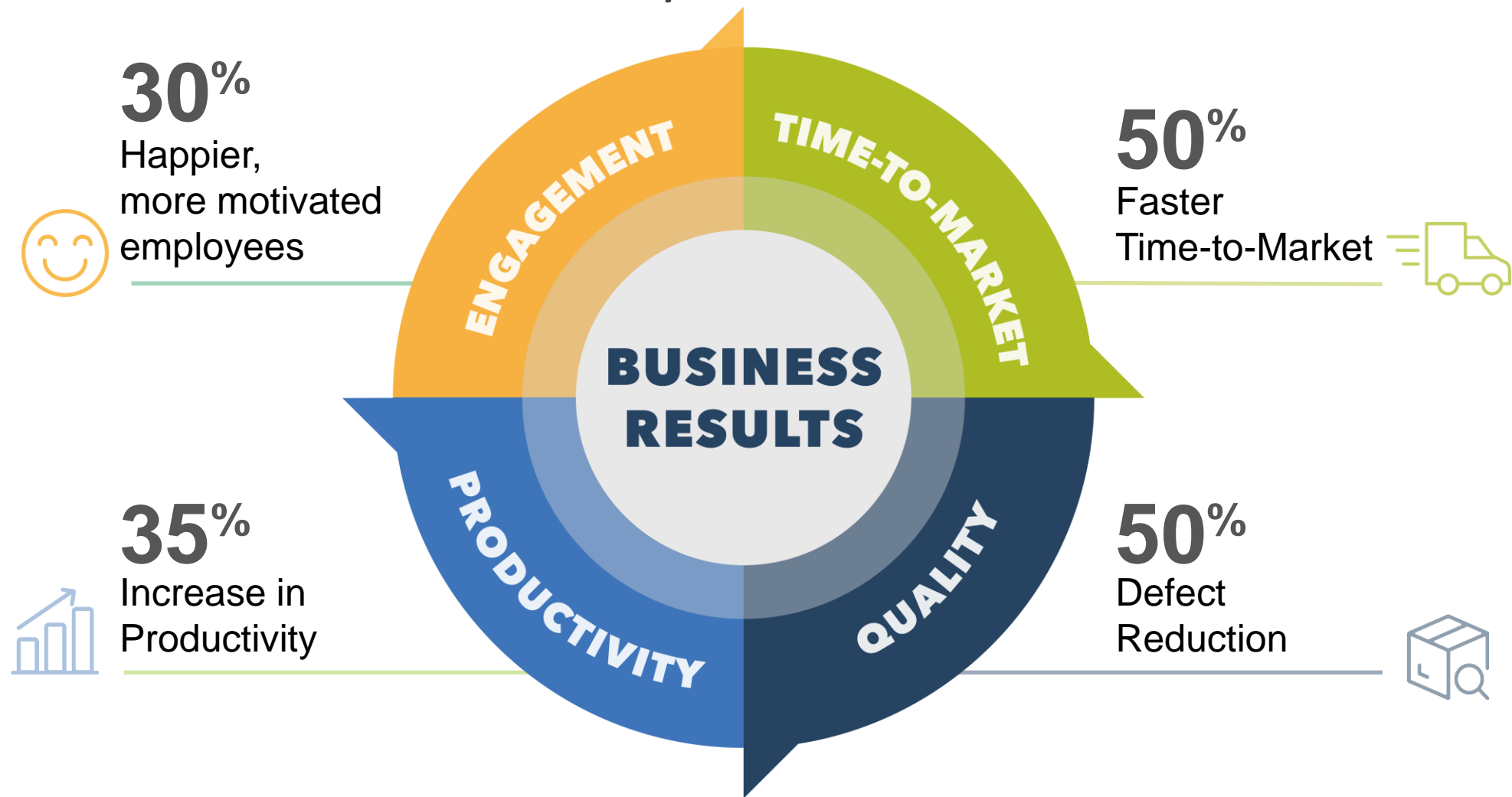
The goal of a Lean enterprise is to become a thriving digital age business that delivers competitive systems and solutions to its customers in the shortest sustainable lead time.

The Scaled Agile Framework applies the power of Agile, along with the contemporary knowledge found in systems thinking and Lean product development to help businesses address the significant challenges of developing and delivering enterprise-class technology-based solutions with high quality and fast time-to-market. It is an online knowledge base of proven success patterns for achieving business agility.

<https://youtu.be/8IYFTSCoBjg>

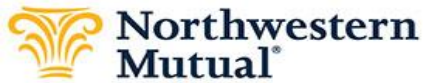
# Why do we use SAFe-

## Because it makes delivery faster with business results



Typical results from [scaledagile.com/case-studies](https://scaledagile.com/case-studies)

# Who is using SAFe within Enterprise and Government?



Fannie Mae



(Dutch Tax Administration)



[scaledagile.com/case-studies](https://scaledagile.com/case-studies)

# Embrace the Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.

**Through this work we have come to value:**

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

While there is value in the items on the right, we value the items on the left more.

# Apply SAFe Lean-Agile Principles

#1 Take an economic view

---

#2 Apply systems thinking

---

#3 Assume variability; preserve options

---

#4 Build incrementally with fast, integrated learning cycles

---

#5 Base milestones on objective evaluation of working systems

---

#6 Visualize and limit WIP, reduce batch sizes, and manage queue lengths

---

#7 Apply cadence, synchronize with cross-domain planning

---

#8 Unlock the intrinsic motivation of knowledge workers

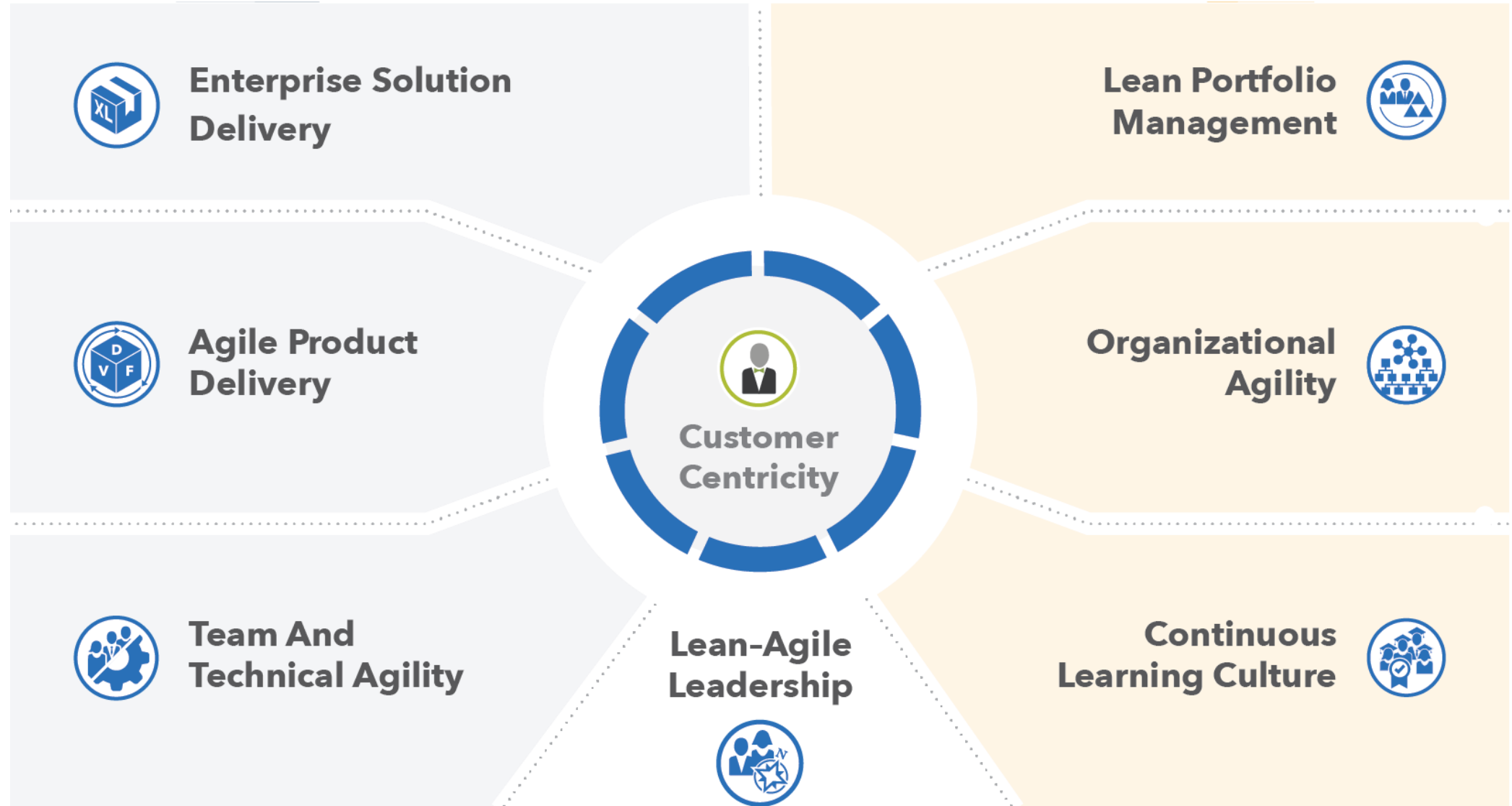
---

#9 Decentralize decision-making

---

#10 Organize around value

# Seven Core Competencies of Business Agility







## EXECUTION

### Enterprise Solution Delivery

- Apply Lean system engineering to build really big systems
- Coordinate and align the full supply chain
- Continually evolve live systems



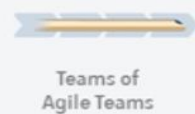
### Agile Product Delivery

- The customer is the center of your product strategy
- Develop on cadence and release on demand
- Continuously explore, integrate, deploy, and innovate



### Team And Technical Agility

- High-performing, cross-functional, Agile teams
- Business and technical teams build business solutions
- Quality business solutions delight customers



### Lean Portfolio Management

- Align strategy, funding, and execution
- Optimize operations across the portfolio
- Lightweight governance empowers decentralized decision-making



### Organizational Agility

- Create an enterprise-wide, Lean-Agile mindset
- Lean out business operations
- Respond quickly to opportunities and threats



### Continuous Learning Culture

- Everyone in the organization learns and grows together
- Exploration and creativity are part of the organization's DNA
- Continuously improving solutions, services, and processes is everyone's responsibility



### Lean-Agile Leadership

- Inspire others by modeling desired behaviors
- Align mindset, words, and actions to Lean-Agile values and principles
- Actively lead the change and guide others to the new way of working



Customer Centricity



# Seven Core Competencies of the Lean Enterprise

1. The Lean-Agile Leadership competency describes how Lean-Agile Leaders drive and sustain organizational change by empowering individuals and teams to reach their highest potential. They do this through leading by example, adopting a Lean-Agile mindset, and leading the change to a new way of working. The result is more engaged employees, increased productivity and innovation, and successful organizational change.—————
2. The Continuous Learning Culture competency describes a set of values and practices that encourage individuals—and the enterprise as a whole—to continually increase knowledge, competence, performance, and innovation. This is achieved by becoming a learning organization, committing to relentless improvement, and promoting a culture of innovation.
3. The Team and Technical Agility competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers. The result is increased productivity, better quality, faster time-to-market, and predictable delivery of value.
4. The Agile Product Delivery competency is a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users. This enables the organization to provide solutions that delight customers, lower development costs, reduce risk, and outmaneuver the competition.
5. The Enterprise Solution Delivery competency describes how to apply Lean-Agile principles and practices to the specification, development, deployment, operation, and evolution of the world's largest and most sophisticated software applications, networks, and cyber-physical systems.
6. The Lean Portfolio Management competency aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance. These collaborations give the enterprise the ability to align strategy to execution, to meet existing commitments reliably, and to better enable innovation.
7. The Organizational Agility competency describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.

# How do we at Author use SAFe

---

SAFe is a published framework for the delivery of software. As a framework, Author has adopted portions of SAFe for the successful delivery of software that is developed internally as well as the management of vendor requirements for software developed on behalf of Author. This document is to guide readers through the portions of SAFe that have been adopted by Author and the roles and responsibilities of key individuals in the framework. Detailed roles and responsibilities are at the end of the document.

Generally speaking, Author has adopted the SAFe Large Solution framework. Author has two delivery methods, Digital Experience Epics and All Else Epics, below is the process for Digital Experience Epics. Author has initially identified four (4) solutions which are comprised of 26 Epics. Hierarchy nomenclature for Author is Solution: Epic: Feature: Story. The decomposition of each hierarchy level has documentation requirements and assigned roles and responsibilities.

## **Solutions:**

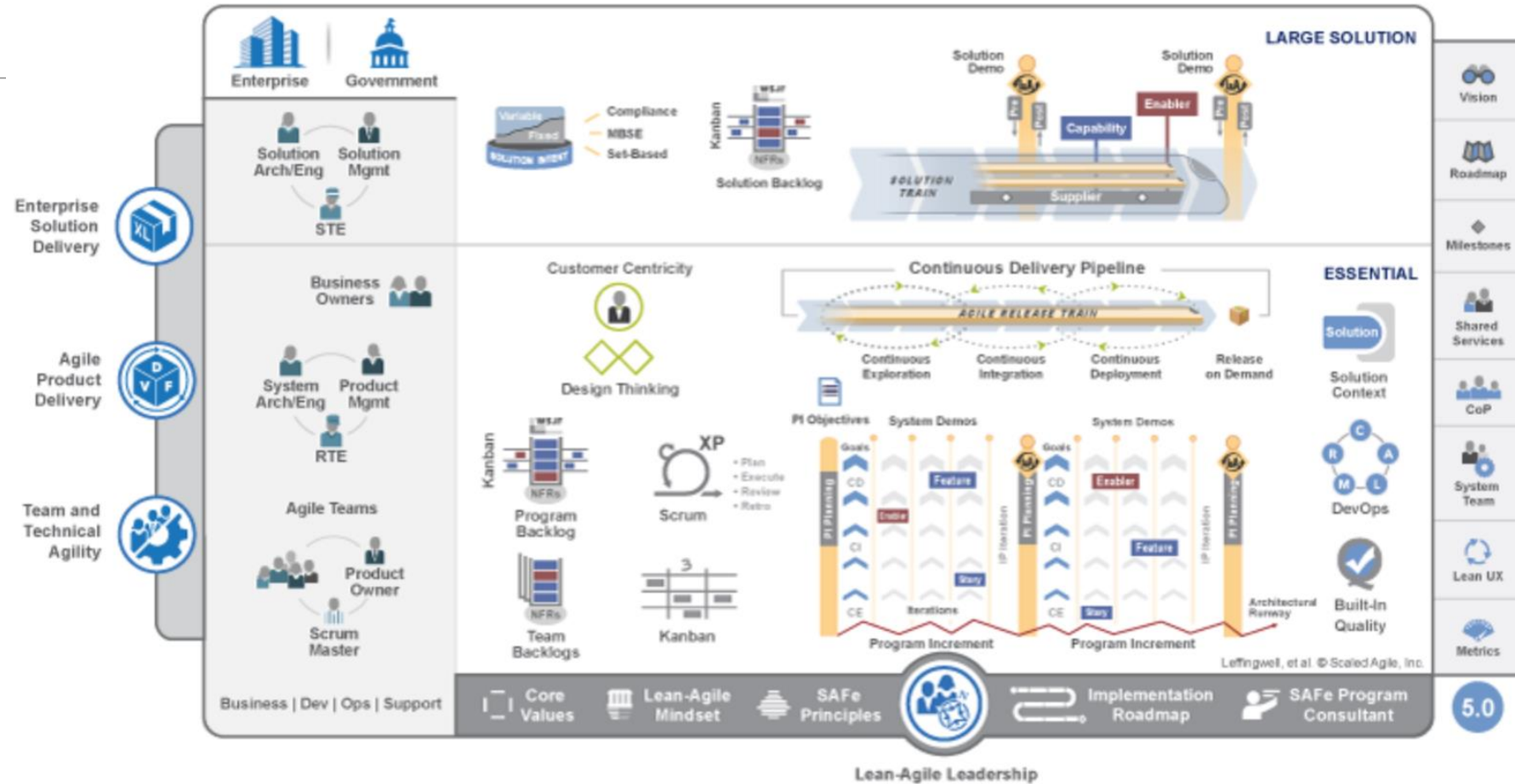
**Health Plan Ops (11 Epics)**

**Health & Clinical Ops (6 Epics)**

**Digital Experience (9 Epics)**

**Analytics (TBD)**

# SAFe 5.0 the Operating System for Business Agility



# What is:

PI; Iterations/Sprint; Team & System demo; I &A

**PI-** Program Increment (PI) Planning is a cadence-based, face-to-face event that serves as the heartbeat of the Agile Release Train (ART), aligning all the teams on the ART to a shared mission and Vision.

**Iterations/Sprints-** Iterations are the basic building block of Agile development. Each iteration is a standard, fixed-length timebox, where Agile Teams deliver incremental value in the form of working, tested software and systems. The recommended duration of the timebox is two weeks.

**Iterations/Sprint Demo-** During the iteration review, each Agile Team measures and then demonstrates its progress by showing working stories to the stakeholders to get their feedback.

**System Demo-** The System Demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI).

**I&A-** The Inspect and Adapt is a significant event, held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop.

# How does the work get prepared for a PI?

---

**Enablers meet to review Features and begin working each one to move the Feature to the goal of, Ready for PI.**

**Pending Approval** - Requirements are documented by PdM for Experience or PM for All Else and Business Value statement added

**Discovery** -High level conversation about what a Feature or Epic will deliver.

**Grooming** -Feature is accepted, and the stakeholders are identified. Meeting are being held to determine the details of the feature delivery.

**Groomed** - Team are finalizing plans to deliver the feature in conjunction with the enablement team.

**Ready for PI** - Shovel ready feature. The team have and agreed **DOR** and **DOD** that can be delivered during the PI. Sufficient runway can be achieved prior to or during the PI.

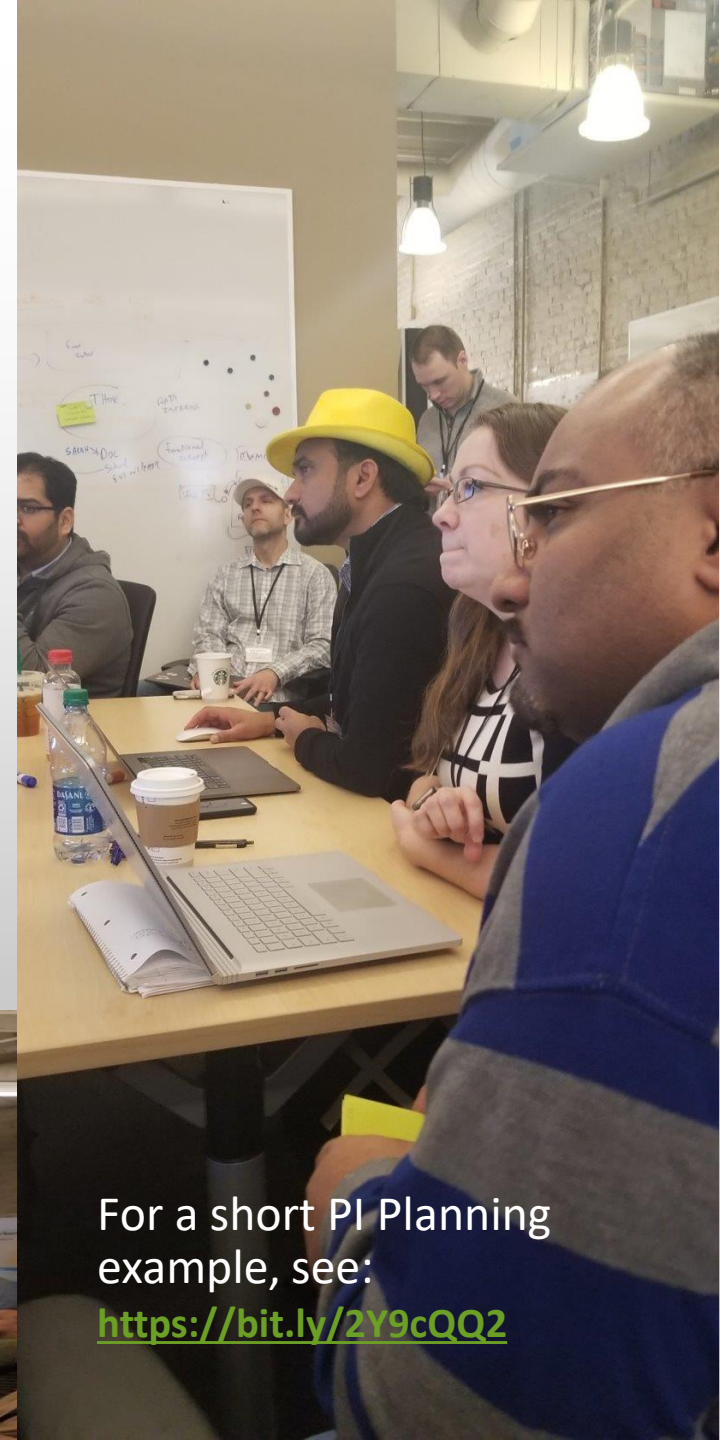
**Ready for Big Room** – Team has all stories written and Dev teams have reviewed the stories. Dependencies are delivered or agreed upon



# PI Planning

There is no magic in SAFe ... except maybe for PI Planning

- ▶ All stakeholders face-to-face (but typically multiple locations or Virtual)
- ▶ Management sets the mission, with minimum possible constraints
- ▶ Requirements and design emerge
- ▶ Important stakeholder decisions are accelerated
- ▶ Teams create and take responsibility for plans
- ▶ Teams have FUN!



For a short PI Planning example, see:  
<https://bit.ly/2Y9cQQ2>



# How do we get the Engineers work?

## PI - Team Break outs

Breakout #1 - In this breakout, teams estimate their capacity for each Iteration and identify the backlog items they will likely need to understand the features. Each team creates their draft plans, visible to all, iteration by iteration.

- SDL will read out the Feature- Introduces the Feature & Background to the team
- Scrum Master will then lead the team through story pointing and iteration scheduling
- Each Team will draft plan to present to the teams – One person from each team will present.
- Features broken into stories (each team)
- PI plan and objectives drafted (each team)
- Risks and impediments identified (each team)
- Program Feature Board continuously updated (Scrum Masters)
- Enablers attend and are active during the meeting to give feedback



Team breakouts #2 – Teams continue planning based on their agenda from the previous day, making the appropriate adjustments. Teams finalize their objectives for the PI, to which the Business Owners assign business value.

- SM will continue to facilitate the teams through story pointing and iteration scheduling
- Each Team will prepare a final plan to present to the teams – One person from each team will present.
- Program Feature Board continuously updated (Scrum Masters) Enablers attend and are active during the meeting to give feedback
- SDL reviews team plan with the Business Owners, who reviews objectives and assign business value.
- PI plan and objectives finalized
- Risks and impediments finalized





# Definitions:

## Discovery, Grooming, Groomed, Ready for PI.

---

**Discovery:** High level conversation about what a Feature or Epic will deliver.

Feature has acceptance criteria

Output:

Scope is identified, enablers are identified.

Scope is communicated with all enablers.

Ticket captures any clarification or refined needed for feature scope or acceptance criteria.

**Grooming:** Feature is accepted, and the stakeholders are identified. Meeting are being held to determine the details of the feature delivery.

Output:

Enablers scope and identify stories that are needed to deliver the feature in their own backlog

Enablers link the stories to the feature. The dependency in-terms of blocking/non-blocking is reflected in the link.

All outstanding questions are identified and answered.

**Groomed:** Team are finalizing plans to deliver the feature in conjunction with the enablement team.

Output:

All enabling stories are linked.

**Ready for PI:** Shovel ready feature. The team have an agreed DOR and DOD that can be delivered during the PI. Sufficient runway can be achieved prior to or during the PI.

Output:

Stretch goal: Explore ways to streamline or reduce the burden of checkboxes.

Once marked, the feature is considered ready to be taken up in a PI.

**Ready for Big Room:** Team has all stories written and Dev teams have reviewed the stories. Dependencies are delivered or agreed upon

Output:

Stories are all written.

Dev teams have reviewed the stories.

Dependencies are delivered or agreed upon.

# Vocabulary –

**ART-** Agile Release Train (ART) The Agile Release Train (ART) is a long-lived team of Agile teams, which, along with other stakeholders, incrementally develops, delivers, and where applicable operates, one or more solutions in a value stream.

**Epic-** Epics An Epic is a container for a significant Solution development initiative that captures the more substantial investments that occur within a portfolio. Due to their considerable scope and impact, epics require the definition of a Minimum Viable Product (MVP) and approval by Lean Portfolio Management (LPM) before implementation.

**Troika-** SDL, PdM, BO each responsible for an area, and jointly responsible for the well-being and performance of the ART. They execute, have a focus on this PI and the next.

**SDL** – The Solution Delivery Lead (SDL) drives the optimization of technology to deliver and mature epics. . Optimization includes solutions aligned with technology and architectural vision, cost appropriate recommendations, incremental delivery recommendations, and vendor selection

**PdM** - Product Management Product Management is responsible for defining and supporting the building of desirable, feasible, viable, and sustainable products that meet customer needs over the product-market lifecycle.

**BO-** Business Owners Business Owners are a small group of stakeholders who have the primary business and technical responsibility for governance, compliance, and return on investment (ROI) for a Solution developed by an Agile Release Train (ART). They are key stakeholders on the ART who must evaluate fitness for use and actively participate in certain ART events.

**RTE-** Release Train Engineer (RTE) The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). The RTE's major responsibilities are to facilitate the ART events and processes and assist the teams in delivering value. RTEs communicate with stakeholders, escalate impediments, help manage risk, and drive relentless improvement.

**SM-** Scrum Masters are servant leaders and coaches for an Agile Team. They help educate the team in Scrum, Extreme Programming (XP), Kanban, and SAFe, ensuring that the agreed Agile process is being followed. They also help remove impediments and foster an environment for high-performing team dynamics, continuous flow, and relentless improvement.

**PO** - Product Owner (PO) The Product Owner (PO) is a member of the Agile Team responsible for defining Stories and prioritizing the Team Backlog to streamline the execution of program priorities while maintaining the conceptual and technical integrity of the Features or components for the team.

# 10 Week Timeline- Runway vs. Delivery

## Runway (Before PI)

### Iteration 2

- Discovery/Grooming with Enablers
- Enablers Attend Iterations Demo

### Iteration 4

- Finalize Grooming with Enablers
- Enablers Attend Iterations Demo

Iteration 1	Iteration 2	Iteration 3	Iteration 4	IP
-------------	-------------	-------------	-------------	----

## Delivery (During PI)

<b>Iteration 1</b> <ul style="list-style-type: none"><li>- Discovery/Grooming with Enablers</li><li>- Enablers Attend Iterations Demo</li></ul>		<b>Iteration 3</b> <ul style="list-style-type: none"><li>- Finalize Grooming with Enablers</li><li>- Enablers Attend Iterations Demo</li></ul>		<b>IP-</b> <ul style="list-style-type: none"><li>- PI Planning</li><li>- All Stakeholders attend System Demo</li><li>- Inspect &amp; Adapt workshop Attended by BO's, program stakeholders, PdM, RTE, Scrum Masters</li></ul>
<b>Iteration 2</b> <ul style="list-style-type: none"><li>- Dev and PO attend all agile ceremonies</li><li>- Stakeholder attend Iteration Demos</li><li>- PdM attends Grooming session with Scrum team</li></ul>		<b>Iteration 4</b> <ul style="list-style-type: none"><li>- Dev and PO attend all agile ceremonies</li><li>- Stakeholder attend Iteration Demos</li><li>- PdM attends Grooming session with Scrum team</li><li>- PdM attend Feature Grooming session for upcoming PI</li></ul>		
Iteration 1	Iteration 2	Iteration 3	Iteration 4	IP

<b>Iteration 1</b> <ul style="list-style-type: none"><li>- Scrum teams begin work from agreed upon Plan from PI planning.</li><li>- Dev and PO attend all agile ceremonies</li><li>- Stakeholder attend Iteration Demos</li><li>- PdM attends Grooming session with Scrum team</li></ul>		<b>Iteration 3</b> <ul style="list-style-type: none"><li>- Dev and PO attend all agile ceremonies</li><li>- Stakeholder attend Iteration Demos</li><li>- PdM attends Grooming session with Scrum team</li><li>- PdM attend Feature Grooming session for upcoming PI</li></ul>		<b>Iteration Planning</b> <ul style="list-style-type: none"><li>- Scrum Teams finalize and present Demo in the Inspect &amp; Adapt workshop attended by BO's, program stakeholders, PdM, RTE, Scrum Masters,</li></ul>
--	--	---	--	--

## Who/Roles

## What/Process

## Artifacts/Outputs

Portfolio  
Management  
Team

Portfolio  
Management

Epic  
Intake

Portfolio Kanban

Portfolio Backlog

Program  
Team

Feature  
Intake

Split Epics  
into Features

Program Kanban

Program Backlog

PI Planning

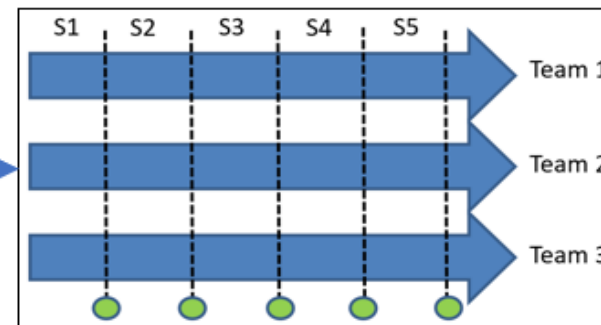
Split Features  
into Stories

PI  
Planning

Team Backlogs

Delivery  
Teams

Feature Delivery via Agile  
Release Train (ART)



Program  
Increments

# Author SAFe Adoption –

---

SAFe is a published framework for the delivery of software. As a framework, Author has adopted portions of SAFe for the successful delivery of software that is developed internally as well as the management of vendor requirements for software developed on behalf of Author. This document is to guide readers through the portions of SAFe that have been adopted by Author and the roles and responsibilities of key individuals in the framework. Detailed roles and responsibilities are at the end of the document.

Generally speaking, Author has adopted the SAFe Large Solution framework. Author has two delivery methods, Digital Experience Epics and All Else Epics, below is the process for Digital Experience Epics. Author has initially identified four (4) solutions which are comprised of 26 Epics. Hierarchy nomenclature for Author is Solution: Epic: Feature: Story. The decomposition of each hierarchy level has documentation requirements and assigned roles and responsibilities.

## **Solutions:**

**Health Plan Ops (11 Epics)**

**Health & Clinical Ops (6 Epics)**

**Digital Experience (9 Epics)**

**Analytics (TBD)**

# EPIC

---

## **Key Roles: LT**

Epics are large containers of work that require decomposition to determine the dependencies, cost, and schedule for delivery. As decomposition continues, additional features will be added to the backlog. The PdM maintains the approved Epic Roadmap. Epics could be worked by a single team or by a collection of teams. When several teams are engaged in developing 1 epic, we refer to the logical group as an agile release train (ART.) (Singular is team, plural is ART.)

## **Artifacts:**

- Lean Business Case and/or Epic hypothesis approved by the LT.
- Epic Roadmap

**Location:** Jira

# FEATURE

---

## Key Roles: PdM, SDL and RTE

The decomposition of the Feature is led by the PdM and supported by the SDL for all technical aspects. Feature decomposition includes Definition of Ready (DOR), Definition of Done (DOD) and user story framework. The feature backlog, with associated DOR and DOD, will be maintained by the PdM.

At the feature level, it is necessary to introduce a new role. The Release Train Engineer (RTE) works at the direction of the SDL to manage scope, schedule, and cost at the feature level and smaller. The RTE assists with PI Planning and communication. An RTE can be assigned to multiple features and even multiple Epics, based on complexity.

Artifact:

- Feature Backlog
- DOR and DOD

Location: Backlog will be in Jira. DOR and DOD documentation location Jira



# STORY

---

## **Key Roles: PO, SM, RTE**

User stories are the most detailed level of decomposed work addressed in this document. A single feature may have only a few user stories. Or, in more complex features, there may be hundreds of associated user stories assigned to a single feature. It is expected that the story level of decomposition will provide detailed guidance to developers about the specific work to be completed. This level of work may be done by a vendor or by Author, depending on the need.

At the story level, it is necessary to introduce two (2) additional roles to the explanation of work.

**Product Owner:** At the Story level, the backlog is maintained by the Product Owner. (At the Feature level Product Managers maintain the backlog.) The Product Owner's work is directed by the Product Manager. One Product Manager may have numerous Product Owners (PO.)

**Scrum Master:** A Scrum Master works with the development team to ensure work is being completed in an efficient manner.

# Roles & Responsibilities

---

- Enablers
- Troika
- Business Owners (BO)
- Solution Delivery Lead (SDL)
- Product Management (PdM)
- Product Owner (PO)
- Release Train Engineer (RTE)
- Scrum Master (SM)

# Enablers

---

Enablers bring visibility to all the work necessary to support efficient development and delivery of future business requirements. Primarily, enablers are used for exploration, evolving the architecture, improving infrastructure and compliance activities. Since enablers reflect real work, they cannot remain invisible. Instead, they're treated like all other value-added development activities—subject to estimating, visibility and tracking, Work in Process (WIP) limits, feedback, and presentation of results.

- Works to Discover and Groom Epics to Features
- Attends and are actively participating during PI planning to help break Features into Stories

# Troika

---

Troika, as a team, is responsible for coordinating the development of epics and key features. They define the Epic, its Minimum Viable Product and contribute/lead in the creation of a lean business case, and when approved, facilitate implementation. (Intent is that the Troika will seek LT guidance prior to any scope expansion.)

- Write Epics
- Identify key features within an Epic
- Define PI Objectives

# Business Owners (BO)

---

Business Owners are a group of stakeholders who have the primary business responsibility for governance, compliance, and Return on Investment (ROI) for an Epic within a solution. They are key stakeholders on the ART who must evaluate fitness for use and actively participate in certain ART events.

- Participate in Epic Writing
- Attend PI Planning
- Provide Resource Allocation SME's as required
- Provide input to defined PI Objective
- Provide Business Value Scoring at the PI Planning Events

# Solution Delivery Lead (SDL)

---

The Solution Delivery Lead (SDL) drives the optimization of technology to deliver and mature epics. Optimization includes solutions aligned with technology and architectural vision, cost appropriate recommendations, incremental delivery recommendations, and vendor selection.

## **Responsibilities:**

Manage and optimize the flow of value through the program/release

Facilitate PI/Release Planning Readiness, PI/Release Planning and PI/Release Execution

Work with Product Management, Product Owners, Scrum Masters and other stakeholders to help ensure strategy and execution alignment

Effective Identification and Management of Risks for a Release/ART

Drive continual improvement of PI/Release performance via Inspect and Adapt workshops; assess the agility level of the program/value stream and help them improve

Coach leaders, teams, and Scrum Masters in Lean-Agile practices and mindsets

Establish and communicate the annual calendars for Releases, Program Increments (PI) and iterations

Vendor Management of technology solutions

# Product Management

The Product Management role has content authority for the Epic backlogs. They are responsible for identifying customer needs, prioritizing features and developing the Epic Vision and Roadmap. They accept completion of features.

## **Responsibilities:**

- Product Management is the internal voice of the Customer for the ART and works with Customers (as well as Product Owners) to constantly understand and communicate their needs and participate in validation of the proposed solutions
- Works to develop the lean business case for Epics that affect their ART
- Develop and communicate the Epic vision and roadmap. Product Management continuously develops and communicates the vision to the ARTs
- In collaboration with the SDL, defines Nonfunctional Requirements (NFRs), to help ensure that the solution meets relevant standards and other system quality requirements
- Approve completed features to be moved into production
- Manages the flow of work through the program Kanban and into the program backlog
- Product Management is responsible for making sure that there are enough ready features in the backlog at all times
- During each PI planning session, Product Management presents the vision, which highlights the proposed features of the Epics and the Roadmap
- Participate in PI Demos and Inspect and Adapt ceremonies
- Build an effective Product Manager/Product Owner team



# Product Owner (PO)

---

The Product Owner (PO) is the content authority for the user story backlog. They are responsible for the team story backlog and prioritization. They accept completion of stories.

## **Responsibilities:**

- Manage and prioritize the team story backlog
- The Product Owner makes sure that each story is easy to understand for the team and other stakeholders
- Supports refinement of Acceptance Criteria with a focus on Test-Driven Development (TDD)
- Adheres to company control functions and supports risk management activity
- Establish capacity allocations for “Enabler Work” such as supporting automation, technical architecture, and non-functional requirements, to enable future business value
- Accountable for accepting backlog items as per established Definition of Done
- Maintain and prioritize PI, Release and Sprint (iteration) objectives that drive delivery of business value
- Participate in Agile ceremonies (e.g. Planning, Demos, Retrospectives, PO Sync, etc.)
- Product Owners make decisions for the initiative and provide direction to the team on what to deliver

# Release Train Engineer (RTE)

---

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). The RTE's major responsibilities are to facilitate the major ceremonies and assist the teams in delivering value. RTEs communicate with stakeholders, removing impediments and escalate as appropriate, risk management and drive continuous improvement.

## **Responsibilities:**

- Report Schedule
- Report Risks
- PI Panning
- I&A Workshop
- System Demo's
- PI Objectives

# Scrum Master (SM)

---

Scrum Masters are servant leaders and coaches for an Agile team. They help educate the teams in different Agile flavors (Scrum, eXtreme Programming, Kanban and SAFe), ensuring that the agreed Agile process is being followed. The Scrum Master helps remove impediments and foster an environment for high-performing team dynamics, and continuous improvement.

## **Responsibilities:**

- Facilitates Scrum ceremonies
- Coaches the Development Team in self-organization and cross-functionality
- Work towards removing impediments
- Coaching Product Owner on techniques for effective Product Backlog management to maximize business value
- Helps team members and stakeholders to understand Scrum
- Facilitates an adoption of relevant change to increase the productivity of the team
- Works with other Scrum Masters to increase the effectiveness of Scrum within the program
- Scrum Masters helps those outside the team to understand the appropriate interactions with the team to maximize value