ACME Corp — DevOps Transformation Consulting Oral Presentation

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Agenda items

1. Executive summary
2. The Skylight team
3. Key personnel
4. Solution approach
5. Project experiences
6. Project delivery methodology
7. Wrap-up

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Executive summary

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Executive summary

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- The ACME CIO is looking to engage with a partner to help the organization achieve higher IT performance through the effective use of DevOps principles
- According to the 2017 State of DevOps Report, organizations that do, achieve such benefits as: 46x more frequent software deployments than their competitors; 96x faster recovery from failures; 440x faster lead time for changes; and higher levels of customer satisfaction, employee happiness, and operational efficiency
- We've assembled a top-notch team of DevOps experts who have developed an approach that's designed to jumpstart the acceleration of your DevOps transformation journey in a sustainable, self-sufficient, and effective manner

Value proposition

Approach	+	Capabilities	=	Values
Holistic assessment, backed by science Focus on internal capacity building		DevOps expertise Change management expertise Coaching and training Pre-existing assets		Build internal capacity Acquire new knowledge and skills Make smart investments

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The Skylight team

Skylight overview

- Launched in June of 2017
- Comprised of talented digital experts, including 5 former White House Presidential Innovation Fellows
- Members previously co-founded and built 18F, a two-hundred-person digital center of excellence within the U.S. federal government
- Members have earned a reputation for delivering on IT projects where traditional players couldn't
- Currently supporting multiple clients undertake digital transformation, including the U.S. Department of Homeland Security and Centers for Medicare & Medicaid Services

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DORA overview

DORA
DEVOPS RESEARCH & ASSESSMENT

- Launched in 2016
- Founded by world-renowned DevOps experts, including Gene Kim, Jez Humble, and Dr. Nicole Forsgren
- DORA product provides a unique, outcome-oriented, science-based DevOps assessment methodology that benchmarks your performance against 23,000 teams
- Worked with several Global *Fortune 1000* companies to continuously benchmark IT performance against 23,000 teams and to pinpoint exactly which DevOps capabilities to invest in
- Also offers exclusive access to the DORA knowledge base, curated and authored by industry experts

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Key personnel

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Chris Cairns

Project role	Project Manager & Transformation Consultant
Specialties	Digital leadership and transformation; digital talent management; digital procurement; product development and management; agile practices; project management
Summary	- Managing Partner of Skylight - 15 years of technology and management experience - Served as a White House Presidential Innovation Fellow in 2013 - Co-founded and built 18F - Possesses multiple agile certifications; certified Project Management Professional - Frequent speaker on the topic of digital transformation - Holds a Bachelor of Science in Management Information Systems from Penn State University

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Noah Kunin

Project role	DevOps Coach & Consultant
Specialties	Agile development; DevOps; cybersecurity; zero-knowledge systems; modern architectures
Summary	- Skylight consultant - 15 years experience as a technologist and team leader - Co-founded and built 18F where he ran the entire delivery infrastructure, including cloud.gov, and created and led multiple DevOps teams - Co-founded the technology and innovation team at the Consumer Financial Protection Bureau (CFPB) where he created and led multiple DevOps teams - Both 18F and CFPB have the fastest delivery times in government for production-quality software

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Dr. Robert Read

Project role	DevOps Coach & Consultant
Specialties	Software engineering; data science and engineering; engineering management; agile practices
Summary	- Skylight Partner - Over 20 years of technology and management experience - Served as a White House Presidential Innovation Fellow in 2013 - Co-founded and built 18F - Originally trained by agile pioneer Kent Beck - Ran Planview's product development shop (acquired in 2017) - Frequent speaker on the topics of agile and legacy modernization - Spends leisurely time building robots for public good - Holds a PhD in Computer Science from the University of Texas

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Soo Choi

Project role	DORA Assessment Facilitator
Specialties	Product management; building award-winning engineering teams
Summary	- Chief Commercial Officer for DORA - As a Senior Product Manager at Chef, launched AWS OpsWorks for Chef Automate - Co-founded OpenStack Compute, an open-source cloud software (acquired by Rackspace) - Ran several engineering teams at NASA

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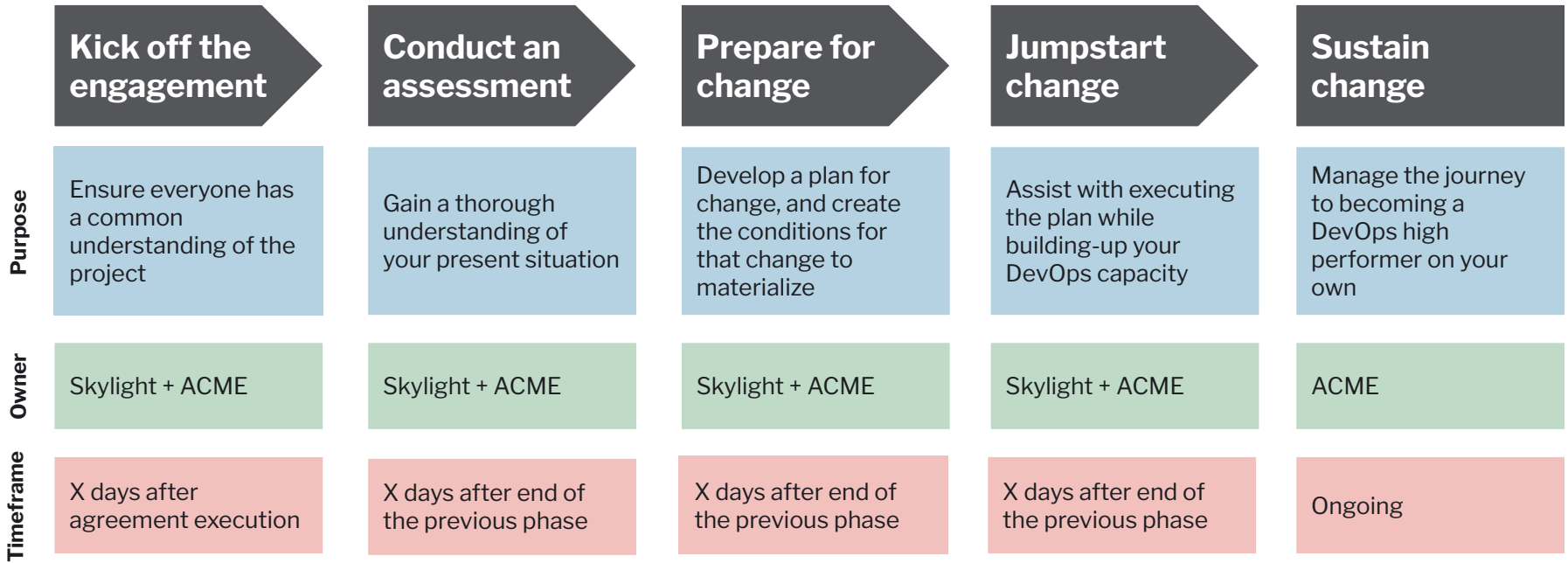
Solution approach

High-level phases



Phase 1: Kick-off the engagement

Purpose: Arrive at a shared understanding of the project, including how it will be delivered and how the parties will work collaboratively together, via a kickoff meeting.

Key activities:

- Understand the problem
- Develop a project vision statement
- Give an overview of the DORA assessment methodology
- Develop working relationships
- Build a common understanding of how the project will be delivered
- Establish project standards
- Decompose the organization into specific “value streams”
- Finalize the plan for the next phase

Key deliverables:

- Problem statement
- Project vision statement
- Roles & responsibilities matrix
- Project data sheet
- Project standards
- Organizational decomposition (i.e., value streams)
- Conduct an assessment plan

Phase 2: Conduct an assessment

Purpose: Gain a thorough understanding of your present situation using a mix of qualitative and quantitative research techniques that focuses on multiple dimensions of your organization.

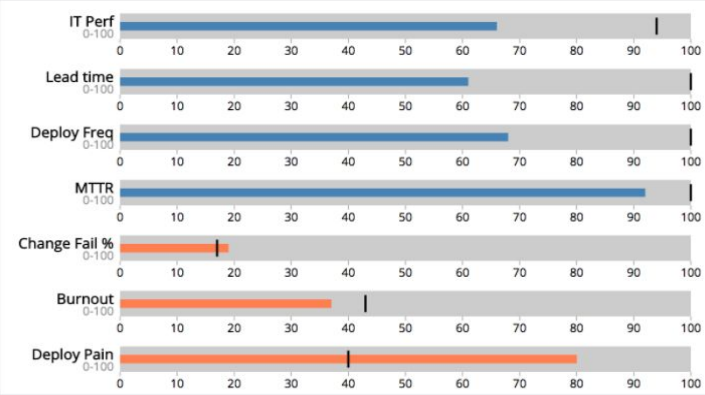
Key activities:

- Conduct workshops and/or interviews
- Conduct the DORA assessment
- Analyze and synthesize the assessment results
- Prepare and deliver an assessment report
- Finalize the plan for the next phase

Key deliverables:

- DevOps assessment report
- Prepare for change plan

DORA assessment — Step 1



(Example)
This outcomes chart shows us that we have room for improvement compared to the industry high performers.

Our practitioners report burnout below industry averages, but significantly higher than average levels of deploy pain.

Assess key outcomes that drive performance gains.

High-level measures indicate your software delivery performance and its sustainability across teams. This helps you:

- Measure and track your most important key outcomes
- Benchmark against industry, industry vertical, and/or company-wide
- Get individual team performance against different views
- Identify outcomes to maximize
- Identify outcomes to minimize (e.g., “burnout”)

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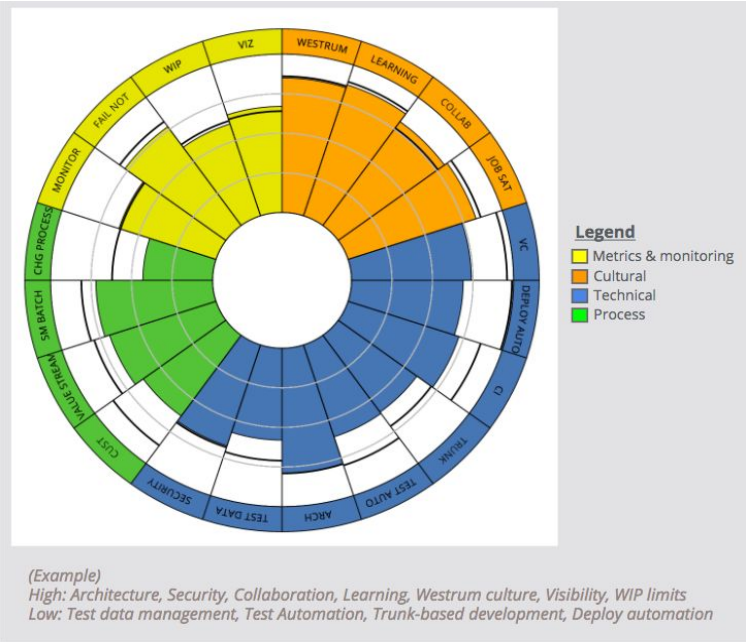
DORA assessment — Step 2



Benchmark current capabilities as a baseline.

- Capabilities are levers that drive improvement: as these grow, so does your ability to deliver software quickly and reliably.
- The DORA product shows you which capabilities you have now: where you shine and where you need help.
- With it, you can benchmark your team's capabilities against industry, industry vertical, and/or company-wide. (Developing your team's capabilities will drive improved outcomes.)

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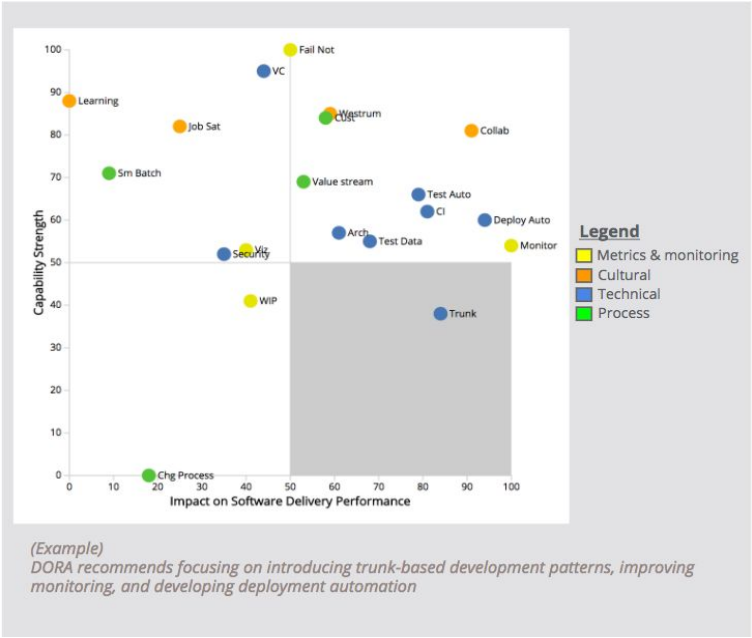
DORA assessment — Step 3



(Example)
DORA recommends focusing on introducing trunk-based development patterns, improving monitoring, and developing deployment automation

Identify priorities most impactful for capability improvement.

- High-level measures indicate your software delivery performance and its sustainability across teams
- This shows you which capabilities to focus on first, enabling leaders to plan allocations so investments have the highest impact (in other words, avoid wasting money on non-impactful activities).
- Capabilities with the lowest strength and highest impact on software delivery performance should be prioritized.

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Phase 3: Prepare for change

Purpose: Translate the insights gained from the assessment into an adaptable, executable plan for change, and to create the conditions necessary for that change to materialize.

Key activities:

- Socialize assessment results
- Deliver training sessions
- Develop a vision statement and guiding principles
- Develop a Center of Excellence (CoE) model and plan
- Develop a CoE talent sourcing model and plan
- Create a transformation roadmap
- Make change visible
- Develop a health check model
- Finalize the plan for the next phase

Key deliverables:

- DevOps transformation vision statement and guiding principles
- DevOps CoE establishment plan
- DevOps CoE talent sourcing plan
- DevOps transformation roadmap
- DevOps transformation change radiators (e.g., posters)
- DevOps transformation health check model
- Jumpstart change plan

Phase 4: Jumpstart change

Purpose: Provide you with assistance in executing the DevOps Transformation Roadmap, with a focus on building-up your DevOps capacity so you can manage the transformation journey sustainably, self-sufficiently, and effectively.

Key activities:

- Provide recruiting and hiring support to onboard the CoE team
- Provide coaching, workshops, training, and other tailored support as needed
- Conduct 1–2 health checks, and make course-correction recommendations
- Prepare and execute a transition plan

Key deliverables:

- DevOps CoE team
- DevOps transformation health checks
- Transition materials

Phase 5: Sustain change

Purpose: ACME will pick up where we left off and continue to drive the DevOps transformation forward.

Key activities:

- Periodic reassessment and reprioritization of capabilities development
- Periodic update and communication of the DevOps transformation roadmap
- Periodic health checks and course-corrections
- Expand the DevOps transformation to other parts of the business
- Wind-down the CoE

Key deliverables:

- A continuously-improving and high-performing IT organization

Project experiences

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Cloud & DevOps adoption acceleration

Project title:	**Client name:**	**Delivery organization:**
Cloud & DevOps adoption acceleration	Transportation Security Administration (TSA)	18F; Chris Cairns served as the Project Executive and Solution Architect

Client challenges:

- Several issues associated with running its on-prem infrastructure
- Compounded by imminent IT budget cuts
- Cloud presented a viable alternative, but no prior experience

Solution:

- Paired TSA with a team of site reliability engineers to kickstart the adoption of cloud and DevOps practices
- Assessed current state, identified capability gaps, and developed an “agile” maturity plan
- Provided hands-on migration support while simultaneously introducing DevOps practices and building internal capacity (e.g., talent sourcing)

Notable results:

- Jumpstarted and accelerated adoption of cloud and DevOps practices, projected to save tens of millions of dollars

Other details:

- Timeframe: 2015–2017
- Resources: 4–5 FTEs
- Location: U.S.; mix of remote and on-site

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Building and Scaling 18F Delivery Infrastructure

Project title:	**Client name:**	**Delivery organization:**
cloud.gov	18F	18F; Noah Kunin served as the Director of Delivery Infrastructure

Client challenges:

- Due to security and compliance requirements for government systems in the U.S., deploying new systems, even simple applications, can take anywhere from 6–14 months

Solution:

- Formed a cross-functional team consisting of product and DevOps experts
- Built cloud.gov, a pre-authorized platform-as-a-service for U.S. federal agencies, which represents a hardened version of the Cloud Foundry platform running on Amazon Web Services

Notable results:

- Enables fastest system delivery times in government
- More than 300 applications deployed
- FedRAMP certified

Other details:

- Timeframe: 2015–2016
- Resources: 5–7 FTEs
- Location: U.S.; mix of remote and on-site

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DORA assessment of Capital One

Project title: Capital One DORA assessment	**Client name:** Capital One	**Delivery organization:** DORA

Client challenges:

- Looking for ways to increase deployment frequency without compromising stability
- Existing measurement and assessment tools weren't providing answers
- Teams couldn't agree on where to focus

Solution:

- Conducted a DORA assessment across a dozen teams and business units
- Analysis revealed opportunity to improve its IT performance by focusing on two key capabilities: trunk-based development and automating its change control processes
- Leveraged DORA knowledge base to learn key practices for improving these capabilities

Notable results:

- In just two months, the engineering organization was able to increase the number of releases to production by 20x
- No increase in incidents

Other details:

- Timeframe: 2 months
- Resources: DORA Team (2 FTEs)
- Location: U.S.; mix of remote and on-site

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Project delivery methodology

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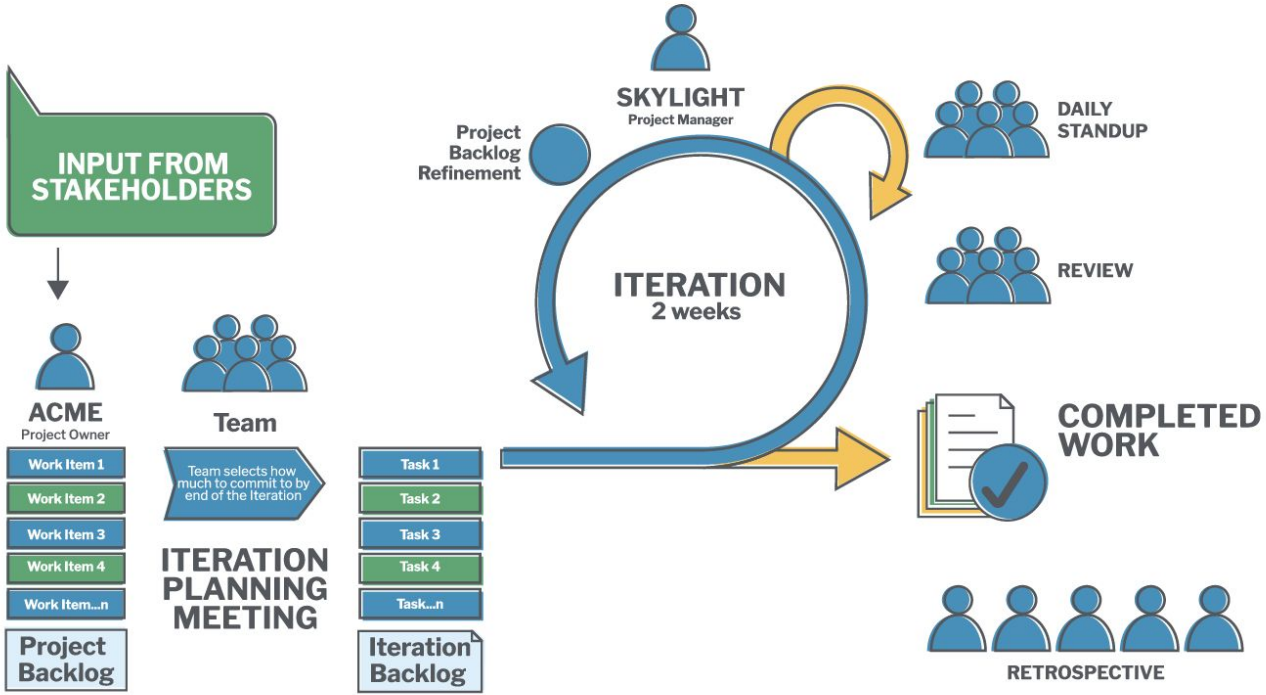
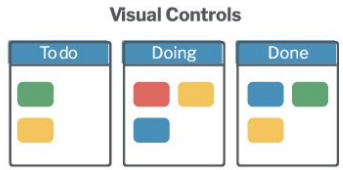
An agile approach



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