CA Technologies SAFe journey

Case study

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SEPTEMBER 2018

Agenda

- Set context
- Why scale agility
- How did we launch our first Agile Release Train
- Challenges and Wins
- ~~There is no SAFe without PI Planning~~

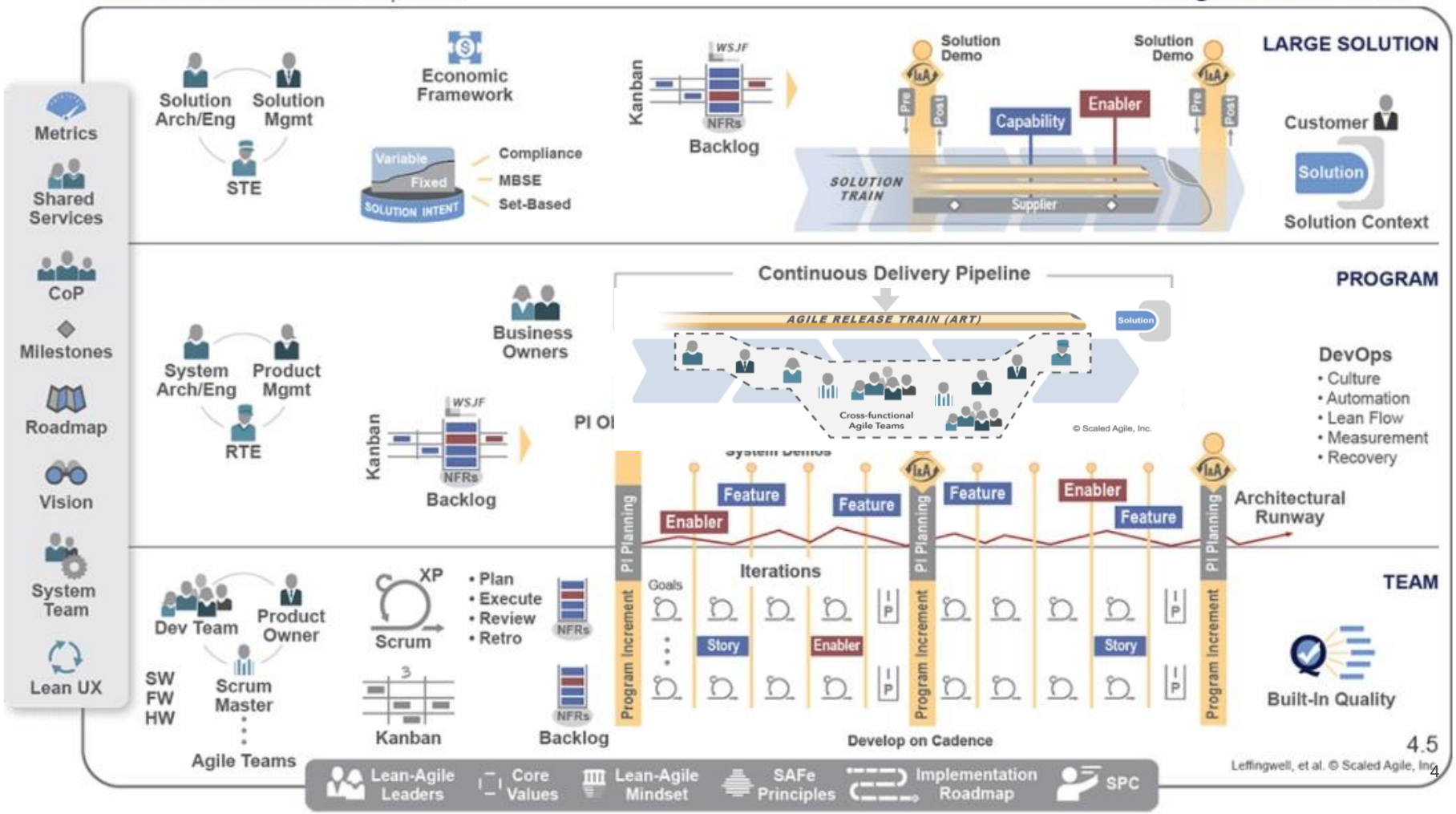
CA Technologies

Software is rewriting business. We're helping companies shape the future.

Established in 1976
Headquarters in New York, NY
Over 10 thousand employees
with over 5 thousand engineers
$4.235 billion in revenue for fiscal year 2018

49 of 50	Fortune 50(1)	24 of 25	Largest US Federal agencies(1)
19 of 20	Largest global banks(1)	10 of 13	Largest pharmaceutical companies(1)
13 of 14	Largest financial services companies(1)	18 of 20	Largest insurance companies(1)
8 of 10	Largest defense/ aerospace companies(1)	10 of 10	Largest telecom companies(1)

1) As per 2016 Fortune 500 list of companies, published 6/6/16; CA data as of 1/31/17


Metrics
Shared Services
CoP
Milestones
Roadmap
Vision
System Team
Lean UX
Solution Arch/Eng
Solution Mgmt
STE
Economic Framework
Variable
Fixed
SOLUTION INTENT
Compliance
MBSE
Set-Based
Kanban
WSJF
NFRs
Backlog
Solution Demo
Pre
Post
Capability
Enabler
SOLUTION TRAIN
Supplier
LARGE SOLUTION
Customer
Solution
Solution Context
System Arch/Eng
Product Mgmt
RTE
Business Owners
PI O
Continuous Delivery Pipeline
AGILE RELEASE TRAIN (ART)
Solution
Cross-functional Agile Teams
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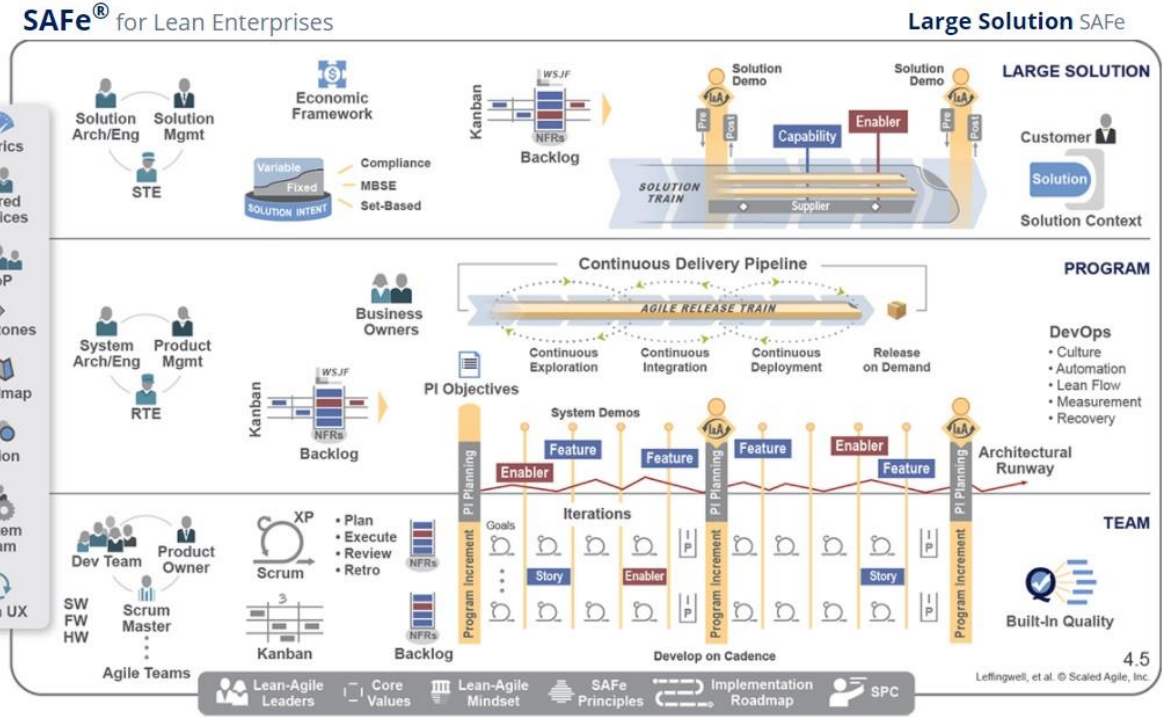
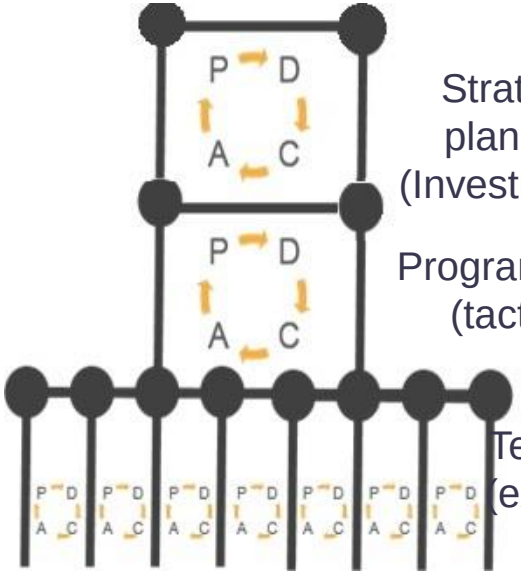
PROGRAM
DevOps
• Culture
• Automation
• Lean Flow
• Measurement
• Recovery
Feature
Enabler
PI Planning
Architectural Runway
Iterations
Goals
Story
Program Increment
Dev Team
Product Owner
Scrum Master
SW
FW
HW
Agile Teams
XP
Scrum
• Plan
• Execute
• Review
• Retro
Kanban
TEAM
Built-In Quality
Develop on Cadence
Lean-Agile Leaders
Core Values
Lean-Agile Mindset
SAFe Principles
Implementation Roadmap
SPC

What do we mean when we “scale agility”

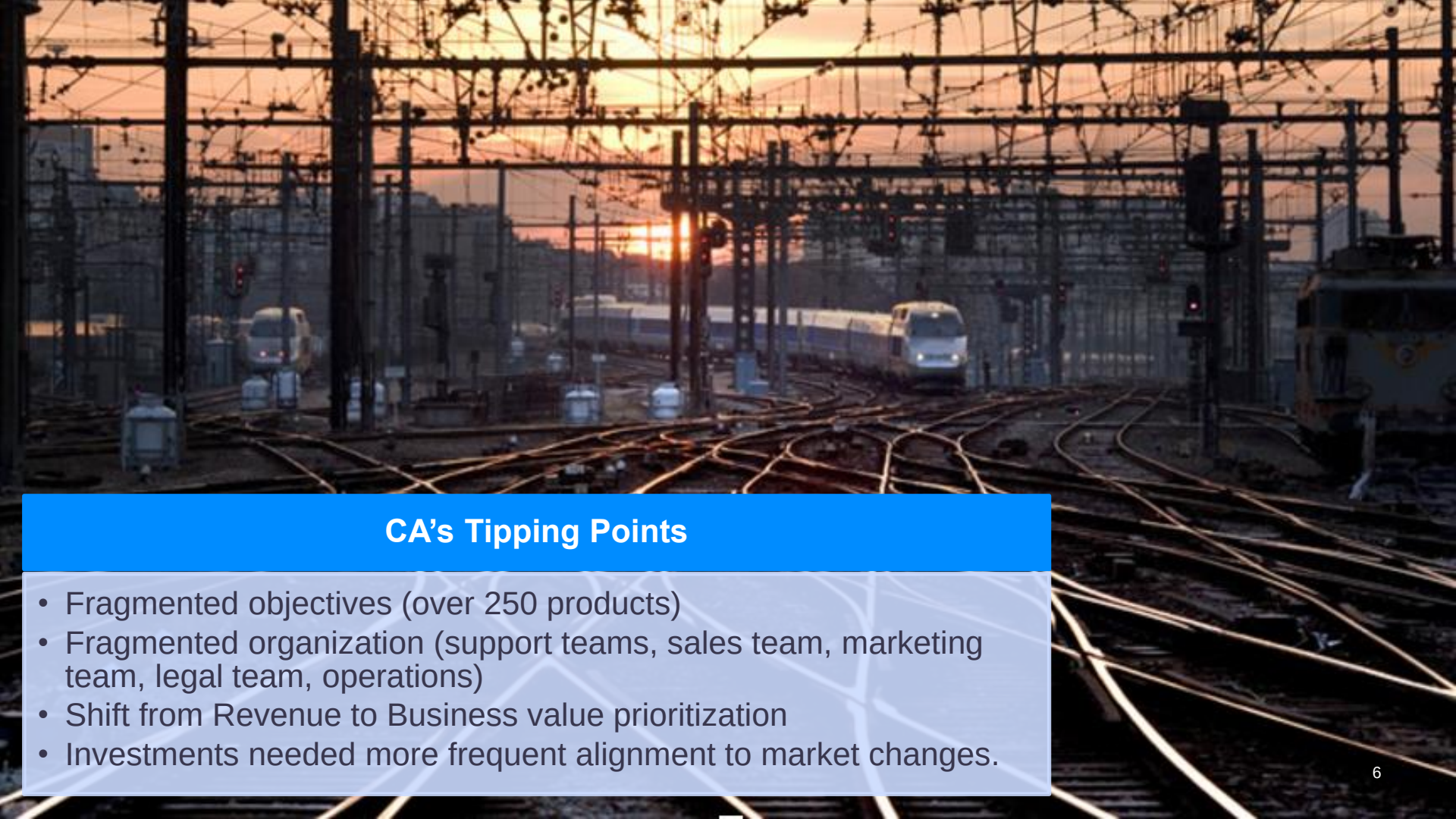




Strategic planning (Investments)

Program level (tactics)

Team level (execution)



CA's Tipping Points

- Fragmented objectives (over 250 products)
- Fragmented organization (support teams, sales team, marketing team, legal team, operations)
- Shift from Revenue to Business value prioritization
- Investments needed more frequent alignment to market changes.

First agile release train

- Implementation roadmap after company reached the tipping point
  - Train leadership, train change agents, design ARTs,
  - Train teams, launch ART, coach execution,
  - Launch more ARTs, inspect, and improve

What changed from day 1	Challenges
• Relevant groups of products with interdependencies • Delivering solutions instead of products • Synchronized cadence and tools on all levels • All stakeholders involved in planning and delivering • Visualizing and managing dependencies and Risk	• ARTs not aligned properly around value • No time to adapt/understand after initial training • No coaching during execution • Very little understanding of new roles and responsibilities • Aligning with 2 week sprint cadence

Where we are – what improved

- Gained ability to make better informed decisions (thanks to alignment and visibility)
- Better alignment with strategy and goals
- Gained Discipline – having better conversations on all levels
- Focus on continuous integration and deployment
- Forum for experimentation and innovation

Statistics

- More than 30% more customer satisfaction improvement
- 4+ organic products
- From 12-24 months to less than 3 months releases
- 20 % YTY new revenue growth
- 7% reduction in support calls
- 61 % escalation reduction
- Improved Employee engagement score

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ca technologies

Thank You.

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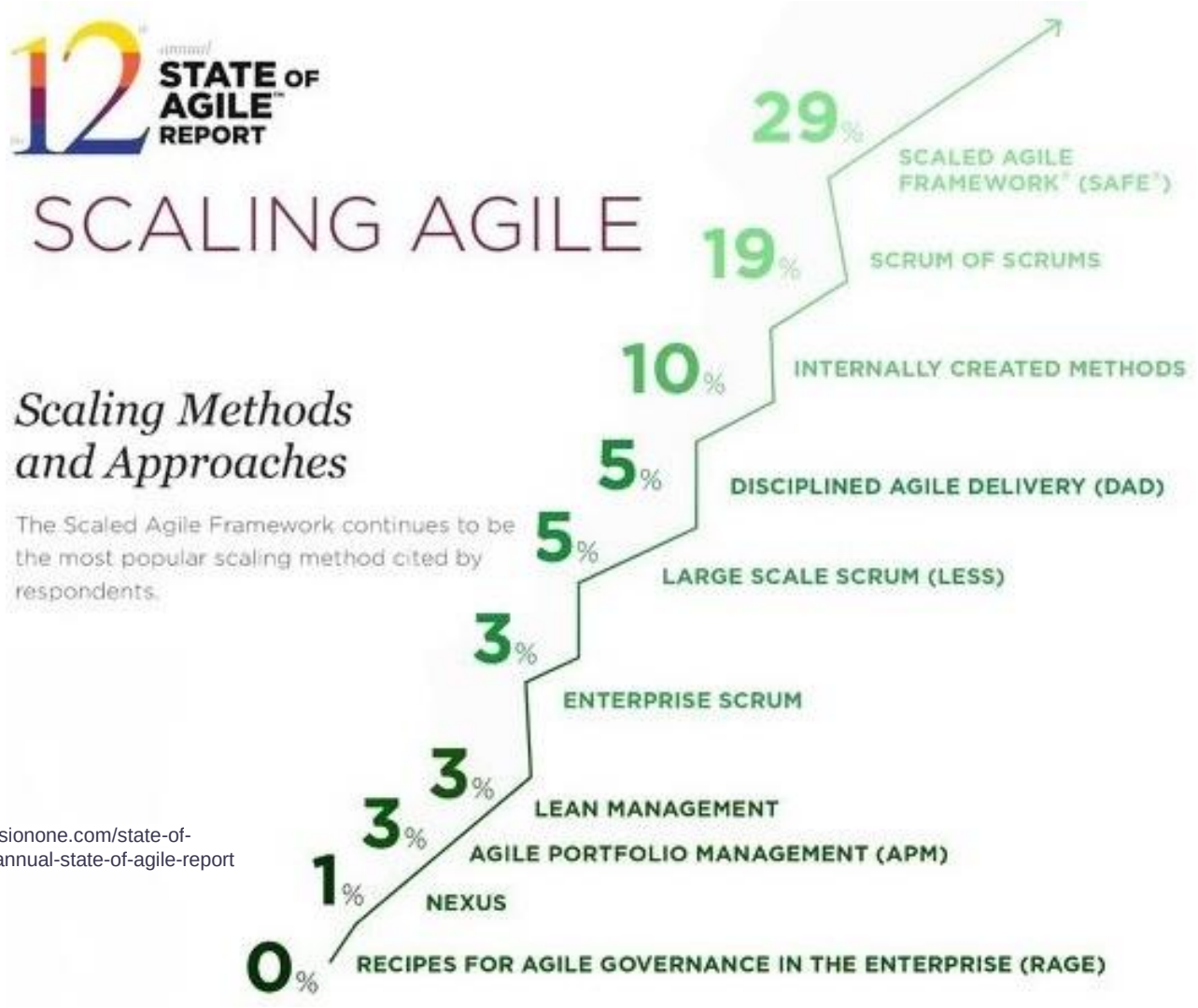
BACK UP SLIDES



https://explore.versionone.com/state-of-agile/versionone-12th-annual-state-of-agile-report


Language Server Protocol (LSP)
Using Common language protocol enables language plugins like COBOL and JCL to work with Eclipse Che, VS Code and other IDE's.
PI planning today

Team breakout

Program Board

Program Board