Agile Culture

To be or not to be…Agile.
Arkansas Presenters:
- Lee Lowe, Sr. IT Project Manager
- Michial Armstrong, Business Analyst
- Alex Rogers, IT PMO Director

Michigan Presenters:
- Cody Gross, CIO
- Charlie Mercer, Sr. Manager Development
Agile at Arkansas Courts

The Journey to Strategic Goals

A Modernization Story
It all started with a Prospectus...

We must embrace new technologies that will help the administration of justice become more efficient, effective, and user-friendly.”

- June 16, 2017 State of the Judiciary
  Chief Justice Kemp

- Four Options for Next Generation Court Applications:
  - Build
  - Buy
  - Upgrade
  - Enhance

- Court Management Systems Modernization Plan Project – 13 weeks to develop a plan for enhancing current applications
The Modernization Plan

360 Degrees of Change

The Plan needed to include:

- New Technology Framework
- New Delivery and Approach
- Staffing and New Skills
- New Rollout Plans
- New Promotion and Adoption Plans
- Roadmaps for All Applications
- Budget
Waterfall vs. Agile

A Change in Delivery
Disciplined Agile Delivery

- People First
- Goal Driven
- Learning Oriented
- Full Delivery Lifecycle
- Solution Focused
- Risk-Value Lifecycle
- Enterprise Aware
DAD Methodology

- **Lightweight requirements**: Flexible and adjustable as development begins.
- **Iterations**: Three-week iterations.
- **Customer feedback**: Focus Group meeting after each iteration.
- **Enterprise Awareness**: Working with the enterprise to align with agency goals.
- **Focus on Delivery**: Obsessed with adding functionality!
Phases of DAD lifecycle

**Inception**
Identify what we want to do

**Construction**
Now let’s start making it!

**Transition**
Let’s get this thing to Production
Iteration Cycles

Next Release

Inception
Envision and Plan

Construction
Incrementally build a consumable solution

Transition
Release solution

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Releases and Rollout Strategy Approach

- Rapidly deliver customer value
- Software is incrementally released into User Acceptance Testing (UAT) Environment
- Initial Release is a minimum, functional application
- Development iterations continue to add functionality for Production release
A change in approach - from Initiation to Implementation

- **Staffing**
  - D.A.D. Team Structure
  - Skills

- **Roadmap**
  - D.A.D. methodology
  - Software Releases

- **Rollout**
  - Traditional Edition
  - Continuous

- **Promotion**
  - Public Dashboard
  - UAT Dashboard

- **Training**
  - Online Learning & Resources
  - In-Person Training
  - Guided Use
  - Network of Users

- **Migration**
  - User Acceptance Testing Group
  - Beta Release available to early adopters

- **Adoption**
  - Automate the Process
Case View

Complete View of all Arkansas Case Types

Case data strewn across different views, platforms & reports... now consolidated on one page.

Mobile & Printer Friendly

Tablets & Print View to consolidate case data into PDFs for printing

Modern Look & Feel

Angular & Node technologies used to give Case View a very modern look & feel
Focus Group Information

Court employees from all areas of the State including:

- Judges
- Clerks
- Trial Court Administrators
- Legislative Audit
- Attorneys
- Probation Officers
Agile Team
Co-located team
Cross-functional
Focused on shared goals

Team Info
Dedicated team of individuals with varying experience
Team Room

A group of cross-functional staff dedicated to modernization

Team Roles

- Team Lead
- Product Owner
- Architecture Owner
- Team Member
9:00-9:15 AM Daily

1. What you did the day before?
2. What you plan to do today?
3. Any roadblocks/issues/impediments?
4. Goals of the Day, Week, Iteration

Stand up
Let’s get together!
How do you start?

- Identify the Driving Factor to Change

Arkansas Judiciary Strategic Plan 2025

- Doing Agile vs. Being Agile
Challenges

- Pace of Change… not too slow/not too fast
- Training or Lack Thereof
- Authority to Make Decisions
- Ability to Make Decisions
What is the right answer?

- Move at the right pace
- Reevaluate and adapt
- Recognize incremental progress and be patient
- Seek coaching
“In any given moment we have two options: to step forward into growth or to step back into safety.”

– Abraham Maslow
AGILE CULTURE

To be or not to be Agile?
AGENDA

➢ Driving force behind Michigan adopting Agile practices
➢ Transformation and Results
➢ Challenges
➢ Lessons Learned
➢ Benefits to Michigan Courts
A Brief Look Back – Our Story & What Led Us to Agile

2015 Q4
- Next Generation Case Management Assessment
  - Pilot Court Feedback

2016 Q1/Q2
- Organizational Assessment & Capability
  - Began User Research
  - Calendar Thin Slice – Agile Experiment Success

2016 Q3/Q4
- Long Term Strategy Development
  - New Thin Slice Development
  - Calendar Thin Slice 2.0
  - Case Search
  - Docket Display
  - Aligned Under 3 COE’s

2017

2018/2019
- Continue Organization Realignment
  - Beginning Phases of Long Term Strategy
  - Continue Thin Slice Dev & Deploy
  - ITIL / ITSM Introduction & Training

2016 Q3/Q4
- Future MiCOURT Platform Established
  - Focus on IT Services Foundation
  - Organizational Health

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Transformation and Results
Work Focus Transformation

Value These

- Individuals & Interactions
  - Working Software
  - Customer Collaboration
  - Responding to Change

Over These

- Processes and Tools
  - Full Documentation
  - Contract Negotiation
  - Following a Plan
Workplace Transformation

Before

After
# Managing Work Transformation

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<th>Setting Overall Direction</th>
<th>Management Responsibilities</th>
<th>Designing the Team and Its Context</th>
<th>Team Responsibilities</th>
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<td>Self-Directed Team</td>
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81% of our courts have a new valuable solution
CMS Portal & Text Message Reminders
User Research

- User-centered software is our driving focus

- Conducted extensive research at the beginning -
  - then through agile approaches continually refine our designs
  - and evolve the software as our users learn from interacting with real software
Pace of Change

- Courts have well-established processes and often staff that have spent years learning “the way to do things”

- When changing from an existing system, it is very difficult to move users to something different before you have everything done

- Agile teams seek to update software on frequent intervals

- Finding the balance between introducing new or different, and providing consistency and a “safety net” of legacy capabilities is crucial
Organizational Culture

- Agile software teams are only one aspect of an Agile Culture

- Organizations must be comfortable with the concept of a team that cannot commit to a fixed set of requirements or even a completely fixed order of features

- Just as the software must adapt to the users, so too must the organization adapt to support and enable the teams to execute with users at the forefront
Lessons Learned
Plans are Worthless, Planning is Essential

- The details of a plan designed well in advance are often incorrect, but the planning process requires exploration of options and contingencies that will prove valuable as you progress.

- Have a clear goal in mind and expect to make frequent small adjustments on the path to achieving it.
Meet Your Users Where They Are

- Your users have a limited capacity for change at any particular point in time
- Think carefully about what new features to introduce and specifically WHEN to introduce them
- Consider not only whether you technically CAN but whether you SHOULD
Forming, Storming, Norming & Performing

A group development model first proposed by Bruce Tuckman who said that these phases are necessary and inevitable in order for a team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

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<td>Storming</td>
<td>Resolving conflict and tension</td>
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<tr>
<td>Norming &amp; Performing</td>
<td>Successfully implementing &amp; sustaining projects</td>
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</table>
Select your early adopters with care

- Look for willing and open change agents
- Be aware of how open (or not) early adopter leadership is to change
- Change is easier to evangelize when you have customer advocates to tell your story
Benefits to Michigan Courts
Realized Value vs. Time

**Discovery**
- Agile: Deploy, Test, Iterate
- Traditional: Deploy, Build, Test

**Design**
- Agile: Deploy, Iterate
- Traditional: Build

**Build**
- Agile: Deploy, Iterate
- Traditional: Build, Test

**Test**
- Agile: Deploy, Test, Iterate
- Traditional: Test

**Deploy**
- Agile: Deploy
- Traditional: Deploy, Iterate

**Opportunity Cost**

**Speed to Value**

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Pace of Change - Revisited

Agile teams update software on frequent intervals *in order to continually iterate and adjust to user needs*

This ability has become highly valued by our users -

- once they were able to see changes they asked for…
- Which led to more user engagement
- which in turn improved our future products
Practical Example – Calendar Integration

Value Story

As Judicial Information Services (JIS) we wanted to create Calendar Integration software so that we can save valuable duplicate data entry time for approximately 300 court staff users.

Saves each court user approximately:
• 2 hours a week in duplicate entry time or
• 300 x 2 hours x 52 weeks = 31,200 hours.
• About 15 person years of effort saved every year
• 31,200 x $$ amount is a substantial savings.
A Path Forward – to Modernization

- Changes introduced as part of adopting agile practices laid a cultural roadbed for our path.
- Maturing our team skills and processes provided the guardrails to keep us headed down the path.
- Engaging with our customers incrementally, frequently, and directly facilitates following the path with a cadence best suited to gain their buy-in and achieve satisfaction.
Questions?