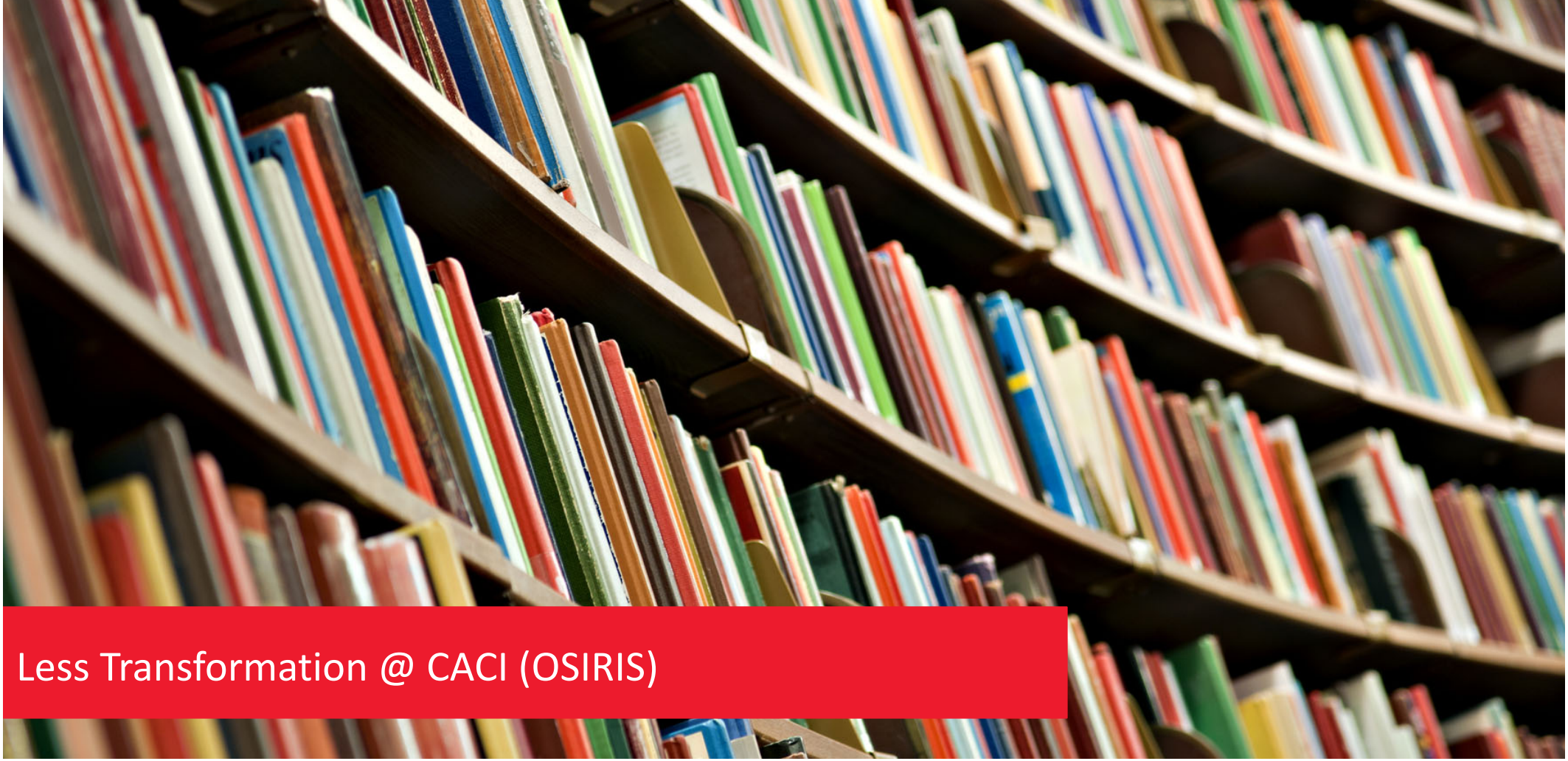
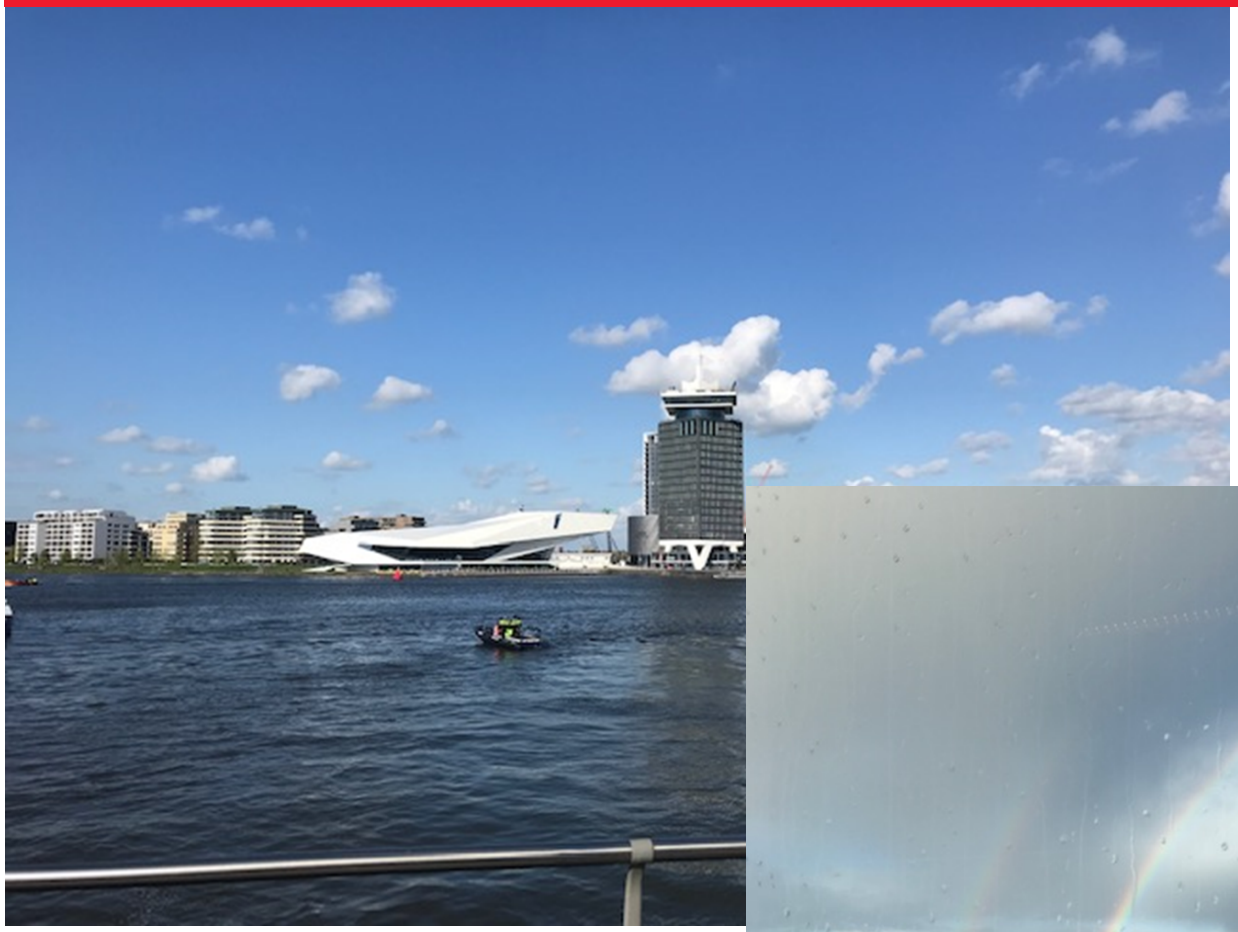


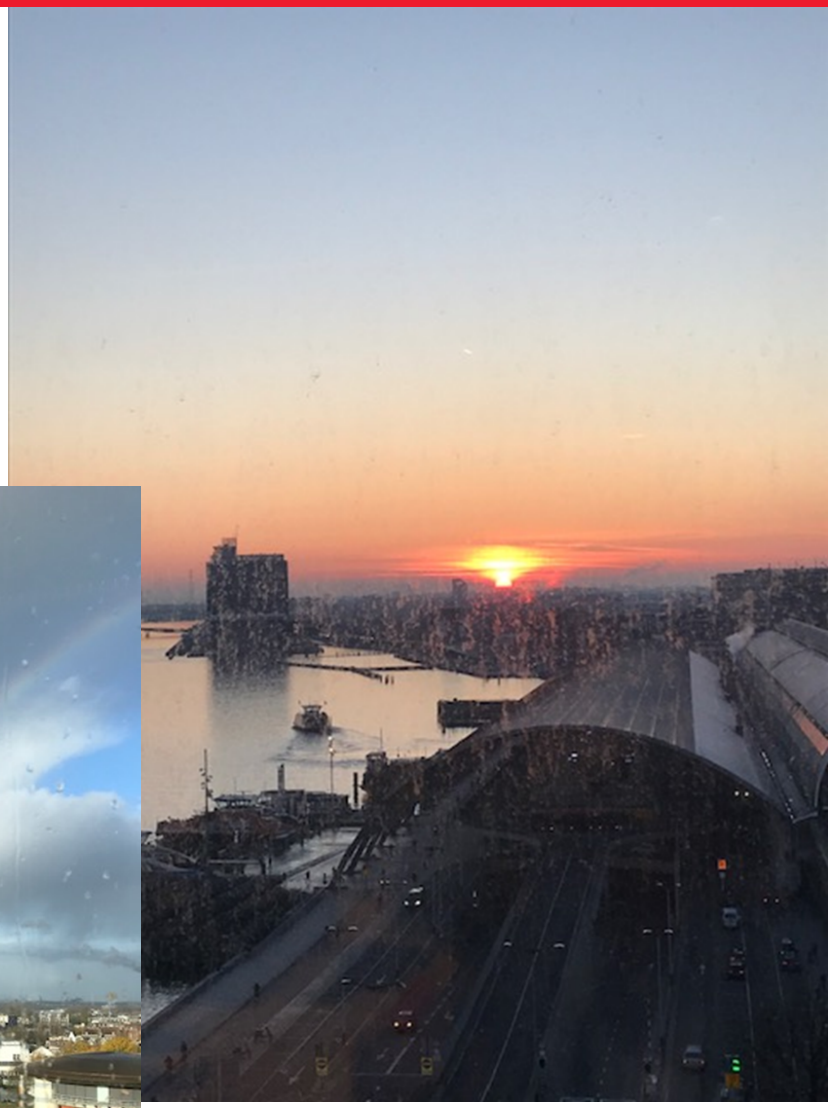
Less Transformation @ CACI (OSIRIS)

CACI – Susanne Zuurendonk

- 80 employees
- Student Information Systeem (SIS) OSIRIS
- Higher and Middle Education in The Netherlands
- Located in the center of Amsterdam
- Member of the board/responsible CD-transition

My view → Inspiring environment





I amsterdam®

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Our customers

CACI

Lean Agile coaching – Sandra Warmolts

- Coaching, Consulting, Workshops and Training
- In software development since 1992
- Independent since 2006
- LeSS practitioner since 2016
- And also … Lean product developement, Scrum, Kanban, DevOps, Liberating structures, Sociocratie 3.0 and more
- Since 2018 @ CACI as Continuous Delivery Coach

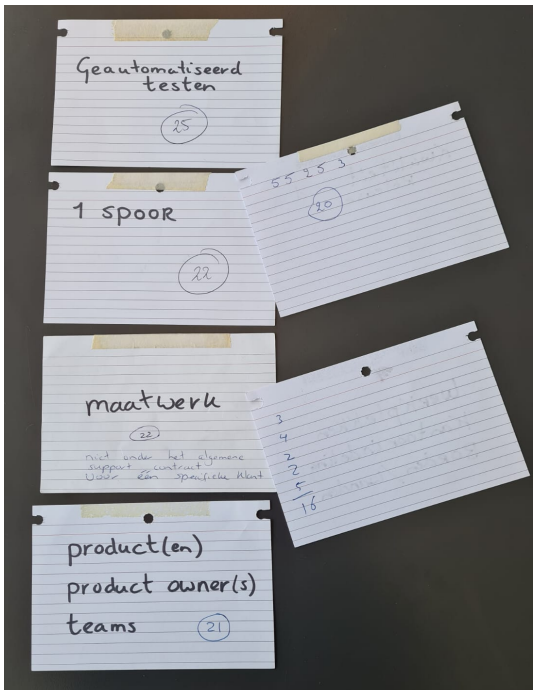
What’s the problem?

Why Continuous Delivery?

- Time to market: half year →every 2 weeks
- Flexibility in capacity; less dependancy of some individuals

The roadtrip from september 2018 until now (september 2020)

Start: Backlog Continuous Delivery



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Involve everyone @ CACI

- Scrum experience
- CD-team
- Work groups
- Week starts
- Wiki

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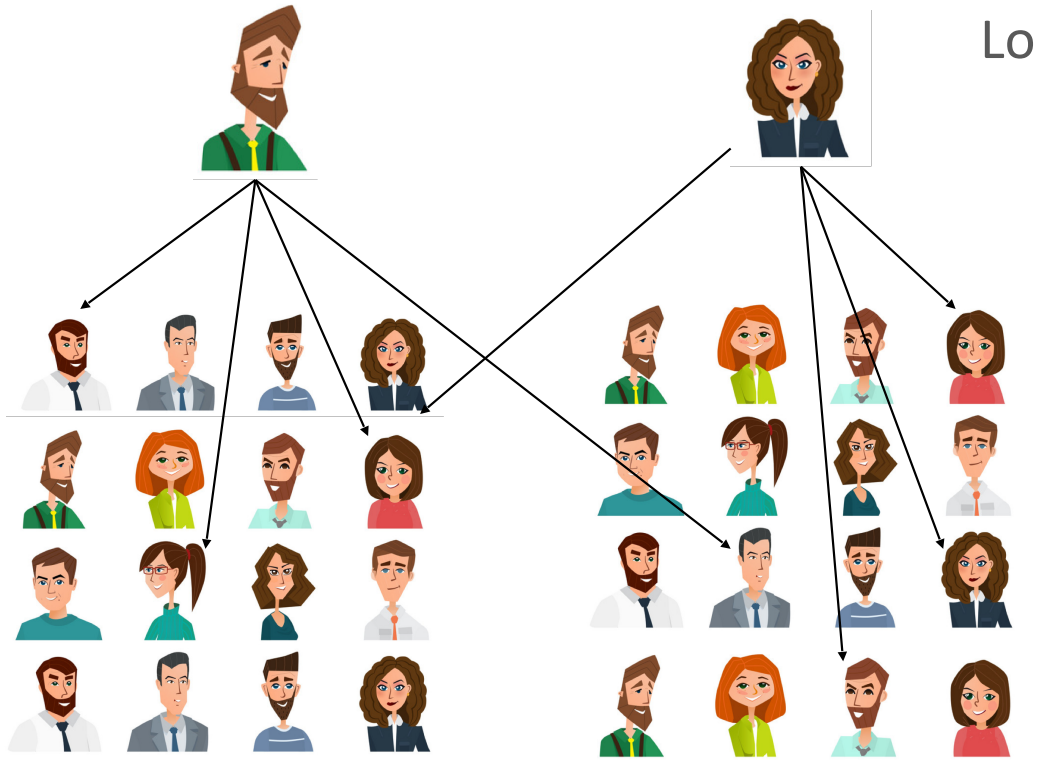
Organisation structure at the start

Location B (Breda)



Location A (Amsterdam)

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Decisions to be made

- With more than 25 applications (modules) on 5 platforms (frameworks) we had to choose between **Component and Feature teams**
- One or two **products**
  - Market Higher education
  - NEW market Middle education
- Fulltime **scrum masters** or scrum master per team
- **Sprint** length

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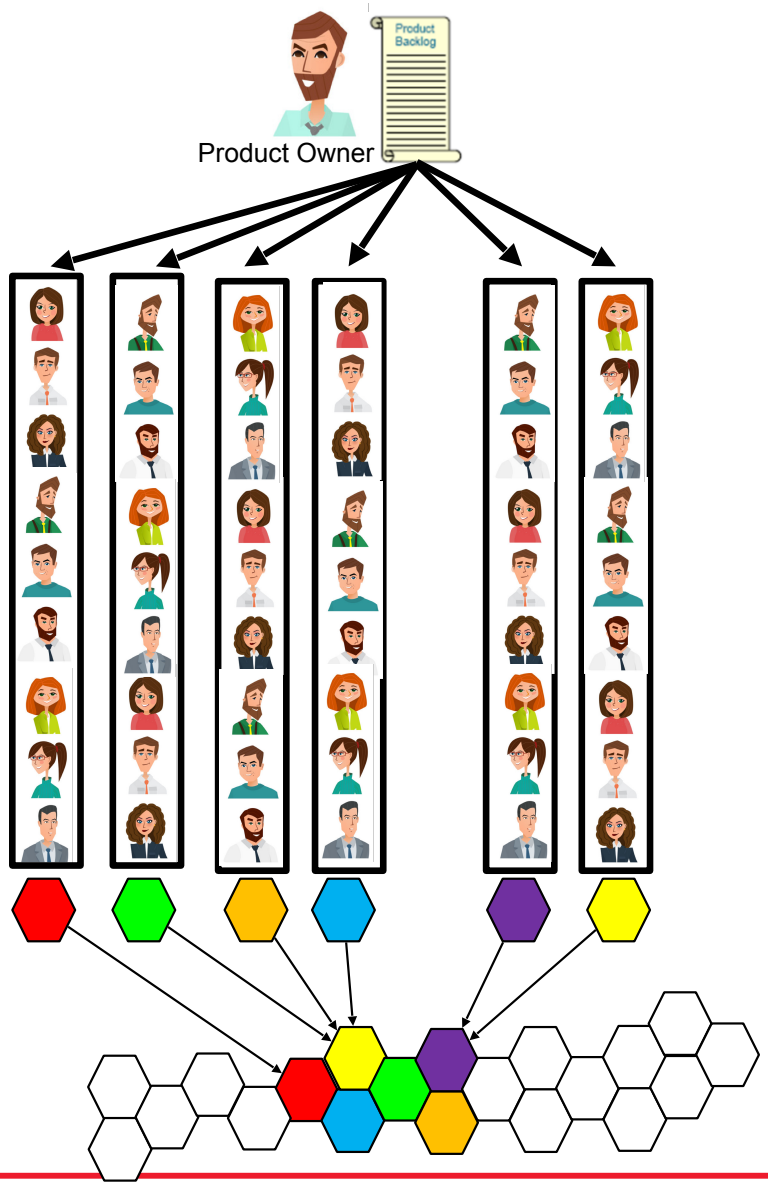
How the organisation should look like



One product

One Product Owner

One Backlog

Feature teams

Scrum master per team

Two locations

Sprint lenght 2 weeks

First step: One Customer, one large feature

Scrum Experience:
All team members (8)
our product owner
15 stakeholders @ Customer

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First step: One Customer, one large feature

2 team members
5 stakeholders

User stories

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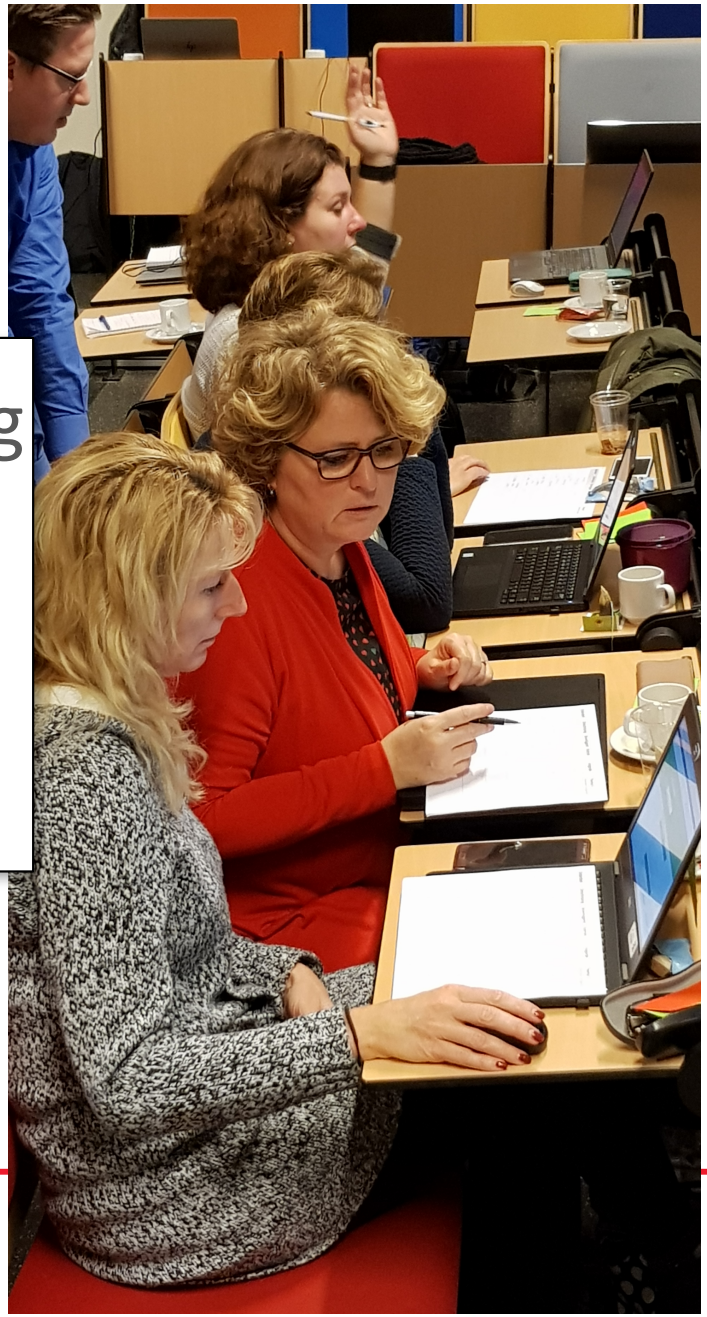
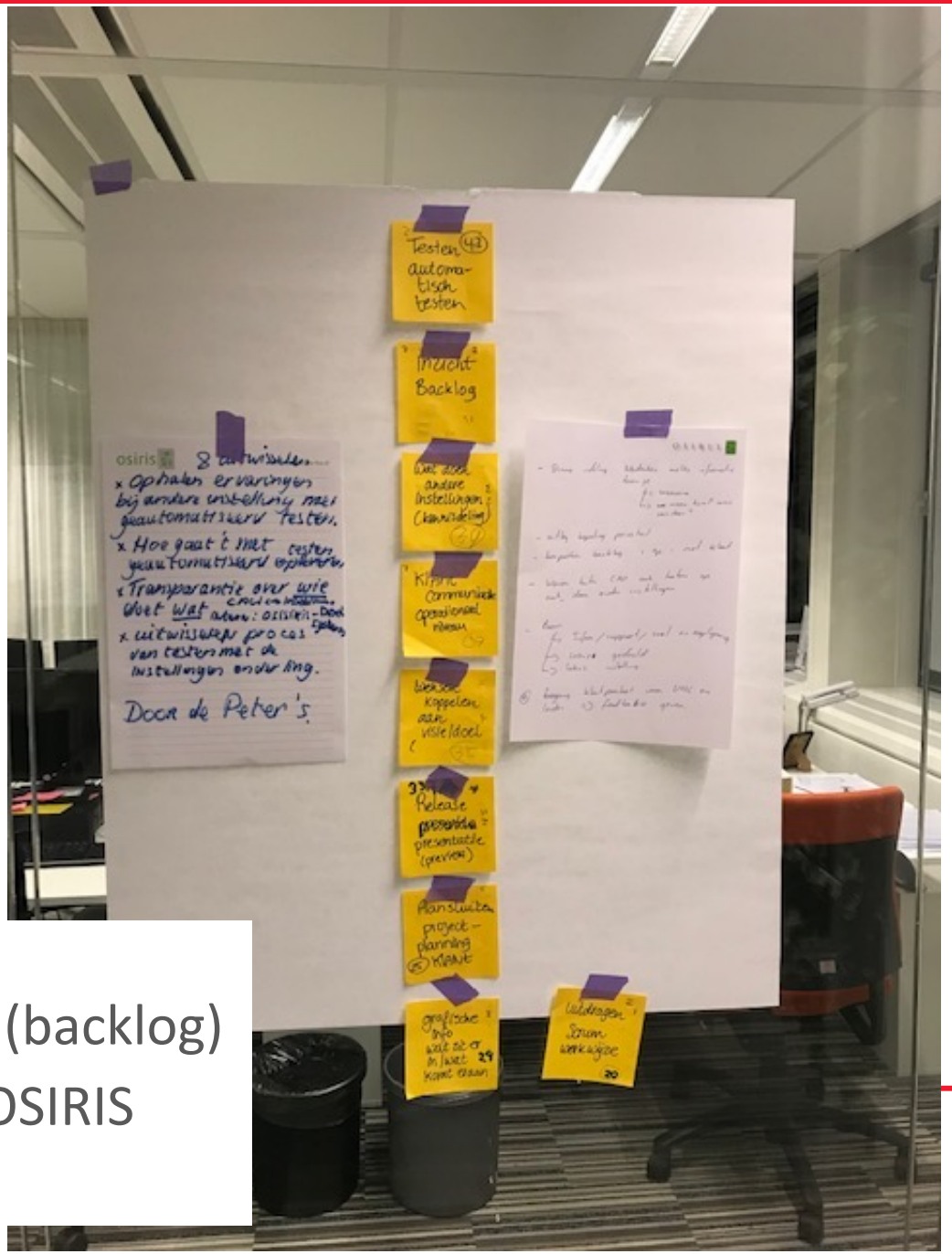
First step: One Customer, one large feature

Sprint planning
Sprint review
Refinement
All the team members involved



Involve the customer



- Customer panel (backlog)
- FAQ's → mijnOSIRIS
- Workshops

(re)creating teams by Self-selection

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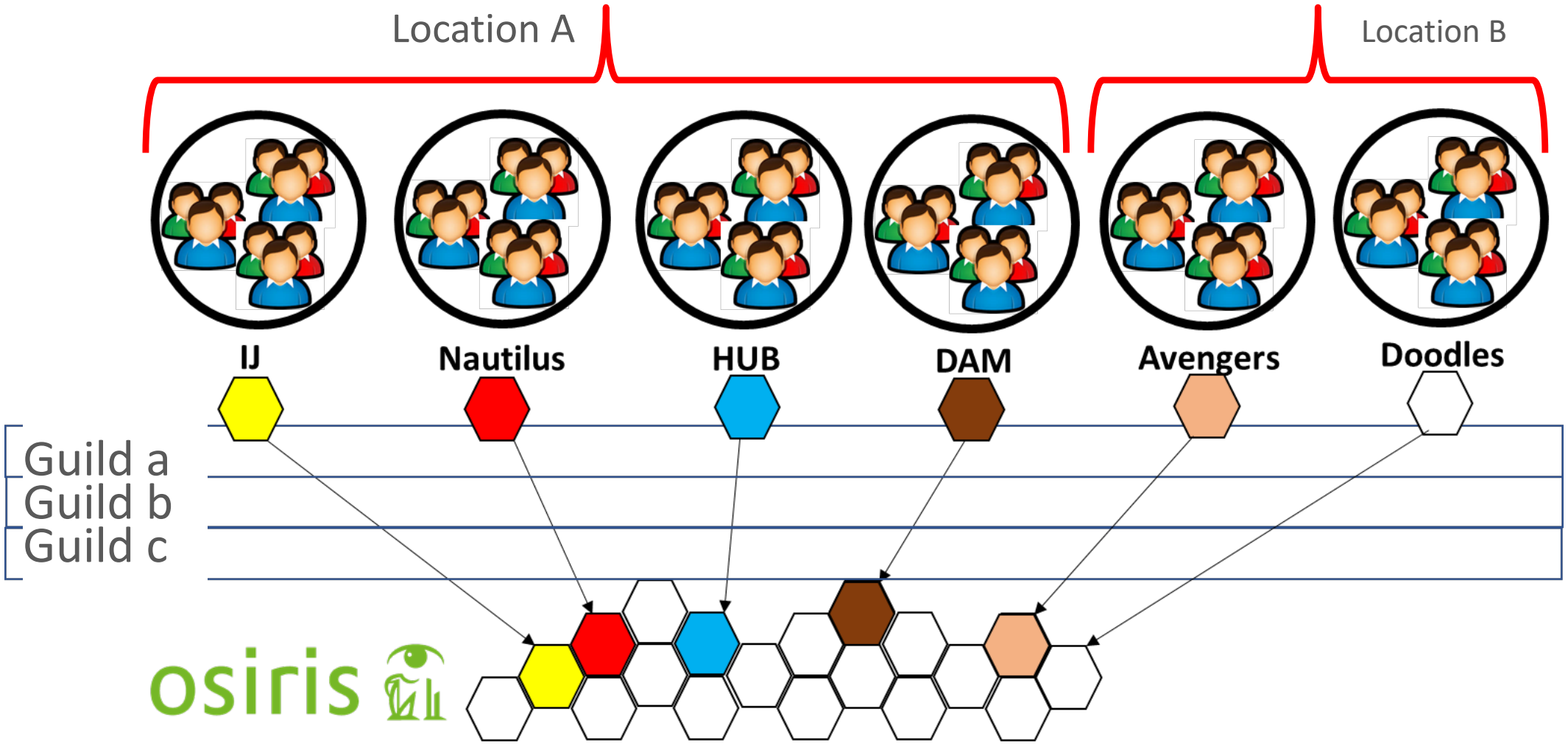
Started the 2nd, 3rd and 4th Feature team and 5 and 6



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September 2020: looking back

From Scrum → LeSS

- Teams
  - No connection between teams
  - Backlog was splitted in team-backlogs
  - PO assigned work to teams

  - Time for:

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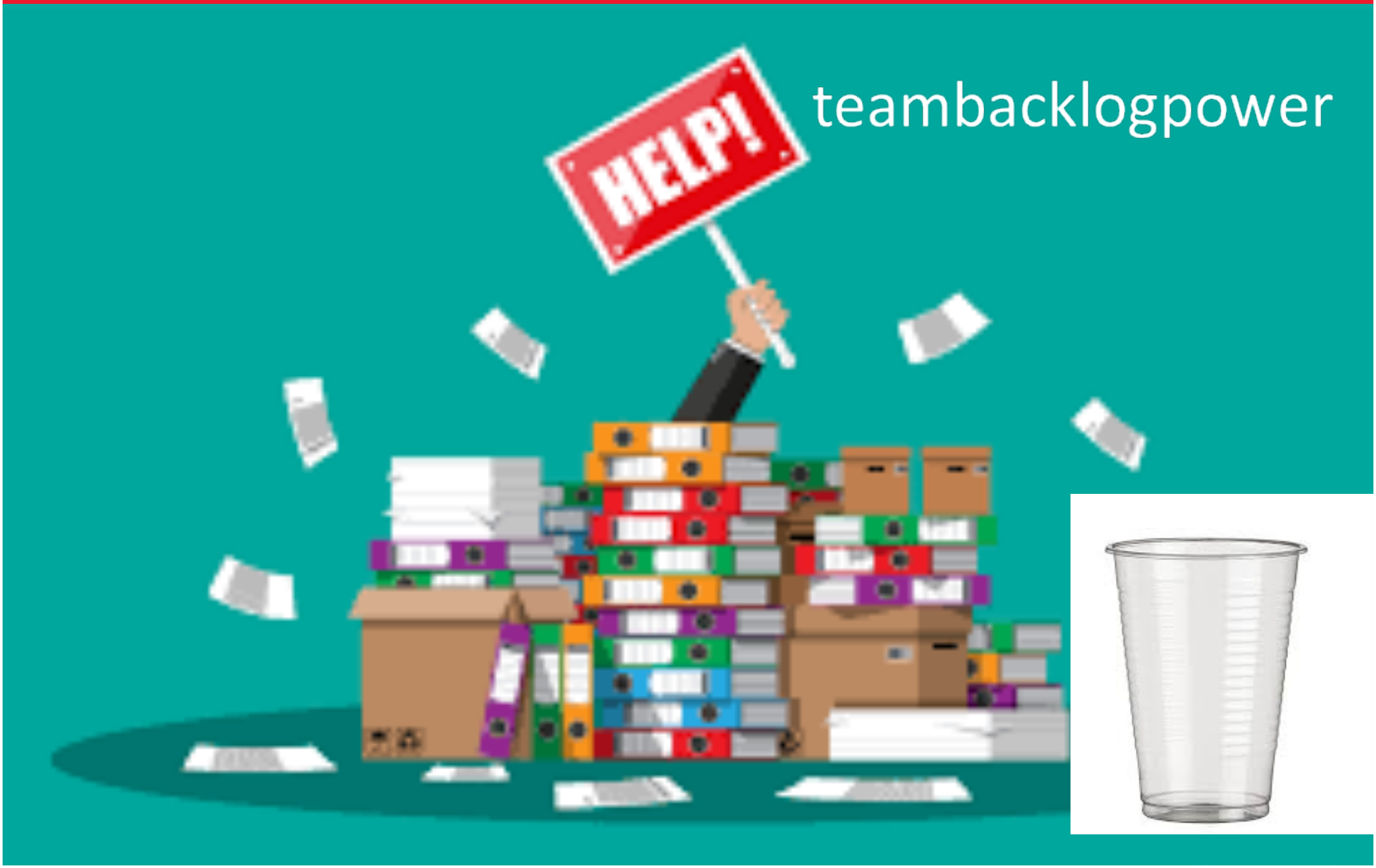
One, only one Product Backlog! And overall sessions!



Product Owner

- Role is difficult and crucial
- Must have believe in and knowledge of Scrum and LeSS
- A product is no project
- The backlog is leading and the core of your product development
- Transarency to customers is needed
- Current status:
  - Product owner at interim

    (3rd in a row)

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Sprint lenght

- Now 2 weeks
- Some of the team members suggest to move to 3 week-sprints
- How will it impact the customer
- Teams believe to relatively deliver more value in 3 weeks; less overhead

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Scrum master

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(re)creating teams by Self-selection

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Feature teams and location

- 6 Feature teams on 2 locations
- Now:
  - All the teams on 1 location (and for now also remote)
  - 4 Feature teams
  - 1 technical debt and innovation team
  - 1 data team

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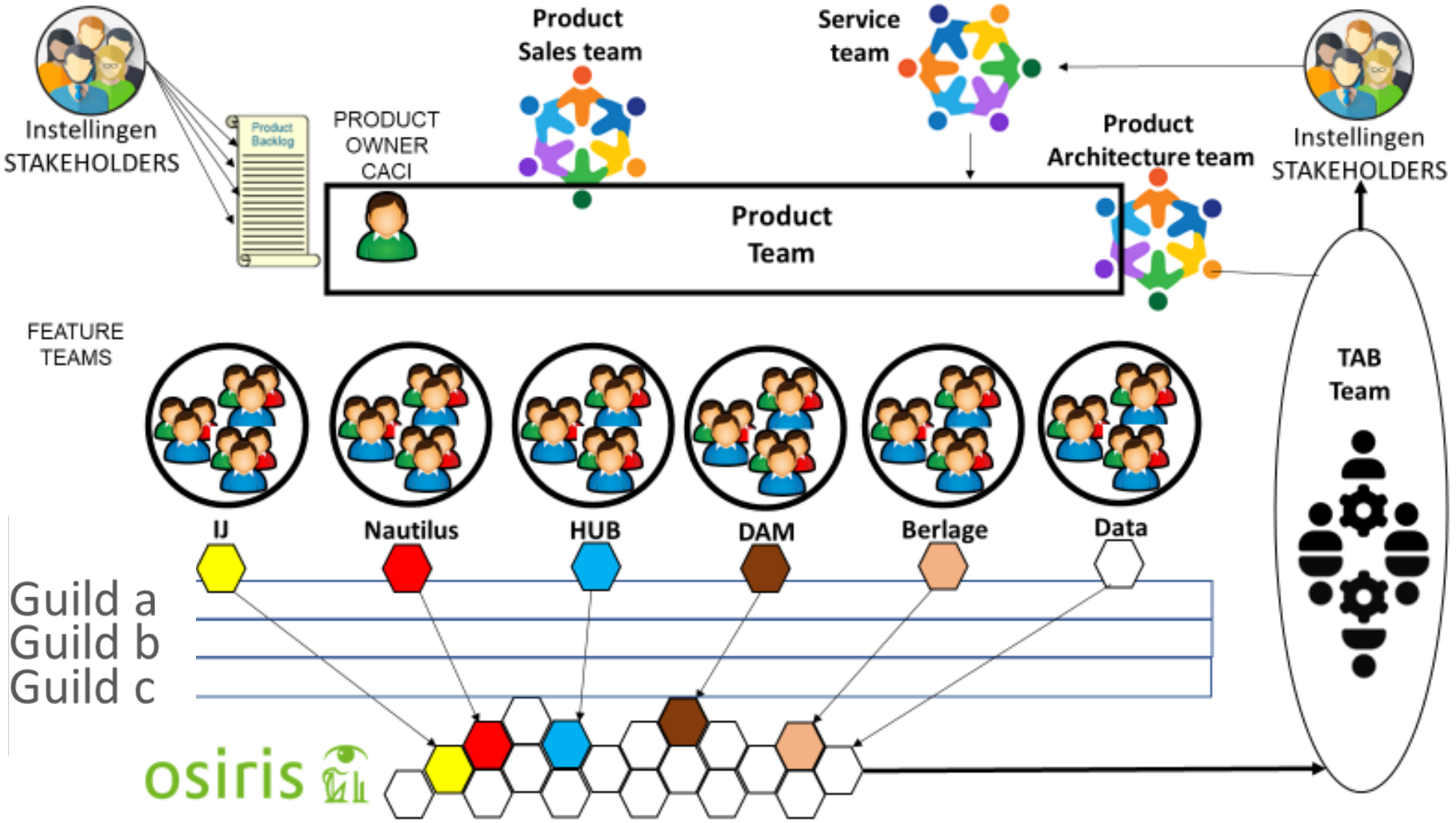
Organization



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The change, the culture

- To many people talks to the customer
- It’s not possible to do the meetings with the whole team
- We have project with deadlines do we can not do Agile/Scrum/Less
- …

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The change, the culture

Missing deep real believe in agile → so embrace agile!

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CACI says thanks for your attention

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