Child Welfare IT Managers' Webinar Series: Child Welfare Information Technology Systems Managers and Staff

The MiSACWIS Experience from Waterfall to Agile Development and the Promotion of a Healthy SACWIS

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Coordinator: Welcome and thank you for standing by. At this time, all participants are in a listen only mode until the Question and Answer session of today's conference. At that time if you wish to ask a question you may do so by pressing Star 1.

This conference is also being recorded. If you have any objections you may disconnect at this time. Now I will turn the conference over to Joyce Rose. Thank you, please begin.

Joyce Rose: Thank you and welcome to the Child Welfare Information Technology System Managers and Staff Webinar Series brought to you on behalf of the

Health and Human Services Administration for Children and Family – Children’s Bureau and presented by ICF International. I am Joyce Rose, your host and moderator for today's webinar which is "The MiSACWIS Experience from Waterfall to Agile Development in the Promotion of a Healthy SACWIS".

Due to changes in funding availability and priorities, the opportunities for in person discussions and networking amongst professionals working on child, agency, Child Welfare, IT systems are limited. As an alternative, the Division of State Systems within the Children's Bureau continues to provide a series of webinars supporting information sharing and discussions. The content of the webinar has been structured so as to appeal to state in tribal welfare staff's participating in an agency's child's welfare IT initiatives.

As I mentioned previously today's webinar is entitled, "The MiSACWIS Experience from Waterfall to Agile Development and the Promotion of a Healthy SACWIS". It is our belief that the information presented in today's webinar is a natural sequence to last month's webinar which discussed the cultural impacts of moving to Agile.

Today you will how Michigan has not only implemented the Agile principles in their SACWIS projects, but also integrated their enterprise project management office into the process. The future webinars are in February, "The Ups and Downs of Interagency Data Sharing to Benefit Children in Foster Care: Examples from the field—Education and Health".

And in March we are going to do, "Bridging the Partner Gap: Best Practices in Working with the Courts”. The next webinar in April will be, "Demystifying the Capability Maturity Model Integration: CMMI and Improving Organizational Performance and Quality". And then in May we will be talking about “Managing Today's Electronic Workforce”. So, attendees are encouraged to participate in our webinar with questions and comments.

All of the participant lines are muted now, but we will open them for the Q&A session at the end of the presentation. However, please be aware that you can submit questions at any time using the GoToWebinar chat feature and those will also be addressed during the Q&A session. Should we run out of time, we will respond to your questions via email and/or should you have additional questions you may submit those to me at the email address listed on the slides -- joyce@kassets.com.

So we are always very interested in knowing who is attending our seminars -- our webinars. It is our intent throughout all the webinars to make the content applicable and attractive for everyone participating in the agency's CWIS suppers. Now, we ask that you self-select one of the five categories listed. And my colleague, Elizabeth, will conduct the polls. Elizabeth?

Elizabeth: Yes, there's - there is a poll open in front of you. If you could just click on the appropriate choice and let us know who's participating today, I'll give you all about a minute to choose. We have a good sized audience today so we're particularly interested in knowing who is joining us. We have about 80% who have cast their votes so if the rest of you could just jump in there. Tell us who you are.

If there's a bunch of you in a room together, just pick the title that represents the majority. Okay, we have about 90% of you having identified yourself so I'm going to go ahead and close. And it looks like today we have 29% State Child Welfare Information System Project Managers. Just over half -- 54% State Child Welfare Information System Program Policy or Technical Staff.

We have 2% Tribal Child Welfare System Program Policy or Technical Staff. And 15% ACF or Children's Bureau Personnel or ACF contractors.

Joyce Rose: That's an excellent mix of disciplines and certainly this topic will cut across each and every one of you. So let's move now to our webinar format. Certainly the format is a brief introduction of the participants followed by approximately a 60 minute presentation by our guest presenters. And we will end with an attendee Q and A session followed by a short wrap-up.

Now as we learn about the MiSACWIS experience, please be aware that the concepts and lessons learned are applicable to and can benefit all Child Welfare system development and IT initiatives. Not just a SACWIS. So, let's introduce our presenters. Next slide, Elizabeth? Unfortunately, Mr. Steve Yager who is the Director of the Children's Services Administration will not be able to present today.

He is actually called away on a different assignment and we certainly do understand that. Jim Hogan is the Manager for the State of Michigan Department of Technology, Management and Budget. Where he has been an Information Officer since this formation in 2002. In this role he has directed IT support for Michigan's education, business, and human services agencies.

And has directed the development of a number of key projects that have been recognized with ten Number 1 Best Practice awards from the National Association of State Chief Information Officers from that field. Laurie Johnson has MiSACWIS Project Director since 2009 and has over 20 years of Child Welfare experience managing numerous Child Welfare systems projects including Children's Protective Services, Juvenile Justice and Foster Care program areas.

Laurie's received a Best of Michigan Development Technology award for best IT collaboration for the design and implementation of the current new birth match process. Laurie has presented nationally on Best Practice SACWIS Solutions -- the new births match process for the Department of Health and Human Services and the Center for Disease Control. And then National Child Abuse Neglect Data Conference on Child Welfare Data Warehouse Reporting.

Duane Kerkstra is the Development Manager for the State of Michigan Adults and Children Services Program which includes MiSACWIS maintenance and operations. Duane has 30 years in team leaderships including IT business ownerships, application teams and hardware, software services. Duane is an Agile certified ScrumMaster and has added an ITIL foundation certification to his resume. Certainly, making him the perfect leader for the MiSACWIS implementation followed by the transition to Agile principles for the programs, maintenance and operations.

And, Cole Jacobson is currently a Senior Project Manager from the MiSACWIS projects. Cole has 31 years of professional experience in Project Management for the Office of Child Support, Eligibility and Child Welfare and has both the PMT and Agile, ScrumMaster certifications. So with that introduction, I would like to invite the State of Michigan to commence their presentations. And I will now turn it over to Laurie Johnson.

Laurie Johnson: Thank you Joyce, and thank you all participants Michigan, MiSACWIS as it's called, is very happy and honored to present to our federal participants and other states on our journey. We'd first like to kind of go over what we thought our webinar objectives would be today. And it is to provide Michigan's strategy, promote quality and productivity in our SACWIS while incorporating new enterprise approaches to development and government.

We'd like to reiterate the importance of sponsorship, governments, and project managements. We'd like for folks to take away the IT enterprise solutions that are currently active in embracing Agile in the State of Michigan. We'd also like to donate our business value of moving to Agile, understand productivity levels in my MiSACWIS how - and using Agile has been instrumental.

We would also like to talk a little about our future structure of MiSACWIS program and some key insights and lessons learned from our transition to Agile. Next.

Jim Hogan: Good afternoon, it's Jim Hogan. Just my way of background. In the State of Michigan, we have essentially 20 unique state agencies providing services to businesses and citizen. But all IT has been consolidated into one organization in Michigan. So we have what’s called the Department of Technology Management and Budget and we provide IT services to all state agencies. And that gives us stability to stand up what we call "Enterprise Solution" rather than building something 20 times, we build it once and can tell folks to use it.

So in that capacity, it gives a lot of visibility in project development in some of the shortcomings of the traditional Waterfall approach. And so those of you who are familiar with the Waterfall approach. So, you know, generally they get a lot of folks together in the room and we go through what we call, "Joint Application Design Session". And then people take notes and they turn that over to the programmer.

So the business analysts, you know, our customers, who have given us these requirements, they're not in touch with the programmer during up to six to eight weeks. So they think that these requirements have gotten into this big, black hole and they're kind of wondering, "Well, geez, what's next?" And then what often happens -- not only in the Michigan MiSACWIS project, but in other large development projects -- is our customer will split down and start going through what we call, "User Acceptance Testing".

And then all of a sudden, they'll say, "Whoa, wait a minute. This isn't what I thought I was getting." And then you have the inevitable figure pointing between the technologists and business side etc. And so, again, this isn't localized suggestion to Michigan MiSACWIS project, it's true across all large IT projects and I expect many of the listeners on the phone that have been through this.

So one of the things that we did is we took a step back and said, "Okay, how can we improve this?" And within Michigan, you have this burgeoning culture, if you will, around Agile. So we had across our department different pockets of development things that we're exploring the Agile process. And so we thought collectively it might be a good idea to start using this Agile process as we started maintaining and making enhancements to the broader MiSACWIS system.

And one of the things that really helped with - there was in Michigan we had made this investment in IBM Collaborative Lifestyle products toolset. So we had the software products at our disposal. And before we embraced using those software tools, we decided, "Let's get the teams together and at least start the Agile process. Getting selective teams together. Getting, you know, strength etc."

And so what I hope you guys learn in the next 50 minutes or so is how we've done. But at a high level that's kind of where we were corporately. Always did the Waterfall approach and we decided let's try something different and that's what got us to the Agile and we're real excited to tell our story. And so you'll hear a variety of speakers in the next 50 minutes or so telling that story. You'll hear a variety of speakers in the next 50 minutes telling that next story. Next slide.

Laurie Johnson: The next slide should be, "Foundations for MiSACWIS Agility Success". Sorry, we have some technical difficulties here. We lost our screen. Sorry.

Elizabeth: Is your screen back now?

Laurie Johnson: Yes, it is, thank you.

Elizabeth: Great, okay. And this is where we need to be.

Laurie Johnson: Okay, perfect. Thank you.

Elizabeth: Sure.

Joyce Rose: And thank you - and Jim Hogan is part of the governor's structure and really what we - to lay the foundation for all what MiSACWIS has become and where we - where we've started. So true to any kind of business relationship of lessons learned is looking at the governance structure, looking at the sponsorship. And there were two critical areas in which Michigan has focused on. And one is the joint partnership with our ACF and the State Child Welfare Agency in DTMB.

And the other is the relationship between what is acknowledged by Jim Hogan's presence and his executive leadership for the state, but also our state - - our leadership with our departments. So recognizing that how critical that is through the beginning of time meaning before we even evolve into post Go Live we have that precedence and that trust building for the Agile process.

So a little bit - I just wanted to touch base on how important this leadership is in a microcosm. And really, Cole will talk more about the education of our project management and the installation of that project management and the evolution of that. And then it kind of dovetails into the marrying very much of the project management office and how important that is to changing over into an Agile environment. Next.

Working on a successful Agile environment to the business means monthly releases. Prior to this Go Live we were working in constant net Waterfall business area. So we had eight parallel tracks all across the business and IT. And as Jim indicated they were kind of working in silos until April 30th Go Live. Post Go Live we recognized the challenges of everything going into a Go Live activity and then the business and kind of colliding on the day's events through our Helpdesk stabilizing the system and so forth. What Agile - in incorporating Agile within the first two months or an Agile strategy allowed a lot of flexibility and a lot of quality within the application. And we're going to talk about those successes are.

With the business relied upon very much within the project management structure and the governance and the leadership and that continuity of leadership throughout the - even the build, all the way to the implementation and post Go Live very successfully that governance led us through this to determine that Agile was the approach to go to.

What has that done? Speed to delivery. So we stabilize the application within the first couple of months of Go Live. And then how do you receive all of the Apps, if you will, or the field engagements? "I would like this. I would like this." You know, different forums saying, "This isn't working for me. This needs to be redesigned." And, so forth. And those are the types of things that have been very successful in the Agile approach through our governance.

We've been able to create large forums in the field community and engage them very quickly based on reviewing our Helpdesk data. Doing quarterly site visits. And really determining how this - how MiSACWIS is interacting with their daily jobs. It was not if we were going to change MiSACWIS because we will always have an augmentation, a modification, some policy or otherwise within the system. It's how we do it.

And Agile lends itself to that very cooperative business IT relationship with what's sitting right across from each other but very hard to manage. And in a post Go Live immediately following a Waterfall delivery. We're able to - current successes within the first 90 days we redesigned our centralized intake. Centralized intake to a SACWIS is our gateway to all, you know, Child Welfare going into the system. We are able to do a mobile SACWIS solution and we are actually delivering February 3rd the second mobile phase SACWIS solution via our engagement with the fields, understanding that, dropping it into our Agile model and then able to produce at a very rapid rate meet the need of that.

Juvenile Justice modification and also our financial enhancements are on our horizon. Very much needed and necessary programs. We are able to look at our current models in augment in DTMB as well our vendor and our state staff in order to incorporate these. These are very large change controls and modifications. They are considered two separate programs coming into MiSACWIS that are currently working on an ancillary system. Next.

Next slide. This is probably the most business slide that I could ever enforce you - anyone listening on the phone that has ever managed or directed in Child Welfare as it relates to systems. This manifesto, as you will, or the cultural shift of an Agile -- which you will hear later on in the discussion -- is

- it really resonates with the field. It is individuals and interactions over a process. And that's very much part of the mantra in what it resonates with field.

Customer collaboration over contract negotiations. Oftentimes within a SACWIS you can see, you know, contract negotiations and basically widget manage - management takes over the customer collaboration of seeing what truly is the need. And lastly, probably the most - I guess before I - the business - the most important is responding to change over following a plan.

And through a Waterfall implementation it is schedule, schedule, schedule. And there is a development phase in which our IT and our PMO have to manage our vendor within the scope of the contract. That was well done. It was well executed in Michigan. But as it relates to the field and what we need in a SACWIS we had to really respond and work together in a governance to say, "We need to respond to what we need in the context of Agile and still be able to execute the plan."

And very much -- over and over again -- this is a lot of trust within the governance, a lot of people nodding their heads at executive levels, tactical, operational and day-to-day in the projects. So, at this time, I'll kick it over to Cole next.

Cole Jacobson: Hello everybody, this is Cole Jacobson. I'm Senior Project Manager. I'm going to go through the PMO responsibilities. We kind of focus on the PMO/Project Management aspect of MiSACWIS and our transition from Waterfall approach to an Agile philosophy. The slide that we have right now that we're going to talk about three areas are going to be -- governance, we're going to talk about work approval process and we're going to talk a little about communication.

Those three things are fairly consistent through any project, if you will. Our governance net structure that we set up we held true to it for the whole 3.5 years. It was hard. And to keep it place and keep it going all the time because everybody, you know, had their jobs to do. But we kept our governance in place. Our governance consisted of three levels. The first level and the lowest level is what we call our "Operational Level". That's where the project people pretty much communicate, operate at.

The next level up is called our "Tactical", which is more of the program level. That's where we engage, for instance Mr. Yager at that point at the "Tactical Level". The next level up then is our "Executive Level" where the directors from the time DHS and DTMB were engaged. The frequency of our engagement on each one of those governance levels: for operational, the project level, weekly. Right now the tactical still remains weekly at this time.

And we work biweekly for executive levels. What right now we are adjusting the executive level -- the frequency -- and it will probably go to a biweekly, if not monthly. But one of the things is we held true to that governance model through our Waterfall and now in our Agile environment. The next thing I wanted to talk about -- some of the PMO responsibility.

And right now on the PMO we're working on the work approval system. Every project has a work approval system or should have a work approval system. And we have to balance our request for working – the PMO phase plays an important role in that part in that. We'll get work requests. You know, we're on a march to compliance. And we're laying out that march to compliance for effective compliance here in, you know, in the future.

So that is basically browsed our roadmap for us. But we also have to balance that with field considerations. The information we get form the field. Laurie had mentioned a little bit earlier about efforts and going out in the field and selecting the information, getting feedback and responding to that. So we got to balance our march to compliance, field considerations and, of course, we have to also work into that our legislative changes and requests.
So, we've kind of - we've developed a gatekeeper role so we don't have all these, well, side doors or whatever coming into our workflow. We have one funnel and we use the governance model to regulate that also. So that played a significant role and helped us be successful in our - in applying our Agile philosophy because we have a funnel which really supports where we're going with this. The other areas of communications, obviously, the project management office plays an important role in communicating where we are on the project and so forth.

Our criteria has changed. How we report, for instance, how we report to Mr. Hogan, Mr. Yager. Where we are in the project. The criteria and metrics that we use for Waterfall is not the same that we use now that we transitioned to Agile. So there is a learning process in using different types of metrics. The old metric set we used don't work as well in an Agile environment. We can talk a little bit about the detail on that, but you do have to set the expectation that how we measure ourselves is going to change.

One of the things that I want to talk about just briefly is "We’re not purists." Meaning, we have recently changed from Waterfall into an Agile environment. You will see vernaculars or vocabulary. Some of the old sold out, you, know, things that you'll see because, you know, we are transitioning. We're not purists. It's not 100% triple light switch and get me to switch over. We're going to talk about that a little bit later. So keep that in mind also.

But what we're trying to do is to get to the point where we added business value and that's what we're really after is improve our business value. You can go to the next slide, please. Agile principles. In –with respect to Agile principles you can see there on the list is the - of the - if your familiar at all, you know, with the Agile environment or philosophy you will see, you know, your backlogs, you'll see tracking of the sprints -- those are all very - good artifacts are very mundane with respect to an Agile Scrum type and when you Scrum a type of Agile philosophy.

But one of the things that I really wanted to touch on is we've kind of taken some ideas with respect to Agile and Scrum and we've tweaked it a little bit for our own use also. Using a lot of product roadmap, for instance. Where we're going. Where we are going with our product. Our product being if you go those being MiSACWIS with the application. But what we've been working with Laurie Johnson and other folks is it's not just the product roadmaps, we have to consider more on terms of a program roadmap because it's just not the application that's business that are going up.

We also have to balance other items that impact our resources and so forth. What I mean by that is just looking purely development doesn't - you have to look outside just in development and take that Agile process and apply it to the whole program meaning we have to balance requests for information. We have to balance - we have internal, external auditors. We have all this other items that we have going on so we have been working on what we call, "A Program Roadmap" also which balances and lays out all the different things that we have going on besides our releases to production.

So one of the things that have newly changed from the PMO standpoint and we had when we were in the Waterfall - Waterfall arena -- and now we've transitioned into an Agile arena -- one of things that is substantially changes is how we manage our vendors. As Laurie had mentioned before, you know, one of the things about Waterfall is, you know, "keeping the schedule, keeping the schedule", and it's very rigid with respect to the schedule.

How we manage our vendor now is a lot different than the specific of, "Hey, you've signed requirements, functional design, you’ve detailed design, you’ve laid out the schedule." Yes there are dates that we have to meet. That’ll always be the situation when you work in this arena but one of the things that we've been able to do is change the way we manage our software vendor and ask them and drive them to these - our product owners are basically telling, you know, "The vendors. These are the attributes. These are the things that I want in the future." And it's not so holden [sic] to, you know, a plan or a schedule. You're really working on responding to change over following a particular plan. And that really is a big shift for us.

Next slide, please. One of the main factors in our transition from a Waterfall organization to an Agile installment, Agile philosophy, and Agile mindset is our PMO director was very instrumental in – we have an enterprise Program Management Office and we have our MiSACWIS PMO. We fall under that umbrella.

So what we did is when we moved to the Agile process, we also had to work within the framework that the enterprise project Program Management Office had set up to make sure that we worked with them, created new templates and adjusted it, because we really wanted to focus on and – I’d give credit to our PMO director – that we were really focusing on software that works versus comprehensive documentation.

One of the things from a project managers standpoint is project management isn’t the project. It's just the fine work of execution. And sometimes project managers are guilty of making, you know, project management the project. It's not. It's the framework. You've got to keep that in mind. But again, we are really focused on working software over documentation so we're trying to keep our documentation in line with what’s appropriate, what works, and what has business value.

One of the things that we also have to work on with respect to that is we all know, you know, later on you'll have internal auditing, external auditing so you also have to teach the auditors, you know, we are in an Agile environment. These are the types of artifacts that we maintain and keep up. So we're spending some energy and Jim has also agreed to spend energy with our internal auditors in teaching them what we're doing because it, you know, the State of Michigan has a number of Agile type projects that are going on. Can we go into the next slide, please?

Okay, with respect to ScrumMaster. Like I said there before, our Agile implantation. We use Scrum. We've clicked some items and some activities with it. But best thing to do is to make it fit for where you are and what you're working on. One of the things that you will come across quickly from the project management and PMO office is you really need to utilize our existing resources.

We took some of the folks and spent a lot of time on training them to make them knowledgeable and experienced with respect to being ScrumMasters and leading various teams. One of the things you do have to do and is evaluate. Not all people are wired to be ScrumMasters. So when you go through, you evaluate the resources, you train them. You have to look at and balance the type of person. And is it a good fit for them to be a ScrumMaster? Or is a better fit for them to be one of the team members. And you'll see that as they mature and move along.

A lot of folks have had – looked at this as an opportunity for them to take that next level – they were a team member and now they want to be a ScrumMaster. We also establish, "Scrum of Scrums" meaning it's kind of like we have a multiple teams and there are ScrumMasters with each team. The project is big enough that we have to get the ScrumMasters together.

In one of the pictures that you saw earlier there was a bunch of folks standing outside the board. Those - that's the "Scrum of Scrums". All the ScrumMasters are coming together and, you know, in a unified look at where we are. So we do we do utilize a "Scrum of Scrums" because it is a large project. We continue to encourage using our enterprise tools. And one of the things, every - like we said, "We're not purists".

So we have tools that we use and we use those tools to the best of our ability right now in moving to an Agile environment. As Jim had said, Mr. Hogan had said earlier, you know, we're one of the things that using same tools, using same processes enterprise wide across the State of Michigan.

So we're trying - we have been doing that and we're probably looking at using - adding some aspects or adding some functionalities to our tools to support our Agile approach. One of the things that I'd like to talk about is we started out as a PMO – MiSACWIS PMO – which we called it, then "Project Management Office". But you heard Laurie speak earlier about, you know, like Juvenile Justice and our financial doctrine for our county childcare fund.

It's not really Justice project anymore in the true sense of Project Management or Health or PMI looked at. It really is a program because we're starting to bring in other aspects into this project. So we've kind of matured from a project management office to a PMO, if you will. Next slide, please. All right.

"Agile Coach". This is probably one of the best things that we did as far as our transition and moving from a Waterfall environment to an Agile environment and – or Agile mindset, if you will – as we have an Agile Coach.

And that person is dedicated to an Agile, to teaching us, and keeping us honest to the Agile principle. So one of the things that our Agile Coach did is she held our first -- our first retrospective --meaning when we go through a development process there will be a grouping of work which we call a "sprint" that we go through to get to the end game which is the final delivery.

And at the end of the sprint, the Coach would do - the Coach gave the first retrospective and then the ScrumMaster to be was there - right there with the Coach and learned how to do the retrospective. What was kind of interesting is when we do – did - our retrospective, me being a project manager and having gone through what we, you know, through our Waterfall and go through our Go Live and then we transitioned to an Agile approach, is I popped into one of the retrospectives and I actually - it was interesting to see and go through but there was a downside to it.

As soon as the project manager showed up in the retrospective it stifled the free talks and debate between team members on what they could do better. And that's just human nature. So basically I never went back to a retrospective because I didn't want to stifle their exchange of ideas because they looked at the project manager and seeing me in that role for the last three and a half years. And so the free ideas -- it kind of stifled the extinct.

One of the biggest things that we worked on and the Coach in helping us with is the co-location. A little side note here. One of the benefits we recognize or realize out of our RFP that we developed a long time ago when we initially started three and half, four years ago is that we learn in RFP and to secure our software vendor or with DDI. And when we did that it was written as a Waterfall type project.

One of the things that we did do though is we said, "We will provide the states the State of Michigan will provide a location where the vendor will work. It wasn't an offsite location. It was all in one building." Well, that actually worked out really well for us when we transitioned to an Agile philosophy because it had our software vendor in the other augmentation vendors. We're all in the same building. We're all in the same building.

And so that carryover from our Waterfall basis was actually quite beneficial and helped us. And we are improving our co-location and cross function communication's in our geography and how we set up the building. But that was very helpful and I can't stress that one particular one item enough. To be able for a developer to get up and walk down into a product owner - in a product owner saying, "Yes, that's exactly what I meant." or "No, that's not what quite how I saw it." And that is a definite advantage to being co-located.

The last bullet I want on this slide there -- develop phase approach in implementing Agile practices without disrupting. This was the hard - one of the hardest things for the project management office is the Coach was able to expedite this abrupt culture change. But we, as an organization still had to decide when is the right time to take the project or a new project into an Agile philosophy.

The last thing you want to do - we went live in April, okay? The last thing you want to do is to take an organization and flip it on its head and flip a switch and change everything overnight because you just cannot afford to have that dysfunction, if you will, while you learn. You have to pick your spot on where you want to say, "Okay, we're going to move more on an Agile philosophy in this particular area and can move." You have to be careful with that and you need to put to a little bit of thought into that. "When is the best time?"

Next slide, please. You're seeing around the "Coach Best Practices". As I've mentioned, we talked about co-location but the other area I had mentioned is vernaculars and some hangover, if you will, from the standpoint of going from a Waterfall to an Agile approach. Functional testing. We still have to - we still do our testing -- functional testing.

We're also trying to push -- and Duane's going to talk about this a little more -- our IT Manager – about automated testing. But we still hold onto some items as we mature. But really the importance on going forward is your product owner. And our product owner - owners is plural in this case because the project is so big – we have multiple projects owners. We don't have a lot, we probably have an area of two to three.

It's a very - it's a big application and there's a lot of functional areas. So we also have project owners in our Juvenile Justice area. We have product owners in the financial area for our Health County fund portion of it -- the financial portion. But the point is you got to have faith and you got to trust your product owner. We have excellent product owners. So we know that our product owners knows what the Agile program roadmap is to get to compliance.

And we have to trust that they will organize our work backlog to get there and let them organize it and Laurie does a really good job of she lays out the framework, "We've got to get from Point A to Point B." And let the product owners figure out, you know, which releases to put information in and so forth. But we also - would like to have - some people – we have to balance a request for the field response back -- legislative response.

Also will get a little bit of feedback from our tax folks governance level or they will ask for certain things to be implemented. As far as the program management office -- launch project management office -- those are some of the big items that we touched on in the PMO responsibility. And what I'd like to do right now is I am going to -- oh, I'm sorry, I have one more slide, sorry. Next slide, please. Thank you. Thank you.

Again, this is - I've talked about this a little bit here. Not putting the organization into turmoil. Making your decision, picking the right time. I need critical when you want to move from Waterfall to Agile. For us, it was for us, it was a good time. We went from Go Live to production support. Production support -- we went live in April. And we actually started really engaging in the agile process in both mid-July -- in that timeframe. We were comfortable at that point. Stability was critical for us. We had pretty good stability. We started going into planning an Agile for production support.

Also a good measure that we've used or a good breakpoint are new projects. We talk about a little about Juvenile Justice and child county fund. Those are our brand new projects. Those are in a development stage. Those are a very big candidate for us. Which are the folks again here are co-located at our building. So those were also good candidates to continue our Agile philosophy and some growth in those areas.

All right, those are the areas that I wanted to touch on. I am going to transition to Mr. Kerkstra who’s our IT manager for MiSACWIS. Duane?

Duane Kerkstra: Thanks Cole. Next slide, please. Now basically you've heard how the PMO and other areas have helped us but at the point of transition we had some specific expectations. We want to give you a little background. We transitioned as full-stated right at the point where we switched from the project mode to operation and maintenance.

At that point in time, the development staff were broken basically into two main areas. "True Development" or they focused on the defects and change controls that we're working on in production support. On the business side, we're broken up into eight functional areas of the system because, again, our main eight - main functional areas. So what we had to do during this transition time is we kind of wanted to slow it down so in our expectations we said, "Okay, well we need to take this a little slower. We need to look at how we're doing these things." And we said, "We'll do this over three releases."

Well at the time when we started this our sprint cycle was two sprints of three weeks in length and then emergency releases or sprints as we needed weekly. And then what we said is, "Okay, so…and we started to look at things, we started to look at what we're trying to – what our expectations are in terms of communication. So we wanted to make sure that we utilize blended teams. So we started talking about grading eight functional teams. They consisted of development staff, business BAs, technical BAs, UAT testers – 2 AT testers.

Now the UAT testers are also business testers. And then what we said is we said, "Okay, we have an ALM toolset that we're working with and that Jim mentioned earlier, we're moving to the newer version of that -- the RTC," but we wanted to make and kind of fill the gaps as we also made this transition. And then what we wanted to do is then create a Scrum board.

Now we've talked about doing team boards and things like that but we set up one Scrum of Scrums board. It is actually the picture that you see right there. And that has been a pivotal point of our transition. For the product backlog, you know, as we mentioned before in the Waterfall approach we had a backlog and we had a lot of work and we were right – and the business was prioritizing them – and like I said, we had a lot of sprints and we were trying to move as fast as we can.

But the core function out of this we were trying to get is the ability to adjust the changing priorities as the business priorities changed and we moved along. We also wanted to take the large change controls and the large defects and break them down into small user stories so we can actually do them with any sprint cycle. Then we wanted to make sure that our ScrumMasters had the ability at the program level to remove any impediments. But also at the team level we wanted to make sure that the team could also facilitate- the ScrumMasters could facilitate the Scrum -- the daily Scrum meetings -- and then also to move any impediments at that level.

And the same is true for product owner at the Strum to Strum levels we wanted to make sure that they were able to make the program - make the changes for the business at the program level. But then also be able to prioritize the work in the team level. Next slide, please? Now what you notice here is that I say in my first bullet and any Waterfall now as Cole said, you know, depending on if you're a purist or not, you'll probably say, "Well, you know, technically you're here. Well, ultimately, yes, we are not a 100% fully Agile Scrum."

But right now there's no drawbacks in efficiency. We are testing early. And as the next bullet states - and that has been a huge, huge benefit for us. We're reducing Rework. We're not creating new defects as we're moving along. Business prioritization in sprints has been adding business value for them because they've been able to take the inputs from the field and quickly turn them around in each one of our sprint cycles. And we've also adjusted our sprint cycles as we moved along.

So as I mentioned earlier, you notice that we had two, three weeks sprints every month. But work to a monthly sprint. And it's a three-week cycle, or excuse me, it's a two-week cycle for development, a week cycle for, you know, hardening, if you will, for basically testing. Making sure that everything is good. And the last week is used for the deployment of the sprint.

And again, like I say it here -- I'm sorry, I'm getting ahead of myself, I apologize. Next slide, please? Let's jump into lessons learned. And basically here we kind of, like I said, we kind of - if you notice we went from smaller sprint cycles and multiple sprint cycles and we were constantly storming and that's really what this first in bullet says and your constantly storming. And we weren't getting into a sense of "norm", if you will.

So we weren't able to make that transition. And once we were able to co-locate the teams, we were able to storm and warn quickly because they were having great conversations, they were having standup meetings, the Scrum of Scrums was allowing them to actually communicate out at the program level so we were able to make adjustments that we needed to. And as Cole mentioned earlier, we added a Coach.

And, you know, that outside input helped us all because we're all in that Waterfall mode and it allowed us to become self-aware, understand what we were doing previously, how could we adjust and it just helped us reduce some of the time that it took for us to transition to Agile. Next slide, please. Now -- and this is just a continuation of lesson learned -- and basically here, I mean, for us, you know, utilizing the PMO and the functional managers, we were able to utilize them for reporting, communication, keeping the, you know, all of those - basically what I'm trying to say is we were - we allowed the teams to focus on the Agile principles and communicate face-to-face and get the work done.

They were able to focus on, you know -- I'm sorry, again, I'm getting ahead of myself, I apologize. And then again I mentioned on the slide team co-location. We definitely noticed that having the teams in one building, having them, you know, one floor apart definitely works a lot of better for us than having them in multiple buildings over a different, you know, across Lansing and then in different areas. Improved communication allowed us, you know, for the requirements to be met and to us quicker in the cycle, that's basically the, you know, the communication that sees their Agile transition.

Now the business change bullet there -- I think it's very important to mention that we really as a part of this Agile transition and working with the business closely we were able to transition to a field driven focus. It allows us to engage the field end user community through site visits. And there's just a lot of communication that was done from the project itself. And I believe it has increased user acceptance in the system.

And then the last bullet here and the most important one I think is the automated regression testing. I can't empathize this enough because, you know, our teams, we have, basically, you know, coming out of the projects, we were utilizing one tester for every two developers basically. And with automated test it allows you to focus on the things that you are changing and then the automated testing will take and actually do the heavy work of just testing all of the code that you've already got done.

So I mean it really helps us. And hopefully we'll start to see the benefit in terms of not needing as many testers. Next slide, please. Now this one I just wanted to throw in here. You know, when we started doing the transition to

Agile we had, again, the two course here at PMC that we are using. We had limited space that was available for us to adjust. And I have to give our folks a lot of credit because as you can see when you look at these pictures, they're very different environments.

The teams, you know, with the ScrumMaster leading them and the product owner they were able to, you know, utilize spaces, get together and actually, you know, work closely as a team. And these are three separate teams that you're seeing. Three functional areas. Next slide. Now future state here. What I really want to focus on this slide is, you know, once you start the transition, you know don't stop. Follow the Agile principles. The transition will stop only when there really is no business value or doesn't outweigh the expanse and impact of the team's performance. So please keep moving it once you get started. Next slide.

Key insights. Transition at a natural break in the project. Again, we did it at the end of the projects portion as we moved to maintenance and operations, you're going to have to make that decision and what works best for you. Training -- I can't emphasize enough. We utilized, you know, a lot of training up front. We also utilize the Coach. Again, you have to make the decision on what works best for you.

Scrum board and visual tracking greatly improved communication for team members. Again, for us, the Scrum of Scrums board has been just - it's a pivotal thing for us. As soon as we got it out there, and yes, it's just tape and some sticky notes, but ultimately it allowed everybody and even, for example, you know, Steve Yager, he's not here and Jim, Jim is here, when they come over they're able to walk in, they're able to quickly look if they've got a question about something, see where it is, without even really bothering -- and they're not a bother -- but, you know, all that medley, they don't have to grab a staff member and go, "Okay, I need you to pull," because they can actually see it.

And then, again, start moving. Once you start moving, please just keep moving. You know, you're going to make adjustments. Like I said, we started with, you know, two teams, you know, three week sprints, you know, every month, multiple emergency sprints and we're down to one sprint a month. It works fantastic. You know, we've got, like I said, great teams that, you know, they work and get things keyed in and just keep it moving.

And then again, maintain organizational needs and standards. You know, that's pretty much, you know, the reason I put I this on here again is utilize your functional managers and your EPMO folks and allow them to kind of keep the teams, engaged, working in the, you know, working together and not, you know, be bogged down by the things that happened around them. Next slide.

Future plans. Now here new projects in the program will be Agile. And as Laurie mentions already and Cole basically Juvenile Justice, the financial stuff in regards to the County Childcare Fund, MiSACWIS mobile are all projects within the program MiSACWIS here in the State of Michigan and they are all Agile and we're utilizing that pretty heavily for those.

And again the main portion of MiSACWIS is moving as quickly as it can towards Agile as well. Continuous - continuously revalidate business value of the transition for production support. Mature teams to make decisions within Agile framework, adjust communications to meet organizational needs, and expand automated testing for increased quality and ultimately the result is business value. Next slide? Thank you. And if anybody has any questions, I'm not sure - do I turn it over to somebody?

Joyce Rose: You turn it over to me.

Duane Kerkstra: Okay.

Joyce Rose: I'm Joyce Rose and I want to extend a huge thank you too all of the Michigan presenters. You have done a marvelous job presenting a lot of information and I suspect there will be several questions. So let's open the phone lines or our chat to our webinar attendees for the Q and A session with our presenters. And while that is being done, I do have a question to start off. "There was a mention made of the ALM toolset?"

Duane Kerkstra: Yes.

Joyce Rose: Can you explain what that set is please?

Duane Kerkstra: Yes, IBM has a toolset called, "Collaborative Life Style – Life Cycle – Management" toolset. So it's a suite of products which is the newest iteration of the rational toolset. And it had three modules, and these were: requirement management module, a change management module, and a test management module.

So these are three unique toolsets that we use that storyboard out the projects. Manage change controls. We do our testing and test configurations. And so it's a bundled package that we used to manage the Agile process. You don't just load it on your PC and start using it. There’s this included companion with it. But it's a nationally - internationally recognized toolset and corporately a cross set. Department of Technology, Management, and Budget -- we're using this as one of our standard tools now.

Laurie Johnson: And I would just like to – on the business side how this was of great value to the project is you have a vendor coming in and they were – their requirement contractually bound them to the IT enterprise processes. This was paramount in governance, decision making, and Jim Hogan in DTMB's ability to manage the vendor.

So it's by core things for people to use an enterprise tool like this in teaching everybody that path - that's not - that's something that's normally vendors come in and bring their own tools. So we were lucky enough to have a very mature DTMB to provide that suite tool set.

Joyce Rose: Great, and then I have one last question before we turn it over to our attendees for questions. "What do you use - what automated tool tap -- test tool – do you use?"

Duane Kerkstra: Right now, we're using it's called, QTP. But as Jim mentioned, we're using the, you know, the Application Lifestyle or Lifecycle Manager ration. So it has a testing component as well. Everything is from the release, from the requirements up front as Laurie mentioned, to the actual deployment of the code we use a rational tool kit.

Joyce Rose: Right.

Duane Kerkstra: And we have a couple of - we have a couple of other tools that we use along with it, but ultimately, we use it for the complete, you know, again from the tracking of the requirements all the way to the delivery.

Joyce Rose: Great.

Duane Kerkstra: And keeping another testing suite that we use for the automated testing.

Joyce Rose: Okay.

Duane Kerkstra: And I can get you the actual - I can get the actual acronyms and stuff if you would like them and it's the true names for them. Again, I use ALM because Application Lifestyle Manager is kind of, you know, I forget. So, I do apologize for that.

Joyce Rose: That's quite all right. Elizabeth? You want to handle the Q and A please?

Elizabeth: Sure, Gabrielle, could you remind our audience how they can line up on the phone for questions?

Coordinator: Yes, of course. To ask a question over the phone, you can press Star 1 to place your line into queue and you'll be prompted to record your name while I may announce your question. Again, that is Star 1. And those questions do take a moment to queue up. Please stand by.

Elizabeth: Okay, so while were letting our audience push Star 1 and line up for questions, we do have a few that have come in via the chat. You're welcome to do that as well. You have over - usually it defaults to be on the right-hand side of your screen -- GoToWebinar chat feature -- and you can enter a question there as well and then I'll give that to our panelists.

So present questions via the phone by pressing Star 1 or go ahead and put them into the GoToWebinar question box. The first one that I have is actually more of a request than a question which is, "Would you mind sharing the PMO templates and the procedures that you've developed?"

Jim Hogan: I think if you went out to our state website at www.michigan.gov/suite that's S-U-I-T-E you should be able to find most of what you're looking for there. And if you still can't find it, give us a shout to Duane Kerkstra or Cole Jacobson whose contact information is in the presentation.

Elizabeth: Okay, perfect, thank you. And again, that was www.michigan.gov/suite. S-U-I-T-E.

Jim Hogan: Correct.

Elizabeth: Fantastic. Second question we have come in, "Have you made adjustments to your contracts to reflect the Agile methodology? And I'll add onto that, "If you have can you tell us a little bit about them?

Cole Jacobson: I could - this is Cole. I can start. And I actually work very closely with Jim Hogan on it. We still have - we have a base contract that we have in place for our DDI -- our software vendor and as we manage our software vendor. But as I had said in the presentation, the way we manage in our statements of work as we add work onto that contract has changed.

Before it was you had, you know, we did the RFP and you had a set requirement, set date, set deliverables, set costs and we spent -- and here's the biggest and probably the biggest take home thing -- that has been nice the last few months is there's no more debate about whether A. It doesn't meet the requirement or yes, it meets the requirement of, you know, what degree of compliances that meet the requirement.

The question is now, "Is business, does it work for you?" That's really the question now. And because we've changed our contract, you know, our statement of work on how we procure our software vendor it's more like we don't have that debate anymore. You know, as we go up to Go Live and, you know, getting ready, we spent a lot of energy and both of us looked across the table and Jim kind of pointed this out. He said, "You know, there's got to be a better way to do this. We're spending too much time debating, you know, back and forth on which happened with a fixed fee, you know, a fixed price contract and so forth."

We spent a lot of time and energy on that that could have been directed towards getting the customer -- meaning Laurie and her team -- and DHS the product that works which goes to that, one of the manifesto items that, you know, working software over documentation, working with people, you know, rather than negotiating, you know, on the contract. So we don't spend a lot of time on that anymore.

Now it's a question of, you know, conversations are like, "Well, no that's not quite how I expected it to work." The question now is, "Do we have enough time between then and the end of the release to make the changes or not? Or do we put it in the next release?" It's not a matter of, "Well, six months ago you said this." You know, we don't have those conversations anymore. Hope that helped.

Elizabeth: Okay. Gabrielle, do we have any questions on the phone?

Coordinator: You have one question from the phone lines. One moment please.

Elizabeth: Thank you.

Coordinator: I believe this question is going to come from Dale Irish. Your line is now open.

Dale Irish: Thank you. I was just simply trying to understand -- you made mention about how you deal with feeling with the issue of sudden things that come up and I was not sure I really understood how you're dealing with that with your Agile environment. Some of the examples that we have are of data fixes that have to be done right away. Like you mentioned legislative changes. But sometimes these things have to get on that day or the day after. And the question is, "How do you build that into your Agile environment?"

Laurie: Hi, this Laurie. This is the - as a business oftentimes either with policies are changing or statutes driven by, you know, federal policy or whatever. We do have a screen for that. The Agile process actually does have exactly that. You know, your data fixes are managed within your agile process. Your new incoming are regulated that way. It's not a surprise. It's incredibly organized from the business side.

We drive that through the project government. If Steve Yager was here, he would emphasize the fact of how important that relationship is at an executive level to make sure that internal kind of funneling goes directly to that operational layer. That operational layer dedicates that work immediately. So technically, this is executed in a very kind of a released cycle.

And we can talk a little bit about that because we've actually seen a significant amount of quality within their - you know, we started out with, let's say, 50 fixes in our first month. And now we've grown to a significant amount more. So I'll turn this over to our IT manager Duane Kerkstra.

Duane Kerkstra: Oh, I mean, I guess let me do it this way. So all of the data fixes, all data changes, any database changes, and code changes are all related to a release. So at the beginning of the release they have a, I'll call it a period of time where they actually scope the release. And they agree on what's going to happen. You're absolutely correct. Data fixes have to be done, you know, daily in some cases.

So what we do with those is that we have that I'll say the development team or team 1, we'll say. Again, we got eight functional areas. They scope their release. And what they do is they plan for a team member who focuses on data fixes for that day. Because they focus on what I like to call, "The Team Business". So every week, they're focused on, "Here's what we're working on this week."

And they got a two-week development cycle window that they're developing to everyday. And, of course, with Agile process in using that Scrum of Scrums board every day, you know, they know exactly where those specific things are in the process. So if a data fix becomes a huge issue, they - and in our little board you can't see it. But there is a little star that they put on it -- on the little sticky.

And then they know that that's been the priorities been raised, it's going to change. And then they start - they work back and they have a discussion -- once again the product owner -- because they have to - they didn't have to make adjustments -- where they are going to be first that day? They have to make those kind of adjustments and they're made pretty quickly.

Does that answer your question? Is that clear enough, or was I missing where you were going with it?

Dale Irish: No, it was a very good answer thank you.

Duane Kerkstra: Okay. We have more of...

Elizabeth: Oh, I'm sorry. Gabrielle, do we have other questions on the phone?

Coordinator: No, I'm showing no further questions from the phone lines.

Elizabeth: Okay, again, press - is it Star 1?

Coordinator: Star 1 and record your name.

Elizabeth: Okay, perfect. We do have several questions that have come in online. "Can you elaborate more on identifying product owners?"

Cole Jacobson: I - this is Cole. I'll start with it and then I'll probably hand off to Laurie because our product owners are our business managers. Our - the product owner for in our case our product manager are a DHS staff members. Okay, they know the business. They know Child Welfare. They know Juvenile Justice. They know the business inside and out.

What we've tried - what we - what happened before is we had pulled our product owners, our business owners. The people that know the business, that know the program. We had pulled them down, if you will, into the weeds of detail on basically a Waterfall situation. Our product owners now describe what they need done by what timeframe at a higher level. They said, "We've got from Point A to Point B. I need to be able to do an intake."

And, you know, with so many steps they describe how they want it done. They don't go down to the level we're trying to get away from. Have them focus on the business portion and not have them pull them down into the technical part. But, I, mind you, our product owners which are Laurie's staff have a very good understanding of IT.

And we have excellent - we have an excellent bridge between information technology, how computers work and the use of computers and the business. I mean, our - we are very strong there. I'll hand it to Laurie because I'll talk about CO's a little bit.

Laurie Johnson: Well, one of the key considerations when setting up a team of this complexity is the handshake between DTMB and the business folks that are going to be in this hall until implementation. And then identifying how are you going to support and maintain this system in the short-term and then long-term. And very much this is a built trust and those folks that are identified on the DHS side are the drivers and the products owners but had been developed over that course of water and Agile.

They do take an ownership. And they have learned the system. And they are kind of your key business experts in that area. And then they have one foot in the field as well. So they are translators on a large level. And then the IT Scrum comes in and is able to kind of work that team. So it's very much a kind of an evolving role that we have had high success in is building your business folks into more IT. And the Agile process brings the IT more into the communication role.

If you ask an IT developer what's the scariest thing, it's looking at somebody and talking to them about their business. That's not, you know, we're used to developing kind of cubicles and kind of off and not in the front of the customer. You could very much - a comfort level with social workers or interaction in that, you know, those group forums are very much, kind of in our wheelhouse.

So there's very much a confluence that goes on within the Agile assessments. But it doesn't happen immediately. And it happens with a lot - and it has evolved over the Waterfall process. And I think it's an excellent question and because it does recognize the inordinate amount of trust and relationship that goes on in those Agile meetings.

Elizabeth: Thank you. Our next question up is a two-part question First, "Was there any Michigan legislation that was needed to allow - that needed to change to allow for Agile practices to be implemented?"

Jim Hogan: This is Jim Hogan. No.

Elizabeth: Okay. And then the second part is also a two-part question. Also, what was the largest resistance you experienced in implementing Agile and how did you resolve it?" I love that question.

Laurie Johnson: Oh, okay, this is an excellent question. This is very much a territory thing. If ACF was to look at us and put us on the map four years ago, we had to align DTMB and our business side very much and as a state resource in order to manage the vendors, right? The vendor was, you know, the person coming on point. So in order in kind of guide us this is, I mean, very much the project management was on this but this is a territorial thing.

You know, there's - at the end of the, you know, the Waterfall then, you know, there are a lot of folks that are, you know, in that unraveling stage. We were able to maintain governance and this is with a strong project management, you know, office, if you will, up front. And so we kind of set the stage through the governance transition. But there was there was also transition with -- minor transition -- within the governance.

But a lot of this had to do with -- and I'm going to turn this over to Cole. It was about territory. It was about rawness and about, you know, not finger pointing and getting at the end of the day that you would come back and you would say, "Well, why didn't you do that?" And you know the back and forth and so forth.

That is all if you move culturally Coach in using that Agile Coach, using a third party coming in it could be, you know, is ultimately because everybody has had their leadership roles. They've evolved. They have ownership. They have, you know, a commitment. And then it's launched. And then you're asking us to do what? You're asking us to trust each other and act in an entirely different role on the project.

So I think that I think that that's the hardest thing for us was to shift that culture and to gain trust and use the - I think that that third party Coach assisted even our management including myself to kind of broker that territory. So Jim?

Jim Hogan: Well, the other thing I was going to add was there was little resistance in our procurement office part, you know? Normally we run a contract with 60 deliverable days but when we use an Agile Coach you don't really know what because the numerals are going to be until you get to a sprint and so then we had to convince them, "Hey, let's get through these sprints and then we'll have the product and what we delivered at the end of the sprint." So, again, a little shift in thinking for procurement offices. They came around.

Laurie Johnson: There's also, you know, from a business sense, if you have your governance saying when are you going to get this out? When is this going to be stabilized? What are you going to do Laurie? What's the quality of what's coming out? You know, and then in on our IT side we're getting much - they're getting the same thing. "Why aren't you being more productive? Why aren't you getting this out?"

And so there is a lot of pressure internally with that governance as well. And we had to have that trust and that layer of trust between the operations and the technical layers to ask permission to go to Agile and with folks in leadership that are offering, you know, very much Mr. Hogan and Mr. Yager were a part of this transition, we have the solution and we have to get better.

And it took a lot of guts in this political environment to have that executive buyoff at that level and to offer those solutions. So, you know, it's - Michigan very much, you know, went through the same emotional struggles and within the IT versus the business and so forth and we came out on the other side. To be and when we have the data and the productivity levels to show that. And you like people coming to work just like everybody else ready to work and wanting to be part of the solution versus how many widgets can I get done today. And so that very much was also a part of the culture too.

Jim Hogan: Yes, this is only – yes, and the only other thing the - it's a mindset. The Coach right now is basically - when I work with the Coach in the PMO it's, "do not let us backslide into the old Waterfall habits, okay?" That's one of the things that they're doing to keep us true to our Agile principles. That's where she's spending a lot of time in PMO.

Elizabeth: Okay. Do we have other questions on the phone Gabriel?

Coordinator: We have no questions from the phone lines at this time.

Elizabeth: Okay. That's - we have many online. "So, could you describe a little bit more about the ScrumMaster role please?"

Duane: Sure, this is Duane. So, we, oops, I just spilled Laurie's water on her desk. So sorry about that. I apologize.

Elizabeth: Waterfall, literally.

Duane: Yes, pretty much. So basically for the ScrumMasters that we utilize their functional managers and we utilize them, like I said, they actually go in -- and as you saw the picture -- they facilitate the daily stand-ups. So each team has a daily standup. It's a 15-minute. It follows the Scrum methodologies. It has to be 15 minutes. You come in. You basically quickly go over the things that you're working on. Where you're at. What impediments you are so that the ScrumMaster can actually remove those impediments, if possible.

If he - if they can't at that level, then they take it to the next level which is the Scrum of Scrums. And again, that's where the PMO here on MiSACWIS they facilitate that meeting and then that takes it to the program level and then we - from there it then goes into the governance. So we can get it get escalated. Get it taken care of quickly. Is there a specific thing that you're looking for? Because that's the basic overview to give you a better sense of what they do and who they are here?

Elizabeth: Okay, so I would - if there is a follow-up question please either press Star 1 to queue up on the phone or you can go ahead and add a little bit more detail to your question through the dashboard. Does that work?

So our next question up is "Metrics - you had said that metrics changed when shifting from the Waterfall approach to the Agile approach. Can you give some examples of the Agile metrics utilized?"

Cole Jacobson: Yes, right now - this is Cole. Right now we've been using metrics as far as building our backlog which isn't a metric it's basically what we've - what we've done is we have a listing of - we have records that hold all of the work to be done. So we maintain our backlog. And as I said, it's not specifically in metrics. When we get to the metrics that we have been using we're trying to move towards and have been using like a burn down chart and a burn up charts because we spent - when we were back in the Waterfall, what we were doing as far as schedule goes, we would say, "Okay, how many end users are spending a lot of time updating schedules, okay?"

I mean, line by line schedules. Like, for instance, it takes 20 hours to get this piece of work done. Okay, well, the developer comes in and says, "Yes, I'm 10 hours into it and I have remaining work of, you know, another 30 hours. So that puts me past my estimated amount of time." We spent a lot of time doing that type of tracking in metric and so forth and what we found out was we're spending a lot of time on these measuring them and when you pick up your head and you look at the big picture, we were actually - we knew where we were. We had an idea of where we were. There were very few things that jumped up.

So when I go to metrics what I'm talking about is we are now using how many stories did we get, you know, in this script. Okay, how many are we through? Does it look like - in fact today we were looking at various charts saying, "Okay, this is how many stories or tasks associated with that story that we need to get through to finish by the end dates of the sprint and in this case, the release." So we measure them.

You have to pick, you know, and one of the things you have to do is you have to pick a common denominator across all the programs or all the subprojects whether it's Juvenile Justice, whether it's MiSACWIS Application Proper or whether it's, you know, incorporating the Child County Care Fund. And you have to - and we're not perfect. We're working through this. We're trying to pick a denominator that works whether via task, via the number of stories done.

But we're trying to get away from - your questions with the ScrumMaster will be what do you have on your plate today? What did you do yesterday? And where - those are the items that we're measuring as opposed to two years ago how many hours did it take you to do this? How many more hours you got left? We don't do that as quite as much anymore. We're kind of pulled back and we are, again, like Laurie was saying we're trusting the team to say, "You said you had this many items that are going to be in the release.

How’re you getting from Point A to Point B? It’s basically self-organizing your team to get there as long as the product owner has – you meet the acceptance criteria that the product owner set forth when they said, "You should be able to x and y t o get to z. How you get there – you guys figure it out, we're not going to go down, you know, into the weeds."

So we've been using - working with burnout, burn down charts. We don't – right now as far as velocity if you're really mature in an Agile process, specifically Scrum, you'll have velocity rates. And, you know, we're, we started in July. And I think that if I went to Duane and said, "We're going to start measuring velocity at this point in time." I don't think Duane would you know, we'd probably look at each other and so, "Are we ready to do that yet? Are we mature enough to do that yet?"

I don't think – we will be, but I don't think we're there yet. So right now we're using - we're counting widgets but those widgets are not hours and how many hours does it take to get x, y, z done. So, that's what we're using for metrics right now. The other challenge is you still get questions from folks who are not Agile in an Agile area. They'll ask you Waterfall questions. For instance, we used to measure, oh boy, when going to March to the Go Live we were measuring test scenarios, right? Test scenarios.

We're measuring number of critical defects we had. We were measuring those are - you know, test scenarios, defects. We were measuring those types of things as we marched to Go Live. We're not measuring those types of things anymore. They keep, like - again we'll go back to the purist. I mean if you went to - we've gone to outside training and the philosophy is we don't have defects.

So we haven't - we're not purists. We still recognize that we collect items in the field and we still call them defects. The purists would say, "When the release was up there's no defects. We just raised 20." We haven't totally accepted that philosophy. We still keep, you know, our defects.

Because a lot of times we'll get questions from folks who are not in, you know, the Agile environment and they'll, you know, for instance the things that we measured previously we've kept a few of those around so we can at least compare the before and after because we do get questions and they don't want, to be honest, executives and legislatures, they don't want to hear about, you know, our change in process, they want to see productivity, how you get there, satisfaction in the field. That's really want to care – what they really want to care about. So I hope that answers.

Elizabeth: Okay. And we did hear back from the original person who had asked the ScrumMaster role to say that you did give a very thorough answer to the question so there was no follow- up to that. We are right at time and we do have some additional questions. And so what I would like to do is to turn it back over to Joyce at this point because Joyce, I know one of the things that you talk about is what to do if you have questions after the webinar.

So what I would like suggest is I'll go ahead and forward the questions that I've received online to you and invite our audience to follow the instructions that you're about to give to submit any other questions that we didn't have to get to today. Would that work?

Joyce Rose: That’ll work. Thank you very much.

Elizabeth: All right, then I turn it back over to you.

Joyce Rose: So I want to expand a huge thank you to Jim and Laurie and Duane and Cole for an excellent, excellent presentation of information. You were both open and very honest and we all certainly appreciate that. To our attendees we hope the information that was shared with you today was both informative and valuable. As a reminder, please remember to register for the February webinar once the announcement is released.

Now, if you have any additional questions regarding today's topic, or would like more information about any of our scheduled webinars or would even like even volunteer your state as a topic presenter, please do not contact - please do not hesitate to contact me at the email listed above. So what that means if you have additional questions aside of what were submitted via the chat, just send them to me at the email address Joyce@kassets.com and I will coordinate the answer with our folks with Michigan and we will distribute those to all of the attendees.

So once again, this webinar has been recorded and will be made available online. When it is complete and posted we will send a message via the

SACWIS manager to LISTSERV with the link. Thank you and have a good day.

Coordinator: And with that, we will conclude today's conference. Thank you for your participation. You may disconnect your lines at this time.

END