

Webasto Roofs & Components: Poskytování interních IT služeb v DevOps prostředí

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Co stálo za rozhodnutím pustit se do změny?



Volatility



Uncertainty



Complexity



Ambiguity

Proč jsme se do změny pustili?

Naše IT organizace má mnoho lidí na různých úrovních

Pokud by tyto lidé měli 100% produktivitu tak je to ohromná přidaná hodnota pro firmu

Vy ale ztrácíte v reálu produktivitu na spoustě míst v rámci IT organizace

Break the Silos

Krok 1: Výběr správných metodik

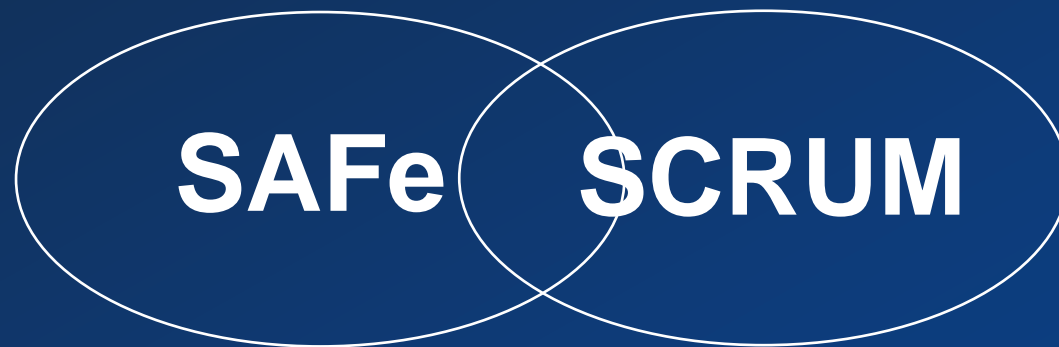
SAFe

Metodika pro velké společnosti s mnoha týmy

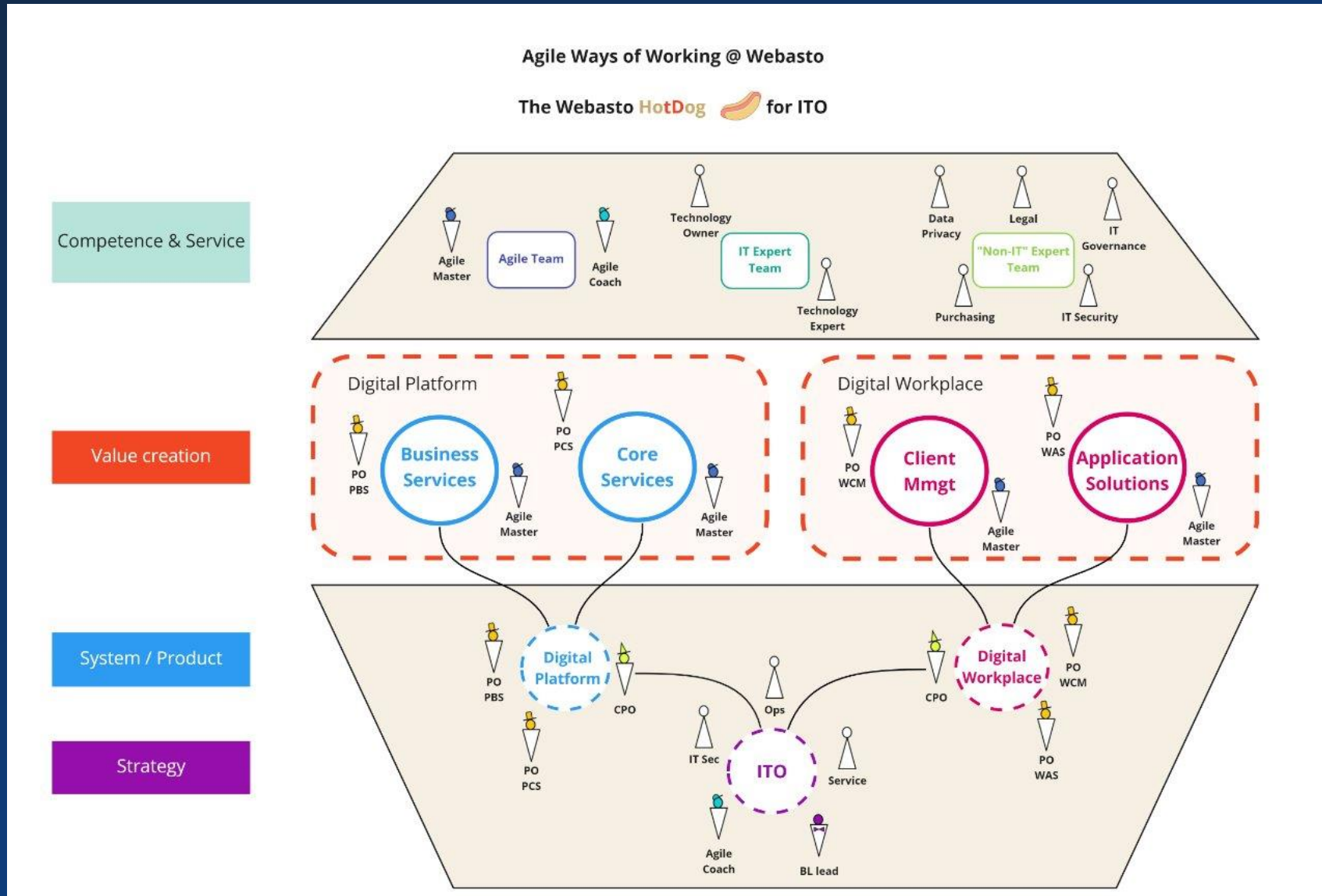
SCRUM

Metodika pro malé autonomní týmy

Krok 1: Vyberte správné metodiky



Krok 2: Začněte budovat svůj systém řízení



Krok 3: Vytvořte si nějaký řídicí dokument/směrnici

Definujte produkty – namapujte do nich vaše stávající technologie

Definujte role - jejich popis a zodpovědnost

Definujte backlog a jeho strukturu

Definujte strukturu meetingů

Tip: zrevidujte existující meetingy a zrušte všechny co jsou obsahově redundantní. Např. meeting oddělení vers. Daily

Overview

Digital Workplace

Digital Workplace Application Solutions

- collaboration and communication for sharing content
- increase productivity for all user profiles, including blue collar workers

Digital Workplace Client Management

- The provision of tools for the process digitization and automation.
- digital workplace in its client design

Digital Platform

Digital Platform Business Services

Provides complete solutions for

- internal users and IT products
- Develops frameworks and automation for self-service deployment of Platform Services

Digital Platform Core Services

Provides all data centre can services.

OT & Testing

Operational Technology in Production and Testing

supports plants and test areas in the control and monitoring of physical processes, devices and systems.

- coordinates standards and processes for hardware and software
- optimize operations ensure safety and enable efficient decision-making
- setting benchmarks for reliability, safety and performance.

Operations Governance

DS Operations Governance

responsible for auditing operational process and standards globally.

- Life cycle of KPIs
- Support for audits
- Monitoring of product KPIs
- Enforcement of governance standards
- Provider management standards and procedures

Service Excellence

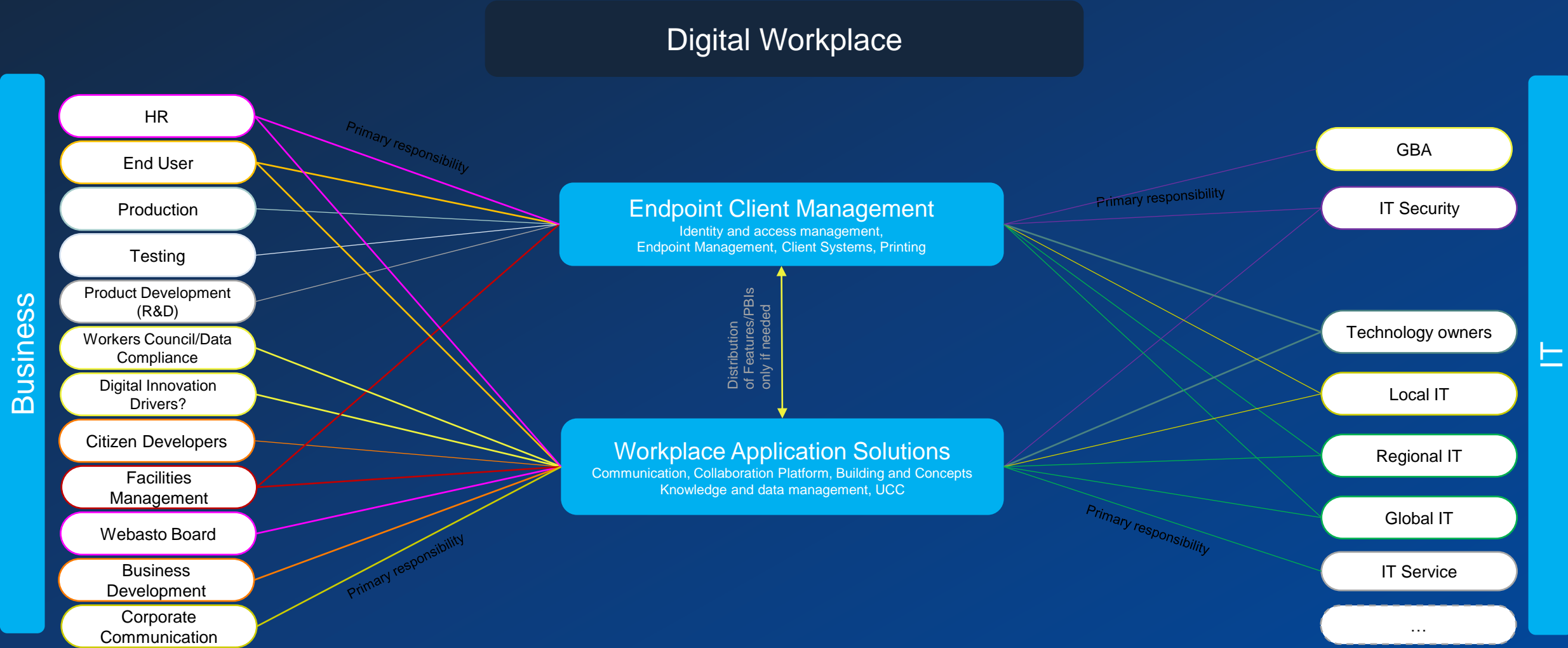
The IT Service Excellence team

is the single point of contact (SPOC) for all users.

take care of all

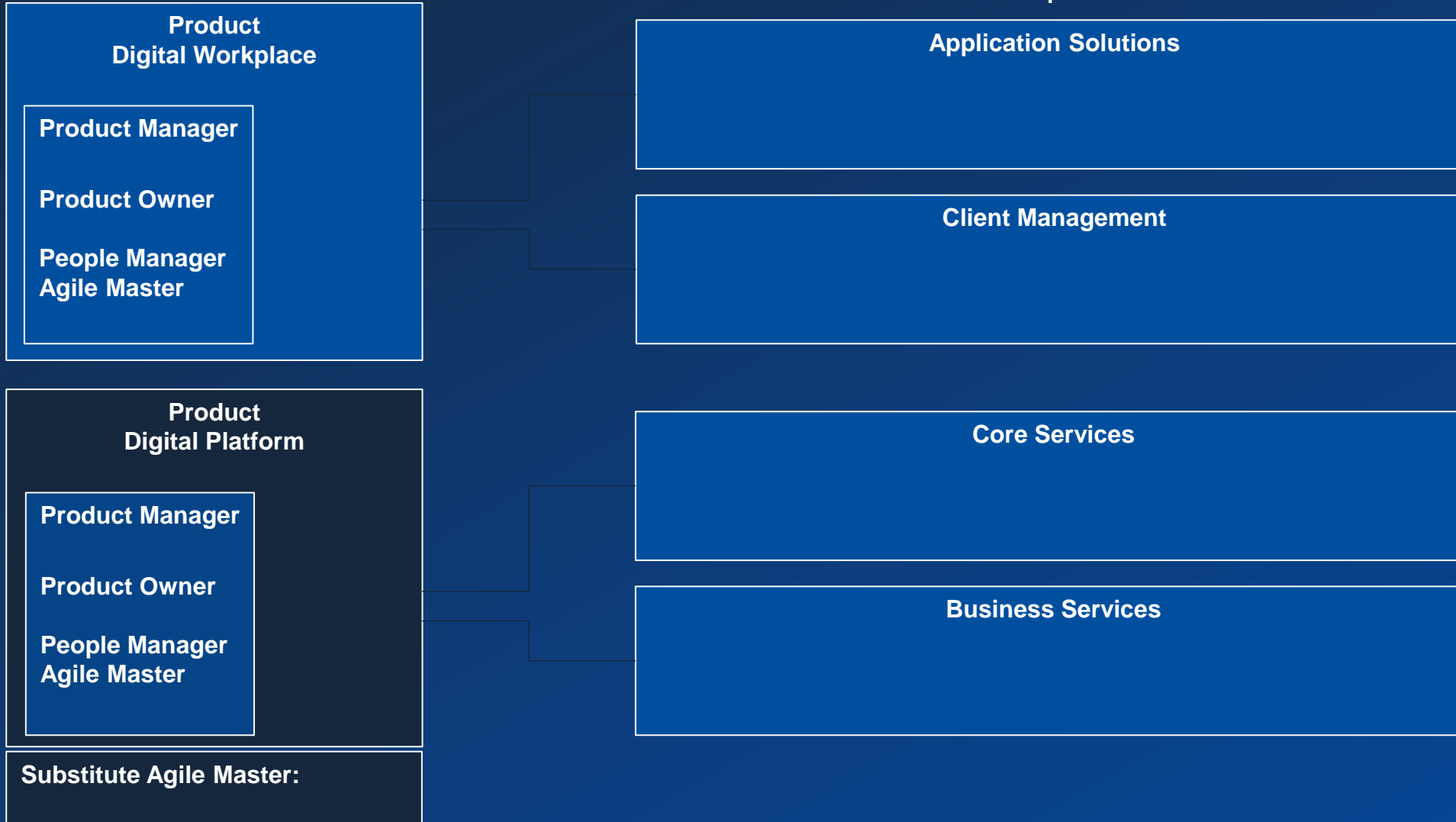
- user requests, service requests and incidents
- informing users about, changes and service interruptions
- Fast resolution of incidents and problems

Digital Workplace - Customer Assignment



Role

DevOps Teams



Role: People manager

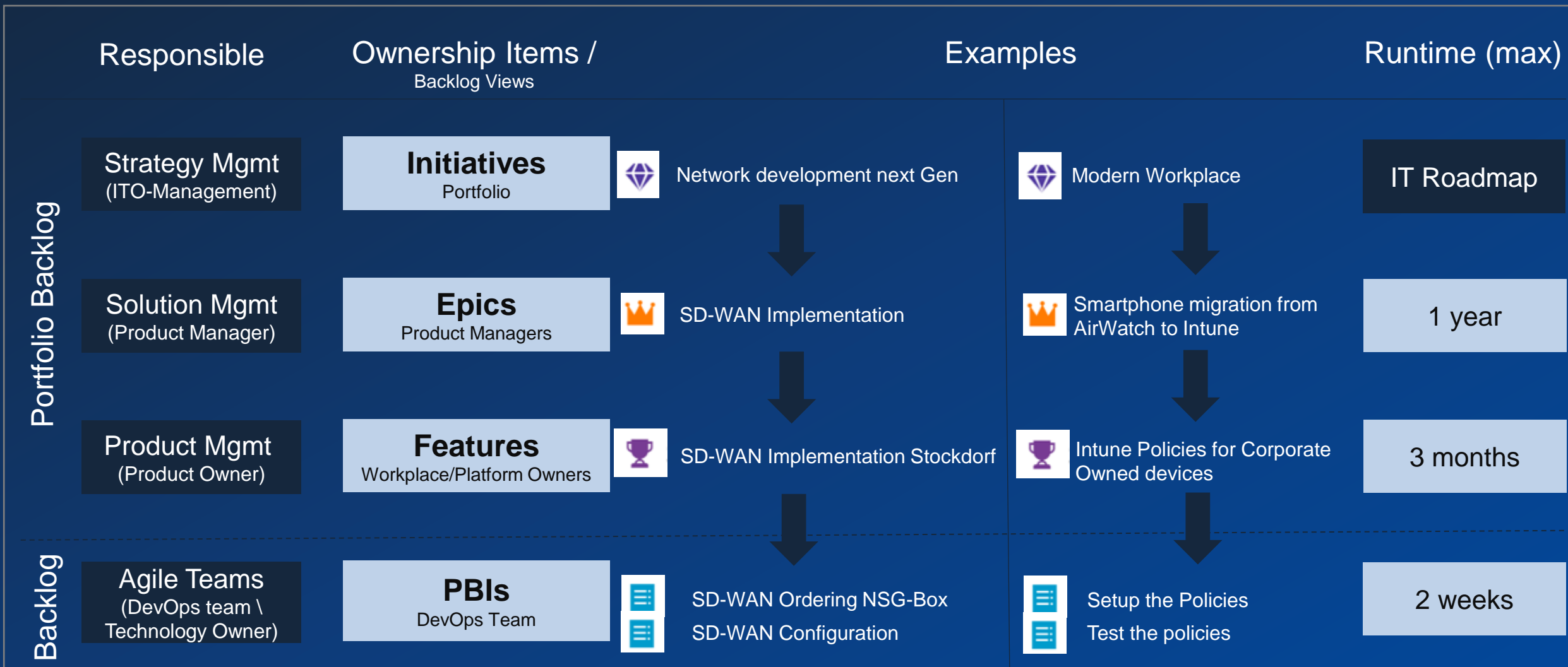
General Role Definition

Is the direct manager or matrix manager of members of the agile project organization. Communicates, explains and supports agile and leadership approaches. Together with the Agile Masters the People Manager collects feedback from the organization and they are continuously improving the agile organization. Acts as interface to HR department and works council. Aligns resources with other IT teams. Together with the Agile Masters the People Manager ensures that members of the DEV team, PO, TO can focus on topics.

General responsibilities

- First contact for DEV team members regarding HR-related questions or personal concerns
- Defines target setting with PM and appraisals together with Agile Master / PO
- Talent management, general and personal development plan (trainings, development in role) with PM(/PO?)
- Keeps leadership and behavior values in focus
- Maintains behavior house
- Acts as matrix manager for DEV team members of other legal entities
- Supports Agile Master in case of impediments / obstacles
- Recruiting process (HR requisition, selection and interviews together with HR, PM, PO)
- Responsible for HR budget planning
- Alignment with Operations Manager and Service Manager regarding HR topics with the aim of consistent rules in Dev, Ops and Service

Backlog a jeho struktura



Sprint meetings

What	When	Who	Timebox	Frequency	Activities and Outcomes
Product Backlog Refinement	Middle of Sprint	•Product owners & TO (opt & Product Mgmt.) each	MAX 27min	1 week	<ul style="list-style-type: none"> •TO / PO provides Information for next Features and PBIs •Plan upcoming PBIs for the next 3 sprint •Estimates PBIs in story points (when applicable) •PO in charge to check and approve PBIs •Backlog Check and Cleanup •Reviewing/closing features
Sprint Review	End of Sprint	<ul style="list-style-type: none"> • DEV - PO, Dev Team, Agile Master, PPM (Optional), PM (Optional) •OPS – Team Coordinator, OPs team members (Optional) 	1h30	2 weeks	<ul style="list-style-type: none"> •Present the sprint results to the PO •Check completed PBIs against DoD •PO approves closure of DEV and OPS PBIs •Incomplete PBIs are moved back to the backlog •Select topics to present on the system demo
Sprint Retrospective	End of Sprint	•DEV - PO, Dev Team, Agile Master	1h	2 weeks	<ul style="list-style-type: none"> •What went well •What went wrong •What can be improved •Actions to address what went wrong •Bring any new topics regarding Agile •Other AD-HOC topics
Sprint Planning	End of Sprint or First day of Sprint	<ul style="list-style-type: none"> •DEV - PO, Dev Team, Agile Master •OPS -Ops Team Coordinator and dedicated agile OPS members (Optional) 	2h	2 weeks	<ul style="list-style-type: none"> •Capacity Planning check •Review applicable PBIs and features •Adjust of estimations (optional) •Make sure they match the DoR •Commit PBIs for the next sprint
Daily Scrum	Every day	<ul style="list-style-type: none"> •DEV – Dev team, Agile Master •OPS – Team Coordinator, OPs team members (Optional) 	15 min.	daily	<ul style="list-style-type: none"> •What have I delivered •What will I deliver •Update PBI status •Impediments
System Demo (recorded4international)	Monday week after First day of sprint	•ITO and regions	3h	2 weeks	•DevOps demo's the outcome of PBIs that are relevant for the ITO community.

Other meetings

What	When	Who	Timebox	Frequency	Outcome/ Agenda
PO Sync	Friday	•Product owners	60 min	Second week of the sprint	<ul style="list-style-type: none"> •visibility into the progress •discuss problems & opportunities with Feature development •assess scope adjustments
PM-PO-AM-GOM	Tuesday	•PM, PO, AM, GOM, IT Strategy, PPM	60 min	Second week of the sprint	<ul style="list-style-type: none"> •Address impediments •Discuss Agile process •Discuss process related topics •Backlog Refinement
ITO Meeting	Mondays	•VP ITO, PM, Ops M, Global Service M, People M, PO	2h	3 weeks	<ul style="list-style-type: none"> •Leadership / strategic Topics •Organizational Topics •Skills / Capa (high level)
PI Planning	Tuesday and Thursday	•Agile teams, OPs team, Service team, PPM, PM, VP ITO, IT Strategy, CISO (optional)	12h	End of every quarter, 1 week before beginning of next q uarter	<ul style="list-style-type: none"> •Product vision presented by the PMs •Prioritized EPICs •Prioritized Features •List of committed Features for the next quarter •Capacity planning for all teams •General overview to all participants of planned activities •Inter-team dependency alignment •Review of last Program Increment •Overview of Risks
Regional MOR Europe		•VP, Regional Managers	2h	monthly	<ul style="list-style-type: none"> •KPI's •Status of the sites •Outlook for the next 2 months
Product alignment		•PM's and POs	2x2h	Self-organized	•Per Product
ITO Global Infrastructure Meeting		•ITO & Regions	1,5h	monthly	<ul style="list-style-type: none"> •Regional Topics / projects •Coordination of activities •Information exchange
Purchasing Alignment		•PM, Ops Mgr, Service Mgr.	1h	Quarterly	<ul style="list-style-type: none"> •Purchasing forecast •Capacity alignment

Krok 4: Zvolte nějaký nástroj pro Agile řízení

I když to asi lze, nepoužívejte pro řízení backlogu Excel ale zvolte nějaký vhodný nástroj

Nabídka je zde celkem široká.

My zvolili Azure DevOps.

Případně použijte co již ve firmě máte implementované možná někde v businessu?

Krok 5: Nebát se a začít 😊

Začít ale jak?

Pilotní SCRUM tým

Minimalizovaný produkt s úzkým technologickým portfoliem

Identifikovat vhodné lidi, kteří budou později sloužit jako role model pro ostatní

Dobře proškolit Scrum mastra a Product Ownera – investovat do cert. školení např. od SCRUM.org

Co je důležité?

- **Příprava celé transformace profesionálem**
- **IT management**
- **Nikdo neudělá práci za vás.**
- **Lidé – Komunikace**
- **Vybrat klíčové lidi do rolí PM, PO a AM**
- **Správné rozdělení lidí to DevOps týmů**
- **Použít pilotní DevOps jako role model**

Co Vám nebude fungovat?

- **Firemní cíle**
- **Název pozice a grading**
- **Salary benchmarking**
- **Performance management – moving target**

Jakých chyb se vyvarovat?

- **Nebojte se implementuje rovnou DevOps**
- **Optimální délka pro Product increment a Sprint**



Nebojte se a začněte používat agilní metody

Změní se firemní kultura ve vašem IT

Uvidíte změnu v motivaci lidí být lepší. Všichni mají stejnou šanci něco dokázat.

Vaši zákazníci to okamžitě poznají.



Webasto
Feel the Drive

The logo features a stylized white 'W' icon on the left, composed of three curved segments. To its right, the word 'Webasto' is written in a bold, white, sans-serif font. Below this, the slogan 'Feel the Drive' is written in a smaller, white, sans-serif font.