Area: Process

Theme	Vision	Value	Priority	Single Backlog	Measure	Quality	Planning	BAU (CI)
Problems What is wrong with the current ways of working?	Do we have one? If so what is the vision for the service? Teams are not aligned to the DAS vision	Balance between allowing creativity versus standardisation No room for innovation seems to be more process to follow Some product decisions are taken top down to align with business needs - can result in disengagement with the design teams Priorities for the service lack a clear value proposition Top down solutions difficult to challenge	We dont having a clear view of priorities and understanding these, especially in the Single Backlog Communicating priorities and themes - PO and DMs dont feel aligned not enough steer on priorities Everything is a priority, but nothing ever gets de-prioritised Time (deadline) v Cost (people) v Quality (product)	Too many Projects in Progress single backlog isn't based on evidence. Its run by who has power A lot of blue sky thinking and not enough action	Never getting past MVS How do we prevent teams creating their own backlog to keep busy! NO CLEAR OKR's we don't know what success means! non access to data & analytics	Risk Management (apart from 'accepting' is there another strategy?) Approval process for Change requests seems pointless for Change Management (Or DevOps) to be an approver Delivery pressure vs delivery quality Definition of the technical framework which all teams understand and work to Quality/standards across different teams Best practice processes between disciplines don't align	Collaboration between teams; still seems a lot of silo working. Insufficient longer term planning Delivery pressure vs delivery quality Clan leads & Delivery teams understanding of deadlines usually out of sync Reliance on environments and testing Maintaining consistency across teams & themes Not tracking Dependencies Adjusting timescales of work to hit a deadline (without looking at team profile) Trying to be Scrum when in reality we may be much more Kanban	Handover to live is inconsistent The sequence of MVS, early life support, handover etc is still not clear CI is the point of contact for more or less everything in the service ci team isn't really CI
Impact What is the imapct of this problem?	* Teams building their own thing, not aligned to the vision. * Potential to not deliver services towards the vision.	* Potential to not deliver value * Lack of creativity * focus on output over outcomes	* Teams are not focused on priority work * Teams don't know when they have delivered enough * Lack of focus	* Doing more but finishing less * Delay to delivery across the service * Not sure when we are done * Don't get the right teams/skills to deliver	* Either don't build enough or too much * Teams are not making decisions based on data	* Reduction in quality * Potential to release bugs to live * Different quality standards in each team	* Delay in delivery * Not aligned as a service * Reduction in quality	* CI wont be able to deliver BAU, CI and build * Potential for services to go into BAU when not complete
Ideas What ideas do we have to change ways of working?	* Share the vision and make it visible * Planning with PO, DM, Clan Lead against the service road map * Ask PO's DM's to create team visions and set clear goal towards the vision		* All staff comms/meeting about what features we are currently building in more detail than the roadmap to help flush out dependencies	* Prioritise the backlog * more detail in backlog tickets - why are we doing this? Whats the value, Measurements, KPI's DOD, what skills does it need to do, size * Visibility of Portfolio to see pipeline and details of priority captured here that feed in to Single Backlog	* KPI as part of the single backlog ticket * DOD in please * Ensure all teams add tracking to gather data * Measure lead time and cycle time		* Planning at service road map & theme level * One singe place for all plans for all teams and consistent (Road Maps, Sprint Plans) * Planning to list dependencies * RAG cards for risks at SoS * DM to add note to risks on how to help solve the risk * Rate our Problems on a hi-lo impact v hi - lo frequency scale/matrix	* Standard & clear set of handover process * Have a handover sprint to ensure readiness * Formal assessments on teams as DOD
Next Steps What can we do next (any quick wins)?	Share the DAS Vision - add it to the planning board Ask PO's DM's to create team visions and set clear goal towards the vision	Add value statements to single backlog tickets	Show the priority of work on the planning board - single backlog view Dependancy map at single backlog level	Make the priorities clear on the single backlog Get a view of what is coming down the pipeline Add more detail to tickets in the single backlog - why, benefits, DOD, KPIs	DOD at team level - must performance test, must have tracking for GA etc		* Planning at service road map	GDS style assessments before BAU

Area: Service wide

Theme Common themes from data collected with PO, DC and Clan Lead clans	SMT	Comms	Roles	Time	Other
Problems What is wrong with the current ways of working?	We dont get SMT engagement with aligned sprint review. Not enough time with leadership team. 40% of SMT are on a separate service.	Volume of presentations - AS Show & Tell, Stakeholder Sprint Review, AS Sprint Review & Eileen/ SRO Update. Not always clear what meetings are happening and purpose Wider stakeholders not available means multiple presentations. Lack of consistent comms across teams - We constantly need to communicate out that getting a 100% of someone just isnt a thing anymore	No PO/PM lead or head Potential lack of product leadership (e.g. head of product role) DOS people not having correct skills Slow process with DOS to get the right person - no interviews - how do we make sure they can do the SOW - how do we feedback on performance Cross roles knowledge sharing DOS Framework is geared toward 'outcomes'	Knowledge transfer! No thinking time / or reviewing what we delivered. Lack of knowledge sharing, Capacity to define Arch processes	Participants for research - seems to be drying up
Impact What is the imapct of this problem?	* Lack of clarity when needed towards the goals, priority and vision in teams.	* Teams get less time with PO's causing delays in sprints. * Waste time in meetings not needed. * Duplication of work	* Potential lack of leadership for the PO profession. * Reduced quality due to lack of skills * Lost time getting people into the service. * People not delivering their SOW.	* Lack of knowledge in teams and the service * Not learning from the good things we have done * Lack of continous improvement	* Lack of research to identify user needs
Ideas What ideas do we have to change ways of working?	* Get time with SMT for all products - not just urgent ones * Each PO to have a slot with SMT to show & tell & get feedback at right points * smt should give us their expertise	* Have a definition/purpose for each meeting to allow people to know if they are required before arriving. * Review and streamline the schedule of presentations - ideally look to minimise duplication	* Get a lead PO * Phone interviews for new contractors before they arrive * Have training for POs or skill refresh * clan leads to become GDS assessors for our service space.	* Celebrate success * More cross programme retros/feedback * Have opportunities to join other teams session to share best practice (e.g. sprint planning , retros)	
Next Steps What can we do next (any quick wins)?					