



Veterans Affairs  
Canada

Anciens Combattants  
Canada

Canada

# Pension for Life:

## Project Implementation in Agile

Presentation for Joint Councils  
February 2020



# Outline

**01**

**Setting the Stage**

**02**

**Agile Implementation  
Approach**

**03**

**Benefits of Using  
Agile Approach**

**04**

**Challenges  
Using Agile in a  
Waterfall World**

**05**

- 1. Enablers to Success**
- 2. Lessons Learned**

**CONCLUSIONS**

# 01

# Setting the Stage

# Setting the stage

Objective	New Benefits	Guiding Principle	Timelines
<ol style="list-style-type: none"><li>1. Implement a new suite of benefits to provide recognition, income support and stability to Veterans and their families</li><li>2. Design, Development and Implementation of new Customer Relationship Management (CRM) System (GCcase)</li></ol>	<ol style="list-style-type: none"><li>1. Three new benefits</li><li>2. Conversion of previous benefits</li><li>3. Business process redesign, system design and implementation</li></ol>	<ol style="list-style-type: none"><li>1. Give Veterans benefit of the doubt</li><li>2. Design for the majority, not the exception</li><li>3. Veteran centric</li><li>4. Delegate &amp; empower VAC employees</li><li>5. Tell us once</li><li>6. Digital first</li></ol>	<ol style="list-style-type: none"><li>1. Announced December 2017</li><li>2. Live April 1, 2019, project mid-point</li></ol>

# Timelines

## Winter/Spring 2018

Business Process  
Redesign Team  
established and  
business process  
development begins

## Spring 2018

Development of Agile  
Vision and supporting  
framework.

## Summer 2018

Implementation of Agile  
framework, substantial  
completion of high level  
business process flows  
and capability to deliver  
on April 1st.



Go-live  
date



End of  
project

**Fall 2018 To Winter 2019**

Development and  
implementation of new  
business processes and  
supporting technologies

**April 2019 To March 2021**

**Design, Development,  
and Implementation  
of Full Operating  
Capability**

# 02

# Agile Implementation Approach



Veterans Affairs  
Canada

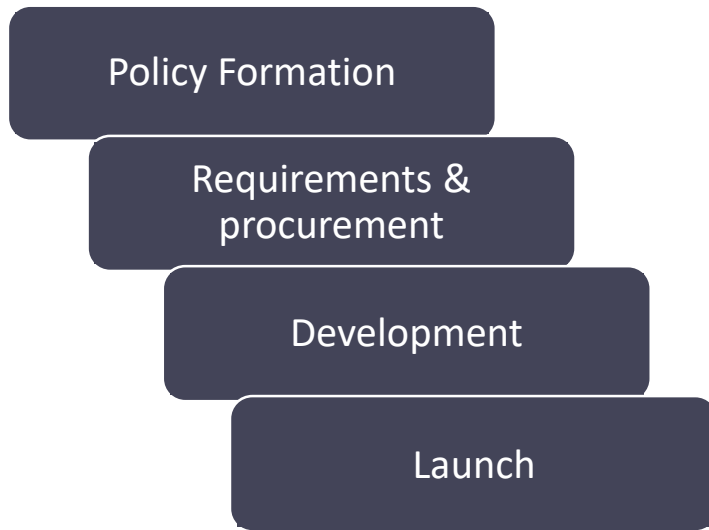
Anciens Combattants  
Canada

Canada



# Design – Implementation Approach

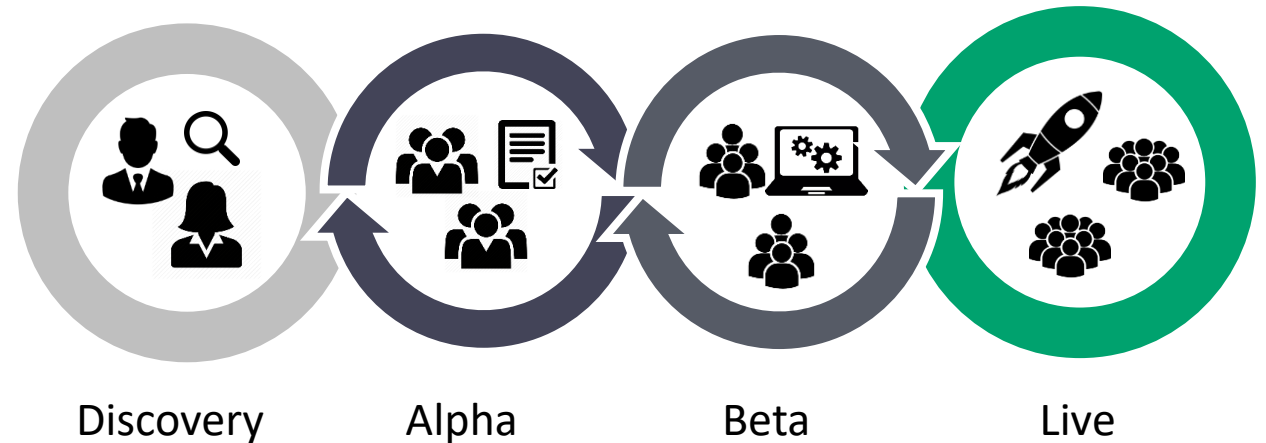
## Then: Waterfall



But when are the  
User's needs  
considered?

## Now: Agile

The essence of Agile Project Management



User  
participates in  
every step.

# 03

## Benefits of using Agile Approach



Veterans Affairs  
Canada

Anciens Combattants  
Canada

Canada

# Benefits of using Agile Approach



# 04

## Challenges using Agile in a Waterfall World



Veterans Affairs  
Canada

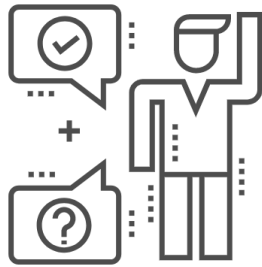
Anciens Combattants  
Canada

Canada

# Challenges with Agile Approach in a Waterfall World



GC Processes  
& Traditional  
Structures



Training in Agile  
environment



Operational  
Pressures



Reporting in  
Agile world



Consequences of  
Initial Operating  
Capability (IOC)

# 05

1. Enablers to Success
2. Lessons Learned



Veterans Affairs  
Canada

Anciens Combattants  
Canada

Canada

# Enablers to our success



A number of “enablers” contributed to the success of the Agile approach



# 1 Departmental priority



Whole of VAC approach



Scaled up leveraging GC enterprise



Change management & engagement



Funded



Communicated early & often

# Lessons Learned: Agile

## WHAT WENT WELL

VAC embraced the Agile implementation culture. It was a whole of department effort to support the culture shift.

## WEAKNESSES

There are opportunities to enhance coordination; particularly, there are opportunities to improve in the areas of training, testing and release of key functionality that spans across multiple scrum teams.

## CHALLENGE

Restructuring the requirements and to continue tackling Water-Scrum-Fall.



# Lessons learned: Management and governance within Agile

## WHAT WENT WELL

The April 1, 2019 go-live execution was well handled.

## WEAKNESSES

Transitioning to a new paradigm of delegated authority out to Scrum teams required time and understanding from all involved project participants.

## CHALLENGE

We need to refine governance roles and responsibilities in an agile framework that puts appropriate decision-making and reviews in the Scrum teams, as well as the overall project; without limiting each of the team's abilities to create increments and iterate on the delivered solutions. Further clarification and agreed upon processes should be provided.

# In conclusion



Agile was key to our success



Opportunities to be "more Agile"



Transition From Waterfall to Agile Continues



Veterans Affairs  
Canada

Anciens Combattants  
Canada

Canada