

Guide to Agile Delivery

Ontario's approach to agile service delivery

Agenda

1. Simpler, Faster, Better Services Act
2. Ontario's Digital Service Standard
3. Agile at the Ontario Digital Service
4. From projects to products

About me

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If you want to unlock your enterprise's digital transformation, you must change not only its relationship with technology, but its relationship with its technologists.

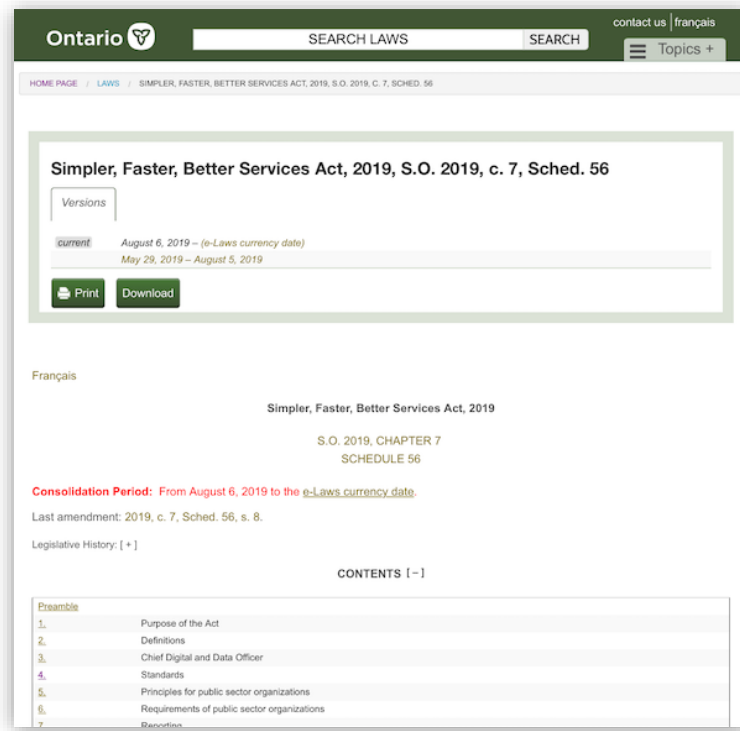
Schwartz, M. (2019). War, Peace, & IT: Business leadership, technology, and success in the digital age. Portland, OR: IT Revolution.

Simpler, Faster, Better Services Act

Simpler, Faster, Better Services Act

Principles for public sector organizations:

1. The design and implementation of digital services should be **user-centred**.
2. The potential **users of digital services should be consulted** about the design and implementation of digital services.
3. Services should not be available only through the use of digital services.
4. Digital services should be **continuously evaluated and improved**.



Ontario's Digital Service Standard

DIGITAL SERVICE STANDARD

14 points to help government build and deliver excellent online services

ontario.ca/digitalstandard

Test with the minister

Test or demo the service from beginning to end with the responsible minister before the service goes live

Understand users and their needs

Research to develop a deep understanding of who the users are, how they behave and what that means for the design of the service



Establish the right team

Put in place a sustainable multidisciplinary team, led by a skilled product manager who is empowered to make decisions

Be consistent

When accessing different services, user's experiences should feel cohesive, positive and consistent



Encourage people to use digital services

Encourage people to choose the digital service through every interaction they have with government

Ensure users succeed the first time

Create simple and intuitive services that users can complete on their very first attempt

Test the end-to-end service

Test the service from end-to-end to ensure that it remains available to users and free of errors

Measure performance

Continuously capture and monitor performance data to inform ongoing service improvements



Embed privacy and security by design

Identify the data and information the service will use, store or create. Put appropriate legal, privacy and security measures in place



Support those who need it

Put tools in place across all channels to support people who cannot use digital services on their own



Design the service from start to finish

Understand what users are trying to achieve and the steps required to complete that task

Be agile and user-centred

Design and build the service using an agile, iterative and user-centred approach

Use open standards and common platforms

Use open standards, open source software and common government platforms where available



alpha

Be agile and user-centred

- Agile is an approach to building services that breaks the work into smaller chunks known as iterations. Builds one feature of the service at a time until the entire service is complete.
- Agile lowers the risk of uncertainty and complexity because frequent iterations expose flaws in the original plan much faster
- User-centred methods put the focus on making services that are easy-to-use and are balanced with business needs and operations.

<https://www.ontario.ca/page/digital-service-standard>

Agile at the Ontario Digital Service

Empowered cross-functional teams

- Small, cross-functional teams of 8 or fewer
- Who have end-to-end responsibility for a product or service
- Team composition (size and specialization) can shift depending on product's needs
- Focus on continuously optimizing the service experience for users, based on feedback loops

Chapters Teams

- Content
- Data
- Experience Design
- Lean
- Policy
- Product
- Technology



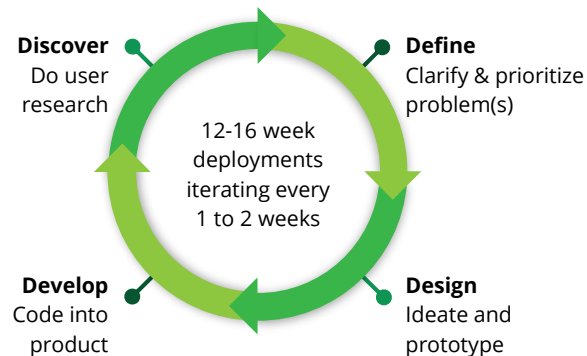
Agile Delivery Team



Team members also drawn from ministries and IT clusters.

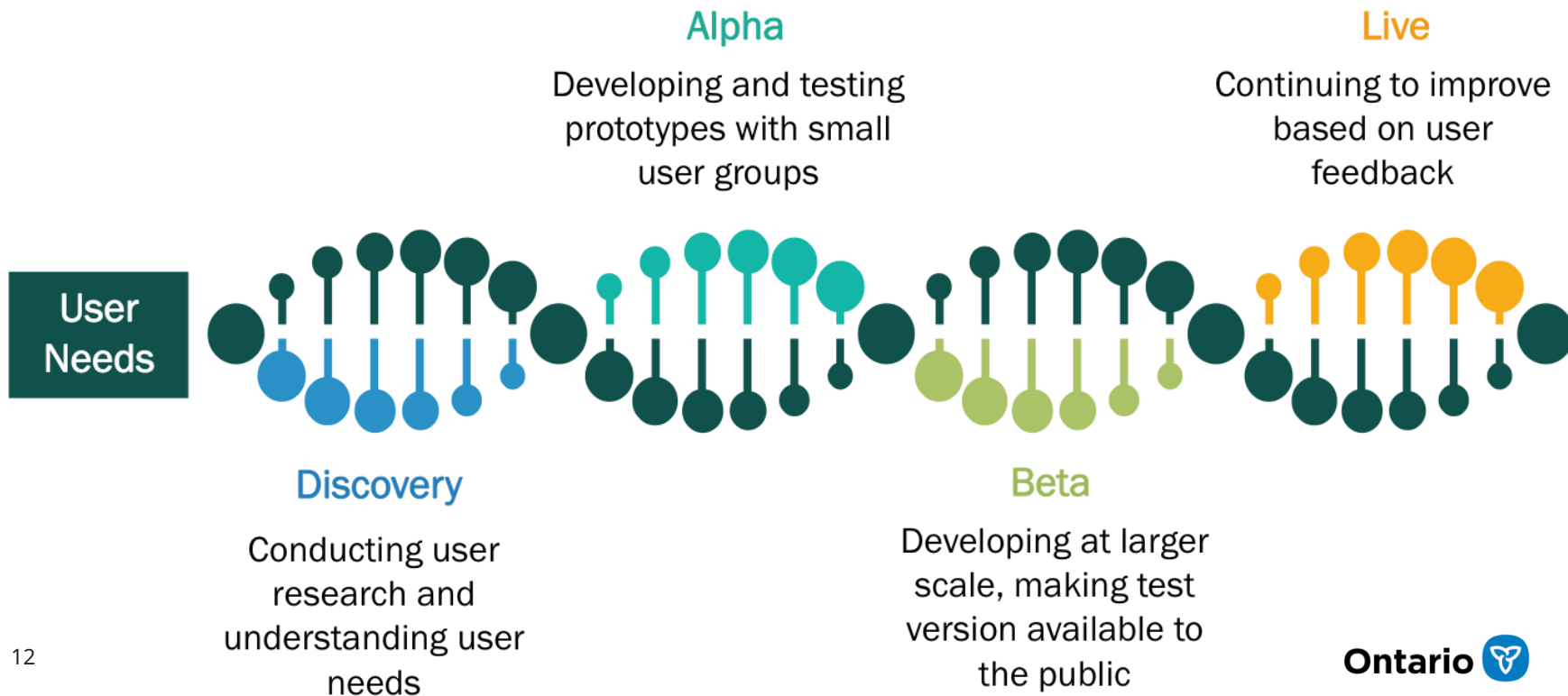


Lean/Agile/Continuous

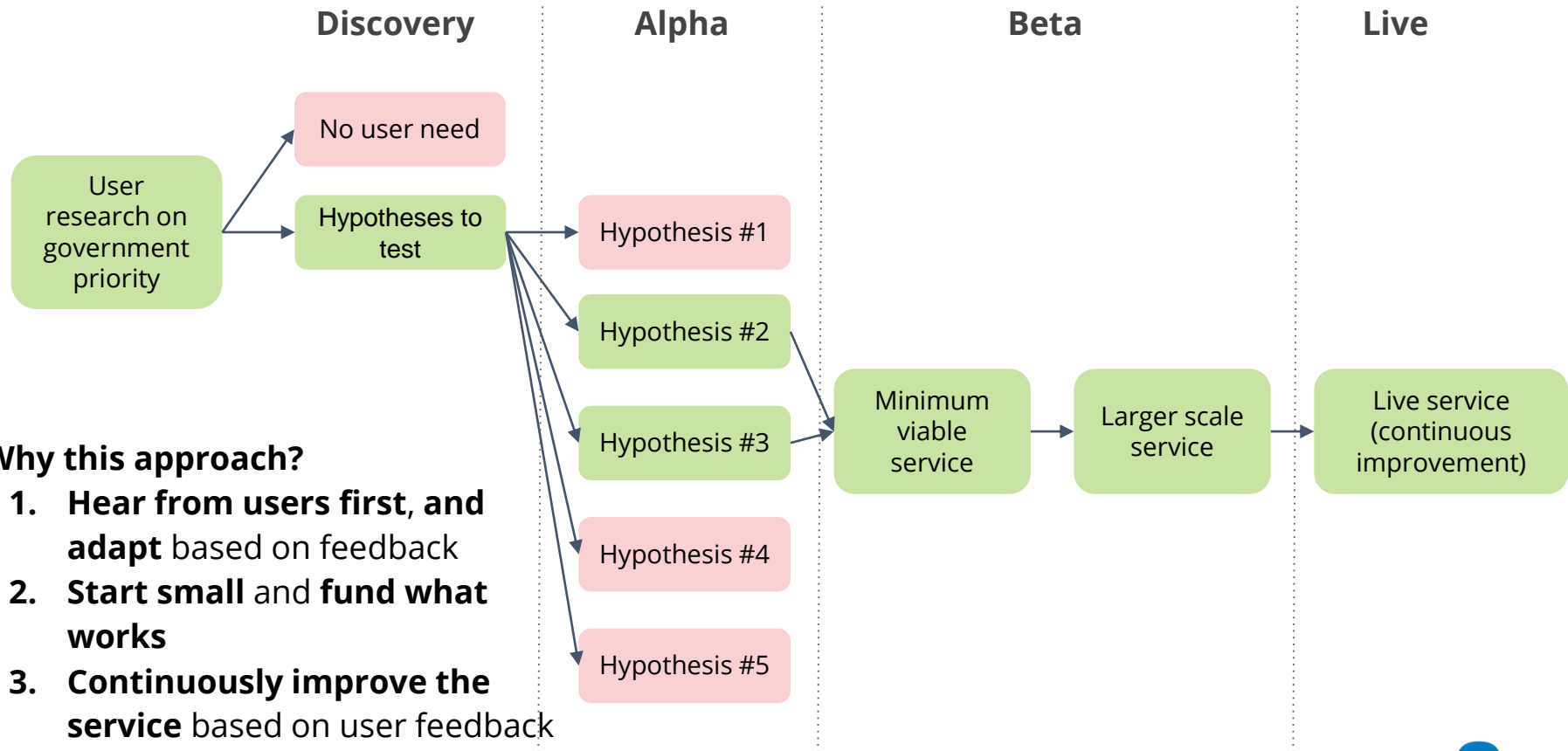


Agile design & build approach

Shorter cycles and better tested services delivered quicker and continuously improved real-world programs and services rather than paper policies



How we apply the standard to each government priority



Why this approach?

1. **Hear from users first, and adapt** based on feedback
2. **Start small** and **fund what works**
3. **Continuously improve the service** based on user feedback or technology change

From Projects to Products

Projects organize work into ***temporary***, build-only teams and are funded with specific benefits projected in a business case.

Post go-live consists largely of patching and support, new or changes to features ***are not budgeted.***

Products instead use ***durable
ideate-build-run teams***
working on a persistent need.

“Product-mode” allows teams to reorient quickly and allows time to validate benefits by using ***short-cycle iterations.***

FUNDING

Project-Mode

Pre-defined solution is funded.

vs.

Product-Mode

A team is permanently funded

ORGANIZATION

Project-Mode

Expertise in separate departments

vs.

Product-Mode

As a single durable team with unified accountability.

STAFFING CONSISTENCY

Project-Mode

No, not by design

vs.

Product-Mode

Yes

PRIORITIZATION

Project-Mode

Project Portfolio Management

vs.

Product-Mode

Roadmap items are prioritized by product managers and the product team.

Thank you!

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