ATLASSIAN

The content described herein is intended to outline our general product direction for informational purposes only. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions. The development, release, and timing of any features or functionality described herein remain at the sole discretion of Atlassian and is subject to change.

Lumen's SAFe Transformation:
Best practices and lessons learned

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Mai Lian Scarlett

Senior Director
Agile Transformation Office

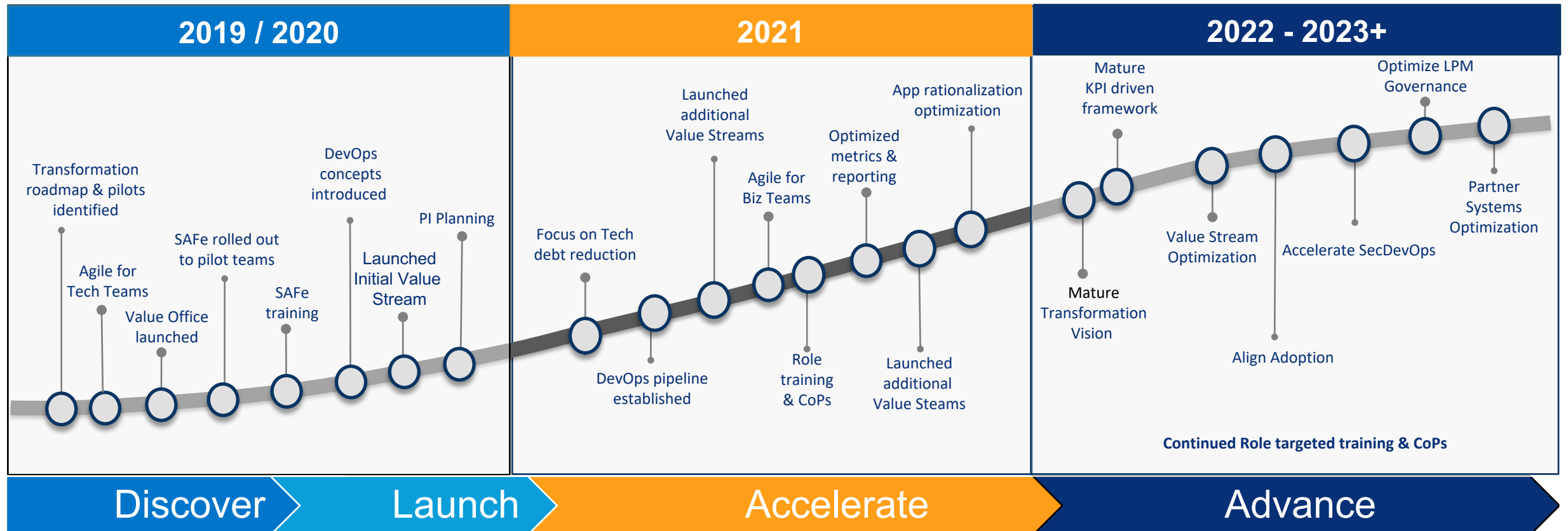**Rob Mulvaney**
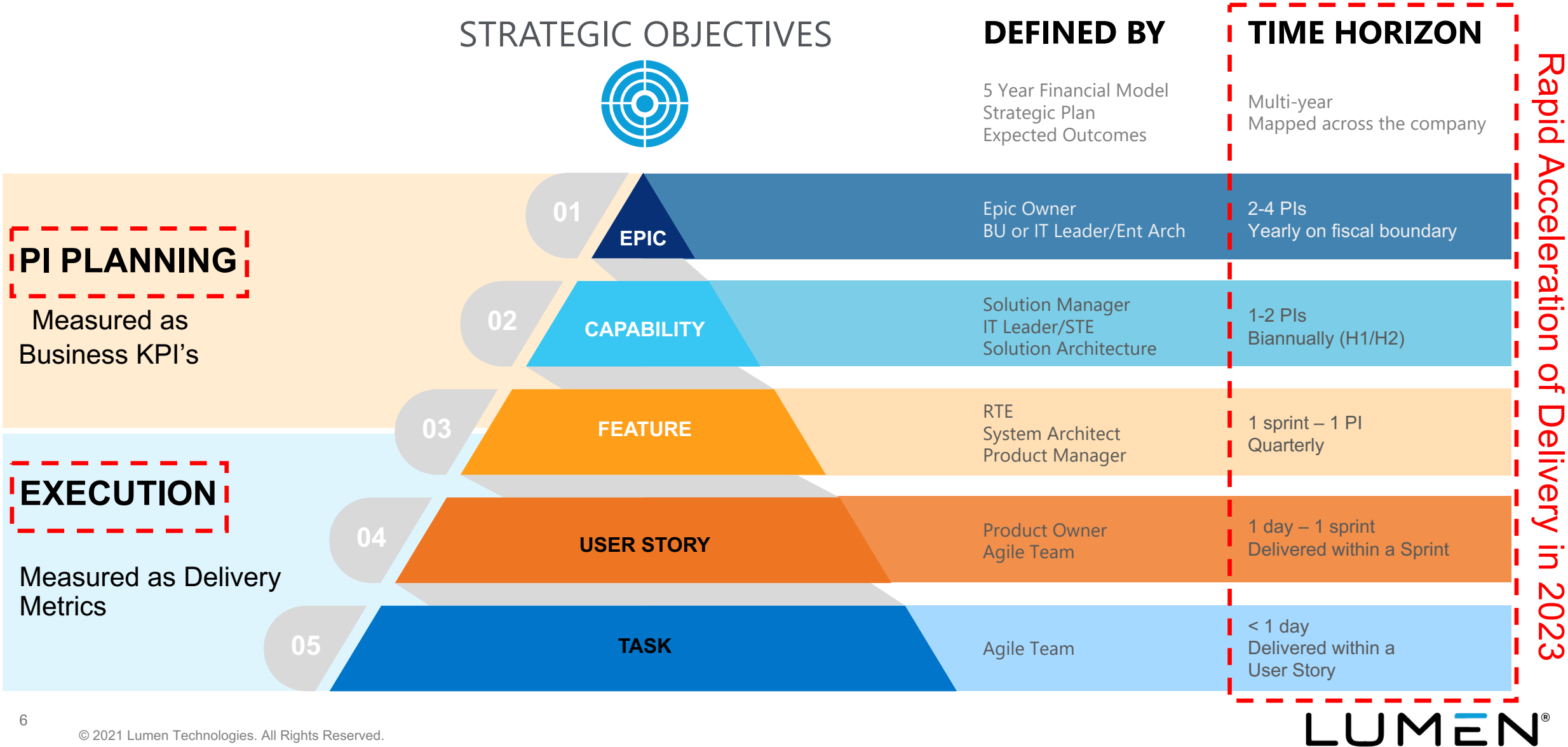
Senior Manager
Agile Transformation Office

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The Lumen Journey to Business Agility

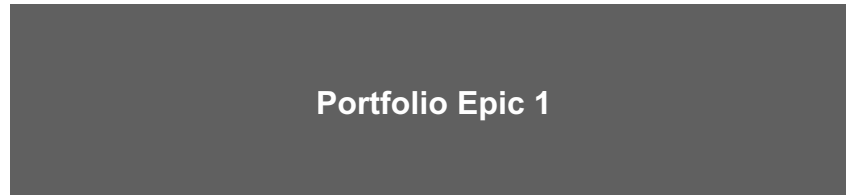*Business systems drive the underlying behaviors that influence organizational success*

2019 / 2020	2021	2022 - 2023+

2019 / 2020
- Transformation roadmap & pilots identified
- Agile for Tech Teams
- Value Office launched
- SAFe rolled out to pilot teams
- SAFe training
- DevOps concepts introduced
- Launched Initial Value Stream
- PI Planning

2021
- Focus on Tech debt reduction
- DevOps pipeline established
- Launched additional Value Streams
- Agile for Biz Teams
- Role training & CoPs
- Optimized metrics & reporting
- Launched additional Value Steams
- App rationalization optimization

2022 - 2023+
- Mature KPI driven framework
- Mature Transformation Vision
- Value Stream Optimization
- Align Adoption
- Optimize LPM Governance
- Accelerate SecDevOps
- Partner Systems Optimization

Continued Role targeted training & CoPs

Discover → **Launch** → **Accelerate** → **Advance**

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Historical Delivery Cadence

STRATEGIC OBJECTIVES

	DEFINED BY	TIME HORIZON
	5 Year Financial Model Strategic Plan Expected Outcomes	Multi-year Mapped across the company
01 EPIC	Epic Owner BU or IT Leader/Ent Arch	2-4 PIs Yearly on fiscal boundary
02 CAPABILITY	Solution Manager IT Leader/STE Solution Architecture	1-2 PIs Biannually (H1/H2)
03 FEATURE	RTE System Architect Product Manager	1 sprint – 1 PI Quarterly
04 USER STORY	Product Owner Agile Team	1 day – 1 sprint Delivered within a Sprint
05 TASK	Agile Team	< 1 day Delivered within a User Story

PI PLANNING

Measured as
Business KPI's

EXECUTION

Measured as Delivery
Metrics

Rapid Acceleration of Delivery in 2023

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SCALED AGILE

Jira Software

ENTERPRISE PORTFOLIO

Portfolio Epic 1

Portfolio projects ae grouped in Jira under the category PORTFOLIO. The primary selections are:

- Portfolio 1 –Enterprise Portfolio
- Portfolio 2 – Consumer Portfolio

VALUE STREAM

VALUE STREAM 1 — Capability 1

VALUE STREAM 2 — Capability 2
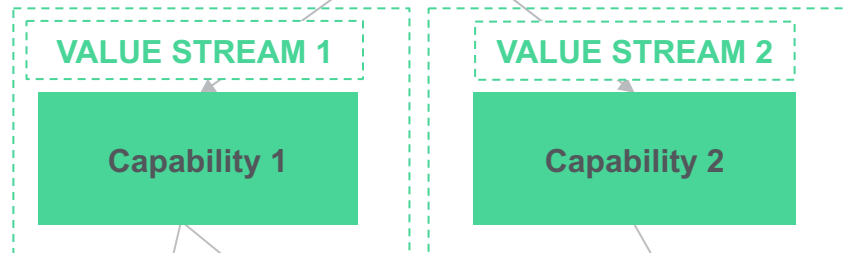
Value Stream projects are labeled under the category VALUE STREAM. The Jira project key is the first initials of the Value Stream name with the suffix -VS indicating value stream. Examples:

- ABCVS – ABC Value Stream
- XYZVS – XYZ Value Stream

AGILE RELEASE TRAIN (ART)

ART 1 — Feature 1

ART 2 — Feature 2

ART 3 — Feature 3
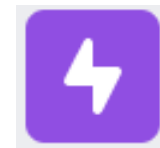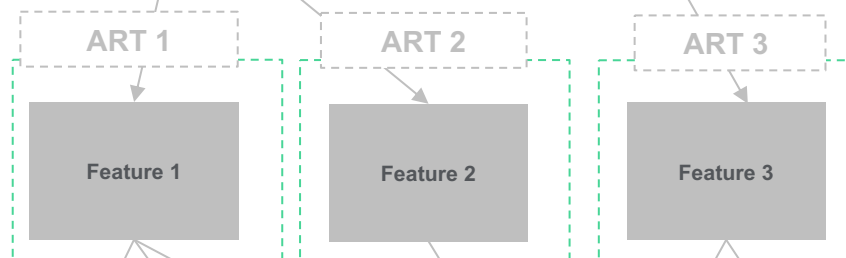
Agile Release Train projects are labeled under the category RELEASE TRAIN. The Jira project key is the first initials of the Value Stream followed by initials of the ART project. Examples:

- ABC12 – ABC Release Train "12"
- XYZ12 – XYZ Release Train "12"

TEAM

User Story 1 | User Story 2 | User Story 3 — TEAM 1)

User Story 4 — TEAM 2

User Story 5 | User Story 6 — TEAM 3
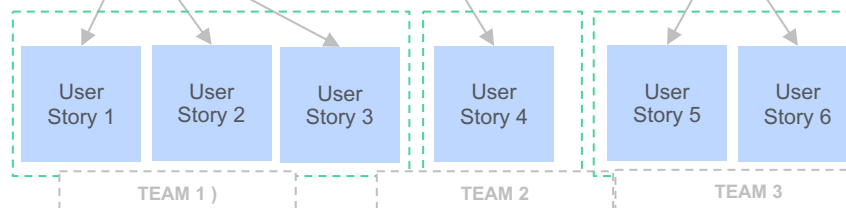
Teams complete their work under the Release Train project

GUARDRAIL CONSIDERATIONS: ADMINISTRATORS

User Access

Workflows

Permissions

Sprint creation

Fix Version

Workflows
CTL Capability Workflow Mobilized_V1.0 `ACTIVE` `SHARED BY 71 PROJECTS`
It's a workflow for Capabilities!

Workflows
CTL Feature Workflow Mobilized ✏️ `DRAFT` `SHARED BY 204 PROJECTS`
It's a workflow for Features!

Mobilized Value Stream Permission Scheme

Project permissions define who can access a project and what they can do (create and comment on issues, for example). Access to individual issues is defined in issue security.

This project is using the scheme: Mobilized Value Stream Permission Scheme. To change project permissions, use the **Actions** menu to choose a different scheme or modify the current scheme. Learn more

Note:

Proj

Mobilized ART Permission scheme

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Note: Permission schemes may be used by multiple projects. Modifying a scheme will affect any project it's associated with.

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Jira Support

Click to open a support request, view News and Announcements and Release Notes. Don't forget to leverage the Jira Community in our Jira Teams Channel as well!

If necessary, our Jira admins can be reached at **Jirareq@lumen.com**

▽ Contact us about

User Access
User Activation/Reactivation- Automated, Deactivate User 〉

Jira Migration Support
Jira Migration Support (server to cloud) 〉

Jira CTL (XLR8 Mobilized)
Create Something New (Mobilized), Change Something Existing (Mobilized), Customization/Suggestion/Troubleshooting Requests 〉

Lumen-NM (JIRA Non-Mobilized)
Create Something New (Non-Mobilized), Change Something Existing (Non-Mobilized), Customization/Suggestion/Troubleshooting Requests 〉

JWM (Jira Work Management)
Create a new JWM project, Change Something in JWM, Customization/Suggestion/Troubleshooting Requests 〉

Confluence
Create a new Confluence Space, Change Something in Confluence, Customization/Suggestion/Troubleshooting Requests 〉

XLR8 Digital Roster
Change Something in the XLR8 Digital Roster, Customization/Suggestion/Troubleshooting Requests 〉

Contact us about
Jira CTL (XLR8 Mobilized) ⌄

What can we help you with?
⊕ Create Something New (Mobilized) ⌄

Raise this request on behalf of *
🔴 Robert Mulvaney (robert.mulvaney@lumen.com) ⊗ ⌄

Summary *
[   ]

Attachment
Drag and drop files, paste screenshots, or browse
Browse

⚠ Please do not submit user access requests using this form. If you need access to Jira Software, please use the "User Access" form.

ℹ **Value Stream:** Typically driven by Portfolio Manager, RTE, or STE, Value Streams are a Jira Project that contains the Capabilities that are worked on across ARTs that fulfill the mission of a value stream. Read More

ART/Jira Project: A Jira Project that encompasses a group of Shared Teams, and all of the Features, Stories, Tasks, Bugs, and Sub-Tasks they work on. Read More

Shared Team: A group of people that plan sprints together, build products through to deployment, and share a team board in Jira. These teams primarily plan, develop, and deliver stories (sometimes features).

What are you looking to create? *
○ New Shared Team
○ ART/Project
○ Value Stream
○ Fixed Versions (under development)
○ Sprints (under development)

Send   Cancel

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⦿ ART/Project
○ Value Stream
○ Fixed Versions (under development)
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Value Stream? *
Select... ⌄

Core Network Solutions (CNSVS)
Corporate Product and Platform Engineering (CPPEVS)
CTL BM Enabled (BMVS)
Day 2 Services (D2SVS)
Edge (EDGEVS)
End State
Foundation Services

Preferred Project Key
[   ]

RTE E-mail? *
[   ]
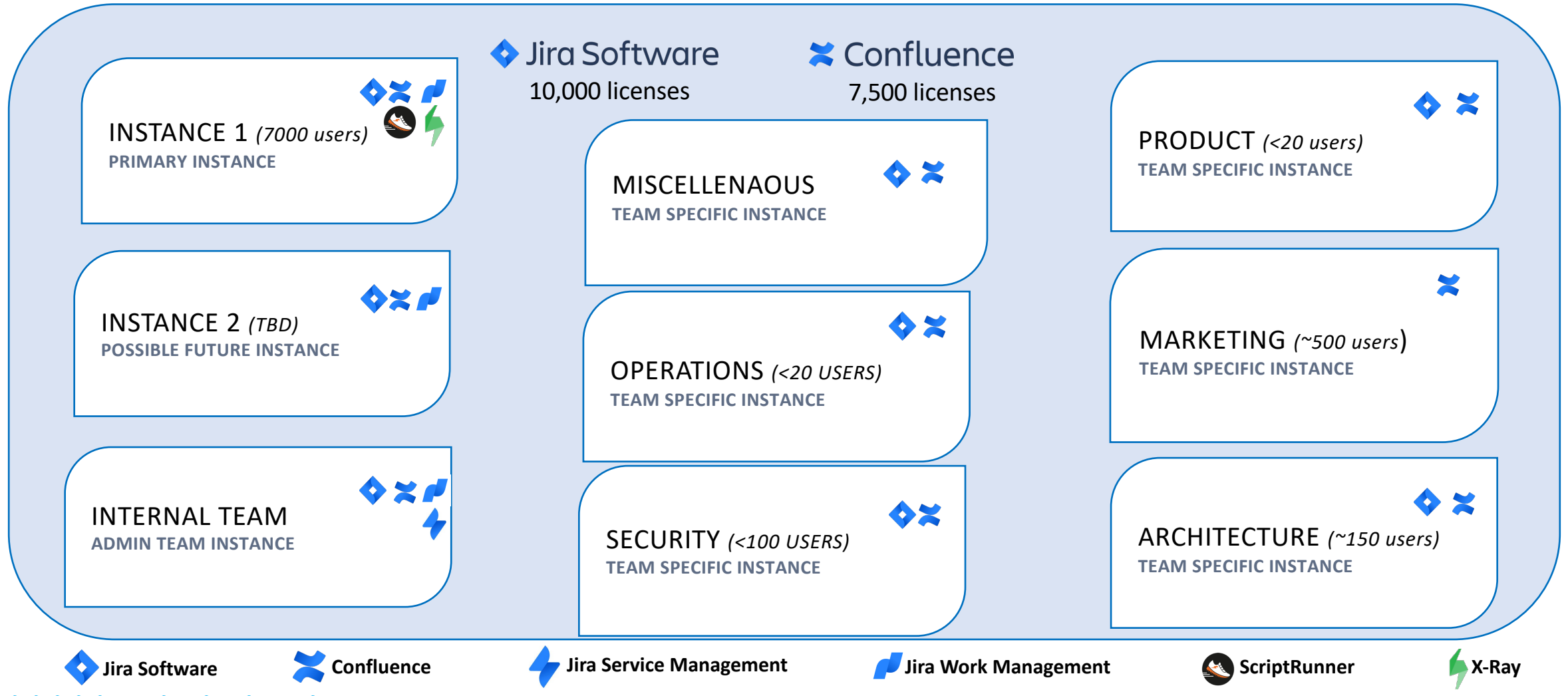
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Lumen multi-site cloud architecture environment

$ **Centralized user billing**
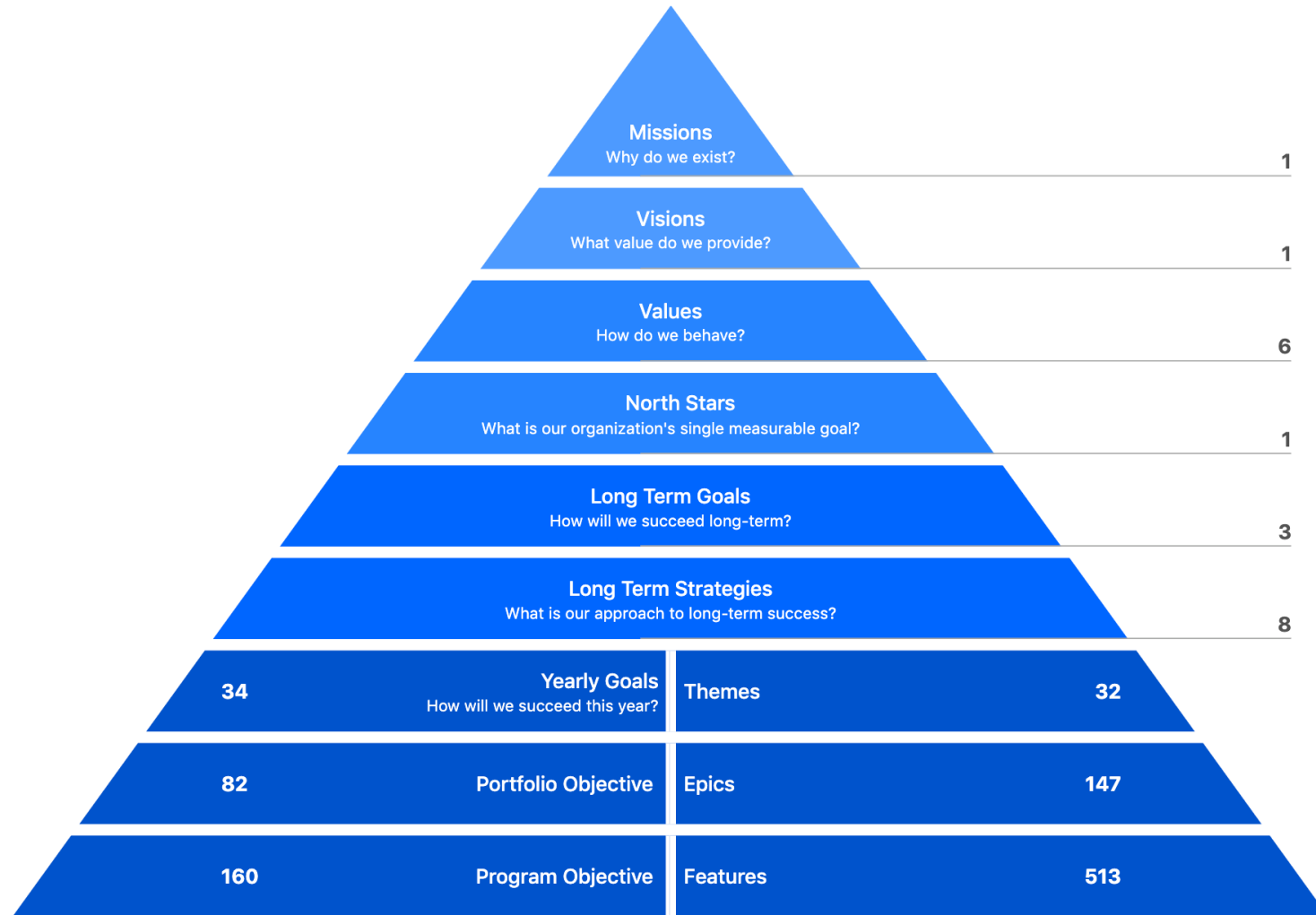Assign users to all sites with a single user license.

A **Atlassian Access**
Centralized user and product administration.

◆ Jira Software
10,000 licenses

✕ Confluence
7,500 licenses

INSTANCE 1 *(7000 users)*
PRIMARY INSTANCE

INSTANCE 2 *(TBD)*
POSSIBLE FUTURE INSTANCE

INTERNAL TEAM
ADMIN TEAM INSTANCE

MISCELLENAOUS
TEAM SPECIFIC INSTANCE

OPERATIONS *(<20 USERS)*
TEAM SPECIFIC INSTANCE

SECURITY *(<100 USERS)*
TEAM SPECIFIC INSTANCE

PRODUCT *(<20 users)*
TEAM SPECIFIC INSTANCE

MARKETING *(~500 users)*
TEAM SPECIFIC INSTANCE

ARCHITECTURE *(~150 users)*
TEAM SPECIFIC INSTANCE

◆ **Jira Software**   ✕ **Confluence**   ⚡ **Jira Service Management**   🏃 **Jira Work Management**   ⚫ **ScriptRunner**   ⚡ **X-Ray**

Strategy Pyramid

Missions — Why do we exist? — 1

Visions — What value do we provide? — 1

Values — How do we behave? — 6

North Stars — What is our organization's single measurable goal? — 1

Long Term Goals — How will we succeed long-term? — 3

Long Term Strategies — What is our approach to long-term success? — 8

| 34 | Yearly Goals — How will we succeed this year? | Themes | 32 |
| 82 | Portfolio Objective | Epics | 147 |
| 160 | Program Objective | Features | 513 |

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Key Takeaways

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Top Priority – Get These 3 Things Right!

Clarity & Purpose

It is all about the *people*, establishing and *increasing clarity and trust* significantly improves culture and delivery of value in a predictable fashion

High Autonomy & High Alignment

Give teams *high autonomy* setting clear practice guardrails and letting them self-manage - Scrum or Kanban. Significantly increase *alignment* with a monthly planning on a regular cadence.
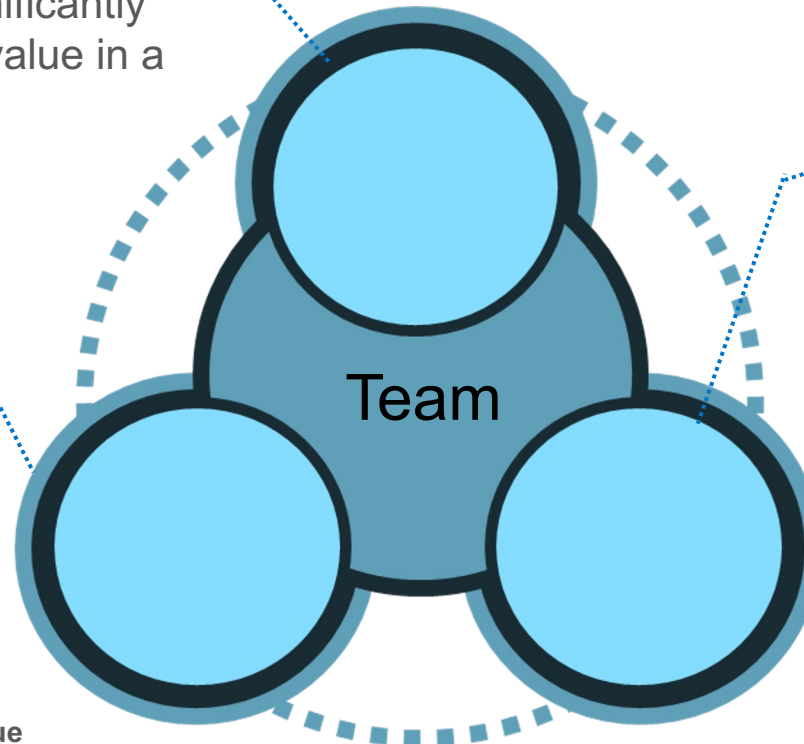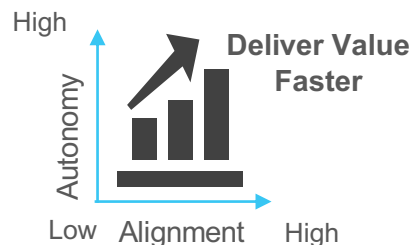
Lean Startup Mindset

Avoid analysis paralysis, waiting to understand everything before we mobilize the delivery of value. Adopt the *Lean Startup Mindset*, that is the way of the future in the digital world.

Think it. Build It. Ship It. Tweak It.

Team

High

Autonomy

Deliver Value Faster

Low   Alignment   High

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Agile Transformation Office

Rob Mulvaney
Senior Manager
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