Plandek

> ## Case Study

UK Ministry of Justice

Using Plandek to give teams intelligent insight to continuously improve their delivery effectiveness

What is Plandek?

Plandek is an analytics platform to help software delivery teams track and drive the delivery of valuable software, faster and more predictably. Plandek provides dashboards and analytical tools used across the delivery organisation:

> **Dashboards and reporting for technology** leadership to set direction; track resource allocation and delivery effectiveness; and report meaningful metrics to C-Suite stakeholders

> **Management dashboards** of end-to-end delivery and engineering metrics to enable delivery, engineering and product managers to engage their teams accelerate their delivery.

> **LiveView intelligent analytics** to enable teams to identify blockers in real-time and identify and diagnose delivery issues to make their job easier and accelerate the delivery of value at Sprint and Epic level.

For more details on Plandek, please visit **www.plandek.com**
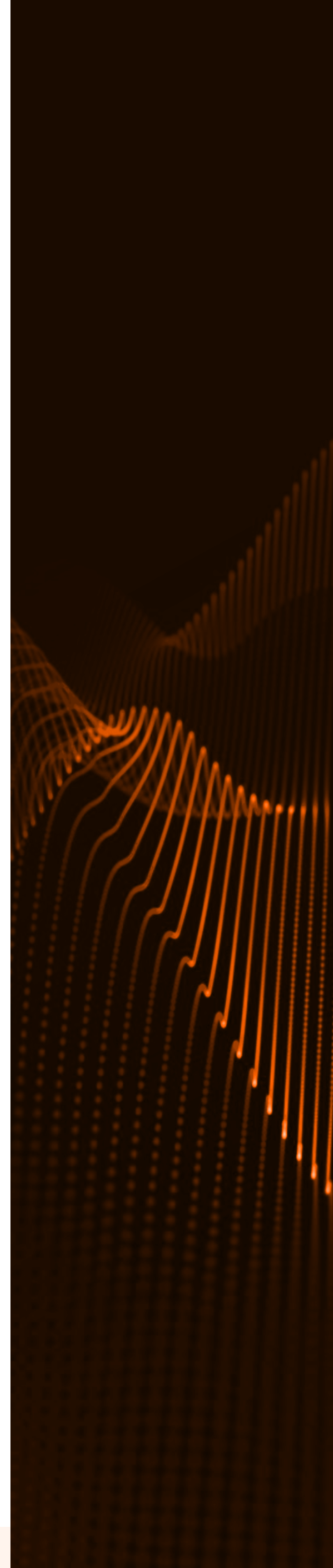
01 The Plandek use case at the UK Ministry of Justice

The UK Ministry of Justice (MoJ) is a major government department at the heart of the UK justice system. Its vision is to deliver a world-class justice system that works for everyone in society. As such it relies on a large software delivery team of several hundred software engineers to deliver a roadmap of features which are strategically critical for the Ministry.

There has been significant investment in Agile DevOps and a recognition that teams would benefit from a consistent set of metrics to not only continuously improve efficiency across the SDLC (Software Delivery Life Cycle), but to empower teams to improve through critical feedback.

However, **the delivery organisation is varied and complex with disparate workflows, systems instances and use of core systems like Jira. Some teams are advanced in their use of core DevOps systems and have well defined DevOps processes and disciplines – and others are less so.**

In light of this, there is a recognition that any engineering intelligence solution (like Plandek) would have to work in this complex data environment and provide value for teams at different levels of Agile DevOps maturity.

As a result, Plandek was adopted with the sponsorship of Lianne Mellor, Head of Delivery Management, and Giulio Folino, Head of Digital, to:

> Define and present a set of 'North Star' delivery and engineering metrics around which all teams could align.

> Empower teams with intelligent insight surfaced via Plandek's customisable dashboards and related analytics to self-improve at team level.

> Share success and learnings across teams (at different levels of maturity) based on a quantitative understanding of what makes for a high performing team.livery process!
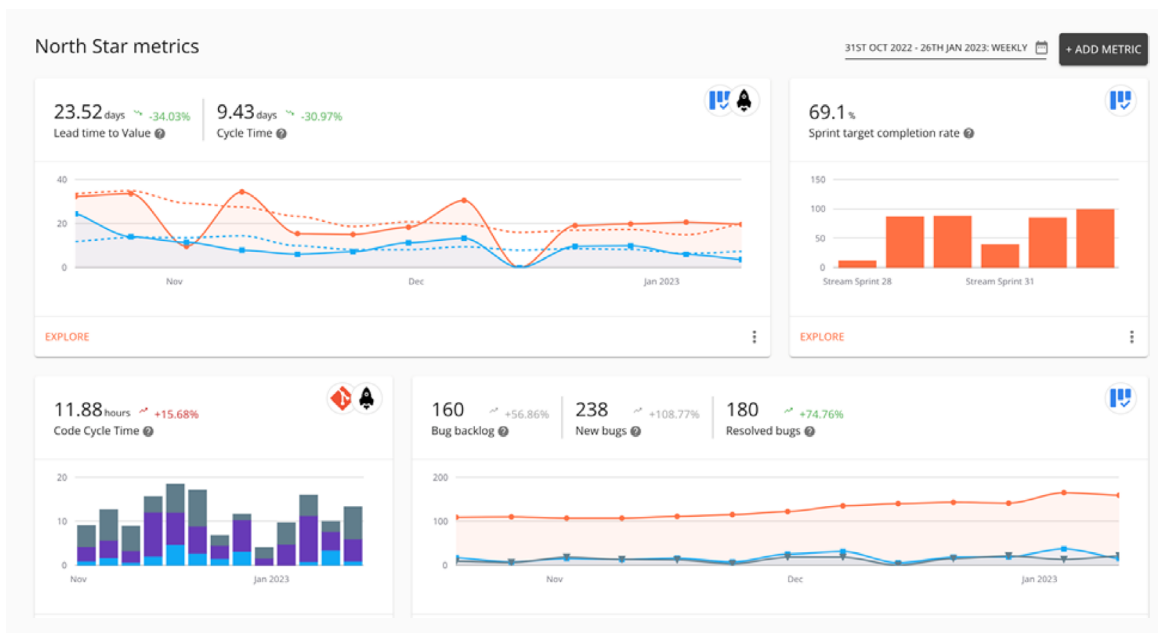
02 Implementing Plandek at MoJ

The team at MoJ used Plandek's simple set-up process to connect issue tracking, code repos and CI/CD pipelines in a matter of minutes to gain visibility throughout their end-to-end delivery toolchain.

Once connected, the MoJ and Plandek Customer Success team worked collectively to identify a core set of 'North Star' metrics that would underpin their main delivery objectives. By pairing the outcomes that they wanted to achieve with a set of North Star metrics, MoJ was able to align teams, support their growth and generate scalable conversations and learnings across their organisation.

Figure 1. Example 'North Star' metrics

The outcomes they wanted to achieve were:

Outcome	North Star Metric(s)	Behavioral impact
We want to become a more efficient delivery organisation, adopting and promoting Agile principles.	• Lead time to Value • Cycle time	Improve visibility of how time is spent throughout the delivery process to encourage teams to identify areas for improvement, improving the overall time required to deliver value to users.
We want to establish a highly reliable delivery organisation that regularly meets commitments.	• Sprint Target Completion	Set a target for teams to deliver between 80-90% of their sprint commitments, ensuring that they can plan and execute sprints consistently over time.
We want to ensure that we're proactively managing quality to delight our users and minimise the potential impact on value delivery.	• Bugs raised vs resolved • Bug backlog trend	Ensure teams are actively "shifting left" during testing and are aware of the impact prioritization has on their bug backlog position so growth doesn't disrupt the continual delivery of value.
We want our engineers to actively share knowledge and closely collaborate in order to work more efficiently and minimise the risk of consolidated knowledge.	• Code Cycle Time	Once a Pull Request is opened, we want the team to review, approve and merge as quickly as possible, and sharing knowledge ensures more people are able to support this process.

03 Engaging teams and driving a data-driven culture

Product level

Plandek's core belief is that data-driven delivery will never drive real business value unless it is 'loved by teams and relied on by managers' – by this we mean it should be a 'bottom-up meets top-down' process which completely engages teams, so that the entire delivery organisation buys into improving shared goals and metrics.

Whilst North Star metrics enabled MOJ to set the focus for the organisation, it was critical that their teams had the autonomy to build subsequent views that enabled them to understand and address the challenges that were unique to them.

And given a core principle within MOJ is continual improvement, the journey each team takes changes and therefore it was critical for them to have the autonomy to build views that would meaningfully help them improve.

Plandek has a range of dashboards and intelligent analytics designed for Delivery Managers and team use – to help them deliver their immediate delivery goals (e.g. within an epic).

Figure 2 below shows example product delivery metrics ('core product delivery KPIs') created at the product level. The metrics track squads' effectiveness in delivery product milestones. Multiple customised dashboards were created by Delivery Managers across MOJ to help teams accelerate their roadmap delivery and improve the organisation-wide 'North Star' metrics set by technology leadership within MOJ.

Epic Cycle Time was often selected as a key metric at product level as it underpins the ability of squads to shorten the time to deliver new features to live.

Figure 2. Example product delivery improvement metrics
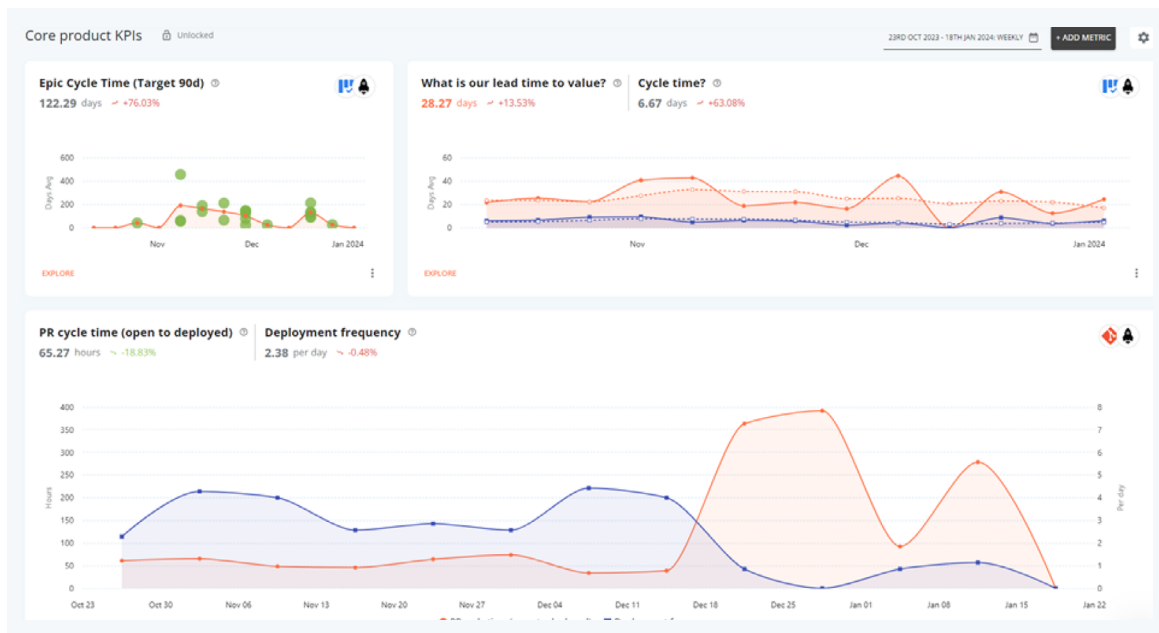
04 Engaging teams and driving a data-driven culture

Team level

Plandek's LiveView feature applies intelligent algorithms to review a team's entire ticket history in order to identify anomalous tickets in real time, and flag these to Team Leads for review and mitigation. LiveView is available at sprint and epic level to track and reduce delivery risk and improve delivery forecasting.

'Action items' identified include tickets that have remained in a status longer than normal, have a higher degree of complexity than normal or have been added after a sprint has started. Other examples include identified anomalies in the pull request process.

LiveView is a popular feature across MOJ squads to help them better execute sprints and epics and therefore drive improvement in the overall North Star metrics valued by the MOJ technology leadership.

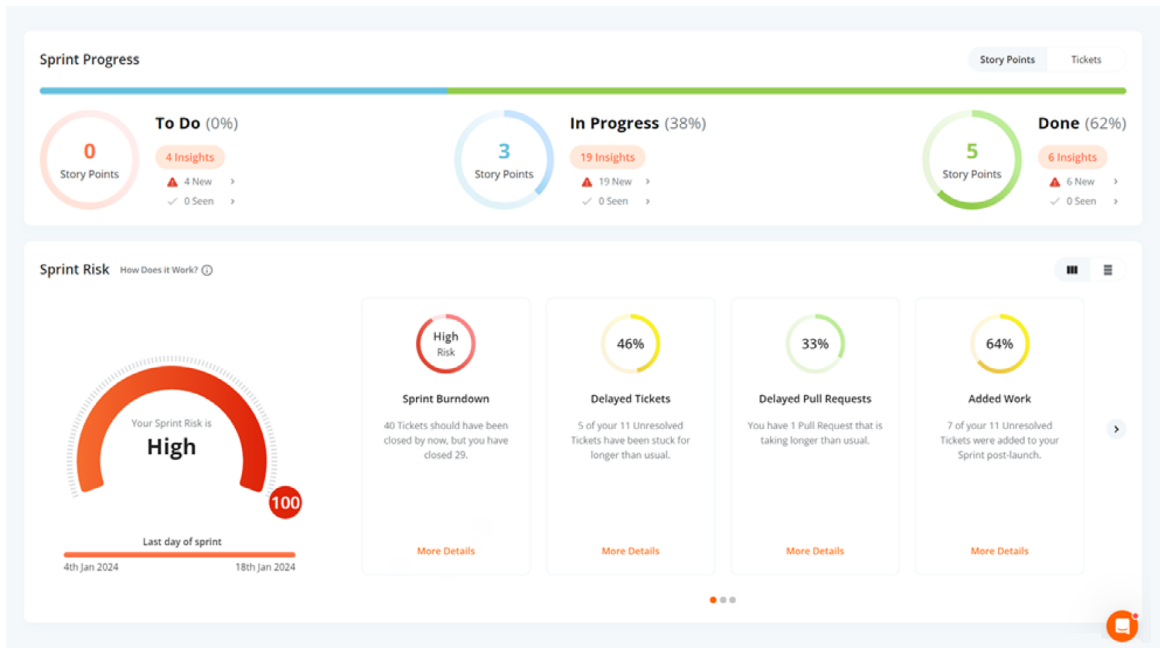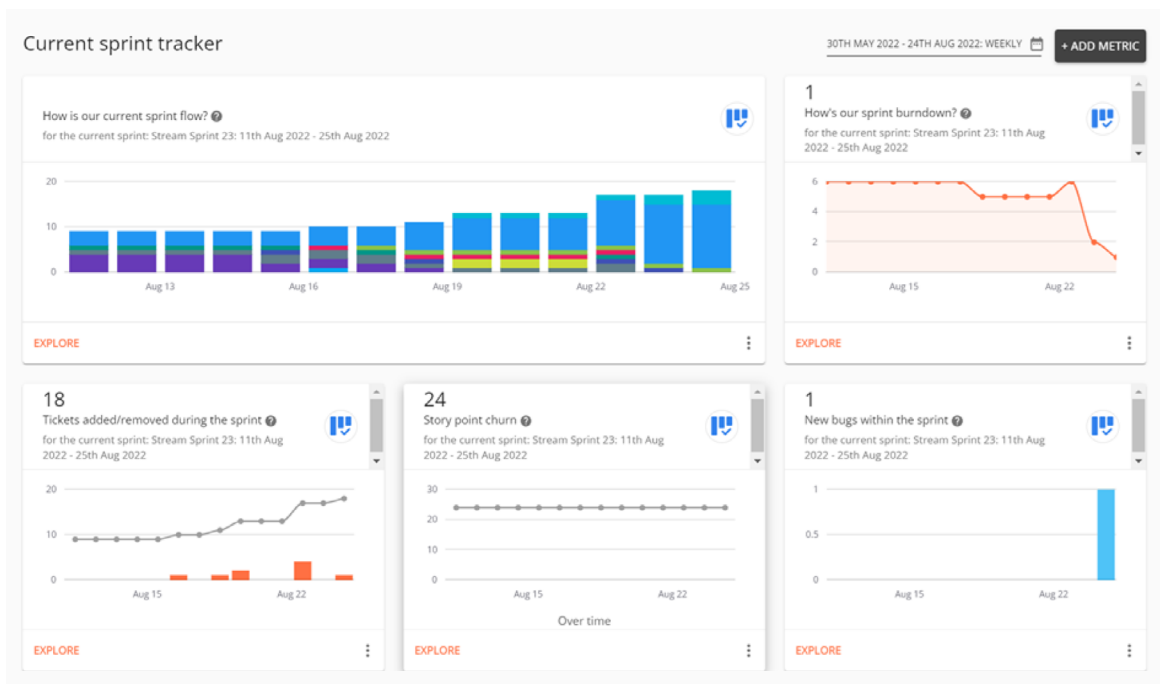**Figure 3. Example LiveView intelligent Sprint optimisation**

Figure 4. Example tea-level sprint Tracker dashboards

05 Sharing success across portfolios and teams

MoJ is renowned for nurturing a culture where successes and learnings are shared across their portfolios and between teams. Whilst North Star metrics have enabled them to establish a set of outcome-led metrics that facilitate scalable conversations that lead to scalable learnings across their delivery organisation, team-level dashboards provide delivery and engineering managers with the ability to quickly focus on any particular challenges a team is going through.

Given these challenges are often unique to the team and time-boxed, the ability to quickly set up custom views is not only essential to supporting continual improvement at the team level, but provide managers with meaningful talking points as they support each other within their portfolios.

"At the MoJ, we believe that data is best way to drive continual improvement and build an effective delivery culture. Plandek has enabled us to focus our organisation on the delivery behaviours that drive the right outcomes, whilst providing our people with a robust tool to support coaching and learning opportunities."

Giulio
Head of Digital, LAA

06 Tracking success – the impact of Plandek at Moj

Plandek helps MoJ accelerate value delivery in key ways:

> It **opens up 'the black box' of technology** delivery for senior stakeholders so, for the first time, they receive understandable KPIs that provide a balanced scorecard of delivery effectiveness, thereby greatly improve communication and trust between the MoJ delivery team and its internal customers.

> It ensures that the **delivery capability** is aligned around the key strategic (value creating) priorities of the business.

> It provides a **set of metrics** that is shared and understood from teams upwards, so that everyone within delivery is focused on driving improvement over time – and there is a set of KPIs that are understood within technology and between technology and internal stakeholders.

> It is designed to be **'loved by teams and relied on by managers'** – so that the teams themselves (upon which the ROI of tech delivery ultimately depends) become data-driven and track and drive the determinant metrics that drive improvement in the higher level KPIs that determine delivery ROI (such as Lead Time to Value and Deployment Frequency). This is crucial in ensuring that it is not imposed 'top-down' on technology teams and it is adopted on a long-term basis to drive value.

Plandek delivers demonstrable improvement in the metrics that drive value delivery:

	Lead time to value	MoJ has seen a **15%** improvement over the last year Cycle Time has improved by nearly **20%**
	Velocity	Teams have seen velocity increase by nearly **15%**
	Sprint completion	Team have become **20%** more effective at planning and executing sprints
	Code Cycle Time	Engineers are taking **15%** less time to get new pull requests into review

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About

Plandek is an intelligent analytics platform to help software delivery teams deliver valuable software, faster and more predictably.

Plandek enables technology teams to track and drive their improvement and share understandable KPIs with stakeholders interested in accelerating value creation/improving delivery efficiency. As such Plandek is a key global vendor in the fastest growing area of DevOps known as Value Stream Management.

Plandek works by mining data from delivery teams' toolsets (such as issue tracking, code repos and CI/CD tools), to provide actionable and intelligent insight across the end-to-end software delivery process for users throughout the delivery team - from Team Lead to the CIO.

Plandek is recognised as a top global vendor by Gartner and Forrester and is used by private and public organisations globally to optimise their technology delivery.

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