

Agile and open ways of working

Digital transformation training programme
Module #3



ASIA AND THE PACIFIC

**Regional
Innovation Centre**

A few zoom we start

house rules before

- Make sure your name is displayed
- Keep your video on unless you have connectivity issues
- Mute if you're not speaking
- Don't hesitate to ask questions by raising your hand or using the chat

Where we are

1. Introduction to digital government

2. Human-centred design for digital services

3. Agile and open ways of working

4. Building trust in digital government

5. Data: uses, opportunities and risks

6. Managing digital technology risks

7. Navigating barriers to digital government

1. Agile

2. Walking in the open

1. Agile

a. The origins of agile

b. Agile service delivery in government

2. Walking in the open



5-min group discussion

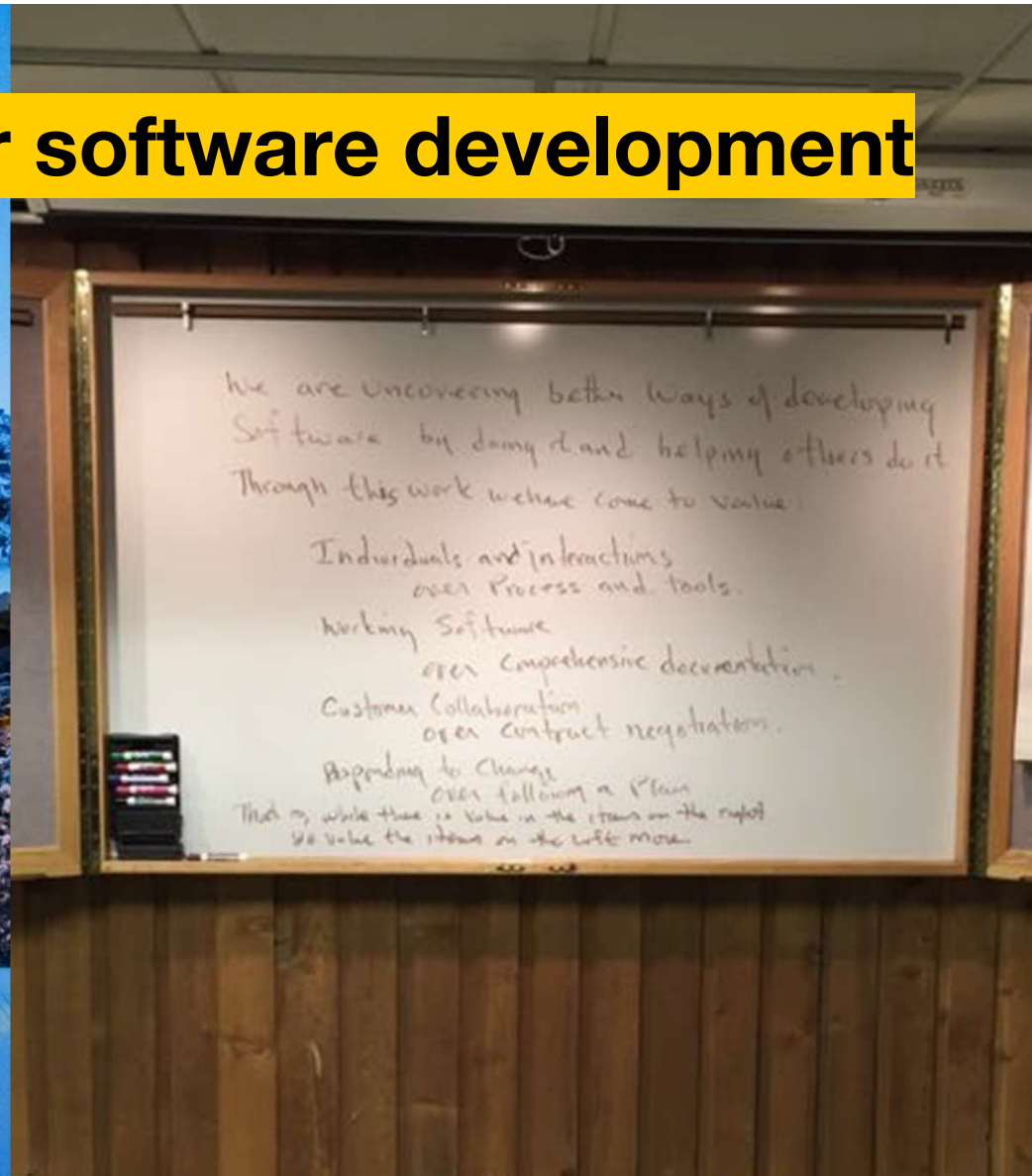
What does agile mean to you?

Agile means many things to
different people.

But there's a core set of principles that tie agile together.



2001 Agile manifesto for software development



**Individuals and
interactions**
over
processes and tools

**Individuals and
interactions**
over
processes and tools

Working software
over
comprehensive
documentation

**Individuals and
interactions**
over
processes and tools

Working software
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documentation

**Customer
collaboration**
over
contract negotiation

**Individuals and
interactions**
over
processes and tools

Working software
over
comprehensive
documentation

**Customer
collaboration**
over
contract negotiation

**Responding to
change**
over
following a plan



Do any of these 4 values resonate with you?

Can you share an anecdote of a time when it would have made sense to apply one of them in your work, or a project you were involved in?

A **minimum viable product** (MVP) is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development.

Example



A friend, not a front desk.

Events Tour About Help Join Log In

+ Provide Feedback

Sign-up
it's free!

AirBed & Breakfast is the fun, affordable alternative to hotels for your favorite events.

“ Seriously cool! ”
swissmiss.com

Start by finding your event!
Event:
City:
When:
Search →

We Are New!
AB&B launched on March 3rd, 2008 with an immediate goal to provide alternative accommodations to SXSW attendees. Attendees already have 80 beds to choose from!



1



find event

2



find/post room

3



connect

Spread the word
Meet awesome people like you while making extra bucks! [Share this site now.](#)

New Users:

| | | | | | |
|----|-----|----|----|-----|-----|
| N1 | Pat | Ac | Va | Hij | 6.4 |
| Me | Un | Me | Ca | Co | _tl |

New Beds:

| | | | | | |
|----|----|----|-----|-----|----|
| P1 | P1 | P1 | P1 | Ra | Ra |
| Ra | Ro | De | Bar | Kit | Yo |

We Are New!

AB&B launched on March 3rd, 2008 with an immediate goal to provide alternative accommodations to SXSW attendees. Attendees already have 80 beds to choose from!



NEED A HELPING HAND TO GET BY COVID-19?

Find available grants, funds and packages for individuals. We are continuously improving and will update when there is new information.

- All
- Application Needed**
- Auto-inclusion
- Others

Application Needed

Here are some help you will need to apply for

COVID-19 Support Grant (CSG)

For Singaporeans or Permanent Residents, aged 16 years and above, who are presently involuntarily unemployed due to retrenchment or contract termination, or presently on involuntary no-pay leave (NPL) for at least three consecutive months, or presently experiencing reduced monthly salary of at least 30% for at least three consecutive months, after 23 January 2020 as a result of the economic impact of COVID-19.

The Courage Fund (TCF) - Healthcare Workers

For healthcare workers who have contracted COVID-19 in the line of duty.

- 👉 One-time \$5,000.
- 📅 Apply online from 6 April 2020 onwards.

The Courage Fund (TCF) - Frontline Workers and Community Volunteers

For frontline workers and community volunteers who have contracted COVID-19 in the line of duty.

- 👉 One-time \$3,000.
- 📅 Apply online from 6 April 2020 onwards.


Example

 **Support**


Read this in: [中文](#) | [Melayu](#) | [தமிழ்](#)

Need a helping hand?

Get support for individuals and families from various schemes.

An initiative by **LifeSG** 



 **ELIGIBILITY CHECKER**
Answer a few simple questions and check what schemes you might be eligible for. [>](#)

 **BUDGET 2022**
View support schemes mentioned at Budget 2022 Statement. [>](#)

Browse schemes by categories

COVID-19



Child Care & Education



Disability



Financial





10-min activity

You think that a website for companies to access and bid for public tenders will allow more of them to compete.

What would an MVP look like?

1. Agile

a. The origins of agile

b. Agile service delivery in government

2. Walking in the open

Agile is a way of **thinking**
and **acting**.

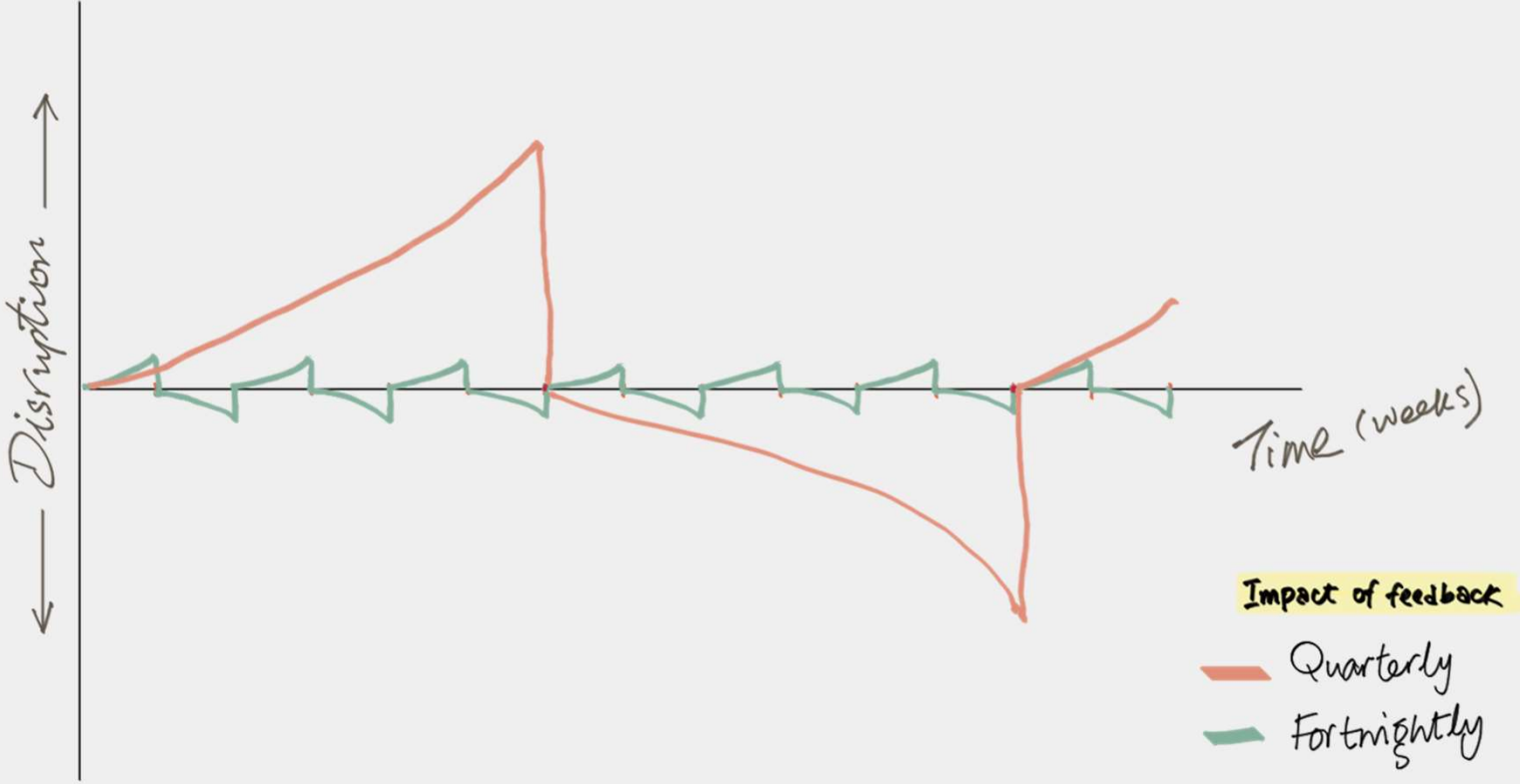
Core principles of agile

- Focus on user needs
- Fail fast and learn quickly
- Deliver iteratively
- Keep planning
- Keep improving how your team works

Starting small \neq success

Starting small = minimising the
impact of failure

Feedback loops and micro-failures





Winding down Register with a GP

By Trilly Chatterjee, 23 April 2018

In this post I'll share what we learned, some of the challenges we faced, and what led to our ultimate decision to stop working on Register with a GP.

Testing something real in the wild

For our private beta, we created a 'minimum viable product' digital service to process real registration applications. A minimum viable product is a version of a service that has just enough features to test with users and check whether those features meet user needs.

Our minimum viable product was a simple online application form that allowed patients to submit applications to register online. Their data was delivered to the practice securely via the NHSmail system. The service asked for the minimum necessary registration information, as well as some new patient information that we knew from our discovery research was important for practices in gaining an immediate understanding of a patient's medical needs (such as current medications and allergies).

THE VERGE TECH ▾ REVIEWS ▾ SCIENCE ▾ CREATORS ▾ ENTERTAINMENT ▾ VIDEO MORE ▾



US & WORLD TECH ARTIFICIAL INTELLIGENCE

UK ditches exam results generated by biased algorithm after student protests

12

Protesters chanted 'Fuck the algorithm' outside the country's Department for Education

By [Jon Porter](#) | [@JonPorty](#) | Aug 17, 2020, 12:16pm EDT

f   SHARE


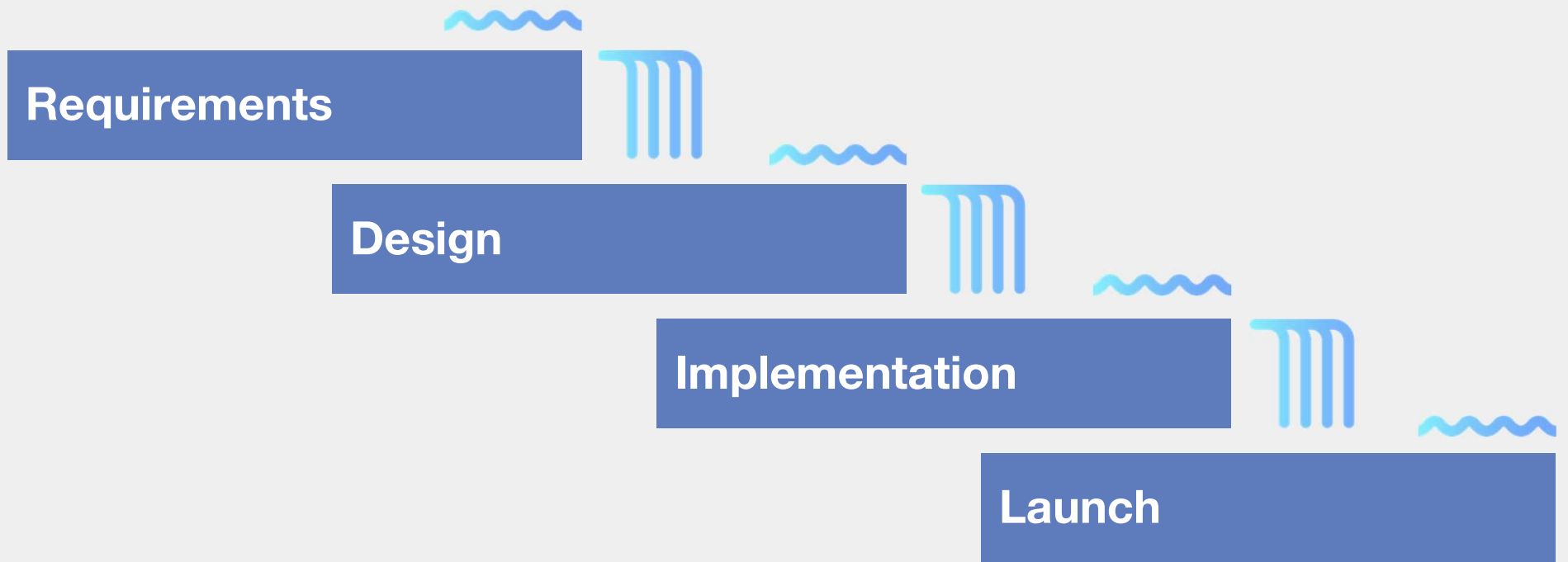


Photo by Lucy North / MI News / NurPhoto via Getty Images

Core principles of agile

- Focus on user needs
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- Keep improving how your team works

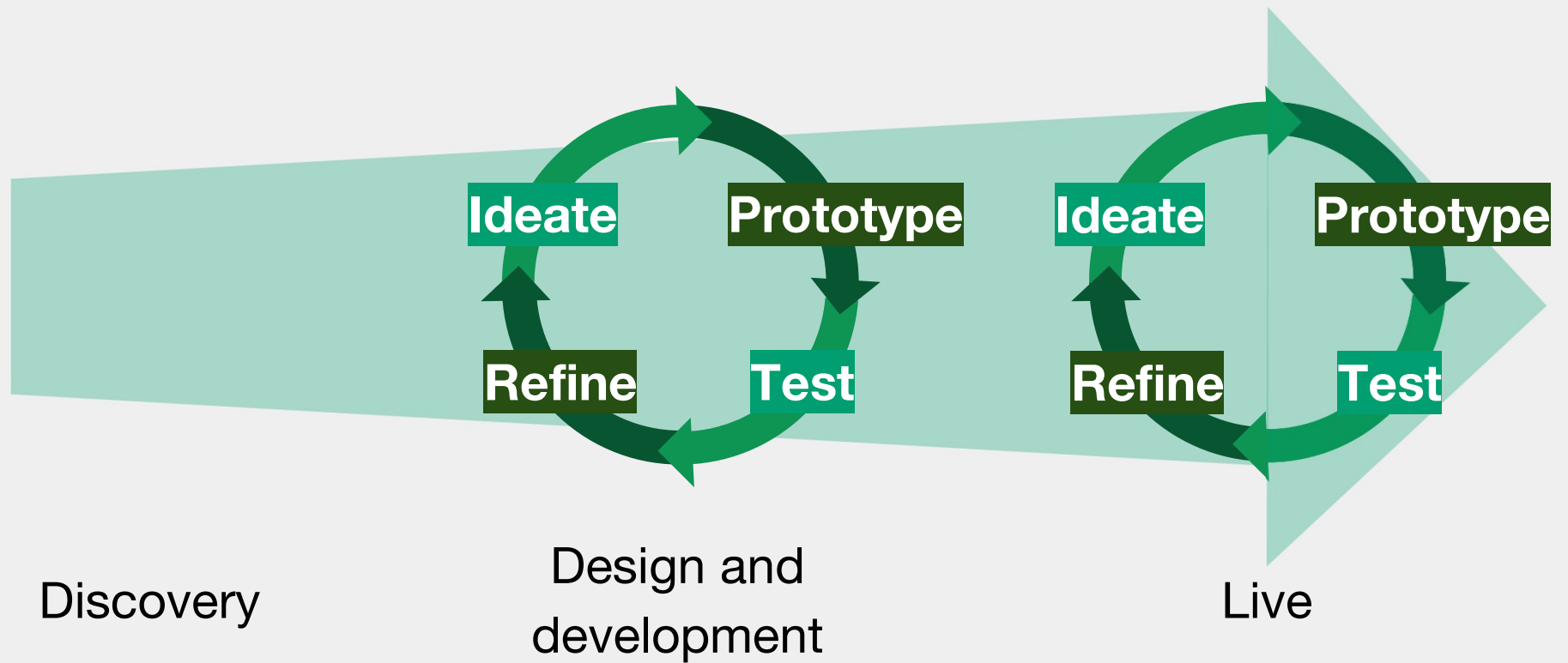
Waterfall



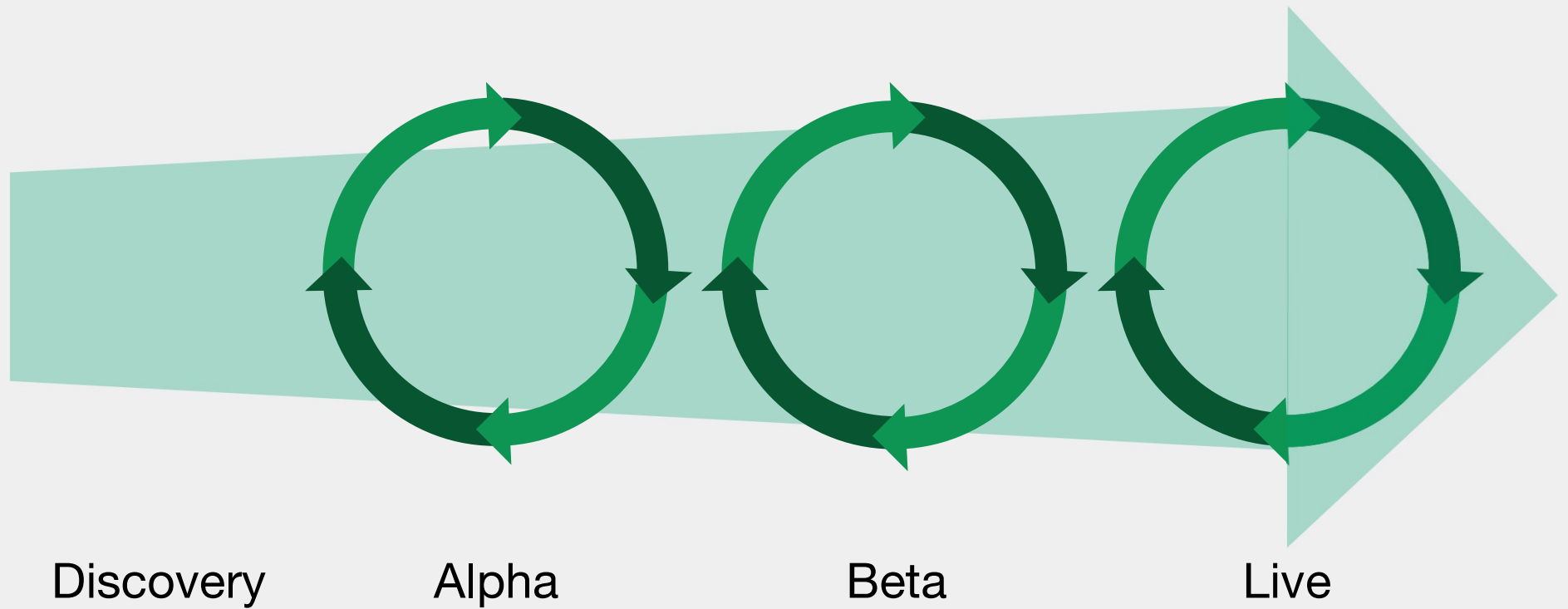
Waterfall project management is useful when:

- Requirements are known, clear and fixed
- Technology is well understood by team members
- Projects are short

Service development cycle

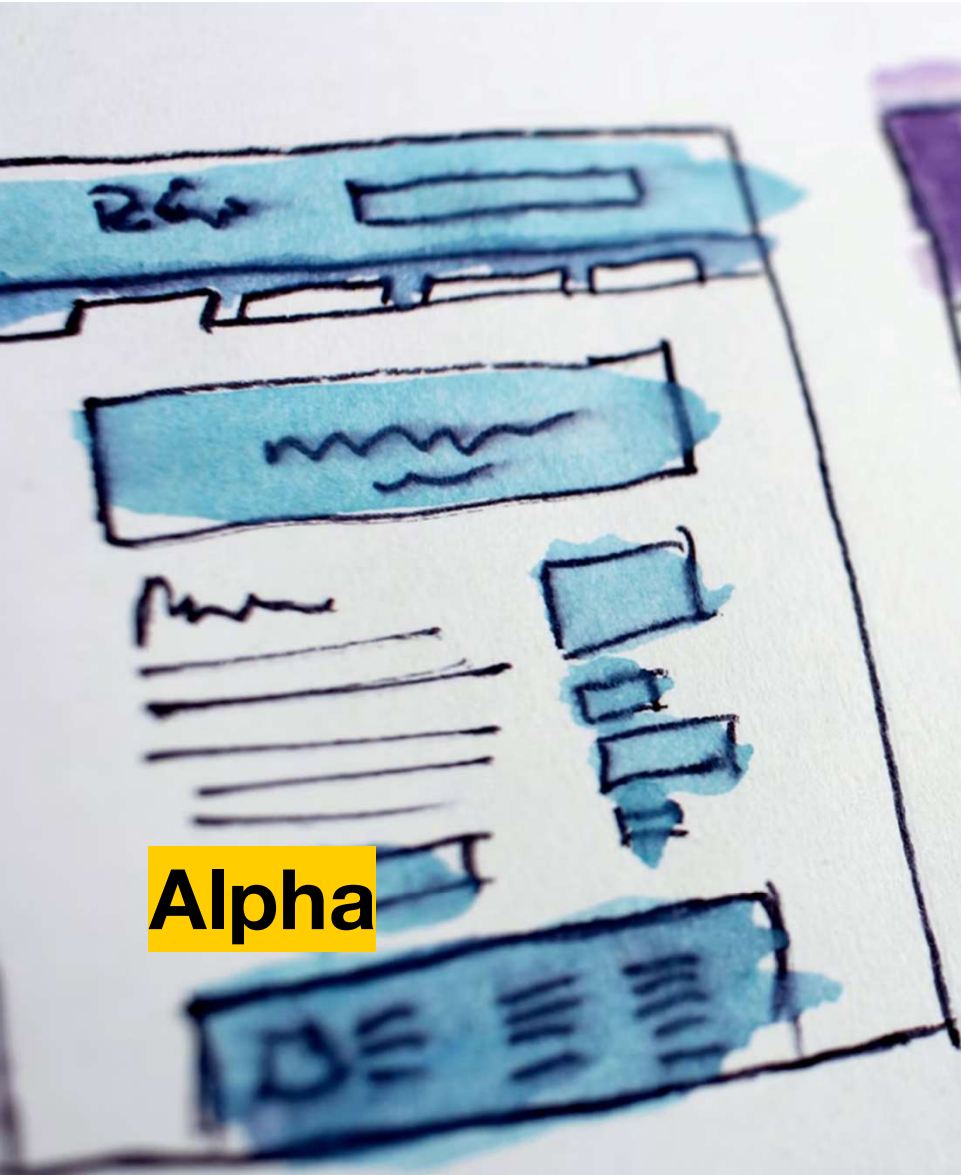


Service development cycle





Discovery



Alpha





BETA This is a trial service — your [feedback](#) will help us to improve it.

[Sign in / Register](#)

Welcome to the Companies House service


Current features

- Company overviews
- Current and resigned officers
- Document images
- Mortgage charge data
- Insolvency data
- Transaction history

Planned features

- Officer searching
- Disqualified directors
- Company monitoring
- Previous company names

Beta

 **Find and update company information**

[Tell us what you think of Companies House](#)

[Companies House does not verify the accuracy of the information filed](#) [Sign in / Register](#)

For Information: [The automatic extensions granted by the Corporate Insolvency and Governance Act will come to an end for filing deadlines that fall after 5 April 2021.](#) For accounts filing deadlines that fall after 5 April, eligible companies can still [apply for a 3-month extension.](#)

Search the register

Enter company name, number or officer name

Q

[Advanced company search](#)

| | | |
|---|---|--|
| <p>Current features include</p> <ul style="list-style-type: none">• File abridged or full accounts New | <p>Planned features</p> <ul style="list-style-type: none">• Other document filings | <p>Other useful tools</p> <ul style="list-style-type: none">• Company name availability checker |
|---|---|--|

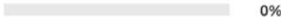
Live



Companies House

Companies House - Customer Satisfaction Survey

Your most recent visit



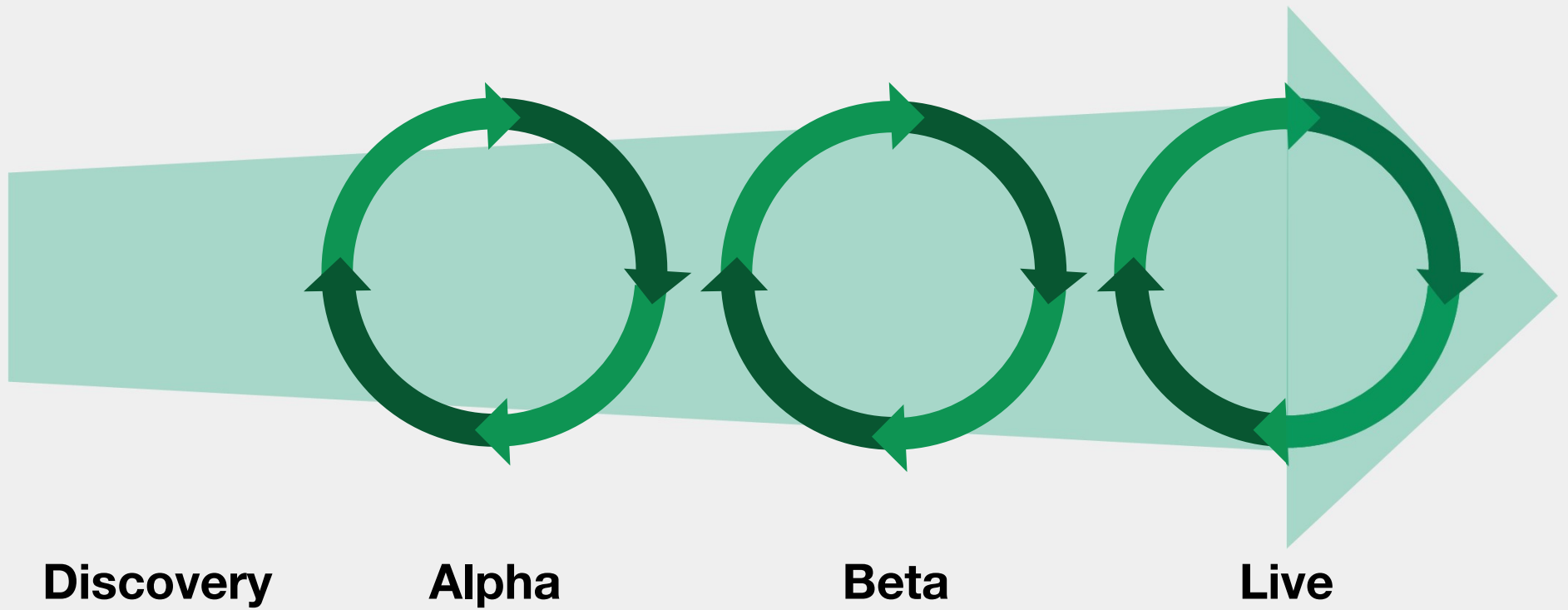
1. What was the primary reason for your most recent interaction with Companies House?

If you answered the above question "other", please specify

Next Page

Live

Service development cycle





Would you use agile or waterfall? Why?

- Build a solution to better match substitute teachers with vacancies
- Add a text message option to an existing notification system
- Tech companies regulation
- Transform the first floor of the Ministry of Economy into an open space

Core principles of agile

- Focus on user needs
- Fail fast and learn quickly
- Deliver iteratively
- Keep planning
- Keep improving how your team works



**Agile needs
multidisciplinary teams**



Procurement needs to be part of the multi-disciplinary team

Published on October 11, 2017



David Kershaw

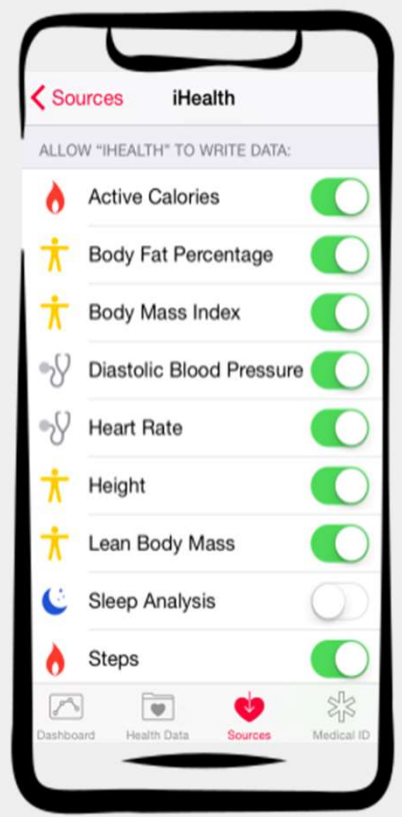
Founding Partner at CURSHAW

A few years ago I thought it was odd, people ringing bells or cranking a ratchet instrument to start a meeting. Even odder that this meeting was everyday. People didn't sit, they stood. People weren't frantically reading the reams of paper they should have read the night before. They weren't hanging around outside a meeting room waiting for people to vacate it (always 'totesawks'). And these people didn't wait for the most senior person to kick the meeting off.

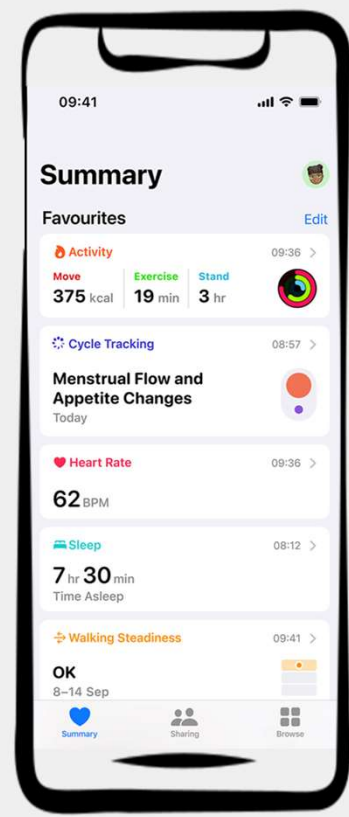
So I walked over to the jean and Star Wars t-shirt wearing Frappe Latte drinker and said can I observe.

Digital service teams should embrace **diversity**.

in 2014



in 2022



iPhone health tracker

1. Agile

2. Walking in the open

a. Core principles

b. How and why working in the open at the team, organisation and public levels



5-min group discussion

What do you think working in the open means?

Core principles of working in the open

- Communicating in short, frequent updates, without 'big reveals'

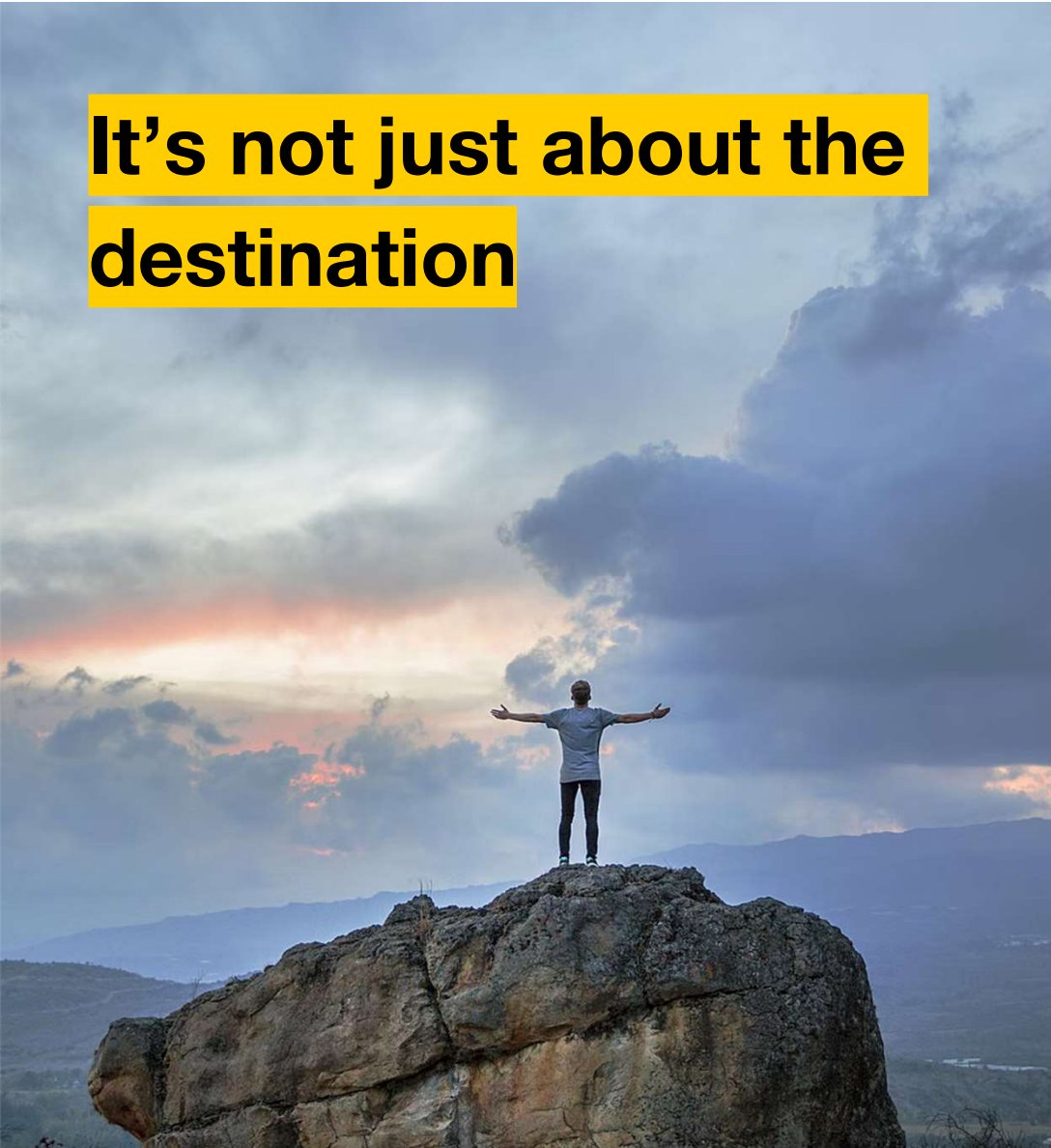
Core principles of working in the open

- Communicating in short, frequent updates, without 'big reveals'
- Speaking honestly, without spin

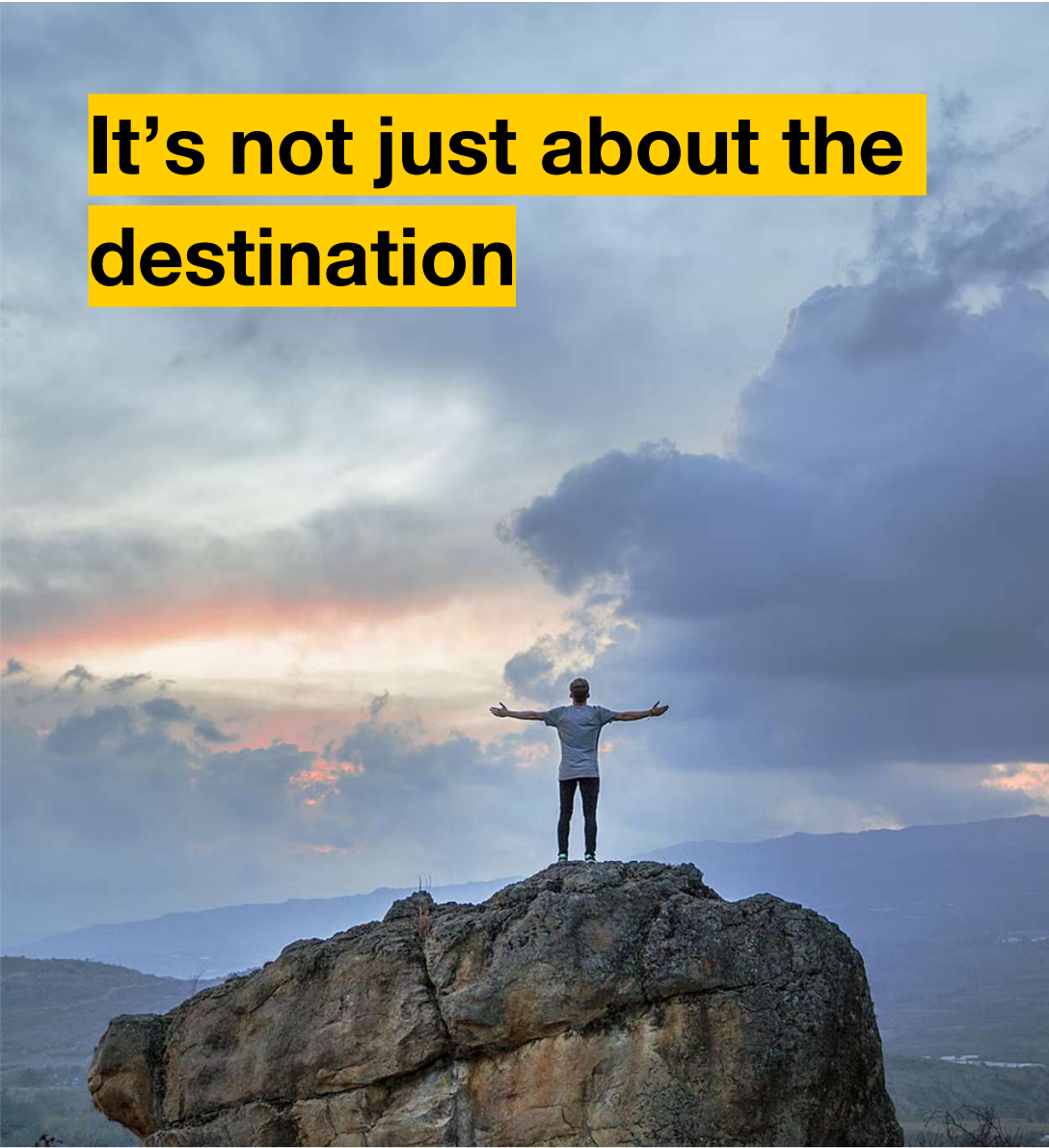
Core principles of working in the open

- Communicating in short, frequent updates, without ‘big reveals’
- Speaking honestly, without spin
- Acknowledging that things will go wrong, admitting it when they do

**It's not just about the
destination**



It's not just about the destination



It's about the "how we get there"



1. Agile

2. Walking in the open

a. Core principles

**b. How and why working in the open
at the team, organisation and public
levels**

Working in the open

At the public level

At the organisation level

At the team level

Standup meetings



Damir Tomicic
@Damir



Talking about Agile .. here's the way to make your daily standup meetings much shorter. :-D



2:57 PM · Apr 15, 2016 · Twitter Web Client

T
ER
E!

A.B.

The strategy is delivery.

SHOW
THE
THING

GOV.UK

Show and
shares

P
IS

Written By Giles Turnbull

How to write weeknotes

Weeknotes

Don't worry too much about structure

Some teams have tried weeknotes to a template, the same one every week. Try to avoid that – a rigid format gets boring very quickly, for both readers and writers.

Instead, have a bucket of content ideas and repeat them often, but don't feel like you must use every idea, every week. One idea might be "This week's weeknote is just five photos." That's fine.

Dip into the bucket and use what feels good. Don't limit yourself to what's in the bucket either – if some new creative idea hits you one week, go for it.

Sometimes there's not much to say, and that's fine

Not every week is news-packed. Sometimes there are slow weeks, or weeks where the only stuff that happens is stuff you'd rather not talk about. If there's not much to say, you don't have to say much. Maybe five photos will do the trick.

It doesn't matter if you say explicitly that "it's been one of those weeks". And it doesn't matter if you skip a week every now and then.

You can include jokes

People often send or publish weeknotes on Friday afternoons, when the working week (for most people) is finished. It's safe to assume your readers are tired, looking forward to their weekends, keen to stop thinking about work. Make them smile and they'll appreciate it (and remember you).

If you're a leader, write your own weeknotes

Writing weeknotes shouldn't feel like a chore that you delegate downwards. It should feel like a precious opportunity to speak to your team, or your stakeholders, or your users, whoever it is.

Write your reflections on the past week, the way you see it. Treat the weeknotes like a journal or diary. The more you can write like this, the more likely it is that people will bother to actually read your weeknote.

Not all weeknotes should come from leaders, mind you:

Why working in the open at the team level:

- Build trust

Why working in the open at the team level:

- Build trust
- Learn through feedback

Why working in the open at the team level:

- Build trust
- Learn through feedback
- Make governance easier



10-min group discussion

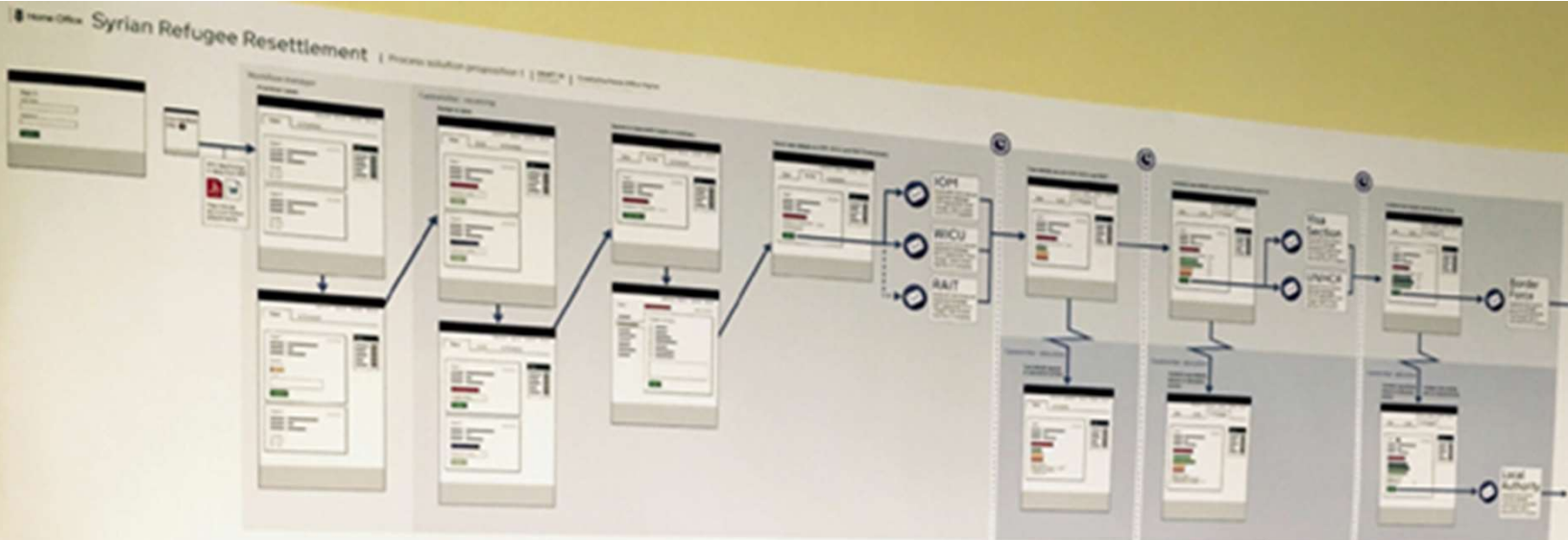
What might stop you from working
in the open in your team?

Working in the open

At the public level

At the organisation level

At the team level



We're building
a service
to help resettle
20,000
Syrian refugees
more efficiently.

**information
radiators**



Example

Smarter London Together Report Card

Public

Smarter London Together report card user guide

- Introduction to Smarter London Together
3
- What is the report card?
- What do all the columns mean?
- What information is shown on each action and when I click on one, what more do I see?
- I'm an officer at City Hall. How do I add new results to the activity feed?
- I'm a member of the public. How do I get involved?
1 4
- I just want to be notified when there's something new. How do you stay up to date?

Mission 1: More user-designed services

- Introduce Government Service Standard reviews in London's local authorities
10 Jun 2019 10 1
4/4
- Develop new approaches to digital inclusion
30 Sep 2020 7 3
3/3
- Civic Innovation Challenges
10 Jun 2019 11 3
5/5
- Renew civic platforms and mount digital campaigns
7 Jun 2021 19 5
4/4
- Promote more diversity in the tech sector
31 Jan 2020 17 4
4/4

Mission 2: A new deal for city data

- Establish a Data Analytics Programme (DAP)
7 Jun 2021 15 3
4/4
- Develop a new cybersecurity strategy
31 May 2021 1 3
1/1
- Strengthen data rights, accountability and trust
7 Jun 2021 9 5/5
- Support an open ecosystem by opening up the capital's data
7 Jun 2021 13 3
5/5
- Increase ways that we collect and use data on air quality in London
10 Jun 2019 6 1
1/1
- Use data to support culture and the night-time economy
10 Jun 2019 5 1
3/3

Mission 3: World-class connectivity and smarter streets

- Establish a Connected London programme
10 Jun 2019 13 3
3/3
- Propose planning powers to require full fibre to home and mobile connectivity
10 Dec 2019 8 2
3/3
- Support public WiFi in streets and public buildings
7 Jun 2021 2 6
2/2
- Accelerate the take up of smart infrastructure
31 Dec 2020 11 3
1/1
- Propose guidance on common standards for smart infrastructure
7 Jun 2021 5 3
1/1

Mission 4: Enhance digital leadership and skills

- Support public service digital and data leadership
10 Jun 2019 3 2
2/2
- Support digital skills and computing initiatives
7 Jun 2021 21 7
6/7
- Explore the role of cultural institutions engaging citizens
2 0/2
- Explore a knowledge hub to fill digital skills gaps in London
1 Jun 2021 3 1
1/1

Mission 5: Improve city-wide collaboration

- Establish a London Office of Technology and Innovation (LOTI)
10 Jun 2019 11 4
4/4
- Promote healthcare innovation
21 Mar 2021 7 3
2/2
- Explore new tech partnerships and business models
30 Sep 2020 8 4
4/4
- Improve GLA Group digital delivery and innovation
2 2 1/2
- Collaborate with other cities
7 Jun 2021 5 2
2/2
- Collaborate with boroughs and utilities to share planning and infrastructure data
30 Sep 2020 30 5
7/7
- Collaborate with boroughs and industry to share energy data and best practice
17 5 2/5

Why working in the open at the organisation level:

- Discover opportunities for collaboration and synergies

Working in the open

At the public level

At the organisation level

At the team level

Example

Published in **Open Government Products** · Dec 14, 2021

How we built an inclusive digital voucher system for the Singapore government

On 13 December 2021, the Community Development Council (CDC) launched its first-ever digital CDC voucher scheme worth \$130 million. A...



10 Tips for conducting fieldwork with Senior Citizens in Singapore

Are you planning to conduct UX research fieldwork with senior citizens in Singapore? These ten practical tips will be useful, especially if...

 Joy Ng
Jul 1, 2021 · 9 min read

blogging



Dealing with Legacy Systems: The Inevitable Challenge

Disclaimer: No fingers were broken for countless snapping

 Rabiah Khairy
Dec 30, 2021 · 6 min read

Published in **Open Government Products** · Pinned

Working at OGP: Antariksh's Story as a Software Engineer

Antariksh is a Software Engineer who graduated from Stanford University in 2018 and has been working at OGP for 1 ½ years. We had a short chat...



9 AUGUST 2019

[Monzo HQ](#)

We had issues with Monzo on 29th July. Here's what happened, and what we did to fix it.



On the 29th July from about 13:10 onwards, you might have had some issues with Monzo. As we shared in [an update](#) at the time, you might not have been able to:

- Log into the app
- Send and receive payments, or withdraw money from ATMs
- See accurate balances and transactions in your app
- Get in touch with us through the in-app chat or by phone



Blogging good practices

- Be clear and brief. Assume that everybody is too busy, most of the time
- Write as you speak. Tell stories from humans to humans
- Focus on the work as it's happening

Example

sharing on social media

Smart Nation and Digital Government Office
 Transforming Singapore through technology
 Government Administration · City Hall, Singapore · 8,625 followers

+ Follow Visit website More

Home About Posts Jobs Life People Videos

Smart Nation and Digital Government Office + Follow
 8,625 followers
 9h · Edited

to the personal alert button installed in the homes of elderly
 ing her tech expertise to better improve the lives around us
 o shape our Smart Nation. ...see more

LET'S A KIND MAGIC

"Our projects help citizens and businesses, and also enable fellow Government agencies to use technology to do their jobs better."

Teo Si-Yan
 Systems Engineer
 Sensors and Internet of Things, GovTech

Jabar Digital Service
 929 Tweets

Jabar Digital Service
 @jabardigital

Unit Pelaksana Teknis Pusat Layanan Digital, Data dan Informasi Geospasial di bawah Dinas Komunikasi dan Informatika Provinsi Jawa Barat.
 Translate bio

Bandung, Jawa Barat linktr.ee/JDSJabar Joined May 2019

Jabar Digital Service @jabardigital · Mar 16
 1. #SobatJDS, pastinya setuju dong kalo #digitalisasi harus dibarengin dengan #literasidigital?

Digitalisasi dan literasi itu bagai dua bestie yang gak bisa dipisahin!
 Kenapa, ya?

Aku bukan slapa-slapa, tanpamu...

Alih... Masa sih...

DIGITALISASI LITERASI

digitalservice.jabarprov.go.id #DigiProgram



Join the Revolution

Join the thousands of government organizations around the world who collaborate on code, data, policy, and more. See the rest of the [GitHub government community](#).

coding in the open





Healthy Albertans.
Healthy Communities.
Together.

Are you experiencing any of the following:

- severe difficulty breathing (e.g., struggling for each breath, speaking in single words)
- severe chest pain
- having a very hard time waking up
- feeling confused
- lost consciousness

YES

NO



John Michael McGrath

@jm_mcgrath



The government of Ontario has updated its online self-assessment tool, which carries this little acknowledgement. The federation is working. covid-19.ontario.ca/self-assessmen...

Adapted from and with thanks to Alberta Health Services.

10:10 AM · Mar 23, 2020 · [Twitter Web App](#)

Add scheduled debate date to awaiting debate petitions view #456

Merged pixeltrix merged 4 commits into alphagov:master from leandroalemao:add_debate

Conversation 12 Commits 4 Checks 0 Files changed 4



leandroalemao commented on 14 Apr 2016

Hi people,
I've added the debate schedule date to the awaiting debate petitions view. Useful to check the debate date before clicking on the petition.

Petitions UK Government and Parliament

[Other lists of petitions](#)

Petitions waiting for a debate in Parliament

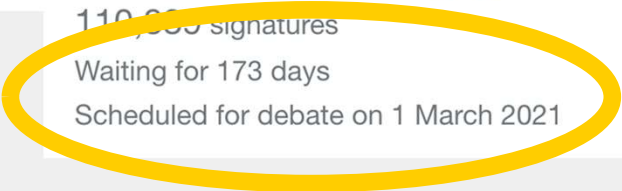
37 petitions

[Revoke the TV licence using legislation](#)

110,000 signatures

Waiting for 173 days

Scheduled for debate on 1 March 2021



Why working in the open at the public level:

- Share knowledge, ideas and code

Why working in the open at the public level:

- Share knowledge, ideas and code
- Own your narrative



10-min group discussion

What assumptions are made
about your organisation?

And what is the narrative you'd like
to tell?

Why working in the open at the public level:

- Share knowledge, ideas and code
- Own your narrative
- Gain in visibility

Example



Why working in the open at the public level:

- Share knowledge, ideas and code
- Own your narrative
- Gain in visibility
- Attract talent

Example

← **Thread**

 **caroline** @hatwell · Apr 16, 2020

i am so so proud to work on a brilliant team building a tool to help our amazing frontline @coopuk food store colleagues. here's how we've been trying to help them in these weird and intense weeks

Changes to the Shifts web app

Co-op Digital blog 

How the Shifts team is responding to emerging user needs
Two years ago we launched Shifts – a web app that allows Co-op Food store colleagues to view their work schedules and information ...
digitalblog.coop.co.uk

2 9 34

← **Thread**

 **caroline** @hatwell

Replying to @hatwell

also I know this is really cheezy but back when i didn't work at @CoopDigital but it was my dream job, I used to read the blog all the time and think "wow they do cool stuff, what a great place to work" and so to have my thing featured on the blog makes me really happy

6:42 PM · Apr 16, 2020 · Twitter for Android

1 Quote Tweet 23 Likes

 Tweet your reply Reply

 **Gillian MacDonald** @gilliancmaacd · Apr 16, 2020
Replying to @hatwell and @CoopDigital
The blog is the greatest. I really miss it.

1 1

 **caroline** @hatwell · Apr 16, 2020
miss it? you can still read it Gillian! but yeah it is brilliant

1 1

Why working in the open at the public level:

- Share knowledge, ideas and code
- Own your narrative
- Gain in visibility
- Attract talent
- Build trust

Next module

Building trust in digital government



ASIA AND THE PACIFIC

**Regional
Innovation Centre**

**public
digital**

This presentation has been designed using resources from [Flaticon.com](https://flaticon.com) and [Unsplash.com](https://unsplash.com).