

Delivering as One Kickass Team whether you are in-, co-, or outsource





Hi, I'm Sylvia

- ScrumMaster / Senior Delivery Manager at Government Technology Agency, Singapore.
- Government Digital Services (GDS) work closely with government agencies to build high-quality digital services to citizens and businesses in Singapore.

Delivering as One Kickass Team whether you are in-, co-, or outsource



Being a small country, the talent pool in Singapore is limited with everyone competing for the same pool.

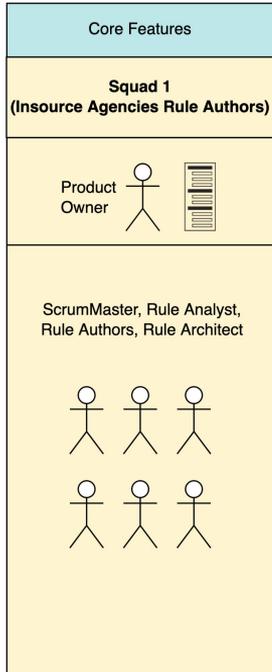
How can govt agencies tap onto insource, co-source and outsource models for agile development effectively?

And how does these models help us with agile transformation?

Our Journey



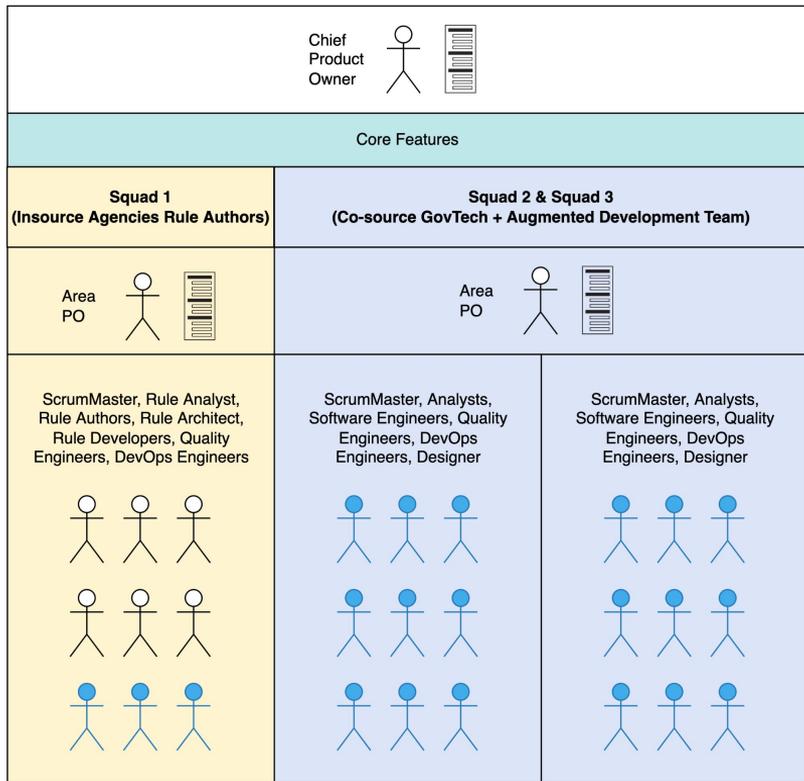
Our Journey



Insource with Agencies Rule Authors

Product development first started with an insource team bringing experts familiar with the policy rules and solution architects to implement the technology.

Our Journey



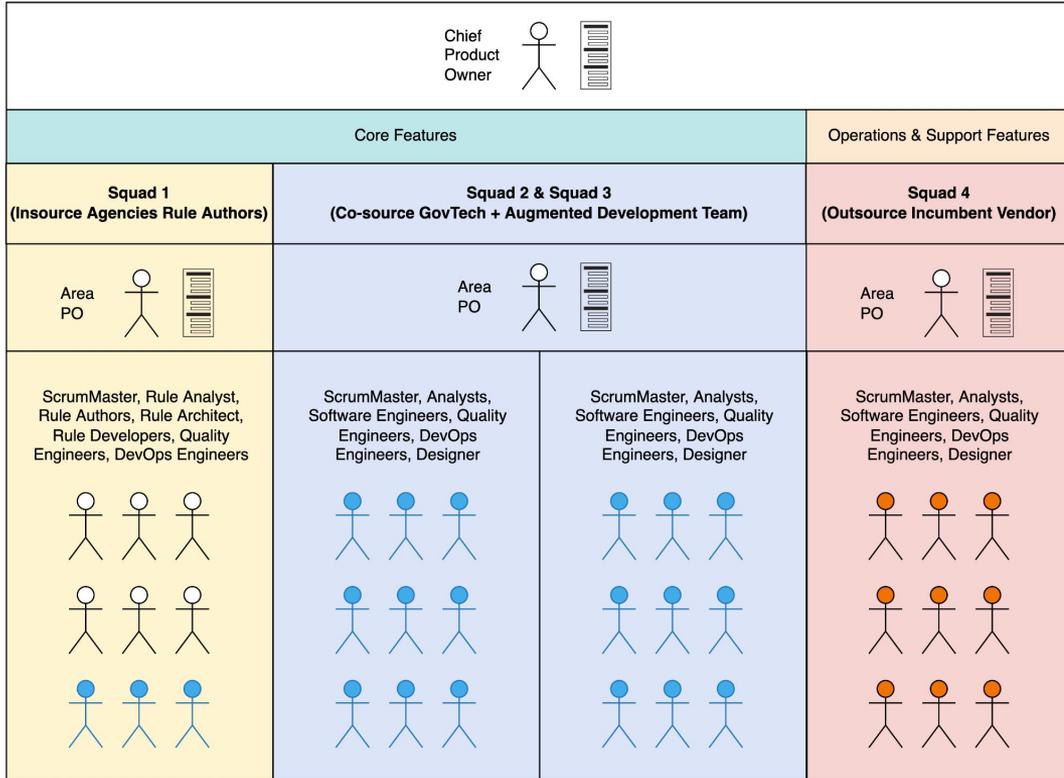
Insource with Agencies Rule Authors

Product development first started with an insource team bringing experts familiar with the policy rules and solution architects to implement the technology.

Co-source with GovTech Engineers + Augmented Specialists

We then build the development team with engineers from GovTech GDS. As we scale the team, augmented specialists from various companies are recruited, forming more squads.

Our Journey



Insource with Agencies Rule Authors

Product development first started with an insource team bringing experts familiar with the policy rules and solution architects to implement the technology.

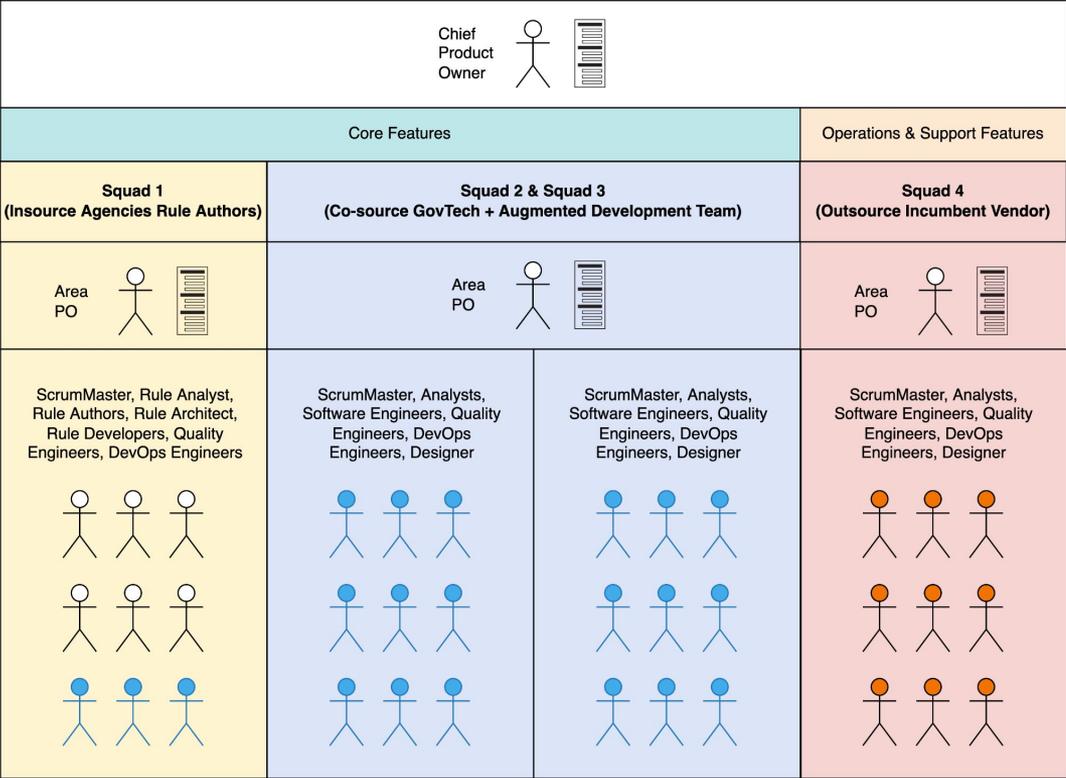
Co-source with GovTech Engineers + Augmented Specialists

We then build the development team with engineers from GovTech GDS. As we scale the team, augmented specialists from various companies are recruited, forming more squads.

Outsource with Incumbent Vendor

With limited talent pool and discovery of more work, we outsource some features to the incumbent vendor.

Delivering as One Kickass Team whether you are in-, co-, or outsource



We have so many “groups” of people working together, each on different procurement models and working preferences.

- How do we get all these people to really work together as One Kickass Team?
- What works for us?
- What are the lessons learnt?

5 things that help us deliver as One Kickass Team

1. Shared vision, mission and goals
2. Established working agreements
3. Technical practices, upskilling, sharing and collaboration
4. Strengthen relationship through meals
5. Celebrate achievements and have fun together

1. Shared vision, mission and goals



Team members work better when they co-develop the roadmap knowing how their work is aligned with the overall goal.

2. Established working agreements

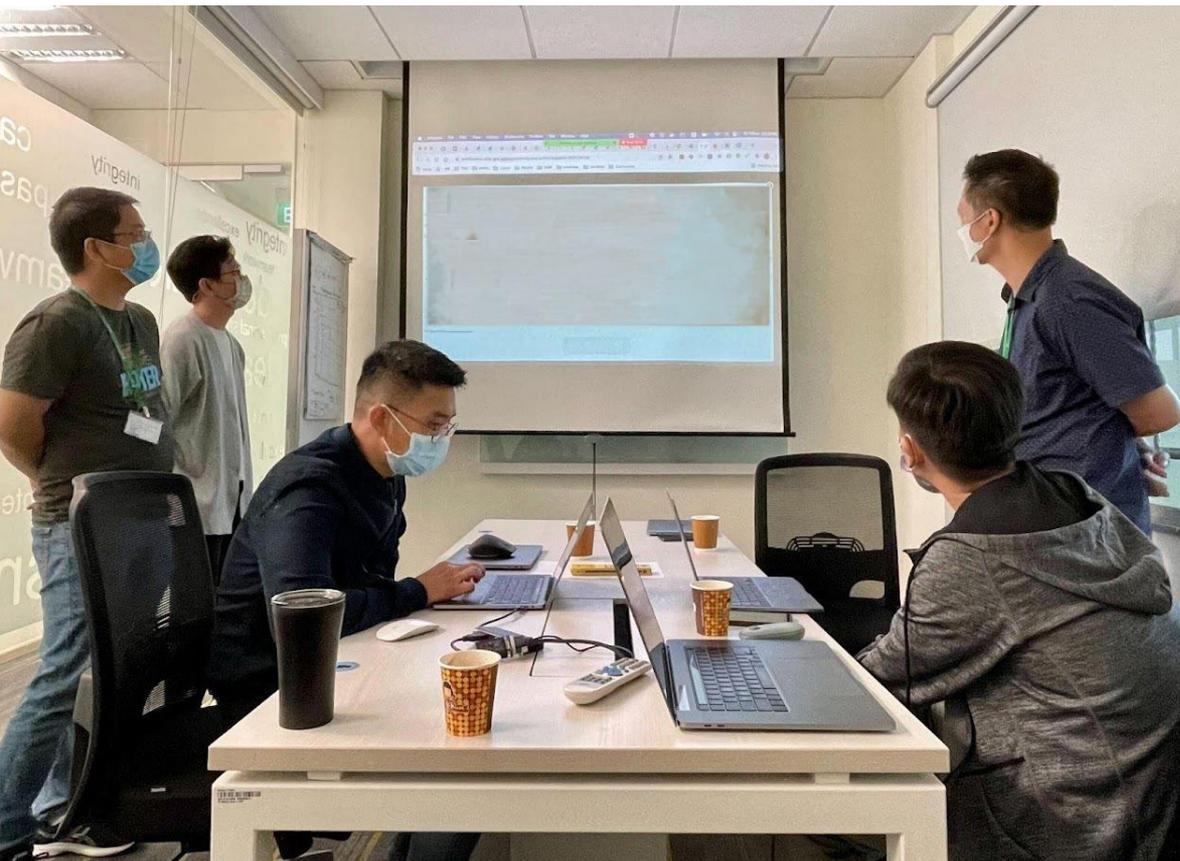
e.g. Way of Working with outsource

1. We do not throw task over the wall.
2. Each own the code they developed
3. Ownership of common service belongs to all teams working on the product
4. “Build when needed and by needer”
5. “Who break it, who fix it”

Prior to any new engagement model, we identify potential risks and mitigate them early.

With more people and teams, established processes and practices can help to ensure product quality.

3. Technical practices, upskilling, sharing and collaboration



Establish strong engineering practices e.g. pair programming, code reviews, ci/cd across all teams.

Conduct regular brown bag sessions to promote information sharing among various teams.

4. Strengthen relationship through meals



The number 1 team bonding activity is having a meal together.

We have regular “Mystery Lunch” where we randomised people into small groups – no more than five.

Small groups allows for better conversation and supports the creation of new connections.

5. Celebrate achievements and have fun together



We celebrate milestones, achievements and small wins, do sports and activities together to keep our morale high such that the team remains strong and resilient to tackle all challenges together as one whole team.



Lessons Learnt

1. Never leave anyone alone. Be curious, be busybody.
2. Stockholm Syndrome. People can be afraid of shaking the status quo.
3. Think of ourselves as change agents and uphold excellence.
4. Use conflict to help the team grow.
5. It's a journey. Most people know the end state, not many know how to get there.



**"Great things in business are never done by one person; they're done by a team of people."
– Steve Jobs**

Thank you!

nsylvia@gmail.com

www.linkedin.com/in/nsylvia

sylvia.substack.com