



U.S. AIR FORCE

Questions about the Agile / SAFe Memo?

- The CSO signed a Memorandum for Record on Nov 26th 2019, sent to all PEOs and PMs regarding the use of DevSecOps and Agile and **highly discouraging from using rigid, prescriptive frameworks such as the Scaled Agile Framework (SAFe)**.
- Why?
 - DoD is still using Waterfall or Water-Agile-Fall so until we can truly implement basic Scrum/Kanban, there is nothing to « SCALE ». Agile should be applied across the entire Program, not just the development team, that includes: Contracting, Program Management, Reporting to leadership (no EVM) etc!
 - You cannot scale if you don't have the "basics" right. At best, such frameworks put us at risk to fall back to what we know and go back to Waterfall because of their "mapping".
 - SAFe might potentially be an useful framework for teams which do not use DevOps/DevSecOps but a key principle of DevSecOps is to decouple work and teams and the only synchronization required should be across Product Owners. Teams shouldn't have to coordinate if they use a Service Mesh/Domain Driven Design/Microservices model. This doesn't require a rigid framework. If you're having issues implement this, you're not implementing the right DevSecOps model.
 - Take what is best from any framework and make it work for your team! Certifications aren't always the answer!
 - Fundamentally, the main "goal" of Software development is NOT to be « SAFE », it is to INNOVATE and CREATE. You do not create by not taking risks... it is quite the opposite:
 - « Continuous Learning: Fail Fast but don't Fail twice for the same reason! » - Small incremental changes which mitigate risks and create safe conditions to implement rapid changes.
 - SAFe isn't used by any successful software commercial organization (Facebook, Google, Netflix, etc.).
 - Bloated overhead functions (Waterfall-like)
 - Looking to coordinate your Product Owners' work? Multiple models exist such as Scrum of Scrum etc. This shouldn't impact the developers.

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