



REFERENCE No	IS1
Shadowing opportunity offered:	Legal Aid Agency
Department:	Civil Case Management, Legal Aid Agency
Location:	Viking Business Park, Berkley Way, Jarrow
Duration:	1 day (more if required)

Who is offering this opportunity	
Grade:	Ministry of Justice Band C
Role:	Manager for Employee Guidance, Policy and Training
No of years in your current role:	1.5 years

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked for the Legal Aid Agency for over 20 years in a variety of roles including Admin, Caseworker, Auditor and Team Manager. In my current role, I provide support and guidance to managers and staff on the H.R. policies and guidance. This includes ensuring a consistent approach is taken when managing attendance, assisting with disciplinary & grievances, managing recruitment campaigns, facilitating workshops and training sessions on H.R. policies and some of the softer skills – e.g. dealing with difficult conversations. I also organise and co-ordinate events and coach staff.

Host role outline. What a day's shadowing may involve?
Preparing or delivering training, dealing with queries, attending daily management meeting, dealing with recruitment i.e. sifting applications or doing interviews, Preparing stats on sickness absence, coaching staff. There would also be the opportunity to spend some time with other managers in our office.

What do you think people may gain from shadowing you?
A better understanding of the work undertaken at the Legal Aid Agency – we are fairly new to the Civil Service. They would also get an insight into how the South Tyneside office is managed. We have received excellent scores in the people surveys in recent years and we are proud of how the management team work together to achieve the Agency's goals.



REFERENCE No	IS2
Shadowing opportunity offered:	Shadow a User Researcher
Department:	Department for Work and Pensions
Location:	Leeds
Duration:	1 or 2 days

Who is offering this opportunity	
Grade:	SEO
Role:	Senior User Researcher
No of years in your current role:	1 year

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked in DWP for over 14 years in a variety of operational roles. I began working in Jobcentres, I've managed benefit processing and worked in performance improvement and business partnering teams. This means I am really focussed on our claimants and making services the best they can possibly be. That is why a year ago I took the plunge and decided to re-train as a User Researcher.

Host role outline. What a day's shadowing may involve?
User Research is about putting the needs of our claimants at the heart of service design. It's my job to bring the experiences, attitudes and behaviours of users into the design team. My role involves planning, undertaking and analysing research to answer the team's questions and prove or dismiss our assumptions.

What do you think people may gain from shadowing you?
An insight into what goes on in this new and exciting area of Government as well as the opportunity to get hands on with agile ways of working. I have always been passionate about strong leadership and developing others. There is nothing I enjoy more than seeing others achieve their goals.



Civil Service
Local



iShadow with CS Local

Job shadowing scheme for the North East, Yorkshire & Humberside

Opportunity Details

REFERENCE No	IS3
Shadowing opportunity offered:	Shadow the Deputy Director for Housing Delivery
Department:	Department for Work and Pensions
Location:	Sheffield or Leeds (could be London)
Duration:	Flexible

Who is offering this opportunity	
Grade:	SCS PB1
Role:	Head of Housing Benefit Delivery
No of years in your current role:	3 years

Pen Picture <i>(Brief description of you and your work history)</i>
I joined the Civil Service on graduating from Sheffield University as a Fast Stream Economist. I have worked in a number of government departments covering employment, benefits, skills, business and local government and have worked in a number of different specialisms including project and programme, operations, policy, finance and commercial. I have headed Housing Delivery Division for 3 years and I am responsible for assuring government expenditure of £24bn per annum.

Host role outline. What a day's shadowing may involve?
Opportunity to discuss diary and current challenges, participate in meetings, talk to other staff in my team about their roles.

What do you think people may gain from shadowing you?
Understanding of a significant but sometimes overlooked area of government business. Understanding of working arrangements at more senior levels and of career paths. A better understanding of the role of local government and the impact of the introduction of Universal Credit.



REFERENCE No	IS4
Shadowing opportunity offered:	Shadow a Contract Manager
Department:	Legal Aid Agency
Location:	Jarrow
Duration:	1 day

Who is offering this opportunity	
Grade:	SEO
Role:	Contract Manager
No of years in your current role:	2 years

Pen Picture <i>(Brief description of you and your work history)</i>
I started out at the DWP straight from University, of which I worked in the Benefits Office in Sunderland as a Decision Maker and Team Leader for 5 years. I subsequently moved onto the DWP Talent Management Programme, with my first placement within the Pension Directors office. I worked in this support role for just over 6 months before moving departments to the Legal Aid Agency as a Contract Manager on promotion.

Host role outline. What a day's shadowing may involve?
Visiting a firm of Solicitors for a Financial Stewardship meeting. This involves discussions with the firm as to MI and their current position in regards to key targets and finances. Additionally, a review of files claimed will be completed on the day to ensure the firm are claiming within the relevant contract. We cover a wide breadth of legal categories with the biggest being civil and crime. As I manage firms from Berwick all the way down to Scarborough, shadowing is not restricted to 1 particular area.

What do you think people may gain from shadowing you?
An insight into management of a firm of solicitors who have Legal Aid contracts and the challenges that come with this. Decision making and delivering difficult messages will be covered on most occasions, as well as building relationships.



REFERENCE No	IS5
Shadowing opportunity offered:	Shadow a Taxes Telephony Adviser
Department:	HM Revenue and Customs
Location:	No1 The Interchange, Bradford
Duration:	1 day

Who is offering this opportunity	
Grade:	AO
Role:	Taxes Telephony Adviser
No of years in your current role:	7 years

Pen Picture <i>(Brief description of you and your work history)</i>
My first full time employment has been my current role with HMRC which I started in January 2009. I really enjoy my job and I love to teach others about it. I am passionate about my role and teaching others and ensuring they understand what I am aiming to teach. I am friendly and easy to get on with (which definitely helps when mentoring!) I am a good listener and understand what it is like for someone who is learning and does not fully understand a subject.

What will a day shadowing you incorporate?
The day will incorporate an introduction to my job role as well as an overview of the systems I use to carry out my duties whilst on the phone, the person shadowing will experience what it is like to deal with phone calls from taxpayers in regard to their income tax and self-assessment. I deal with a wide variety of calls on these lines of business and I think it will be a very good and insightful learning experience for someone who is shadowing to see how the telephone side of things works in HMRC.

What do you think people may gain from shadowing you?
I have mentored many colleagues, all of whom have provided positive feedback on the way I have conducted these sessions. I always give my colleagues the chance to put forward their questions and queries and answer these in line with my extensive knowledge of taxes. If I cannot answer a question, I will find out the answer and inform my colleagues of this ensuring their understanding throughout the process. I always ensure I am available to answer any questions or queries they may have after any session also by informing them of my contact details (email). I believe I am a good teacher and have received feedback to this effect from colleagues and I think anyone who shadows me will benefit from my experience. I feel they will gain valuable insight and an understanding of the role of a taxes telephony adviser in terms of how we deal with these queries and the processes and actions involved before, during and after a call.



REFERENCE No	IS6
Shadowing opportunity offered:	Viewing live HMRC webinars and Twitter processes
Department:	HM Revenue and Customs
Location:	Concept House, Sheffield or Doncaster
Duration:	1 day

Who is offering this opportunity	
Grade:	EO
Role:	Digital Delivery Team
No of years in your current role:	4 years

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked for HMRC for 30 years in most areas of the department. Since 2000 I have been involved with education for new and growing businesses. Initially this was face to face workshops but since 2012 it has been via online training. For the past year I have also joined the team maintaining one of HMRC's Twitter accounts.

What will a day shadowing you incorporate?
I would choose a day when we had a large audience on a webinar. We would spend about 2 hours on the session looking at the controls and how we deal with the questions. We would then spend an hour looking at our Twitter writing process. Finally we could look at other HMRC digital help for customers.

What do you think people may gain from shadowing you?
See first-hand how the digital education is delivered. We already do joint sessions with HSE and DWP and it is a facility that other departments are looking to use. See how Twitter can be used to reach an audience.



REFERENCE No	IS7
Shadowing opportunity offered:	Business Management and Support
Department:	DWP
Location:	Benton Park View, Newcastle upon Tyne
Duration:	1 day

Who is offering this opportunity	
Grade:	Grade 7
Role:	Business Manager
No of years in your current role:	1 year

Pen Picture <i>(Brief description of you and your work history)</i>
<p>Established Civil Servant who joined HMRC (previously Inland Revenue) in 1985. Whilst with HMRC I have worked in a number of roles within the Personal Tax Directorate, starting as an AA Clerical Assistant in Operations and spending several years as an Administrative Officer working directly with Tax customers.</p> <p>For the last 10 plus years I have worked in a Private Office environment, directly supporting a Senior Civil Servant as first a PA then a Business Manager running a team of Private Office support staff.</p> <p>In May 2016 I joined the Department of Work & Pensions as Business Manager for the Director of Digital Working Age. I am currently responsible for personal support to the Director and accountable for the delivery of support services to the Senior Leadership Team. In addition to this I am responsible for aspects of Business Management across Digital Working Age.</p>

What will a day shadowing you incorporate?
There will be shadowing opportunities across the Support and Business Management Team involving aspects of Private Office support, Portfolio and Resource Management.

What do you think people may gain from shadowing you?
<p>Support and Business Management shadowing opportunities will give people an understanding of the importance of effective support services to delivery across large and complex government organisation.</p> <p>Will also gain an appreciation of the WFP and resource planning and control mechanisms.</p>



REFERENCE No	IS8
Shadowing opportunity offered:	Shadow the lead of the DWP Finance Transformation Programme (Future Finance)
Department:	DWP
Location:	Leeds
Duration:	1 day

Who is offering this opportunity	
Grade:	TDA SCS PB1
Role:	Lead for DWP Finance Transformation
No of years in your current role:	6 months

Pen Picture <i>(Brief description of you and your work history)</i>
I am a CIMA qualified accountant with 21 years post qualification experience within a variety of roles in the public, private and voluntary sectors. I have worked in DWP finance for 10 years (on the change programme, UC, contracted health services), and am currently leading the 'Future Finance' initiative. My time out of work is predominantly spent with my children (I have 3 kids 10 and under); although I do also try and sneak out for a run or a bike ride each morning before everyone else in the house gets up.

What will a day shadowing you incorporate?
My days cover a variety of engagement / update / governance meetings (with the team and stakeholders across finance group in DWP, government and business stakeholders).

What do you think people may gain from shadowing you?
People will get exposure to the leadership and challenges of a large transformation programme.



Civil Service
Local



iShadow with CS Local

Job shadowing scheme for the North East, Yorkshire & Humberside

Opportunity Details

REFERENCE No	IS9
Shadowing opportunity offered:	Service Centre Operations Manager
Department:	DWP
Location:	Hartshead Square, Sheffield
Duration:	1 day

Who is offering this opportunity	
Grade:	HEO
Role:	Operations Manager
No of years in your current role:	4 years

Pen Picture <i>(Brief description of you and your work history)</i>
I joined DWP in 1976 and throughout my career I have had job roles serving the public directly or dealing with staff. I would describe myself as a people person as I enjoy the daily interaction with colleagues at all grades. I have also developed my knowledge of DWP HR Policies and Procedures particularly around Attendance Management. This knowledge was utilised in my role as Group Attendance Management Coach supporting sites in the North East and Scotland in 2015.

What will a day shadowing you incorporate?
Looking at the varied range of issues impacting upon Operations within a busy telephony environment. Discovering how we measure performance at individual and site level and reviewing staff development. Observing how Ops is impacted by issues outside of direct control, the flexibility required in role and key points in prioritising deadlines.

What do you think people may gain from shadowing you?
An appreciation of how decisions made by other arms of business are dealt with on front line. The importance of good communication, wellbeing and engaging large numbers of staff in order to serve customer demands effectively.



REFERENCE No	IS10
Shadowing opportunity offered:	Shadow a Customer Service Delivery Manager
Department:	HM Revenue and Customs
Location:	Bradford Centenary Court
Duration:	0.5 day

Who is offering this opportunity	
Grade:	HEO
Role:	Customer Service Delivery manager
No of years in your current role:	2 years

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked for the department for 34 years and have progressed through the grades. I have been an HO since February 2015. In my current role I manage 10 Band O team leaders, with 96 members of staff. They take PAYE and SA phone calls, Web chat with our PAYE customers, deal with Digital mail and work management items. I drive performance, attendance, quality and engagement on my span and coach and support my team leaders.

What will a day shadowing you incorporate?
Analysing stats, meeting with team leaders, coaching team leaders. Driving the business by looking at customer demand and reviewing work steer. Reviewing attendance. Communicating messages, engaging staff in span activities.

What do you think people may gain from shadowing you?
An insight into the role of a delivery HO in PT Operations. Being organised and methodical to work at a fast pace and deliver the business. Making decisions quickly and effectively and supporting my team to do the same.



REFERENCE No	IS11
Shadowing opportunity offered:	Continuous Improvement Project work
Department:	Home Office
Location:	Various – mainly south
Duration:	1 day

Who is offering this opportunity	
Grade:	HEO
Role:	Continuous Improvement Practitioner
No of years in your current role:	3.5 years

Pen Picture <i>(Brief description of you and your work history)</i>
Originally in private industry running a training centre I joined DWP in 2000. In 2008 I began working with Lean and qualified as a Level 2a Lean Expert through Cardiff University. After several national improvement projects I joined the Home Office Continuous Improvement Unit in July 2014 and have worked on projects within UKVI and Border Force along with building capability across the Home Office.

Host role outline. What a day's shadowing may involve?
An insight into the project work the Home Office undertakes.

What do you think people may gain from shadowing you?
Sharing of good practice – both ways.



REFERENCE No	IS12
Shadowing opportunity offered:	Shadow a Delivery Manager in Digital group introducing Agile ways of working
Department:	DWP
Location:	Benton Park View, Newcastle
Duration:	0.5 to 1 day

Who is offering this opportunity	
Grade:	G7
Role:	Delivery Manager
No of years in your current role:	1.5 years

Pen Picture <i>(Brief description of you and your work history)</i>
<p>I have worked within Digital for over 12 years in Financial Services and Retail environments. For the last 2.5 years I have worked in Digital for HMRC and now DWP spanning Making Tax Digital, Retirement Provision and Universal Credit.</p> <p>Throughout this time I have been involved in delivering digital services using agile methodologies and coaching others to adopt these techniques.</p>

Host role outline. What a day's shadowing may involve?
<p>As a delivery manager every day is different but I am accountable for the performance of a multi-disciplinary team. This involves ensuring they are motivated, collaborating and working well, coaching and mentoring team members and others to apply the most appropriate agile tools and techniques.</p> <p>As such the day will involve various team session and individual sessions, use of range of agile tools and methodologies (such as JIRA, Confluence, Whiteboards and lots of post its!)</p>

What do you think people may gain from shadowing you?
<p>An overview of how we are adopting agile methodologies in Universal Credit Live service and the challenges and opportunities this brings</p> <p>How we have created a work space and co located multi-disciplinary teams to deliver digital services</p> <p>Ability to observe a range of agile tools and methodologies in use</p>



REFERENCE No	IS13
Shadowing opportunity offered:	Shadowing a collections officer in Debt Management
Department:	Debt Management
Location:	Centenary Court Bradford
Duration:	1 day

Who is offering this opportunity	
Grade:	AO
Role:	Collections Officer
No of years in your current role:	10

Pen Picture <i>(Brief description of you and your work history)</i>
<p>I have worked in PT Ops for 10 years, involving processing of tax returns or p45 for individuals who were commencing or leaving employment. Checking correct tax codes were in place & d/w employers/HR depts.</p> <p>I currently work in Debt Management & have 4 years of d/w County court cases, preparing them for legal action. I am currently involved in a high profile trial for the cabinet office, which is looking at ways to change the whole debt management process.</p>

Host role outline. What a day's shadowing may involve?
<p>D/W Ltd Companies, Individuals, Partnerships who are non-compliant in paying taxes. Taking enforcement action against them in the guise of County Court action/Bankruptcy/Closing the companies down. Lots of telephony work, many IT systems to interrogate to enable us to make the correct decisions.</p>

What do you think people may gain from shadowing you?
<p>Variety of work, interrogating IT systems, how to make decisions based on fact & fact finding exercises. Telephony work & learn new techniques to deal with customers.</p>



Civil Service
Local



iShadow with CS Local

Job shadowing scheme for the North East, Yorkshire & Humberside

Opportunity Details

REFERENCE No	IS14
Shadowing opportunity offered:	Taxes Telephony
Department:	HM Revenue & Customs
Location:	George Stephenson House, Stockton-On-Tees
Duration:	1 Day

Who is offering this opportunity	
Grade:	AO
Role:	Customer Services

Pen Picture <i>(Brief description of you and your work history)</i>
Currently working in PT Operations and taking calls for PAYE and Self Assessment.

Host role outline. What a day's shadowing may involve?
Listening to live calls from a wide variety of customers from all over the country and from abroad. From changing tax codes to analysing and amending tax returns.

What do you think people may gain from shadowing you?
An insight into dealing with customers on the front line and an insight into how our systems and records are maintained as well as a look at how we support and communicate with our customers.



REFERENCE No	IS15
Shadowing opportunity offered:	Jobseekers Allowance Decision Making
Department:	DWP
Location:	Hull Service Centre
Duration:	Mondays, Tuesdays or Wednesdays

Who is offering this opportunity	
Grade:	Band C
Role:	Jobseekers Allowance
No of years in your current role:	10 Years

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked for the DWP for 30 years. Starting work as an admin assistant in, those days working on Supplementary Benefits. On gaining promotion to Band B I worked for about 15 years on the National Insurance Contribution Team (now merged with HMRC). I then worked on Income Support, overpayments and NINO allocation before gaining promotion to Band C. I then worked as a visiting Officer, Child Support Interviewer, and Complaints Manager and before becoming a Jobseekers Allowance DM for 3 years. I then moved to ESA HRT appeals before returning to JSA Decision Making. I have also experience in Business Continuity and Planning.

Host role outline. What a day's shadowing may involve?
Looking at the types of decisions made by our team to support the processing of a claim to Jobseekers Allowance – in particular Habitual Residency in the UK and how that affects claims to benefit.

What do you think people may gain from shadowing you?
Shadowing would be particularly good for colleagues in Jobcentres to gain an insight into why customers are asked certain questions and the impact they have.



REFERENCE No	IS16
Shadowing opportunity offered:	Shadowing Needs Enhanced Support Advisor
Department:	HMRC – Needs Enhanced Support Team. Tax Credits/Taxes/Child Benefit
Location:	Peterlee Contact Centre
Duration:	0.5 or 1 day

Who is offering this opportunity	
Grade:	AO
Role:	Needs Enhanced Support Advisor
No of years in your current role:	3 years

Pen Picture <i>(Brief description of you and your work history)</i>
The NES tax Credit/Taxes/Child Benefit service are specialist phone and mobile advisors who identify those customers who need extra help and offer support that best suits them.

Host role outline. What a day's shadowing may involve?
The day would involve sitting with a NES Advisor whilst going through cases and taking incoming calls passed from our main line of Business Tier 1. These cases will be of vulnerable customers. ie abuse, Mental health issues, complex issues and HMRC errors. We deal with all departments relating to Appeals, Complaints and complex cases.

What do you think people may gain from shadowing you?
The shadowing will give any person an insight into the varied work the NES team deal with. It is an interesting job as we can deal with may vulnerable cases and errors.



REFERENCE No	IS17
Shadowing opportunity offered:	Fresh Thinking Business Partner
Department:	HMRC
Location:	Benton Park View
Duration:	0.5 day

Who is offering this opportunity	
Grade:	HO
Role:	Business Partner
No of years in your current role:	5 months

Pen Picture <i>(Brief description of you and your work history)</i>
<p>I joined HMRC 5 months ago from DWP on promotion. I have previous experience of introducing Continuous improvement to a local DVSA office.</p> <p>I have had a very varied career, amongst other things I have been self-employed as a driving instructor, worked at Heathrow Airport as a Training Officer, and been a Police Officer in The City of London Police Force. I started my career in Selfridges in Oxford Street, London.</p>

Host role outline. What a day's shadowing may involve?
<p>Discuss Fresh Thinking and how it works, what a Fresh Thinking idea is, the role of a Business Partner and how we engage staff. A look at what happens to an idea once it has been submitted.</p> <p>The opportunity to meet the team and look at the role of the evaluator and its importance. Talk about Fresh Thinking's plans for the future.</p>

What do you think people may gain from shadowing you?
<p>A good all round understanding of Fresh Thinking. How it works, what a Fresh Thinking idea is, the role of a Business Partner and how we engage staff. What happens to an idea once it has been submitted.</p>



REFERENCE No	IS18
Shadowing opportunity offered:	Business Manager in Complex Case Unit
Department:	Crown Prosecution Service
Location:	Leeds
Duration:	0.5 day

Who is offering this opportunity	
Grade:	HEO
Role:	Business Manager
No of years in your current role:	16 years

Pen Picture <i>(Brief description of you and your work history)</i>
I have worked for the Crown Prosecution since 1986 starting as an Administrative Officer and now working as a HEO / B2 Business Manager working in the Complex Case Unit.

Host role outline. What a day's shadowing may involve?
Gaining knowledge of how cases are brought before the court. The preparation that the different grades undertake prior to the case appearing before the court.

What do you think people may gain from shadowing you?
An opportunity to see how the complex case unit operates and to see how many cases which go through the court system.



Civil Service
Local



iShadow with CS Local

Job shadowing scheme for the North East, Yorkshire & Humberside

Opportunity Details

REFERENCE No	IS19
Shadowing opportunity offered:	Fusion Events
Department:	HMRC
Location:	Benton Park View or Shipley
Duration:	1 day

Who is offering this opportunity	
Grade:	Grade 7
Role:	HMRC Digital Fusion Leader
No of years in your current role:	6 months

Pen Picture <i>(Brief description of you and your work history)</i>
<p>My role is the HMRC Fusion Leader. Fusion is a brand new concept developed by me, it is our unique collaboration tool, designed to help teams (HMRC and wider Government) find solutions to their most compelling, complex and knotty problems, in a specialist designed collaboration zone that facilitates the joint focus on the challenge.</p> <p>I have spent 20 years in Government, with time spent in various roles and teams. I have customer service experience, Project and Programme delivery, Benefits Management, Digital Delivery, Assurance and Recruitment.</p>

Host role outline. What a day's shadowing may involve?
<p>This will depend entirely on the time of the opportunity. In my day to day activities I spend time coaching, directing and supporting my team to plan and deliver Fusion Events, we engage with stakeholders from across the department at all levels. If you join us on the day of an event it will be hands on experience to how we deliver Fusion Events.</p>

What do you think people may gain from shadowing you?
<p>Insight into how Digital operates, a view of the day in the life of a G7 Events manager. Experience of dealing with stakeholders at all levels. Product Development skills, Running a Fusion Event the approach we take etc.</p>



Civil Service
Local



iShadow with CS Local

Job shadowing scheme for the North East, Yorkshire & Humberside

Opportunity Details

REFERENCE No	IS20
Shadowing opportunity offered:	Work Programme Management Team
Department:	HMRC
Location:	Benton Park View
Duration:	0.5 day

Who is offering this opportunity	
Grade:	HEO
Role:	ISBC Campaigns and Projects
No of years in your current role:	1 year

Pen Picture <i>(Brief description of you and your work history)</i>
I have read Law at University. Following this I worked in the Legal Team for the Ministry of Justice for 5 years. I gained a double promotion and joined HMRC in 2016, I have been working within CWRP.

Host role outline. What a day's shadowing may involve?
Looking through the different elements I analyse to create a plan for the various projects I look after over the three sites within the UK.

What do you think people may gain from shadowing you?
Gain a first hand insight into the work that CWRP are involved in.



REFERENCE No	IS21
Shadowing opportunity offered:	Digital/ Agile working
Department:	DWP
Location:	Benton Park View
Duration:	1 day

Who is offering this opportunity	
Grade:	Grade 7
Role:	Business Analyst
No of years in your current role:	3 years

Pen Picture <i>(Brief description of you and your work history)</i>
Career Civil Servant – multiple roles and disciplines within front line operations and project support management. Last three years have worked as Business Analyst on cross government DWP / HMRC team delivering the award winning check your state pension digital service.

Host role outline. What a day's shadowing may involve?
I would probably arrange for visit to take place on a day when we have one of our Agile ceremonies. This would enable staff member to see at first- hand how an Agile team works to deliver digital services. I would supplement the day with an overview of what we do / how we do it and then compliment with the agile ceremony.

What do you think people may gain from shadowing you?
An overview of Agile, experience in a modern digital environment and a shared understanding of how career civil servants can thrive in an Agile environment.