European Translational Information and Knowledge Management Services

eTRIKS Deliverable report

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Deliverable 5.1

Governance Model Charter

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RE	Restricted to a group specified by the consortium (including Commission Services)	

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DELIVERABLE INFORMATION

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The Challenge

- How to manage, in a controlled prioritised manner, demand from projects supported by eTRIKS.
- How to
- How to manage and assign resources from capability focused WPs to address demand from supported projects
- How to ensure open, explicit communication with supported projects, including delivery forcasting
- How to ensure good communication within the project
- How to ensure timely but fair decision making across the project.
- How to coordinate eTRIKS development with the wider community

Proposal Summary

- Grouping of demand into Delivery Packages
- Matrix operation of DP teams formed from the various WPs
- Adoption of Trello Collaboration platform, along with Google Drive and OneHub
- Formal demand and project management roles spanning WPs and DPs to manage demand, resources and delivery
- Decision making meetings scheduled
- Project communication through meetings and weekly bulletins

Abbreviations

- DP: Delivery Package – a self-contained unit of work (2-6 mths of effort)
- AM: Account Manager – Accountable for managing the eTRIKS interface with a supported project. Accountable for capturing demand and presentation to the development teams and all communication with the project
- WPLs: Work Package Leaders
- PM: Project Manager accountable for work and resource scheduling and reporting
- PL: Programme Leader – Project Coordinator
- GA: General Assembly
- BA: Business Analysts
- RPM: Resource Planning Meeting
- MOU: memorandum of understanding
- MTA: material transfer agreement

Assumptions

- The decision process should be Transparent and Unbiased (Automated if possible)
- Development and Support cannot co-exist. That is, only the current released system is used for supporting
- Support for a project will often not be 100%: We may partially support a project for a limited scope within a period of time. This needs to be explicit for both parties early in the process
- Demand/product roadmap stability is required for success
- Details of the 'Product Management' process need refinement by WP2
- This will evolve...

Agreeing support for a project

- AMs identify candidate projects requiring support, gaining an outline view of the type of support required and estimate of resource required.
- Case made at GA to scope out project requirements with intent to Support the project.
- If agreed by the GA, an MOU will be established between the project and eTRIKS and an AM & BA assigned to scope out delivery packages as per the process below.
- If ExCom ratify a RPM decision to support the project DPs then the project is formally Supported by eTRIKS and a MTA with a schedule of work put in place between eTRIKS and the project.
- The MTA explicitly states the work schedule along with the terms and conditions for the work and accountabilities of both parties.
- A project cannot be Supported by eTRIKS without agreement by the GA.

Operating Model

The core operating model is a simple process whereby demand, from either Supported Projects or from internal eTRIKS requirements, is bundled into 3-6 month Delivery Packages by AMs or PMs. The feasibility of executing these DPs are assessed every quarter at a Resource Planning Meeting in light of the resources available to each WP. If a DP is adopted (including sanctioned into the work schedule then the PMs work up the tasks in more detail and execute
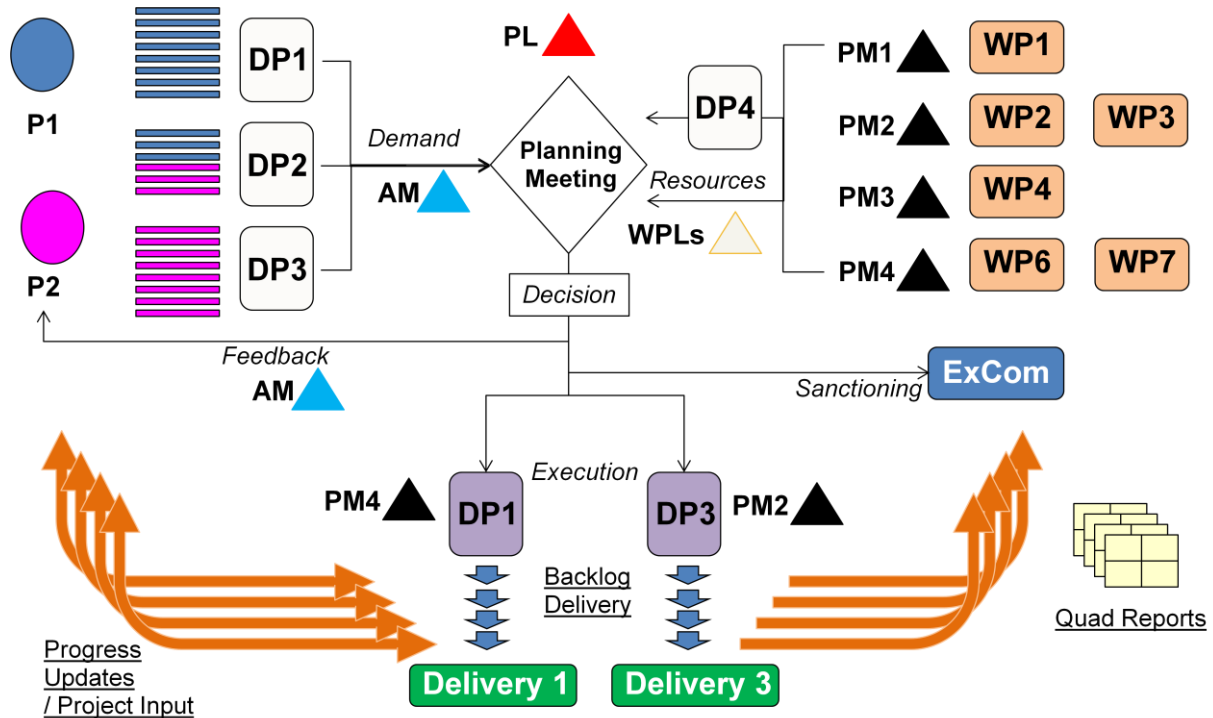
Demand: Delivery Packages
- AMs collective group into 3 manageable units of work (3-6 mths effort): DPs. DPs cover all demand: software development, hosting, training, curation etc. A DP should not mix software development with other types of demand (eg training, curation).
- Where common requirements are identified across projects/DPs, AM will collaborate with WP experts (eg software architects) to collate project specific DPs into a single 'technology' focused DP (eg for MassSpec data mgmt).
- Internal, cross WP eTRIKS requirements (eg Taskforces) are also created by PMs for review.
- DPs, associated requirements and status are actively managed in Trello
- DPs can be derived from internal demands: also known as TaskForces.

Capacity: Audit of Resource
- Every 3 mths
- PMs of each WP will internally produce a capacity report: resources in DoW per org/WP, resources currently deployed, target resource level for next 3mths and resource capacity over next 3mths (expect some work to roll-over)
- A full resource availability table will be published to all AMs

Adoption: Planning Meeting
- Every 3 mths

- Expect 6 mth review for WP2 (software development) demand.
- For other demand expect faster delivery cycles <3mths.
- Attendees: WPLs, PL, PMs, AMs
- Prior to meeting:
  - Prioritised DPs (external and internal) are reviewed by related WPs to assess requirements and predict resources required.
- During meeting:
  - DP's are presented by AMs.
  - Scenario's are discussed where by different combinations of DPs are adopted based on resources, project demand, internal priorities and potentially wider ecosystem backlogs (eg expected delivery from the tranSMART Foundation).
  - Output:
    - Agreement reached on what DP's will be adopted.
    - Communication back to projects and wider eTRIKS team
    - PM assigned to own each DP
    - ExCom alerted and work sanctioned

Execution:
- For adopted DPs, PMs work with AM and WP teams to refine tasks and sprints.
- Where necessary, members of Supported Projects brought into delivery to help refine requirements/functionality
- Regular reporting on progress every month for ExCom, WPLs and Supported Projects (via WP6).
- Minor changes to DP are managed by the PM, more significant changes (involving > 1 Month FTE effort) need to be agreed through Resource Planning Team.

WP Tasks, Deliverables and Milestones
- In addition to DP execution, the Work Packages have distinct Tasks, Deliverables and Milestones as set down by the DoW
- Resourcing and Delivery plans will be developed and managed by the PM and WPLs
- All WP documentation to be published in OneHub and Project invited to review before submission

Internal Communication
- eTRIKS weekly bulletin. Where possible data should be automated alerts from Trello.
  - Headlines
  - WP updates
  - Decisions made
  - Resource changes
  - Delivery package updates
  - tranSMART News
- Monthly basis using the Quad Chart format for consumption by the WPLG and ExCom: for review at the WPLG meeting
- Delivery of a Deliverable for reporting to IMI

Artefacts: Reporting & Internal Comms
- **Demand:** captured and detailed in Trello, either as part of WP boards or Supported Project Boards. 'Card in place per DP' with top level requirements.
- **WP minutes** to be captured in Trello, with actions and decisions captured on appropriate cards.

- **Regular reporting:** for all WPs and adopted DPs monthly <u>Quad</u> reports produced: Achievements, Risks, Upcoming deliveries and Resources consumed. Data for these can be automated through Trello reports capturing DP progress (etc). These will be used as pre-briefings in all WPLs meetings.
- **Document Management:** All key project documents to be archived in OneHub. Documents being actively edited to be stored on GoogleDrive. Other docs to be stored on Trello.
- **Bulletin:** weekly bulletin covering up-coming meetings, key decisions from recent meetings, key news – deliverables. Again mainly automated reporting from Trello but accommodating manual inputs from WPLs and PMs submitted 2 days before.
- **People Directory:** Online GoogleDoc with people assignment to WPs
- **Formal Reporting:** Delivery reports for all DoW WPs – stored in OneHub.

Actors
- AMs: Account Managers.
    - WP 6. Typically 1 per 2 Supported Projects
    - Responsible for:
        - Gathering demand for Supported Projects
        - With AM community, grouping demand into DPs
        - Coordinates BA in developing detailed picture of demand within a DP
        - Working with Resource Planning Team to agree DP priority and resourcing
        - Engagement of Supported Project in DP delivery
        - Communication of progress back to Supported Projects
        - Agreement of minor changes to DP with PM
    - Coordinated by: WP6 WPLs
- WPLs: Work Package Leaders.
    - Responsible for:
        - Ensuring WP Milestones and Deliverables are met
        - Working with Resource Team to agree DP priority and resourcing
        - Resourcing of the WP (PM to support)
        - Assignment of WP resource to DP (PM to support) – balancing WP specific deliverables vs DP demand.
        - Ensuring PMs are operating effectively & resolving any blockers to delivery
        - Development of WP specific DPs
        - Coordinating local PMs
- PMs: Project Managers.
    - 4 PMs (50% time):
        - PM1 – ICL: WP2 and WP3
        - PM2 – BioSci: WP6 and WP7
        - PM3 – UL: WP4
        - PM4 – CNRS: WP1
    - Responsible for:
        - Monthly resource tracking for WPs and DPs
        - Working with Resource Team to agree DP priority and resourcing
        - Resourcing DPs from WPs
        - Developing task backlog for assigned DPs (and WP)
        - Managing delivery of backlog within assigned DPs (and WPs)
        - Monthly progress reporting for assigned DPs and WP (Quad Charts)

- • DP delivery summary report
          - • Minor changes to DPs agreed with AMs
          - • Alerting any delivery challenges to WPLs and ExCom
        - • Coordinated by: Programme Leader and respective WPL(s)
  - • Programme Management.
      - • 1 Programme Leader (Coordinator – Ian Dix)
      - • Responsible for:
          - • Managing the PM community
          - • Coordination of the Resource Team Meeting, WPLs meeting, ExCom and GA.
      - • Collaboration Mgmt Team (BioSci Consulting)
      - • Responsible for:
          - • Facilitating the process through structured TCs and meetings
          - • Generating and Managing WP5 project artefacts
          - • Facilitating Resource Team Meeting
          - • Tracking use of resources (roll up from PMs)
          - • Coordinating reporting effort (roll up from PMs)

Key Meetings

- • Resource Planning Meetings:
    - • Purpose: To agree DPs to progress & resolve issues arising from ongoing DPs
    - • PL Coordinates, AM, PMs and WPLs to attend
    - • Quarterly f-f meeting: expect new WP2 demand every 6 mths.
    - • Output: Prioritised DPs with resourcing plan, benefits case and recommendations. Update on progress.
- • WPLG Meetings.
    - • Purpose: Maintaining coordination and open discussion within Consortium
    - • PL Coordinates, WPLs to attend
    - • Monthly tc: 2 hours
    - • General issue meeting re eTRIKS delivery. Opportunity for Leadership of eTRIKS to speak openly about challenges and issues of the project.
    - • Review of progress vs WP deliverables and milestones as well as DPs
    - • Review of WP resources
    - • Outputs: Risks & Issues log, actions for ExCom/WPLs
- • 'Local' DP Meetings – Sprint meetings
    - • Purpose: Coordinate development and delivery of an individual DP
    - • PM Coordinates, AM, DP members to attend
    - • Weekly Sprint meeting tc
    - • Review of Backlog and delivery for DP
    - • Outputs: Sprint plans, issues for Supported Projects to resolve
- • WP Meetings:
    - • Purpose: Review progress and resourcing against WP commitments
    - • WPL Coordinates, PM and WP members attend
    - • Monthly tc
    - • Review of WP deliveries (either as part of DPs or other WP specific deliveries)
    - • Review of WP resources
    - • General issue meeting re WP delivery
    - • Outputs: Delivery plans for WP, WP issues and risks, actions for WP team

eTRIKS Project Management: Artefacts

- Delivery Package (DP) Proposal:
  - Purpose: to clarify scope for Delivery Package
  - One off - Requirements list + DP background information
  - Who – initially AMs then extended by PMs
  - For – Resource Team
  - DP Doc covers: objective, supported project, time lines, priority for the Supported Project
  - PMs extend DP doc to include delivery plan: resources, delivery timing and prioritised activity log vs requirements.
- Quad Charts
  - Purpose: to provide concise summary of progress to date
  - Monthly Internal Progress Reports
  - Who - PMs
  - For – WPLs and ExCom
  - Contain info on delivery that month, risks/issues, deliveries for next month and resources consumed / projected
  - Semi-automated generation from Trello
- DP Progress External Report:
  - Purpose: Customer focussed summary of progress
  - Monthly
  - Who – PMs and AMs
  - For – Supported Project
  - Filtered Quad Chart focusing on delivery to date and expected delivery in next month expressed in business not technical terms
  - Semi-automated generation from Trello
- DP Closure Report
  - Purpose: To capture achievements and issues during DP delivery
  - One off on completion of a DP
  - Who - PMs
  - For – WPLs and ExCom
  - Contain summary of all deliveries vs requirements for DP along with resources consumed. Lesson learned captured for future improvement in DP/eTRIKS execution
- DP Trello Backlog
  - Created on DP formation, reviewed weekly
  - Who – PM (AM input)
  - For – DP delivery team
  - To do list for DP delivery.
  - View managed in Trello – not Artefact in itself
- eTRIKS Trello Backlog
  - Populated and Reviewed Monthly
  - Who – PL
  - For – WPLs and ExCom
  - List of pending, active and closed DPs. Also need to include WP deliverables in this Backlog.
  - Need automated report from Trello
- WP Progress Report:
  - Monthly
  - Who – WPLs/PMs
  - For – WPLs and ExCom

- Report of deliveries vs Milestones and Deliverables. Basis of formal reporting to the Commission of Deliverables. Contains running issue log for WP.
  - Automated Trello report
- Other Programme Level Artefacts (not complete)
  - CRM Status (WP6)
  - Impact Stories – benefits realisation log (WP6)
  - External Stakeholder Mgmt plan and reports (WP6)
  - Traceability Log: deliverables vs requirements (WP6)
  - Financial Burn Rates – resource consumption (WP5)
  - Full list of people (resources) on project (WP5)
  - Overall risk / mitigation log – roll up from DPs/WPs (WP5)
  - Key Decision Log – GA, ExCom and WPs (WP5)
  - Resources – roll up from WPs (WP5)
  - Consolidated Requirements list (WP6)

eTRIKS Groups:
- Stable eTRIKS Groups (defined in the DoW)
  - GA
  - ExCom
  - WPLG
  - WPs
  - Strategic Advisory Board
  - Resource Planning Team – not in the DoW but required to manage demand: AMs, PMs and WPLs. Chaired by PL (Ian Dix).
- Transient eTRIKS Groups
  - **DP Teams** – Delivery Package Teams: teams pulled from WP resources to deliver against key tasks. Teams only exist for as long as delivery exists.
  - **URG** – User Reference Group. Stable group but with changing membership as supported projects change.