

Document 65

CTIS project update for the Monitoring sub-group of the EU CTR Coordination Group

7 August 2019

Reporting period: 15/7/2019 - 02/8/2019

Content

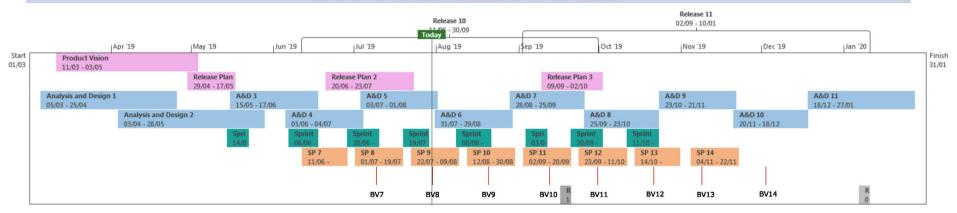


- Executive Summary
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- Progress status release I
- KPIs results
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Integrated planning



Currently, we are in the middle of the Release 1, the Sprint 9 is undergoing development while the Sprint 7 and 8 have been tested and validated



Release R09 and R07





General status of implementation of New Delivery Model

For the past three weeks (15/7/2019 - 02/8/2019)

- Sprint implementation and testing activities:
 - Sprint 8 closed
 - Sprint 9 development is on-going
 - Sprint 10 corrective actions started earlier.
- Release and Sprint planning activities:
 - Release 2 proposal was shared with POs
 - Release 2 meeting with Expert Group (01/08)
- Analysis & Design:
 - 5 iteration is almost completed
 - 6 is on-going
- Backlog Management:
 - The identification of clusters (by EMA/IT4U) and of business blockers (by POs) is progressing
- Change management:
 - Delivery Communication Plan agreed, presented to POs and Rapporteurs and EC
 - Recommendations on streamline reporting agreed between EMA and IT4U
 - Lessons Learned from the NDM compiled

In the next three weeks (05/8/2019 - 23/8/2019)

- Sprint implementation and testing activities:
 - Sprint 9 is completed by 16/08
 - Sprint 10 is completed by 12/09
- Release and Sprint planning activities:
 - Release Plan 2 approved.
- Analysis & Design:
 - 5 iteration EMA review by 20/08
 - Progress with 6 iteration
- Backlog Management:
 - Consolidate and update JIRA with the feedback received from POs
 - Identify and specify solutions for Fast-Track items.
- Change management:
 - Define and assess actions for improving New Delivery Model (based on lessons learned)
 - Ensure implementation of actions defined in the Delivery Communication Plan and reporting



Sprint Implementation and Testing

Sprint 7 - Closed

- Scope: Items
 - fresh in the original scope

Status

- Items delivered to FAT:
- Items delivered to SAT:
- Items delivered to BV:
- Items validated:
- Items not delivered:

Timing

- Starting date: 11/06
- Business Validation: 09/07

Sprint 8 - Closed

- Scope: Items
 - fresh in the original scope
 - carryover items

Status

- Items delivered to FAT:
- Items delivered to SAT:
- Items delivered to BV:

Items validated:

- Original scope:
- Carryover:
- Items not delivered:

Timing

- Starting date: 01/07
- Business Validation: 30/07

Progress Status Release I



Sprint Implementation and Testing

Sprint 9 - Development

- Scope: Items
 - fresh in the original scope
 - carryover item
- Timing
 - Starting date: 22/07
 - Business Validation: 20/08

Sprint 10 – Development

- Scope: Items
 - fresh in the original scope
 - carryover items
- Timing
 - Corrective actions: 22/07
 - Starting date: 12/08
 - Business Validation: 12/09

Bushins	Sprint 7	Sprint 8	Sprint 9	Sprint 10
Status	Closed	Closed	Ongoing	Ongoing
Scope breakdown				
Original				
Others (dependencies)				
Carryovers				
Development				
Delivered to FAT				
Original scope				
Carryovers				
Items not delivered				
Items started no completed				
Items not started				
FAT				
Items validated				
Original scope				
Carryovers				
Items reopened				
Original scope				
Carryovers				
SAT				
Items validated				
Original scope				
Carryovers				
Items reopened				
Original scope				
Carryovers				
BV				
Items validated				
Original scope				
Carryovers				
Items reopened				
Original scope				
Carryovers				
Items not delivered				
New Bugs				
From FAT				
From SAT				
From BV				
Net items after Sprint				
Carryovers not included in the sprint plann	ing			

KPIs results from S8 vis-à-vis the envisioned thresholds



The table below compares the agreed thresholds with the actual results of the most recently closed Sprint

КРІ	Formula	Most recently ended Sprint (S8)	EMA threshold for S8	Comments	Status
		(60)			

KPIs results from S8 vis-à-vis the envisioned thresholds



The table below compares these thresholds with the results of the most recently closed Sprint.

	КРІ	Formula	Most recently ended Sprint (S8)	EMA threshold for S8	Comments	Status
7						

KPIs results from S8 vis-à-vis the envisioned thresholds



The table below compares these thresholds with the results of the most recently closed Sprint.

КРІ	Formula	Most recently ended Sprint (S8)	EMA threshold for S8	Comments	Status

Items not delivered - Root causes



IT4U has analysed the root causes to define an action plan in the short and medium term

	Sprint 7	Sprint 8
Scope		
Items not delivered		
Development		
Items with a high technical complexity that can not be covered in a single sprint		
Items agreed to be executed in several sprints (AngularJS)		
Inaccurate (Completness) technical information.		
Inaccurate (Completness) functional information.		
Dependencies with Items not developed due to high complexity (Related to item 1D)		
Dependencies with items not included in the previous sprints		
Inaccurate test cases executed in development compared with FAT		
Internal regression issue		
FAT		
Different test cases executed between Dev and FAT		
Difference of opinion between testers and development about the resault expected		
Internal regression issue		
Issue not detected during the development		
Dependencies with items not accepted		
SAT		
Regression issue blocking the testing		
Inaccurate test cases executed in FAT compared with SAT		
Dependencies with items not accepted		
Issue with the time needed to run the test. (More than 3/4 days)		
Issues with set of data used in SAT		
Item tested in the first FAT version but failed in the last SAT version		
Liferay deployment issue		
BV		
Functionality is not the expected		
Item not solved properly		
Item pending to be tested		

Main Root Causes

- Items with effort longer than 1 sprint
- Inaccurate technical & functional information
- Dependencies
 - Items with high complexity
 - Items not included in previous sprints
- Difference between the testing executed in Dev and FAT/SAT

Results from user satisfaction survey



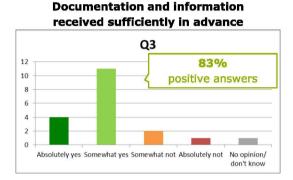
POs and Rapporteurs are overall satisfied with the current model, especially the Sponsor POs.

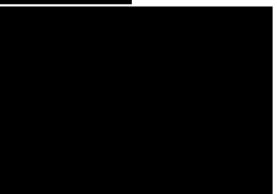
With areas of improvement in overview of upcoming meetings and documentation availability*.

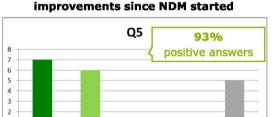




Absolutely yes Somewhat yes Somewhat not Absolutely not No opinion/







Absolutely yes Somewhat yes Somewhat not Absolutely not No opinion/

don't know

There have been incremental

don't know

^{*} The full survey questions and the break-down of the answers per stakeholder group are available in Annex

^{**} The "no opinion" answers have not been included in this calculation

Action Plan: Short Term



Following actions are already in place or will be implemented

Action (Capacity)	Status
Development team has been reinforced with additional developers.	Implemented since July 8
Reinforcement Production capacity at all layers (BA & Dev). At least consultants	Implemented since July 22
To keep current capacity several action are being analysed:	Implemented since July 15

Action (Quality)	Status
A&D has been reinforced adding technical profiles to ensure the quality of technical analysis, identifying dependencies and accurate estimates.	Implemented since July 8
Extend current sanity checks for before delivering items to FAT	Implemented since July 15
To improve the test acceptance criteria of the tests carried out in the development stream based on the scripts used in FAT	Fully implemented by August 5
To improve some test cases to be executed in development, based on scripts used in FAT	Fully implemented by August 5

Sprint 7: Starting date: 11/06 Sprint 8: Starting date: 01/07 Sprint 9: Starting date: 22/07 Sprint 10: Starting date: 12/08

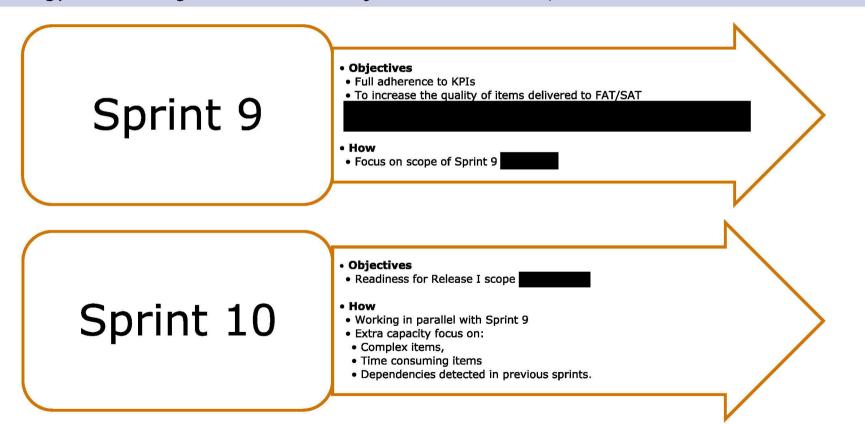


Following actions will be implemented along Release 2

Action	Status
A&D functional analysis will be perform in an holistic way and technical analysis will break down the items to ensure the parallel implementation. The benefits of this action are: Grouping items by functionality (Clustering). Better understanding about how the application operates. Earlier detection of functionality missing. Better sprint planning in the way the items included in the scope can be selected with more complete and accurate information To detect dependencies between items before including them in the scope of each sprint. The main consequence, in the short term, is: Limited A/D capacity will be working on items with non-auditable functionality (Less than Business value 3)	To be implemented in Release 2
Extend sprint duration (testing period), from 3 to 4 weeks. The benefits of this action are: • More time to update test cases of run in each sprint. • To extend the FAT duration to fix and re test issues founded during FAT. • To increase the number of net items delivered to be approved. The main consequence is: • Release 2 will have same duration (12 weeks) but will contain 1 sprint less	To be implemented by September 2



The strategy for reaching the established objective for release I, will be based on



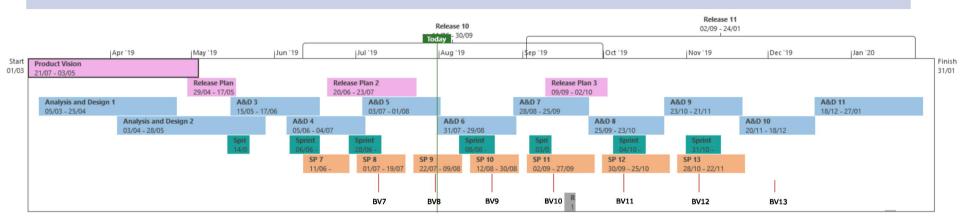


- 1st of August: Second Release Plan approved
- 2nd of September: Start the implementation of second Release Plan and implementation of the main lesson learned to improve the New Delivery Model
- 16-20th of September: First Release Validation at EMA
- September: Finish the backlog analysis and provide draft estimation date for audit

Integrated planning



Planning considering Sprints 11 to 13 extended from 3 to 4 weeks









Any questions?

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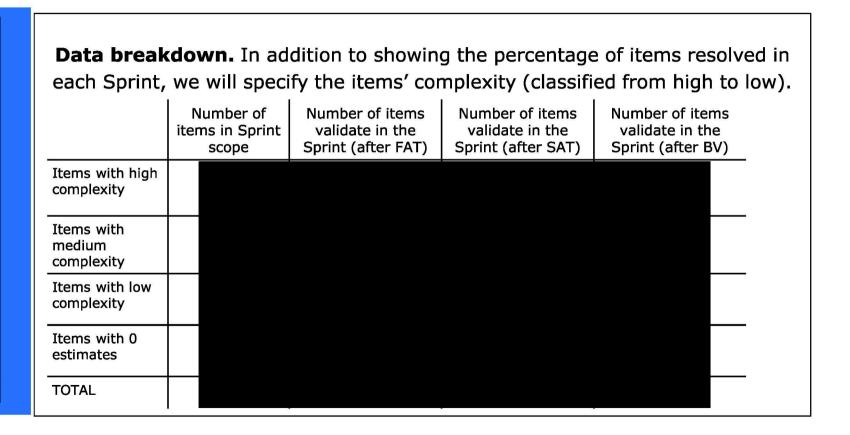
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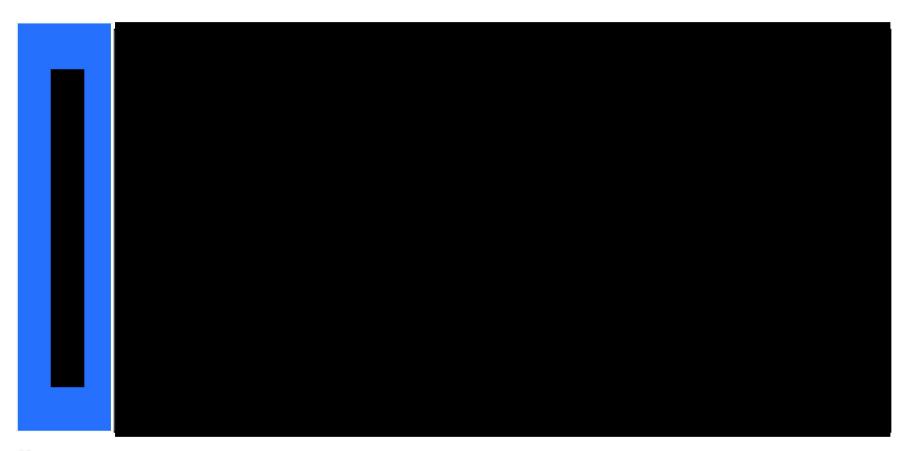


Annex

ANNEX - KPIs results from S8 vis-à-vis the envisioned thresholds



ANNEX - KPIs results from S8 vis-à-vis the envisioned thresholds



ANNEX - KPIs results from S8 vis-à-vis the envisioned thresholds



• Within this KPI, further data will be available on the nature of the items that have been addressed during each milestone.

Release 1		Ready (after A&D)	Validate (after FAT)	Verify (after SAT)	Closed (after Business Validation)
Rele	Sprint 8				



Security testing executed as part of CT1

- Date: Before February 2019
- Bugs found:
- Status: Included in the Technical Backlog
- Categorization:

Blocker	Critical	Major	Minor	Trivial

Security testing executed as part of Sprint 5 (CT2)

- Date: Week of 10 April
- Bugs found:
- Status: All of them were fixed, verified and closed in Sprint 6 (CT2)
- Categorization:

Blocker	Critical	Major	Minor	Trivial



Security testing executed as part of Sprint 8 (NDM)

- Date: Week 22 July
- Bugs found: and not related to the work performed in Sprint 7 nor Sprint 8
- · Status: To include in the current technical backlog
- Categorization:

Blocker	Critical	Major	Minor	Trivial