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BCIS309 – Work Integrated Learning PROJECT, sOFTWARE dEVELOPMENT

Semester 2, 2024

Resource Management sOLUTION for cELLO

Project Proposal

Version 1.0

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Document Control

This section is to outline the dates of when editing has happened to this document as this is a living document. Every date seen is of the start of the week.

|  |  |  |  |
| --- | --- | --- | --- |
| Date | Author | Version | Status of Document/Updates Made |
| 31/07/2023 | Jared Ireland | v0.1 | Document Creation |
| 07/08/2023 | Jared Ireland | v0.2 | Created initial burndown charts |
| 14/08/2023 | Jared Ireland | V0.3 | Added general skills.  Added overviews for all headings.  Preparing the final parts of the project proposal pre-information gathering.  Created initial quality assurance table.  Created initial risk assessment table. |
| 21/08/2023 | Jared Ireland | V0.4 | Added student skills.  Added professionalism.  Added methodology.  Added relevance to ITP Code of Ethics.  Added sustainability, inclusive practices and Te Tiriti o Waitangi. |
| 25/08/2023 | Jared Ireland | V0.5 | Finalising document for feedback  Sent for feedback to Industry Supervisor  Sent for feedback to Academic Supervisor |
| 28/08/2023 | Jared Ireland | V0.6 | Applying academic supervisor’s feedback  Applying industry supervisor’s feedback |
| 1/09/2023 | Jared Ireland | V0.7 | Submission of project proposal |
| 25/09/2023 | Jared Ireland | V1.0 | Applied feedback from course convenor. |
| 2/10/2023 | Jared Ireland | V1.1 | Applied halfway report content |

# Executive Summary

## Halfway Report

# Project Overview:

Project Name: Cello Resource Management

Project Duration: Monday 28th August – Thursday 16th November

Project Managers: Jodi Anderson, Stephen

## Objective:

The primary goal of this project is to construct a framework using the Office 365 ecosystem to enable workspace collaboration between individuals.

# Key Achievements:

During the first half of this project the following milestones have been achieved:

### Discovery Phase

The focus was on identifying existing products and potential tools for integration. Notes were meticulously taken and compared to outline an initial project framework, which was subsequently presented to the Project Managers.

### Design Phase

Design concepts were developed based on Project Managers' feedback from the Discovery Phase. Two initial designs were created and tested with third-party individuals, leading to the generation of six distinct designs through multiple testing iterations. A fruitful discussion with Project Managers eventually merged three of the designs. Subsequently, a Dataflow was constructed to elucidate the project's functionality and enable quick iterations.

### Development Phase

#### Iteration One

Development commenced after the Design Phase, with a smaller learning-focused scope. Power Automate was employed to extract data from Office 365 Calendars, modify it, and feed it into a Microsoft List.

#### Iteration Two

This phase was subdivided into two parts, Iteration Two and Iteration Two point Five, due to distinct software requirements for a booking system. Iteration Two, akin to Iteration One but involving API access, required extensive logic to consolidate data.

Iteration Two point Five is employing Power Apps, is ongoing and has involved a substantial learning curve, leading to a longer development timeline.

# Challenges Faced:

The project encountered health and learning challenges, with the overarching challenge being Microsoft's frequent updates. These updates rendered much of the information obsolete, necessitating a comprehensive review and adjustment of code for correct execution.

# Status of Deliverables:

At present, all project deliverables are on track, except for the weekly meetings, which were suspended due to health-related issues affecting project work which has been denoted in the Risk Analysis and Risk Logs.

# Next Steps:

The immediate next step is to complete Iteration Two and proceed to Iteration Three, which is expected to be a concise phase focused on integrating the project's components into the final product. Following its completion, a documentation process will be initiated to create a user manual for X personnel, enabling them to use and update the system as needed.

# Conclusion:

In conclusion, the project has achieved significant milestones in the Discovery, Design, and Development phases. Despite the challenges posed by health issues and rapidly evolving Microsoft updates, the project remains on track, with all deliverables being met, except for the temporarily halted weekly meetings. The next step is to finalize Iteration Two and proceed to the final Integration phase, which will culminate in a user manual for the X team to ensure seamless operation and future updates.

# Introduction

The following document outlines a comprehensive project proposal for the Resource Management Solution project in progress at Cello. This document aims to offer a deep insight into the project's roadmap and the strategies for its success, serving as both a guide and a repository of project-related information.

Throughout this document, we will explore the project's inception, presenting essential data which has been gathered during the timeline of this project. We will also delve into our project management strategies and risk mitigation techniques to ensure a seamless and triumphant execution. Additionally, we will outline the project's scope and provide a detailed step-by-step plan. Ethical considerations will also be addressed in a dedicated section.

There will be set intervals in which reports and updates to this document will be upheld. A major interval is the Halfway Report which allows for the addition of major updates, supporting document updates and reflections on key sections from the project proposal.

# Project Details

This section is to describe the project along with the information of the industry client and project background that contains current and future situations.

## Project Name

Cello Resource Management Solution

## Overview of Industry Client

Cello is a networking company who had started within Computer Concepts Limited but was bought Spark’s operation and has since split away due to two networking businesses working within a business.

Cello’s clients are strictly Business and Organisations and they, Cello, do not invest into the infrastructure as they leverage all the other vendors/partners, using the likes of Cisco, Juniper, Aruba, and Fortinet for hardware and Chorus, 2degrees, One (formally Vodaphone) for network infrastructure and run a solution-led organisation, aggregating the best technologies both locally and internationally to ensure they have the right tools.

## Project Background

### Overview

Cello is maturing as a business after their divestment from Spark and is now creating their collateral, artifacts and improving or creating process. Cello has been growing rapidly over the past three years, jumping up from 30 staff members where, having quick conversations around who was on what project and what was scheduled, and making promises in terms of things to the clients, to over 100 staff members and various teams, all working on various projects with no holistic view of who and what’s been booked.

### Current Situation

* Inability to know what staff members are working on what projects.
* Double booking staff members.
* No holistic view of staff members and teams.
* Making sure promises are being delivered on with Clients.

### Future Situation

Providing the business with an overview of the workflow within it. So, it will help with:

* Visibility of all engineering projects
* Planning projects.
* Estimating delivery times.
* Tracking progress within set time frames.

# Project Scope

This section will be defining the Scope, Goals and Requirements for the project.

## Project Goal(s)

### Industry

Develop a location to have a holistic overview of the company and visibility of scheduled works.

### Student

Developing the set requirements as set out by the Project Owner and Industry Supervisor’s.

## Benefits of Project

### Industry

Being able to schedule work and agree on timelines with clients without overlap, without putting pressure on teams, having a future vision of the workload so that you know when you're going to need more resources in terms of recruitment.

### Student

* Ability to put teachings into practice.
* Developing working habits and job readiness as well as interpersonal and communication skills.
* Having a hand’s on and collaborative approach to working conditions
* Managing, Understanding, Prioritisation, backlogging of tasks and being able to adapt to changing of tasks.

## Project Requirements

**Outlining high-level requirements.**

## Expected Deliverables

### Industry

* Weekly to Bi-weekly check-ins/progress updates
* Manual Documentation using Cello template.
* Ability to book time for different teams.
  + Inclusive of Staff Leave times.
* Dual view is required as we would need to view.
  + NOC (Network Operations Centre)
  + Engineering (WAN, LAN & Security) planned schedules.
* Design for the SharePoint (Only used to serve as a front-end display)
  + Simple design
  + Little customisation
* Cello Staff Management
  + Current Staff Status (Leave/Not on leave)
* Calendar connection
* Integration’s
  + Auto Cello
  + Office 365
  + Power Apps / JavaScript

### Academic

* Work Integrated Learning Agreement
* Weekly summarization reviews
* Continuously maintained burn-down charts, risk assessments and quality assurance
* Project Proposal, Proposal Checklist, Project Proposal Approval Form
* Methodology Essay
* Halfway Project Report
* Industry and Academic Supervisor Assessment
* Final Report
* Short Paper
* Project Poster
* Panel Presentation

## Halfway Report

Thankfully the expected deliverables and overall, the project has not changed between the initial project proposal and the current halfway report. This has so far been a wonderful and enjoyable learning experience using Power Automate, Power Apps, Microsoft Lists and SharePoint. The team at Cello has also been supportive and given critical feedback through out the whole process, even with staff members looking at the current work and giving questions and feedback enlightening myself into changing and validating my current progression through the project as at the end of the day, they will be the users using this product. I would like to comment that my personal time management and communication has been a rocky road with times where my communication has gone radio silent and the rate of which my production levels have been should have been better and the project should have been started well underway and be nearing completion.

There has been one change that happened during the writing of the project proposal with a section of the project, not related to the deliverables, being removed due to time constraints.

# Stakeholder Management

This section will state who the Industry and Academic stakeholders are, who are involved in the development and completion of this project. This will include names, organisation, roles, and contact details. There will also be the addition of Reporting and Meeting time schedules that will ensure the project is staying on track, meeting the objectives, and overall being completed on time.

## Project Hierarchy

Table 1

*Roles and Contacts of Industry stakeholders*

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Organisation | Role | Contact |
| Rik Rogers | Cello | Director of Operations  Project Owner | [rik.rogers@cello.co.nz](mailto:rik.rogers@cello.co.nz) |
| Stephen Penfold | Cello | Network and Security Engineer  Industry Supervisor | [stephen.penfold@cello.co.nz](mailto:stephen.penfold@cello.co.nz) |
| Jodi Anderson | Cello | Business Manager  Industry Supervisor | [jodi.anderson@cello.co.nz](mailto:jodi.anderson@cello.co.nz) |
| Marc Latham | Cello | Infrastructure Administrator | [marc.latham@cello.co.nz](mailto:marc.latham@cello.co.nz) |
| Jared Ireland | Ara Institute of Canterbury Ltd. | Ara Institute of Canterbury Student Full Stack Developer | [jared.ireland@cello.co.nz](mailto:jared.ireland@cello.co.nz) |

Table 2

*Role and Contacts of Academic stakeholders*

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Organisation | Role | Contact |
| Dr David Weir | Ara Institute of Canterbury Ltd. | Academic Manager and Course Convenor | [david.weir@ara.ac.nz](mailto:david.weir@ara.ac.nz) |
| Peter Edge | Ara Institute of Canterbury Ltd. | Academic Supervisor | [peter.edge@ara.ac.nz](mailto:peter.edge@ara.ac.nz) |
| Jared Ireland | Ara Institute of Canterbury Ltd. | BICT Student | [jai0095@arastudent.ac.nz](mailto:jai0095@arastudent.ac.nz) |

## Reporting and Meetings

Meetings will be held either in person or via videoconferencing tools (Zoom, Teams etc)

Table 3

*Academic Meetings that have happened over the course of the project*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Role | Meeting Agenda | Data and Time | Location |
| Dr David Weir  Phillip Roxborogh | Course Convenor  Lecturer | BCIS309 Class Attendance | Monday 3-5pm  Thursday 1-3pm | S169 |
| Peter Edge | Academic Supervisor | Initial Meeting | Tuesday  8:30 – 9:00 | S569 |
| Peter Edge | Academic Supervisor | Project Proposal Check over | Tuesday  8:30 – 9:00 | S569 |
| Peter Edge | Academic Supervisor | Project Status and Check in | Tuesday  8:30 – 9:00 | S569 |
| Peter Edge | Academic Supervisor | Project Status and Check in | Thursday’s  10-10:30 | Teams |

Table 4

*Industry meetings that have happened over the course of the project*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Role | Meeting Agenda | Data and Time | Location |
| Jodi Anderson  Rik Rodgers  Stephen Penfold | Product Owner  Industry Supervisor | Initial Meeting | Wednesday 2nd August 2-2:30pm | Face to Face Christchurch Cello Offices |
| Information Gathering Meeting | Tuesday 22nd August 11:15am-12pm | Microsoft Teams |
| Jodi Anderson  Puneeth Anandaraj | Industry Supervisor  Cello Developer | Discussion around the AutoCello API | Friday 1st September  10am-10:30pm | Microsoft Teams |
| Jodi Anderson | Industry Supervisor | Project Proposal Review | Friday 1st September  2:20pm-2:50pm | Microsoft Teams |
| Jodi Anderson  Stephen Penfold | Industry Supervisor | Project Check in | Tuesday 5th September  2:00pm-2:30pm | Microsoft Teams |
| Jodi Anderson  Stephen Penfold | Industry Supervisor | Project Check in | Tuesday 5th September  2:00pm-2:30pm | Microsoft Teams |
| Jodi Anderson  Stephen Penfold | Industry Supervisor | Project Check in | Tuesday 5th September  2:00pm-2:30pm | Microsoft Teams |
| Jodi Anderson  Stephen Penfold | Industry Supervisor | Project Check in | Thursday’s  11am-11:30am | Microsoft Teams |

## Weekly Reports

Weekly meetings will be held on set times, based on availability of attendees. All meetings will be documented and updated in the above tables. The purpose of doing so is to check progress of the project and what stage the project is currently at. This will also allow supervisors to highlight any potential issues, risks that they see with the project and providing any improvements and feedback. Majority of meetings will be held over Team meetings though can also be held in person if requested. Any given documents will be given to Supervisors via email prior to the meeting time. Academic meetings will have a Weekly Meeting Document given to the Supervisor prior to the meeting. This document follows a template to indicate what’s happened, what needs to happen, issues and reflections of the past week, a preview of this document can be found in the appendix.

## Halfway Report

As meetings have been conducted, the tables have been updated accordingly. Only a few weeks were missed for meetings in terms of Industry Meetings due to various reasons. The meetings that have been conducted were well received and had great feedback throughout. My current point to work on is to increase my communication as there have been times where Industry Supervisors have been worried about my progression. Several meetings have not been done for Academic Meetings primarily due to heavily pivoting away from the academic side of the project and not specifically needing to speak with Academic Supervisor.

For the progression of the project, Peter and I have setup weekly meetings on a Thursday morning, and I will be continually setting up weekly meetings, with Jodi and Stephen, depending on availability of all participants.

# Student Skills

This section describes the projects required skills, ICT specific skills, skills relevant from BICT teachings and approach to learning of new skills.

## General Skills Required

* Time Management
* Collaboration
* Communication
* Problem Solving
* Risk Management

## ICT Specific Skills Required

* Microsoft SharePoint
* Git
* GitHub
* Visual Studio Code

## Skills from Relevant L6 and L7 Courses

**BCDE321 Advanced Programming – L7**

* Bad Smells
* Refactoring
* Design Patterns

**BCDE311 Software Development Project – L7**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HTML | CSS | Project Planning | Project Proposal | Functional Testing |
| User Reporting | Risk Management | Iterative Prototyping | Specification Documentation | Usability Testing |
| Responsive Design | Design Thinking | Accessibility | Agile Methodologies | High and Low Fidelity Design |
| Project management frameworks | ITP NZ Ethics and Guidelines |  |  |  |

**BCIS303 Information Technology Governance – L7**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Thematic Analysis | Qualitative Analysis | High level Analysis | Systematic data gathering | Collaborative teamwork |
| Engagement and Input | Data Coding | Planning Skills | Strategic Analysis | Strategic Evaluation |

**BCDE215 Web Development – L6**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| HTML | CSS | Bootstrap | Django | Ecommerce Platform |
| AWS Website Hosting |  |  |  |  |

**BCDE223 Best Programming Practices (Java) – L6**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Coding Language | Unit Testing | Class Diagrams | MoSCoW | Android Studio |

**BCDE222 Best Programming Practices (C#.NET) – L6**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Coding Language | Unit Testing | Class Diagrams | MoSCoW | Visual Studio |

**BCDE224 Best Programming Practices (Server-Side Programming – PHP) – L6**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| PHP Development | MySQL Language | Schema Development | Database Diagram | User Stories |
|  |  |  |  |  |

## Approach to Learning New Skills

* Research
* Identify Learning Resources
* Practicing from resources

## Halfway Report

A lot of skills have been picked up while working on the project with a very enjoyable learning experience towards the Power Automate and Power Apps as a lot of my previous skills from classes have not directly applied. There still is fundamentals around clean code, logic processing and other broader skills that are applied to all coding languages being applied to the project. There is still more to learn with the connections of the AutoCello API and SharePoint displaying.

The downside to being a Microsoft environment being numerous development sections have changed. Google results that are no more than a year old can become outdated.

As a lot of the project is visual based with Power Automate, SharePoint Lists and PowerApps which a lot of websites, with the above being outdated, becomes difficult to work with. YouTube videos specifically being a really great way to learn and pick up the required skills.

# Project Plan – High Level

The following section will outline the project management framework that will be administered and being discussed in detail. A timeline will be updated for any additional changes.

## Phases

The following section will outline the project management framework that will be administered and being discussed in detail. A timeline will be updated for any additional changes.

## Phases

During the project the use of Kanban will be used as the project management methodology. Though this is talked about more in the Methodology section, Kanban allows for the full transparency, responsibility and visual representation of work that has been broken down into task. The below outline is what the phases will look like:

* **Discovery**
  + What’s currently being used.
  + What could be used.
* **Design**
  + Wireframe solutions.
  + Low Fidelity design.
  + High Fidelity design.
* **Develop & Build** 
  + Iterative development.
  + Weekly progress meetings.
* **Testing & Review**
  + Develop test cases – Software testing.
  + Develop user test cases – Human testing.
  + Review with Stakeholders

## Timetable

Weekly meetings to discuss and determine the following week of work based on Microsoft Planner. The completion of the final product is to be set for November the 16th 2023, though there is a small number of weeks set after this date where the project deadline can be extended to.

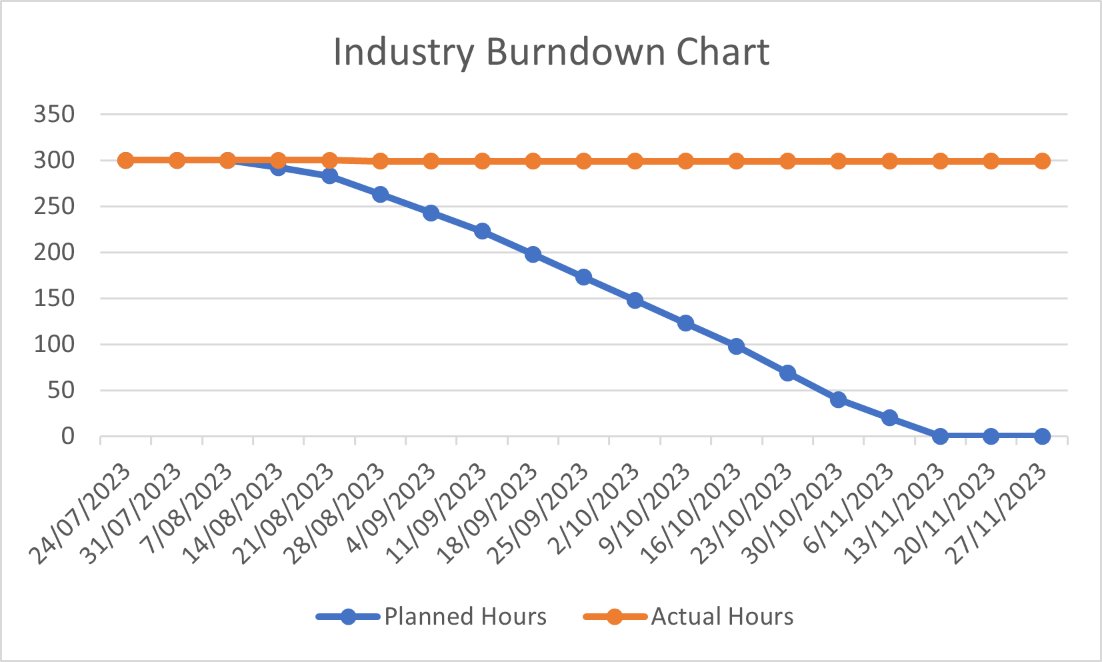
## Burndown Charts

The following burndown charts show a graphical view of planned hours against actual worked hours on both the Industry and Academic side of the project respectively. Figure 1 is a current snapshot of the Industry hours and Figure 2 is a snapshot of the Academic hours.

### Industry

Figure

*Industry Burndown Chart*

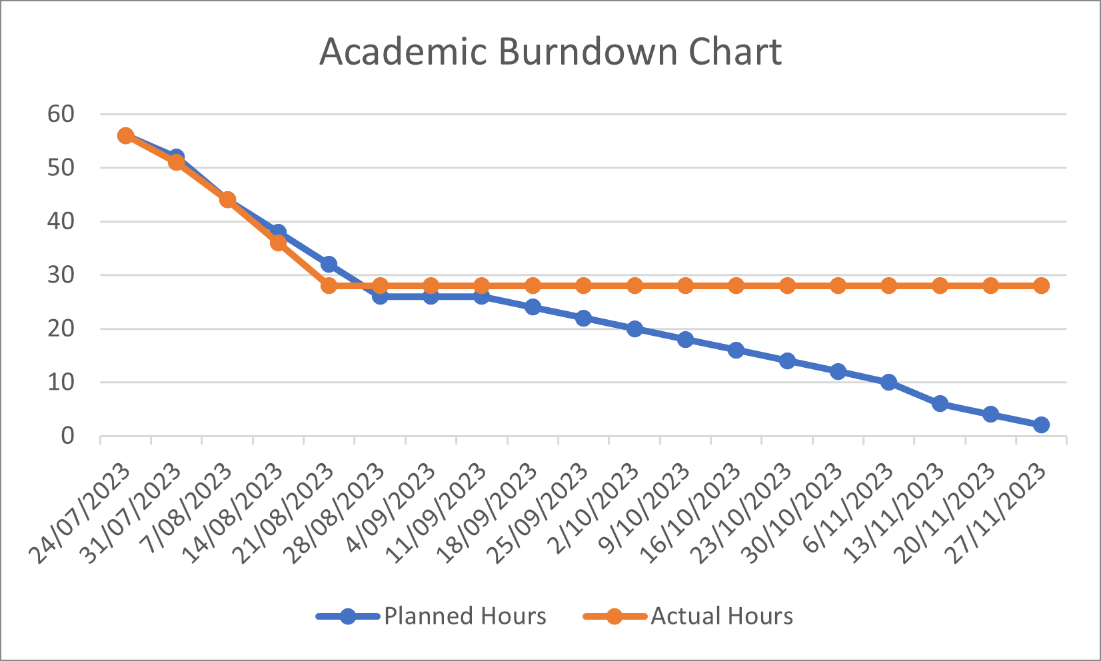
**

*Note.* This graph shows cases the planned out for the industry work as it tapers off more hours are set aside or more hours have been completed where flatter lines means that there has been or there is no planned work. This is currently an initial burndown chart in which the Halfway Report and Final Report will showcase more defined hours.

### Academic

**Figure 2**

*Academic Burndown Chart*



*Note.* This graph shows cases the planned out for the industry work as it tapers off more hours are set aside or more hours have been completed where flatter lines means that there has been or there is no planned work. This is currently an initial burndown chart in which the Halfway Report and Final Report will showcase more defined hours.

## Resources/Access Required

Software

Cello has provided two Office 365 accounts to be used, one a personal use account and a second being the deployment account – where everything will be run on at the end of the project. The personal account has a Business Level of Microsoft 365 whereas the Deployment account has been given premium connections.

Hardware

Only hardware that has been supplied is a super wide monitor at the Cello Office, allowing for personal device connection. All other hardware must be personally supplied.

## Detailed Project Plan

Organisation: Cello

Project Title: Resource Management Solution

Project Owner: Rik Rogers

Industry Supervisors: Stephen Penfold and Jodi Anderson

Table

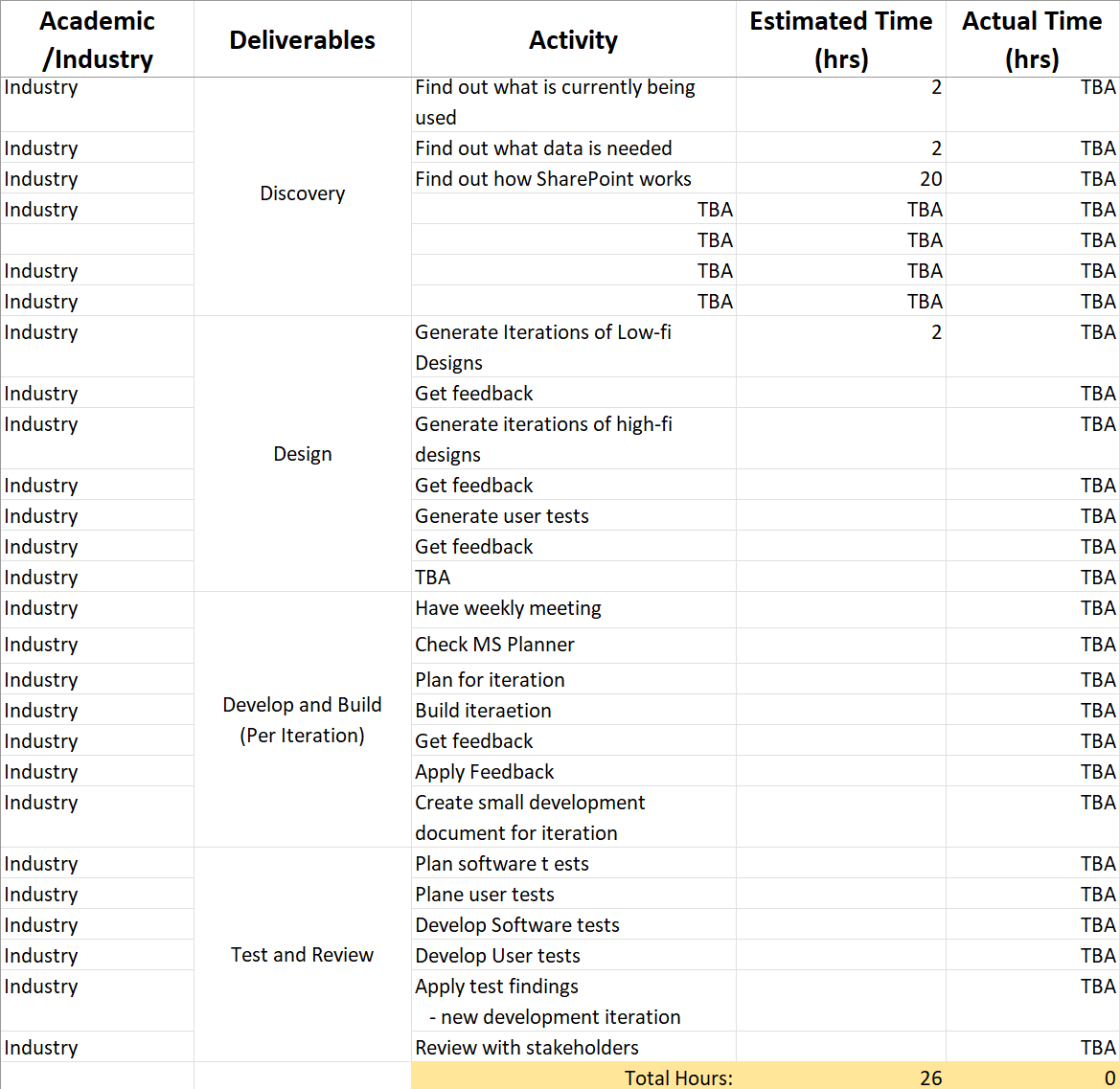
*Detailed plan of Academic Work*

****

*Note.* This table indicates a detailed plan of how many hours will be assigned per task

Table

*Detailed plan of Industry Work*



*Note.* This table indicates a detailed plan of how many hours will be assigned per task

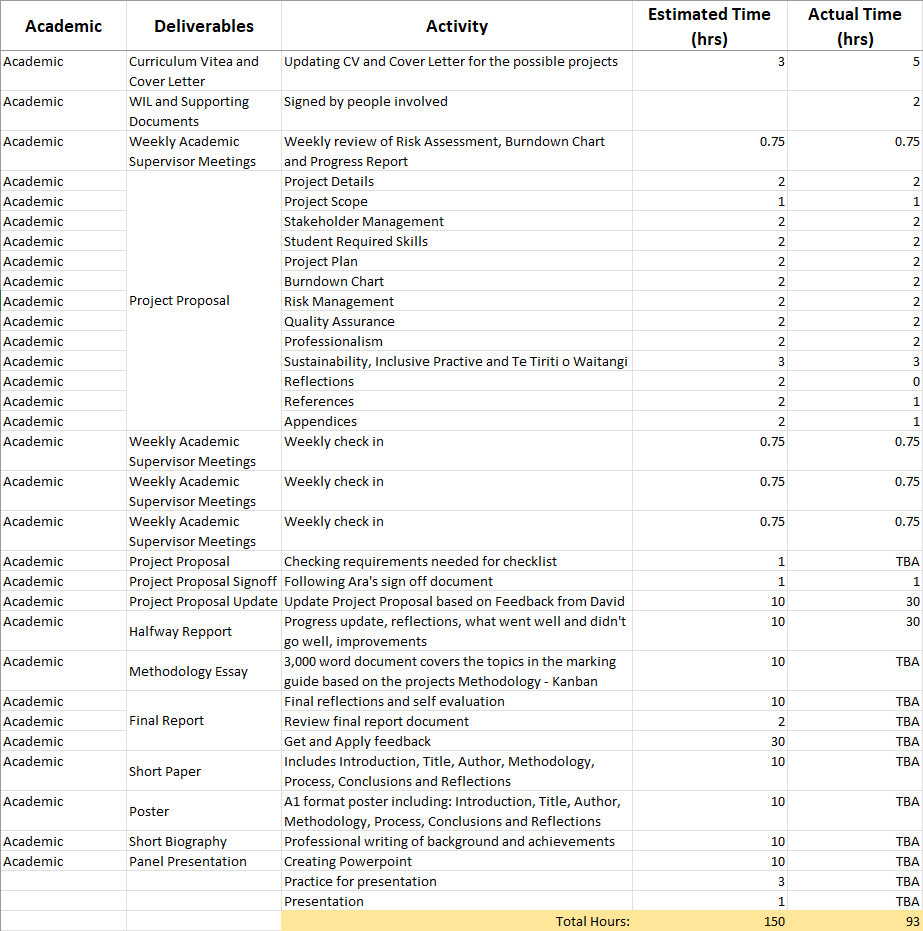
## Halfway Report

The only changes that have been made is the expansion of the detailed plan, adding more iterations to the industry work. The Testing series that happened after iterations has been removed due to the nature of the project and the software being used. I had planned for less hours during the iterations assuming that the iterations were easier to make however I had had be road bumped a lot due to what seems to be Microsoft’s ever-changing ecosystem for development.

An updated High-Level Detail was also created to be more in line with the current halfway point of the project.

Table

*Updated High-level Academic detail plan*



Table

*Updated High-level Industry detail plan*

******

# Risk Management

This section will be discussing the approach to Risk Management that has been taken. A risk table that covers business, project and personal risks will be attached.

## Approach

Risk assessment is a critical part of project management as it helps identify potential threats and opportunities, allowing project managers to make informed decisions, develop mitigation strategies and allocate resources efficiently to minimize the potential negative impacts during a project. By evaluating the risks across various themes such as scope, schedule and quality, project teams can have their abilities enhanced to deliver a successful product while adapting to changes and maintaining project stability and stakeholder satisfaction.

The project has two objectives, an academic and an industry outcome, each containing their own risks that need to be well managed to have both outcomes kept on track and delivered at an appropriate time and quality. The academic risk table consists of risks associated to the deliverables within the academic outcome and what can cause impact, the industry risk table does the same for the industry outcome. Though these risks can be similar they will be largely different due to the nature of each subproject.

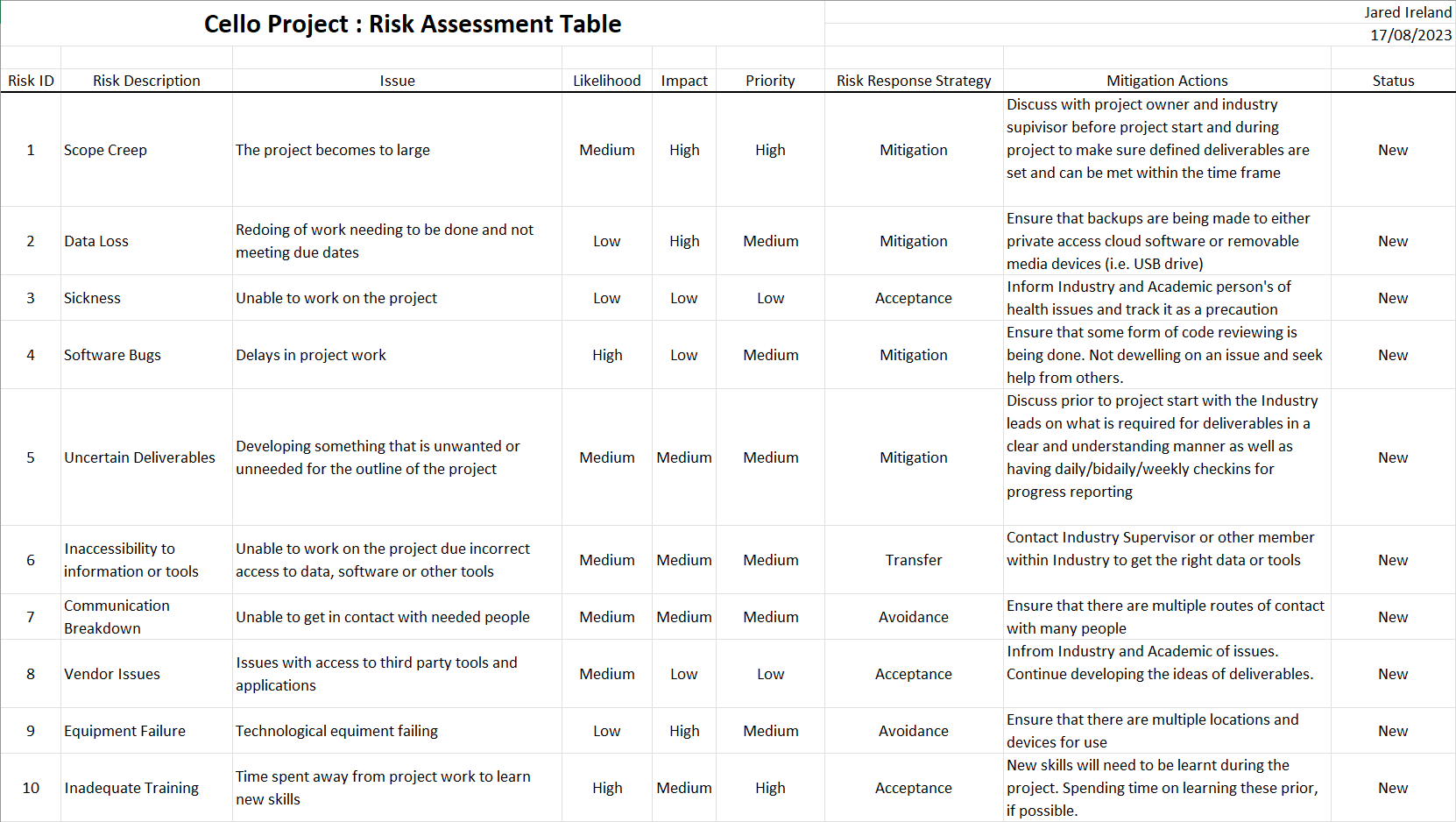
The risk assessment table that will be used is a modified version of the Microsoft Risk Assessment Template and the addition of the Virginia Tech ITPM Matrix (Virginia Tech, n.d.).

The as the table follows the Microsoft Risk Assessment Template, there will be a number of columns to display the risk, how it will be impactful and mitigation steps. For every risk it shall receive an ID in order for easy tracking in the event log. A description of the risk follows, a basic term with nothing to in depth. An explanation of the description follows suit. The next three columns are based on the Virginia Tech ITPM Matrix where a Likelihood can be Low, Medium and High. A low likelihood is risk that has the chance of happening but its low enough that it most likely wont happen where has a high likelihood risk is the opposite in where the risk has a high probable chance of happening. Impact is an indication to how impactful the risk will be to the project, again following a low medium high option route with a low impact resulting in the likes of dates being changed around. Using the Matrix we can solve the Priority of the risk, giving an insight into what risks need to be carefully monitored. Risk response strategy indicates what will happen if the risk happens if the risk has to be accepted, mitigated or can be transferred. Mitigation Actions are the actions in what happens when the risk has occurred after being dependent on what the response strategy is. An additional column has been added to the risk management table indicating status of the risk. An open status is a risk that is being monitored, a new status is a status that has been added during the Risk Management Check and a closed status indicates that the risk has either happened or is no longer a risk and has been moved to the event log.

## Risk Table

Table

*Initial Risk Assessment table*



*Note.* An event log can also be viewed in the Appendixes. This is only one of a few risk table updates that have happened through the project.

## Halfway Report

A number of risks have been changed from this original list of ten. Though a weekly check was done, taking some time to go over the risks and think of any potential risks that can happen and any risks that has happened, not every week the assessment was updated. There have been many times where the Risk Assessment gets updated as a risk has happened this also includes adding the risk to the risk table. Some risks that have happened are set to closed on one week but are remaining open in the next update, this allows for risks that have happened to be identified as a potential risk in the future, allowing for possible reoccurrence of risks.

I have also changed the values from a Likelihood, Impact and Priority system with Low, Medium and High ratings to use Probability, Severity and Risk Level system with a scaling of Negligible, Marginal, Critical and Catastrophic for Severity and Frequent, Likely, Occasional, Seldom and Unlikely for Probability. The matrix for the risk assessment still uses high, medium and low when comparing the probability and severity to make the Risk Level.

Table

*Risk assessment matrix that is being used*

A table with text on it

Description automatically generated

Table

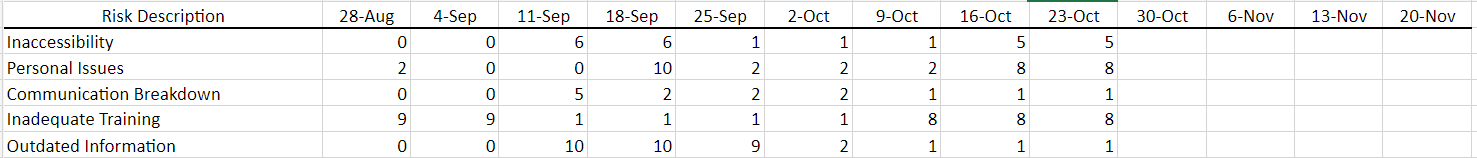
*Mathematical calculations*



An addition to this change there has also been the addition of the Risk Analysis which gives exposure ratings per week to the risk on a scale of 0, no exposure, to 10, exposed to the risk during the week. This is then graphed into a timeline to visualise when issues have appeared. Along with this change a change to the Risks has also happened going forward to be a more generalised group of risks rather than individual risks that are either grouped similarly or overlap in some form.

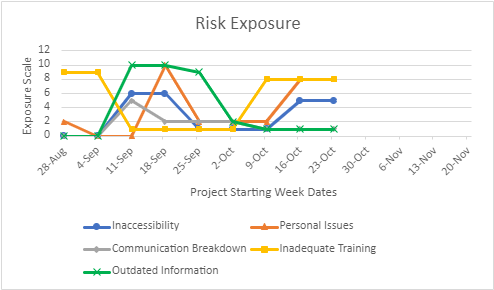
Table

*Risk Exposure Table*



Figure

*Risk Exposure Graph*



# Quality Assurance

Quality Assurance is a systematic process and activity series implemented to ensure that products meet specific quality standards and requirements.

## Approach

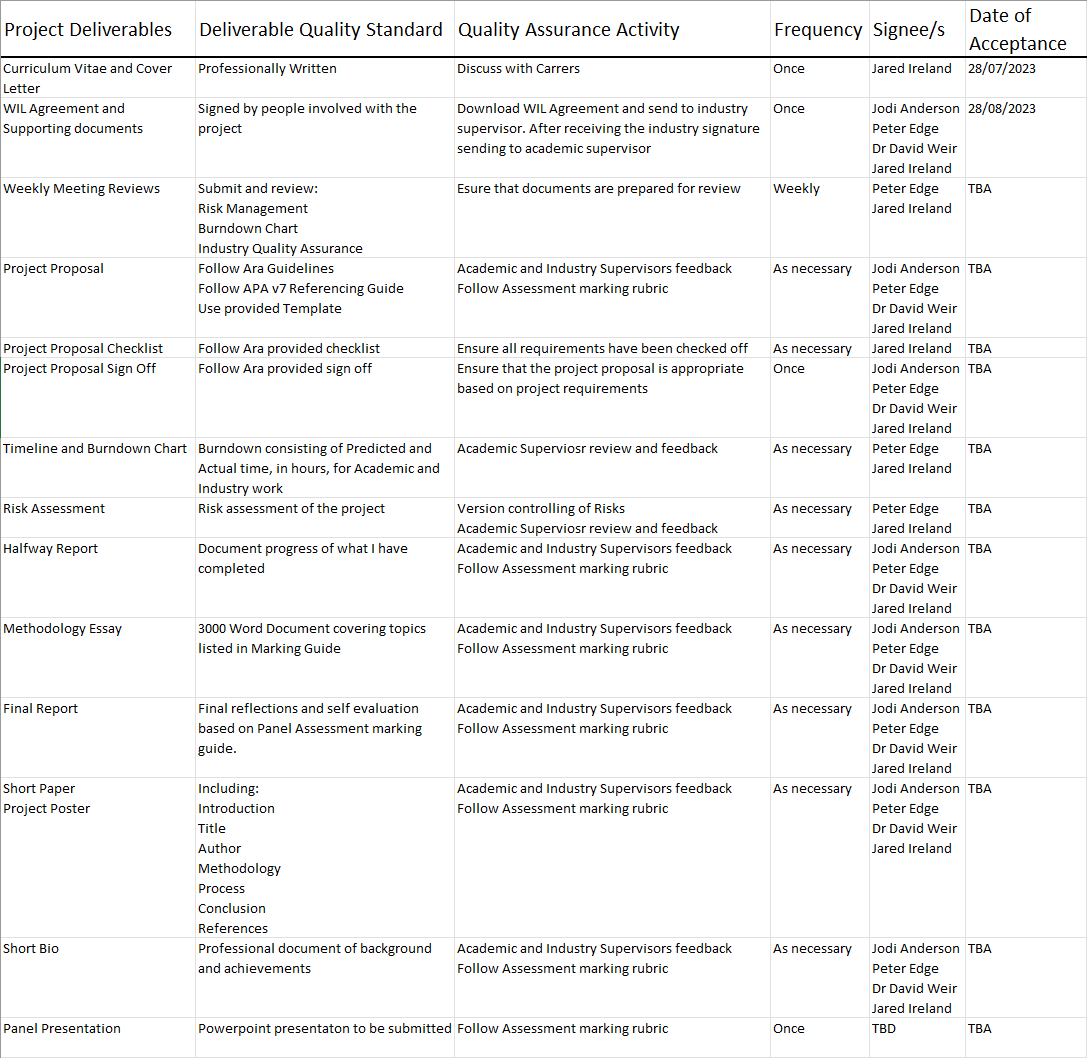
The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables. It involves following and meeting standards, continuously improving project work, and correcting project defects (VirginiaTech).

Two QA tables will be generated to assist with the whole encompassing project of Academic and Industry work. These QA tables will be a reference point to understand what is needed to ensure high level work has been done and will be checked off be required persons. Virgina Tech template outlines five key points: Expected Deliverable, Deliverable Standard, Quality Control Activity, Frequency (of checking) and who is responsible. Modifications will be made to this to better fit the current processes around this project. Who is responsible gets replaced with Signee/s and Date Accepted to indicate when the quality of the deliverables has met an acceptable standard.

## Quality Assurance Table

Table

*Initial Academic Quality Assurance*



Table

*Initial Industry Quality Assurance*

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Description automatically generated

## Halfway Report

During the process of this project so far, I have found myself to be “sprinting” through the project. I found that during the development that I had not been following good development practices, especially when naming columns in Microsoft Lists. Due to this I had spent a considerable amount of time tidying up everything to make sure standards were met as well as to take a “breather” and take inventory of what I have done and what needs to be done. This was mentioned during a weekly meeting with Industry Supervisor’s, and they were happy that this was being done. This will help with the documentation around the development and how to use the product.

# Methodology

This section highlights the method and approach that will be used for the project. The literature review discusses the Kanban Methodology. A Critique of Kanban will also be included.

## Overview

Kanban will be used as the primary project management methodology due to its transparency of work and visual representation of workflow, as well as the philosophy of giving enough work to team members so that they are working at capacity while not overbearing team members with too much work. Kanban also allows for flexible planning, giving clear focuses, and clear transparency of work. Kanban shows critical information of the particular work item giving full visibility into who is responsible for that item as well as a description of the work being done, estimated working time and other information. Cards can also hold other information such as screenshots of designs and other valuable information for the assigned worker. This allows for team members to see the state of all work items at any point in time, the associated details, ensuring increased focus with full traceability and fast identification of roadblocks and dependencies.

## Literature Review

Kanban is a popular framework used to implement [agile](https://www.atlassian.com/agile) and [DevOps](https://www.atlassian.com/devops/what-is-devops) software development. It requires real-time communication of capacity and full transparency of work. Work items are represented visually on a [kanban board](https://www.atlassian.com/software/jira/templates/kanban), allowing team members to see the state of every piece of work at any time. (Radigan, Kanban, n.d.)

The main purpose of representing work as a card on the kanban board is to allow team members to track the progress of work through its workflow in a highly visual manner. Kanban cards feature critical information about a work item, giving the entire team full visibility into who is responsible for that item of work, a brief description of the job being done, how long that piece of work is estimated to take, and so on. Cards on virtual kanban boards will often also feature screenshots and other technical details that is valuable to the assignee. Allowing team members to see the state of every work item at any given point in time, as well as all of the associated details, ensures increased focus, full traceability, and fast identification of blockers and dependencies. (Radigan, Kanban, n.d.)

Kanban aims to give team members just enough work, so the team is consistently working at capacity. Teams that practice kanban benefit from flexible planning, clearer focus, and total transparency because whatever’s on the board is the top priority. That’s what developers are working on. Kanban is great for operational teams focused on continuous delivery with changing priorities. (Daly, n.d.)

## Critique (Pros and Cons)

**Pros**

* Flexibility and Adaptability to changing requirements and priorities
* Continuous Improvement via retrospective and data driven decision making
* Enhance Visibility in clear and real-time view of tasks and their statuses

**Cons**

* Lack of structure can cause the Flexibility to be a weak point
* Limited predictability in the likes of delivery dates
* Dependency on tasks being clearly defined

## Halfway Report

# Introduction

The Kanban methodology is a highly effective approach to managing work processes, originally developed by Taiichi Ohno, an industrial engineer for Toyota in the 1940s. Over the years, it has gained widespread recognition and has been applied not only in manufacturing but also in various knowledge work domains. Kanban is characterized by its emphasis on visualizing work, limiting work in progress, and continuously improving processes. In this essay, we will explore the key principles, practices, and benefits of the Kanban methodology.

# Principles of Kanban

## Visualizing Work

The primary tenet of Kanban is to visualize work. This is usually done on a Kanban board, which is a visual representation of the work process. It consists of columns that represent different stages of work and cards or sticky notes that represent individual tasks or work items. By having work items visible, teams gain transparency and a clear understanding of what needs to be done. (Rehkope, n.d.)

## Limiting Work in Progress (WIP)

Another fundamental principle is to limit the amount of work that can be in progress at any given time. This constraint prevents overloading the team and helps maintain a steady workflow. Teams can establish work limits for each stage of the process to prevent bottlenecks and optimize throughput. (Radigan, Putting the 'flow' back in workflow with WIP limits, n.d.)

## Managing Flow

Kanban focuses on the continuous and smooth flow of work and managing work in a more efficient and adaptive way without interruptions or bottlenecks from the beginning to the end of the process. By limiting WIP, teams can ensure that work items move through the process efficiently. This principle also helps teams identify and resolve issues as they arise, maintaining a steady and predictable flow of work. There is a strong focus on optimizing the flow of work through systems be it a manufacturing process, a software development project or any other work environment. (Perold, n.d.)

## Making Process Policies Explicit

Teams using Kanban should define and make explicit their process policies. These policies detail how work is done, and by making them clear, teams can better manage expectations and standardize their workflow. A stable work of flow is what Kanban tries to accomplish and in order to establish stability there needs to be a consistent application of rules, procedures and policies (Kanban Zone, n.d.)

## Continuous Improvement

Kanban fosters a culture of ongoing enhancement, as teams regularly assess their procedures and make gradual adjustments to boost efficiency and effectiveness. Continuous improvement is a deliberate and proactive practice, ideally extending throughout an entire organization. Many organizations opt to adopt a continuous improvement model to provide a framework for this practice. These models vary in terms of their structural flexibility but generally share the goal of eliminating waste and enhancing the quality and efficiency of work processes. By managing work through a Kanban system, visibility is gained into how tasks progress through the team's workflow. This insight allows pinpointing areas where work may become stalled or obstructed, facilitating the identification of opportunities for waste reduction, process improvement, and efficiency gains. Once the Kanban system is in operation, it becomes the cornerstone of continuous improvement efforts. Kanban emphasizes evolution rather than revolution, encouraging a collaborative and experimental approach to team improvement. Understanding the metrics that can be measured and their interrelated effects empowers focusing on a specific improvement objective, whether it's achieving faster delivery, more predictable outcomes, or higher-quality work. (Lynn, Kanban and Continuous Improvement, n.d.) (Lynn, What is a continuous improvement model?, n.d.)

# Practices of Kanban

To implement the principles of Kanban, there are several key practices to follow for managing and improving the flow of work.

## Visual Kanban Board

The Visual Kanban Board is at the heart of the Kanban methodology. It serves as a powerful tool for visualizing work, enabling teams to gain immediate insights into their workflow. The board typically consists of columns that represent different stages of work, and each work item is represented by a card or sticky note. As work progresses, these items are moved across the board, making it easy to track the status of tasks and identify bottlenecks. This visual representation enhances transparency, making it simple for team members and stakeholders to understand the current state of the project at a glance. (Rehkope, n.d.)

## Work Item Types

Kanban allows for flexibility in the types of work items that can be managed within the system. Work items can include tasks, user stories, defects, or any other units of work relevant to the project. Categorizing work items helps teams prioritize and allocate resources effectively. By defining item types and setting policies for how they should be handled, teams can create a more streamlined and efficient workflow that aligns with their specific goals and requirements. (Rehkope, n.d.)

## Work in Progress (WIP)

Work In Progress limits are essential in Kanban to prevent overloading the team with too many tasks at once. Setting WIP limits for each column on the Kanban board ensures that the team focuses on completing work before starting new tasks. This practice helps in reducing multitasking, improving flow, and increasing overall efficiency. WIP limits are an explicit acknowledgment that limited capacity must be respected to optimize the delivery of value. (Radigan, Putting the 'flow' back in workflow with WIP limits, n.d.)

## Pull System

Kanban operates on a pull system, meaning that work is only started when there is available capacity to handle it. Team members pull work items from one column to the next as they have the capacity to do so. This ensures that work is driven by actual demand rather than being pushed into the system prematurely. The pull system is a fundamental aspect of Kanban that aligns with the principles of just-in-time production, reducing waste, and enhancing responsiveness to changing priorities. (Center of Industrial Services Institute for Public Service, n.d.)

Benefits of Kanban

Kanban, as an agile methodology for visualizing and managing work, offers a wide range of benefits for teams and organizations.

Improved Efficiency

One of the key benefits of Kanban is its ability to enhance efficiency. By limiting work in progress and optimizing workflows, Kanban reduces the time and effort required to complete tasks. This results in shorter lead times and faster delivery of value to customers. Teams can identify bottlenecks and areas for improvement easily through the visual Kanban board, leading to continuous process enhancements that maximize efficiency.

Flexibility

## Kanban's flexible nature enables teams to adapt to changing priorities and requirements with ease. Work items can be reprioritized on the Kanban board, and WIP limits ensure that teams only take on tasks when they have the capacity. This adaptability allows teams to respond to customer needs and market changes rapidly. Kanban's evolutionary approach to process improvement means that teams can make incremental changes as necessary, avoiding the disruption of major process overhauls.

## Enhanced Collaboration

Kanban promotes collaboration by fostering a shared understanding of work, priorities, and progress. The visual Kanban board provides transparency, making it easier for team members to coordinate efforts and for stakeholders to understand project status. Collaborative discussions about work items become more informed, leading to better decision-making and a shared sense of ownership. This improved communication strengthens team cohesion and can lead to increased innovation and problem-solving.

## Reduced Waste

Kanban is rooted in lean principles, and as such, it aims to minimize waste in the workflow. By limiting work in progress, identifying and addressing bottlenecks, and focusing on delivering value, Kanban reduces various forms of waste, including overproduction, excessive task switching, and unnecessary waiting. This leads to cost savings, improved resource utilization, and a more efficient delivery process.

# Weaknesses of Kanban

## While Kanban offers many benefits, it is not without its weaknesses and challenges. This section explores some of the limitations and potential pitfalls associated with the Kanban methodology, including complexities in scaling, dependency on visual management, the lack of prescriptive guidance, and the potential for over-reliance on Work In Progress (WIP) limits.

## Complexity in Scaling

## Scaling Kanban to larger, more complex projects or organizations can be challenging. As the number of teams and work items increases, coordinating and aligning their efforts may become more complex. Without well-defined practices and structures for scaling, maintaining consistency and achieving a holistic view of the work can be difficult. Organizations may need to integrate additional frameworks, such as the Scaled Agile Framework (SAFe), to address this issue effectively.

## Dependency on Visual Management

## Kanban relies heavily on visual management through the use of Kanban boards. While this is a strength in many cases, it can also be a weakness when teams or organizations have remote or geographically dispersed members who may not have access to the same physical board. In such situations, digital tools and software may be necessary to replicate the benefits of visual management, which can add complexity and cost.

## Lack of Prescriptive Guidance

## Kanban is intentionally lightweight and lacks the prescriptive guidelines and defined roles found in some other methodologies, like Scrum. While this flexibility is a strength, it can be a weakness for teams or organizations that are new to agile practices. Without clear guidance on roles and practices, there's a risk of misinterpretation or inconsistent implementation, leading to challenges in adopting Kanban effectively.

## Potential for Over-Reliance on WIP Limits

Work In Progress (WIP) limits are a core aspect of Kanban, but their improper use can lead to issues. Teams that set overly strict WIP limits may inadvertently slow down their workflow and hinder productivity. Conversely, some teams may not set WIP limits that reflect their true capacity, leading to overwork and reduced quality. Striking the right balance with WIP limits requires careful observation and continuous adjustment, which can be a challenge for inexperienced teams.

# Conclusion

In conclusion, the Kanban methodology is a powerful and flexible approach for managing work processes in various domains. It emphasizes visualizing work, limiting work in progress, and continuously improving processes. Kanban has demonstrated several benefits, including increased efficiency, flexibility, enhanced collaboration, reduced waste, and a strong customer focus.

However, it's important to acknowledge the potential weaknesses associated with Kanban, such as its complexity when scaled up, reliance on visual management, the need for self-structuring, and the risk of over-restricting work in progress. Despite these limitations, Kanban remains a valuable tool for modern work environments, especially for those willing to adapt and tailor it to their specific needs and circumstances. By understanding both its strengths and weaknesses, organizations can make informed decisions about whether Kanban is the right methodology for their work processes.

My current findings with using Kanban follows what has happened in both the Weaknesses and Benefits of Kanban. Though every Monday and after every iteration I do look and update the Kanban board that we are using via Teams, the lack of detail is apparent and many of the tasks are generic with brief notes – nothing explicit or in depth about the task that needs to be done. This is potentially just a software or service limitation where other tools or a post-it note system would be more beneficial as more depth could be given.

# Professionalism

Professionalism maintains a high standard of conduct, behaviour and ethics which contribute to the success of the project.

## Professional Standards

The quality of my project should match the expectations of the Academic and Industry Stakeholders. I will be following ethical standards and guidelines throughout the project and maintaining my work ethic by protecting confidential information and not making the project for personal gain, outside of academic value.

### Reliability and Accountability

Working effectively to maintain deadlines, promises and expectations within my project to ensure that the project is completed and successful while also taking ownership and being accountable for any actions during this time.

### Communication

Being clear in all forms of communication between Academic and Industry Supervisors, as well as any team members. To avoid misunderstandings and confusion, there will be limits on the content in which will be sent. Listening actively during meetings and to team members and stakeholders to understand their wants, needs and any feedback.

### Attitude

Despite potential emotional challenges there will be during the short project timeline, keeping a positive attitude towards work while being honest and ethical. Working collaboratively with supervisors and colleagues while maintaining a positive attitude and being a supportive column.

### Teamwork

Partaking in open communication to allow for the development of collaborative work and ideas, while also letting others be able to voice their queries, concerns, opinions, and ideas.

### Motivation

Motivation gives way for commitment to excellence, ethical behaviours and continuous improvement allowing for myself to excel in the project, overcome boundaries and surpass expectations.

### Open to Learning

This project is a great opportunity to learn, develop and hone skills while also not being hesitant to ask for clarifications and help.

## Relevance of ITP Code of Ethics

This section provides and overview of the ethical considerations I will be adhering to during the project and after the project. This section is based on the ITP Code of Ethics and their eight tenets which are interconnected and cover significant aspects of Ethics and Behaviours (IT Professionals New Zealand, 2017).

### Good Faith

Treating individuals with respect, equality, and fairness, without any discrimination, is a fundamental principle that should guide our actions. It is important to be mindful of the beliefs and cultural sensitivities of all community groups that may be impacted by our work.

### Integrity

Working with honesty and respect, and using our abilities to positively impact society, is crucial in gaining the trust of both individuals and the industry. To prioritize the client's needs, it is essential to conduct thorough research and implement methodologies with honesty and integrity.

### Community Focus

The most important thing is to prioritize the well-being of the community above everything else. The community should always be the main focus when working on a project.

### Skills

Utilize skills and knowledge to deliver high-quality work for the project outcome. Problem-solving and decision-making skills will be applied to find solutions and make informed choices in order to keep the project on track in the face of challenges.

### Continuous Development

Continuously enhancing knowledge, skills, and experience throughout one's career and encouraging colleagues to do the same.

### Informed Consent

The commitment is to ensure that any potential economic, social, environmental, or legal consequences of actions will be reported to clients or companies in a reasonable manner.

### Conflicts of Interest

Recognising and handling conflicts of interest are vital to ensure actions align with ethical standards.

### Competence

To follow established professional standard, providing services and advice solely within one’s area of expertise

## Relevant Legislation

This section of the document covers privacy and copyright legislation.

Privacy/Confidentiality

As per contract with Cello, the Project Owners, I will be following the New Zealand 1993 Privacy Act in which the purpose of collection shall only be collected for lawful and necessary purposes related to the functions of the organisation that is controlling it.

Copyright

As per contract with Cello, the Project Owners, all intellectual property that I will be creating will be owned by Cello.

# Sustainability, Inclusive Practice and Te Tiriti o Waitangi

This section discusses the relevance of principles between Student and Industry throughout the entirety of the project.

## Relevance of Principles to Student and Industry

By developing an understanding of relevant principles, I will be able to apply them in my works and try to be aware of the principles ensuring that my works respect them which brings team members together and allow for an easier working space.

## Kaitiakitanga

Monitoring and evaluating the project can identify areas where changes need to be made to be kept in line with the Kaitiakitanga principles of respecting the environment and cultural values while still being sustainable and responsible (Te Aka, n.d.).

## Rangatiratanga

Developing an involved open discussion establishes collaborative work and enables open communication allowing for the freedom of creativity and expression of ideas and perspectives (Te Aka, n.d.).

## Whanaungatanga

Encouraging collaborative work and having open minded discussions to enable everyone to have a voice will help develop relationships and bring team members together (Te Aka, n.d.).

## Mana Reo

I will use relevant languages with the project team so that they are comfortable and can enhance cultural awareness (Takai, n.d.).

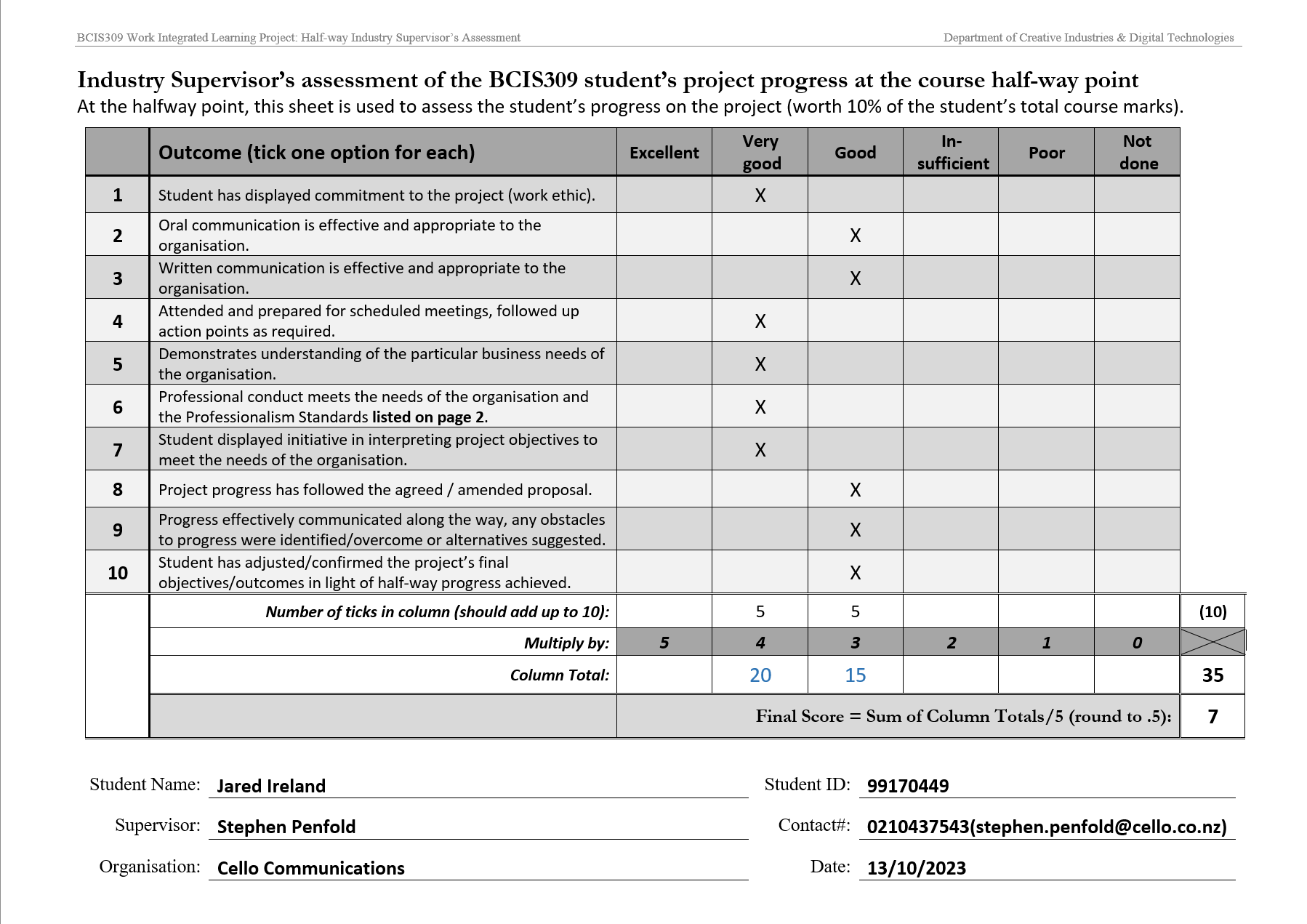
# Self-Assessments

The following section shows assessment, from both the Academic and Industry Supervisors, of the student whom is working on the project

## Halfway Self-Assessment

### Academic

### Industry



# Reflections

In this section it will cover the approach to reflections throughout the lifecycle of the project.

## Approach

There will be many approaches to taking reflections depending on the situation and what happens to be around at the time. Majority of the time it will be taken either on a note’s app on a phone or within a document saved in OneDrive in a note format. The notes will help reflect on lessons, journey and important aspects that need to be noted down.

Week 1:

* Wish I got more organized onto my CV for projects and started on making my Project Proposal more fleshed out.

Week 2:

* N/A

Week 3:

* I was looking to get the project proposal initial draft done during this week or the following week but due to meeting times I was unable to do so.

Week 4:

* Same as week 3, though I got a meeting at the end of the week which was blocked out for 30 minutes and I didn't get much information that I wanted to. A lot of "Business" words thrown around and not much around the project itself. In Person meeting possibly would have been better for this?

Week 5:

* It wasn't till the end of this week that I was able to fully understand what my project was due Industry Supervisor not liking my Project Goals and saying it "in plain English". During these 5 weeks I did feel like the timeline for the class was very "Cookie Cutter" as it felt like it suited other locations (i.e., Jade) better.

Week 6:

* I had planned to start working on the Project itself at this stage though with the project proposal not completed I was unable to.

Week 7:

* Was able to "start work" on the project though I was in, what Cello calls the discovery phase which was a research phase. I did find in the following meeting that some of this research phase was "useless" in terms of they were looking for an "out of the box" solution to keep maintenance as low as possible meaning a lot of the more custom route (i.e., developing own code projects) was for naught.

Week 8:

* Was unable to get a meeting with Industry due to events on their end, decided to "merge" this week with the following phase so I was in a Design mode but also in Discovery. Doing this did help with making dataflow and understanding how things would work more as I could rule out potential discoveries in my designs.

Week 9:

* Was able to get a meeting with Industry early in the week and they were happy that I had moved on from the Discovery phase into a Design phased and were happy with the 6 designs I had put forward to them, after their consideration and discussion around the designs we had elected 3 of them to be merged into one design.

Week 1 (Holiday):

* Sadly, couldn’t get much work during this time as a family member had become sick which has impacted my project greatly as I have lost basically 40 hours, potentially not making it to the 1/2-way mark by the end of Week 10

Week 2 (Holiday):

* Trying to catch up on all the work that I missed out on last week. Was finally able to get my hands on some testing data and was able to put together the parts that I was able to work on during the previous week and start debugging.

## Halfway Report

Week 10:

* Halfway report was due in at the end of this week, due to lack of time management and having issues with the documentation I was unable to submit this on time and will be delayed as checks by Peter will still need to happen.
* Project work is continuing nicely with the next iteration being started.

Week 11:

* Halfway report is still not completed due to becoming rather unwell in the later part of the week. Week 12 is the new goal.
* Project Iteration 2 was completed with Iteration 2.5 being started. During the starting of the iteration, I found that I had been “sprinting” through the project and decided to stop and take a breather and do some well needed cleanup as this will aid in future documentation.

Week 12:

* Ongoing being sick and have been unable to do much work on the project. Thankfully there is not much left work for the Project side, Academic side is slightly slipping behind due to the Halfway report still not being finished – Methodology Essay is proving to be difficult.

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# Appendices

**Guideline - lead in sentence to describe this section e.g. Attached are screenshots, diagrams, or any relevant document views on a larger scale or as described in the report document.**

The Appendices are organised so that each Appendix contains information that is of the same kind.

An example of an Appendix organisation is given below:

Appendix A – Evidence of Industry Work - Halfway Report Phase

**Figure A6**   
*Test Page 2051, 104 lines of code – Halfway Report Phase*

![Text

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iigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigApGpaRqAK7feNFDfeNFAFmprW0nvrpLe0jaWWQ4VV71DTo5HicPE7Iw6MpwRQBoatoV1o0du928J8/dhY33FSvUHtnntmpdP8OXV/ZrdNPa2kLttja6l2eYf9njmrGs/wDIq6D/ALs3/oYrU1GLTItN0m81SVpY1skENlFx5jfxEt2GSPente/cDnG0W8j1j+zJVWK4z1dgFxjOc+mOam1Dw9c2Fl9rW4tLy3DbXktZd4Q9s8Vf8XSxz3+myzReSXs42ljT+AEngZ74qUrp0/hi/h8PyTpsKy3K3aje6A8YKnAwfxNT0H1OVooopiCiiigAq5pH/Ibsf+viP/0IVTq5pH/Ibsf+viP/ANCFADNS/wCQtd/9d3/9CNVqs6l/yFrv/ru//oRqtQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABSNS0jUAV2+8aKG+8aKALNT2dz9ju0n8mGfYf8AVzpuRuO4qCigDeuvFc13ZfZZNL0sRhGVNtucx56leeD3qCw8SXVjZpatb2t3FG26IXUW/wAs/wCzzxWRRQBoDWbh9XbUbuKC8lbOUuI9yHjH3fapr7xDc3lo1rHb2tlA5BeO0h8sPjpmsmigAooooAKKKKACrmkf8hux/wCviP8A9CFU6fDK8E6TRHbJGwZTjOCDkUATal/yFrv/AK7v/wChGq1Wrm0vvK+3XNtOsU7FhO0RCOT6HGPyqG3tp7udYLWGSeVs7Y40LMcDPAHtRL3dx2ZHRRRQIKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACiiigAooooAKKKKACkalpGoArt940UN940UAWasWL2sd7G2oRPLbjJdI2wW44GfrVep7O2+2XaQedDBvP+snfai8dzQBt+Ivssmi6RdWllDaecJcrGOcBgBk9Sfc1ctLcafBp9pY6Rb6le3kIuJWuI94VT0A7L9aTVtNhk8O2EEer6W8ljHKXVbkEvk5AXjk8e1TJff2x4ctLW11e105ooxDdJO3ltIo4BDdxjt70+9u4djP8AEGgiPxFBa6ZGMXiK6IrblUnIIB9BjNWdVg01PCMi6fDEzWt0sButg3SnbljnrjJ4+lJN4ksbLU9kFsb62hs1s0fzTGSP4mBAyM9KkGr6GfCcyJpaRg3IxafbGLE7f9ZnrgdMdKl7af1qPr/XY5CiiimIKKKKACiiigDq/DN1falpGraP5z3CtZ7re3ds4ZWBwgPTjPArBs7u/wDD+sRXNuZLS9tX3DcpVlPoQfyI9DWr4Uke2t9au4PkmgsSY5AOUJZRkHscZrBllmu7gyTPJPNI3LMSzMfr1NaV1GcIqWt46+l2dM3ejG+9392h1vxBsrWSTTPEWnRLBBrduZnhXpHMpxIB7ZP55rK0/QrG88K6hqs+uWtrdWjhYtPkH7y4BxyvOe/YHpzitvx4BpWg+GvDjn/SrC1aa5XOfLeVt20+4/qKoeHPBi+IvDGs6pFqccM+lR+abVoiTIu0nO7PHQjoenavKy1t4RO+ivZ/3U3yv7rE1v4ivu7X9bHL0UUV6JgFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFI1LSNQBXb7xoob7xooAs0UUUAFFFFABRRRQAUUUUAFFFFABRRRQBrnxJdDQf7JggtbeFgBLJDFtkmA/vNnmquj6pLour2+o20UMstu25FnTemccHHqOo9wKpUUVP3qanqnp8i3OTtd7E97e3Go3015eytNcTOXkkY8sTW6/jjU/+EUHh+zhs7G0ZQs72sOyS5A/56Nnn3xjNc3RSSSjyrYm7b5nuFFFFMQUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUjUtI1AFdvvGihvvGigCzRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABSNRRQBXb7xooooA//2Q==)