Assessment Plan

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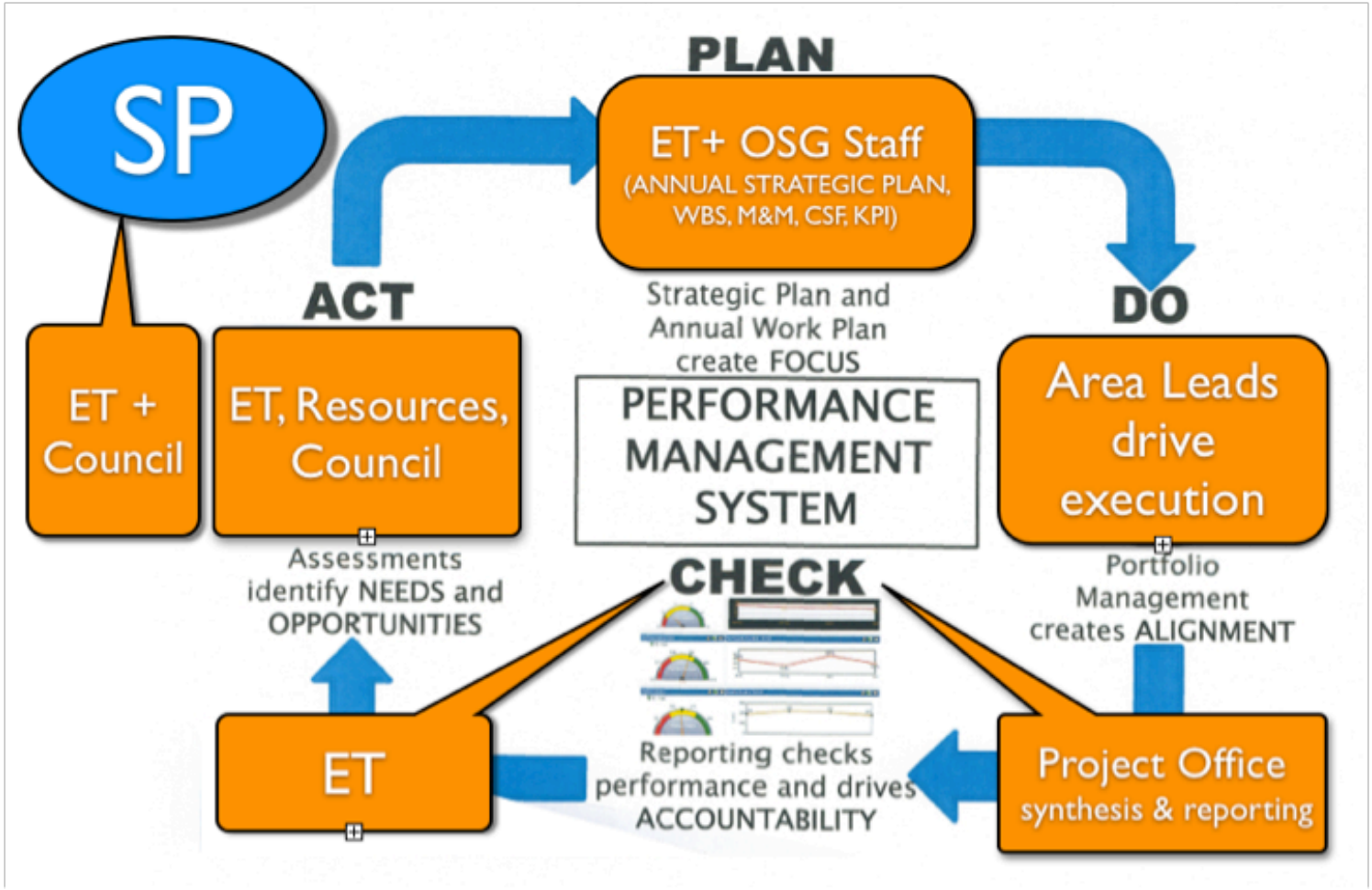
Assessment Plan and OSG Strategic Objectives

- At OSG council meeting in May we discussed a framework for measuring progress against strategic objectives
- Those objectives would be described in an (as yet to be defined) OSG strategic plan
- Draw on OSG' proposoal and blueprint documents describe the vision
- And the WBS which define area tasks and roughly serves to define goals

Assessment Context

- Assessment has to be done within the overall project management framework in OSG
- Based on Plan, Do, Check, Act (PDCA), borrowed from NEESGrid project management team
- The Assessment project has responsibility to make sure all tasks and individual goals within each of the Areas have well-defined relationships to OSG strategic goals
- This includes metrics, targets, and trip points for risk assessment
- Assessment helps define these with the Area leads
- Assessment aggregates and helps the executive team review these (i.e. the "Check") using various tools and view

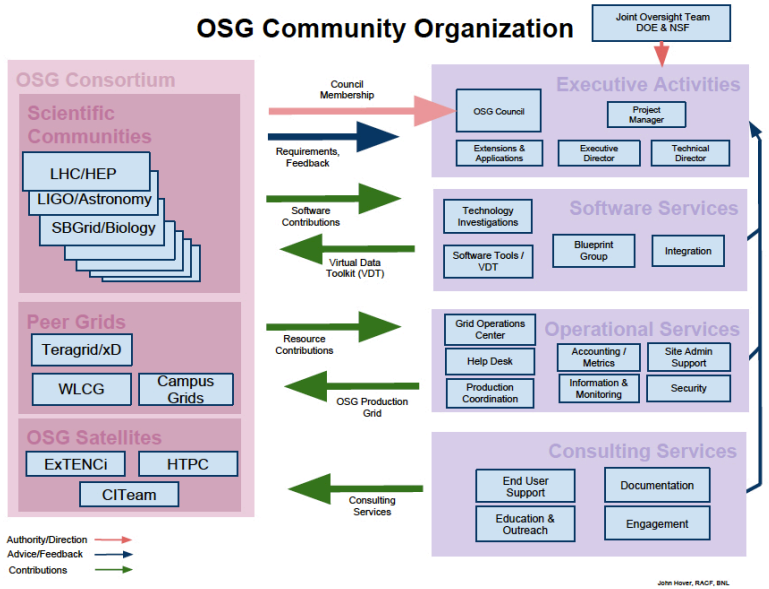
PDCA applied to OSG

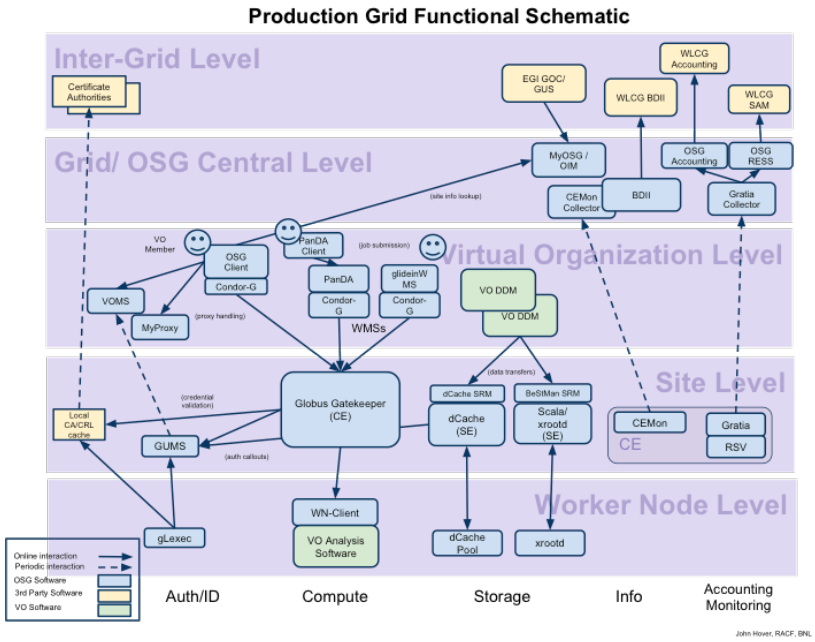


Scorecard Prototype

sources

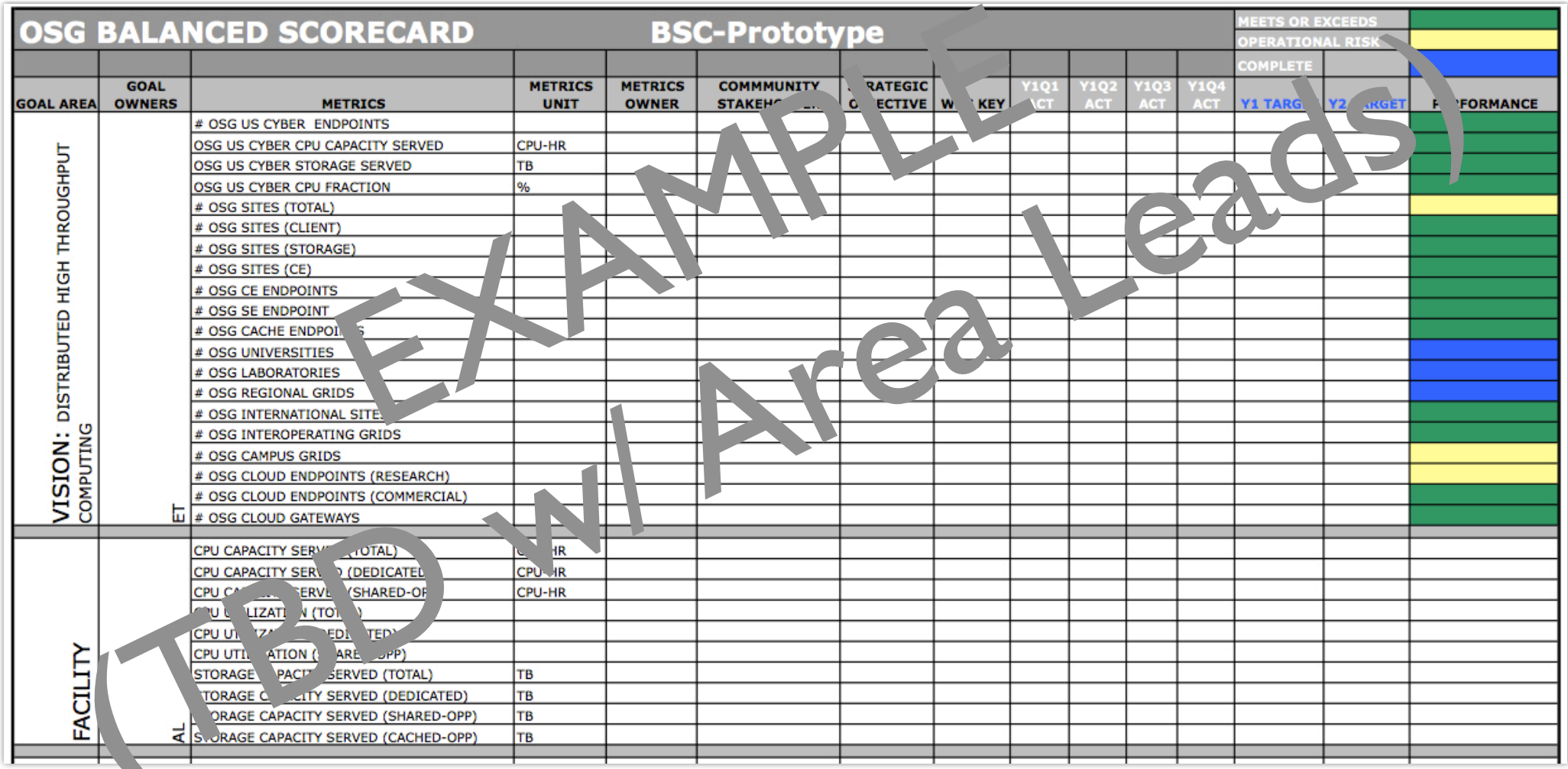
- Metrics report 2009 (OSG Year 3)
- OSG WBS
- OSG prime proposal
- OSG blueprint
- towards a set of strategic objectives





OSG BSC Prototyping

OSG-BSC-V1



OSG BALANCED SCORECARD		BSC-Prototype										MEETS OR EXCEEDS		
												OPERATIONAL RISK		
												COMPLETE		
GOAL AREA	GOAL OWNERS	METRICS	METRICS UNIT	METRICS OWNER	COMMMUNITY STAKEH...	...RATEGIC ...JECTIVE	W... KEY	Y1Q1 ...CT	Y1Q2 ACT	Y1Q3 ACT	Y1Q4 ACT	Y1 TARG...	Y2 ...RGET	...FORMANCE
VISION: DISTRIBUTED HIGH THROUGHPUT COMPUTING	ET	# OSG US CYBER ENDPOINTS												
		OSG US CYBER CPU CAPACITY SERVED	CPU-HR											
		OSG US CYBER STORAGE SERVED	TB											
		OSG US CYBER CPU FRACTION	%											
		# OSG SITES (TOTAL)												
		# OSG SITES (CLIENT)												
		# OSG SITES (STORAGE)												
		# OSG SITES (CE)												
		# OSG CE ENDPOINTS												
		# OSG SE ENDPOINT												
		# OSG CACHE ENDPOI...S												
		# OSG UNIVERSITIES												
		# OSG LABORATORIES												
		# OSG REGIONAL GRIDS												
		# OSG INTERNATIONAL SITE...												
		# OSG INTEROPERATING GRIDS												
		# OSG CAMPUS GRIDS												
		# OSG CLOUD ENDPOINTS (RESEARCH)												
		# OSG CLOUD ENDPOINTS (COMMERCIAL)												
		# OSG CLOUD GATEWAYS												
FACILITY	AL	CPU CAPACITY SERV... TOTAL)	...HR											
		CPU CAPACITY SERV... (DEDICATED	CPU-HR											
		CPU CA... SERVE... (SHARED-OP	CPU-HR											
		CPU U...LIZATI...N (TOT...)												
		CPU UT...ZA... ...EDI...TED)												
		CPU UTI...ATION (...ARE...OPP)												
		STORAGE ...PACI... SERVED (TOTAL)	TB											
		STORAGE C...CITY SERVED (DEDICATED)	TB											
		STORAGE CAPACITY SERVED (SHARED-OPP)	TB											
		STORAGE CAPACITY SERVED (CACHED-OPP)	TB											

EXAMPLE (TBD w/ Area Leads)

PRODUCTION	AL	# VOS PART. WEEK MTGS													
		# VOS PART. DEV TO ACTIVE													
		# ENGAGMENT USERS													
		# CAMPUS GRIDS ENGAGED													
		# GRIDS DEPLOYED													
		# CLOUDS DEPLOYED													
		CPU CAPACITY OF CG SERVED	CPU-HR												
		STORAGE CAPACITY OF CG SERVED	TB												
WORKLOAD SYSTEMS		CE PERFORMANCE: JOB STARTUP RATE	HZ												
		CE PERFORMANCE: JOB CAPACITY													
		SE PERFORMANCE: TRANS RATE	HZ												
		GLIDEIN PERFORMANCE: JOB CAPACITY													
		GLIDEIN PERFORMANCE: JOB RATE	HZ												
		GLIDEIN PERFORMANCE: VO CAPACITY													
		GLIDINE PERFORMANCE: SITE CAPACITY													
		GLIDEIN PERFORMANCE: USER CAPACITY													
		PANDA PERFORMANCE: JOB CAPACITY													
		PANDA PERFORMANCE: JOB RATE	HZ												
		PANDA PERFORMANCE: VO CAPACITY													
		PANDA PERFORMANCE: SITE CAPACITY													
	AL	PANDA PERFORMANCE: USER CAPACITY													
USERS		# TOTAL OSG USERS													
		# OSG USERS VIA GLIDEIN													
		# OSG USERS VIA PANDA													
	AL	# OSG USERS DIRECT													
NETWORK & THROUGHPUT		# PERFSONAR DEPLOYMENTS (TC													
		# THROUGHPUT SERVC DEPLOYMENTS													
		# UNIVERSITIES PARTICIPATING PSD													
		# LABORATORIES PARTICIPATING PSD													
		# CLOUD DEPLOYMENTS PSD													
		# BIG SITES MEASURED													
		# INTERMEDIATE SITES MEASURED													
		# SMALL SITES MEASURE													
		# BIG SITES TP MAX													
		# INTERME SITES MAX													
		# SMA TES MAX													
		TES CONE													
		# SITES C													
TRAINING		TRAINING ENTS													
		RAINING E S (USERS)													
		# AINING EVENTS (INFRASTRUCTURE)													
		# INING PARTICIPANTS (USERS)													
		# TRAINING PARTICIPANTS (INFRASTRUCTURE)													
		# ONLINE PARTICIPANTS													
	AL	# TRAINING VO/COMMUNITIES PARTICPATED													
SCI IMPACT & PUBLIC AFFAIRS		# OSG STAFF PUBLICATIONS													
		# OSG CITED PUBLICATIONS													
		# OSG H-INDEX													
		# OSG SCIENCE DISCIPLINES SERVED													
		# OSG FACULTY RESEARCH													
		# OSG ISGTW ARTICLES													
	ET	# OSG NEWS MENTIONS													

Assessmet Project Process

- Help with defining the OSG Strategic plan (since this is required for a context)
- Help the ET and Area leads define measureable goals and identify high impact milestones
- Work with Area leads to define detailed metrics that are natural within their work areas
- Work with Area leads and others on a collection system

With Area Leads

- How do the tasks defined in your WBS relate to OSG strategic goals? Which goals specifically?
- What are the best measures of progress towards those goals?
- Who is the stakeholder(s)?
- What are the associated quarterly targets?
- What is the target for the year? (Previous year, if available/appropriate)
- At any given time, what defines for a metric:
  - On track: meets or exceeds goal
  - Behind: therefore at risk for meeting goal
  - Complete: work has been completed
  - (these will be color-coded for at-a-glance views)

Area (Owner)

Operations Assessment

Community/Stakeholder

define associated target

1.2 Operations (RQ)
1.2.1 Support LHC
1.2.1.1 Provide Issue Management for WLCG - Metrics = Daily WLCG Operations Call Attendance, Response Time to GGUS Tickets
1.2.1.2 Publish Availability and Reliability Results - Metrics = Fix Requests for USLHC Stakeholders
1.2.1.3 Maintain the relationship with WLCG operations entities - Metric = Face to Face and Phone Meetings Held, Joint Projects

1.2.2 Routine Process Execution
1.2.2.1 Operate OSG Services at levels that meet the SLAs - Metric = Number of times exception to SLA is experienced.
1.2.2.2 Communication of Operational Issues to OSG Community - Metric = Weekly OSG Operations and Change Management Meeting Attendance
1.2.2.3 Notification of events for Core and Support Services - Metric = Number of Community Notifi
1.2.2.4 Maintain 24x7 phone, email, and web support for trouble ticket submission - Metric = Num attempted and unsuccesful, Number of Issues Addressed After Hours

identify SOs (strategic objective) key in BSC

1.2.3 Ticket Handling
1.2.3.1 Ticket Troubleshooting and Routing - Metric = Number of Tickets, Average Age of Tickets
1.2.3.2 Ticket Exchange Services with Stakeholders - Metric = Number of Reported Failures, New Stakeholders Connected
1.2.3.3 Provide 24x7 Support for Security - Metric = Number of Incidents, Numbers of After Hours Incidents

1.2.4 Introduce New Services to Operational Infrastructure
1.2.4.1 Create SLAs for New Services - Metric = Ratio of New Services Introduced to SLAs Completed
1.2.4.2 Evaluate New Service Technologies - Metric = TBD

1.2.5 Provide OSG internal metrics on operations
1.2.5.1 Availability and Reliability - Metric = These are already collected in MyOSG and Published in the SLAs
1.2.5.2 Ticket Handling - Metric = Start with: https://twiki.grid.iu.edu/bin/view/Operations/June11TicketMetrics

Report actuals (quarterly, annual)

associate with SO; define target

Operations Score Card

(Example)

OSG BALANCED SCORECARD		BSC-Prototype										MEETS OR EXCEEDS		
												OPERATIONAL RISK		
												COMPLETE		
GOAL AREA	GOAL OWNERS	METRICS	METRICS UNIT	METRICS OWNER	COMMMUNITY STAKEHOLDER	STRATEGIC OBJECTIVE	WBS KEY	Y1Q1 ACT	Y1Q2 ACT	Y1Q3 ACT	Y1Q4 ACT	Y1 TARGET	Y2 TARGET	PERFORMANCE
PRODUCTION	RQ	GGUS RESPONSE TIME	% >DAY	RQ	USLHC	TBD	1.2.1	10	5	1	1	5	10	
		WLCG OPS CALL %	%	RQ	USLHC	TBD	1.2.1	85	100	95	100	100	100	
		WLCG OPS RELATIONSHIP ACTIVITIES	#	RQ	USLHC	TBD	1.2.1	2	1	4	3	15	15	
		OPERATIONAL SERVICES SLA EXCEPTIONS	#	RQ	ALL	TBD	1.2.2	0	0	2	1	5	5	
		OPS MEETING ATTENDANCE	%	RQ	ALL	TBD	1.2.2	50	70	60	90	90	90	
		GOODNESS METRIC TROUBLE TICKET CLOSURE	0-1	RQ	ALL	TBD	1.2.2	0.5	0.7	0.8	0.65	0.9	0.9	
		GOODNESS METRIC TT SERVICES	%	RQ	ALL	TBD	1.2.2	95	90	95	99	95	95	
		GOODNESS METRIC NEW TECHNOLOGIES	0-1	RQ	CAMPUS GRIDS	TBD	1.2.4	NA	0.7	0.8	NA	0.95	0.095	
		RELIABILITY, AVAILABILITY INFRASTRUCTURE UT	%	RQ	OPS/USLHC/ALL	TBD	1.2.5	98	99	99	95	99	99	

Assessment Tasks

- Quarter 1:
  - Get first round metrics defined for two areas based on WBS and meetings with Area leads
  - Review and approval by OSG project management team; recaste as necessary
  - Approval and buy-in on templates, aggregation, review by AL and ET
  - First tests of aggregation and reporting process (simple dashboard spreadsheet)
- Quarter 2:
  - Continue metrics, KPI with remaining area leads
  - Begin formal reivews during area coordinator meetings
  - Provide updates to ET as they occur
- Quarter 3:
  - Refine aggregation processes and metrics definitions (measureables, targets, trip points)
  - Continue reviews of progress during area coordinators meetings
- Quarter 4:
  - Incorporate changes to collected metrics and dashboard based on OSG strategic planning