

OSG assessment meeting

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Goals for this meeting

- Provide a forum to help define an assessment process in OSG
 - necessary for this to “gel” with area leads, ET, etc before it can become a standard practice
- Discuss tools and data collection methods for high level reporting (eg. balanced scorecard, jira dashboards, etc)
- Discuss assessment activities in specific Areas (how metrics, targets and tools are being used to make assessments)
- Provide context for ET direct feedback and interpretation
- Will meet bi-weekly at least initially (need to find a timeslot that generally works)

Process

- (See reference slides for more)
- Based on Plan, Do, Check, Act (PDCA)
- 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

Operations BSC

OSG BALANCED SCORECARD (Operations through 10/2011)														MEETS OR EXCEEDS	
														OPERATIONAL RISK	
														COMPLETE	
GOAL AREA	GOAL OWNERS	METRICS	METRICS OWNER	STAKE-HOLDER	SRQ KEY	STRATEGIC OBJECTIVE	WBS KEY	METRICS UNIT	Y1Q1 YTD	Y1Q1 ACT	Y1Q2 ACT	Y1Q3 ACT	Y1Q4 ACT	Y1 TARGET	Y2 TARGET
PRODUCTION Operations	RQ	OPEN VS CLOSED GGUS TICKETS	RQ	USLHC	NA	TBD	2.2.1	# RANGE	TBD					0.95-1.05	0.95-1.05
		WLCG OPS CALL %	RQ	USLHC	NA	TBD	2.2.1	%	97					98	98
		WLCG OPS RELATIONSHIP ACTIVITIES	RQ	USLHC	NA	TBD	2.2.1	#	2					10	15
		OPEN VS CLOSED OSG TICKETS	RQ	OSG	NA	TBD	2.2.2	# RANGE	0.87					0.95-1.05	0.95-1.05
		OPS MEETING ATTENDANCE	RQ	OSG	NA	TBD	2.2.2	%	100					100	100
		OPERATIONAL SERVICES SLA EXCEPTIONS	RQ	OSG	NA	TBD	2.2.2	#	0					5	3
		NUMBER OF AFTER HOURS SUPPORT RESPONSES	RQ	OSG	NA	TBD	2.2.2	#	0					5	4
		NUMBER OF AFTER HOURS SERVICE RESPONSES	RQ	OSG	NA	TBD	2.2.2	#	0					5	4
		RELIABILITY OF INFRASTRUCTURE SERVICES	RQ	OSG	NA	TBD	2.2.2	%	99.2					99	99
		AVAILABILITY OF INFRASTRUCTURE SERVICES	RQ	OSG	NA	TBD	2.2.2	%	99.0					98	98
		OPEN VS CLOSED JIRA TICKETS	RQ	OSG	NA	TBD	2.2.3	# RANGE	2.75					0.95-1.05	0.95-1.05
		STAFF TRAINING EVENTS	RQ	OSG	NA	TBD	2.2.6	#	0					10	10

- Goal area, owner - area leads
- Metrics owner can be delegated
- SRQ Key - stakeholder request key
- WBS Key - link to WBS task
- Strategic objectics - area and global OSG objective
- YTD - at reporting time

Questions

- ET and AL definition process and acceptance, group level interpretation
- Getting the right views for assessment depending on use: a tool for area leads rather than a burden, internal project management, stakeholder relations, agency relations, reporting (quarterly, annual)
- Making collection and entry easy
- Using tools we have (footprints, jira, ...)
- Integration with stakeholder requests activity
- Can we iteratively cobble a grass roots OSG strategic plan? Do we drop the strategic plan?
- Towards broader impacts - delivery of science

Completing the picture

- Look at Production in two ways
- Performance metrics:
 - capacities
 - aggregates
 - usabilities
- Capability metrics:
 - stakeholder requests
 - systems - users
 - systems - infrastructure

OSG Year6 WBS Structure

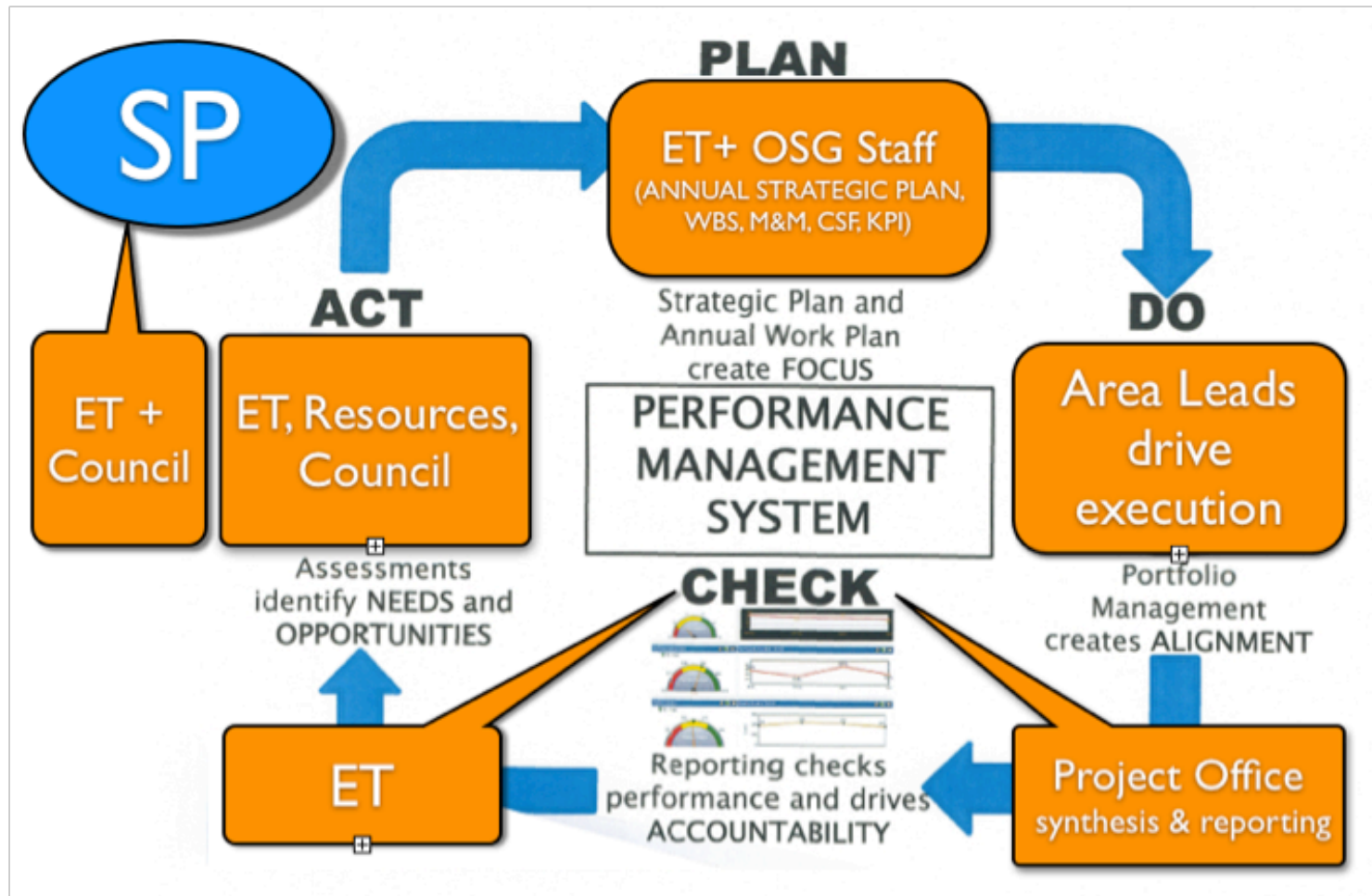
1. Technology and Architecture – Brian Bockelman
2. Production – Dan Fraser
 1. Production – Dan Fraser
 2. Operations – Rob Quick
 3. Campus Grids – Dan Fraser
3. Software – Alain Roy, Dan Fraser
 1. Software Development, Integration & Packaging
 2. Testing & Validation
 3. Evaluation & Characterization
4. Security – Mine Altunay
5. User Support – Chander Sehgal
6. Cross-Cutting Support – Ruth Pordes
 1. Project Management – Chander Sehgal
 2. Documentation – Jim Weichel
 3. Communications – Miriam Boon
 4. Education – Tim Cartwright
 5. International Outreach – Jose Caballero
 6. Assessment – Rob Gardner

reference

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

PDCA applied to OSG



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 Notifications

1.2.2.4 Maintain 24x7 phone, email, and web support for trouble ticket submission - Metric = Number of Tickets attempted and unsuccessful, 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/June1TicketMetrics>

Report actuals (quarterly, annual)

associate with SO; define target

Assessment Tasks

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