Turnkey Setup Process : 교육 & Feedback 요약

Vietnam Build Center

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| **Basic education information**   * **일자 : 2024.9.11(수)** * **일시 : 오전(9:30 ~ 12:00, E13 1층 104호), 오후(15:00~18:00, E13 3층 M3)** * **수강 :** [PHAM THI THAO Professional/(Part) PMO&BM](https://wire.lgcns.com/confluence/display/~63200225) * **강사 :** [경기원 책임/품질전략팀](https://wire.lgcns.com/confluence/display/~31110) |

This process is an example of a setup for a Turnkey project in which VNB is responsible for analysis, design, development, test and deployment.If the turnkey project has fixed scope & delivery date then  we recommend Hybrid Agile methodology and this guide is also following Hybrid Agile methodology.  
But which methodology to apply depends on the situation of the project

# Pre-process for turnkey project setup

1) Analyse the quotation info

  The PM should receive details from the proposal team before starting the Planning Stage.  (※ proposal team = who made the quotation in VNB )  
   - List of unit processes at CRUD (Register, Modify, Delete, Lookup) Level of logical criteria, estimated difficulty for each process  
   - If there is no process list then ask to proposal team for M/M calculation details

  ※ document standard and sample for quotation (for reference only)  
       [★202x\_CustomerName\_StandardDevelopmentCostEstimation\_ProjectName\_template v4.0.xlsx](https://wire.lgcns.com/confluence/download/attachments/997069697/%E2%98%85202x_CustomerName_StandardDevelopmentCostEstimation_ProjectName_template%20v4.0.xlsx?api=v2&modificationDate=1726187287046&version=1)  
        [LG CNS Stardard Quotation 20240319.pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/LG%20CNS%20Stardard%20Quotation%2020240319.pptx?api=v2&modificationDate=1726187286886&version=1)

2) Define project scope and rough WBS

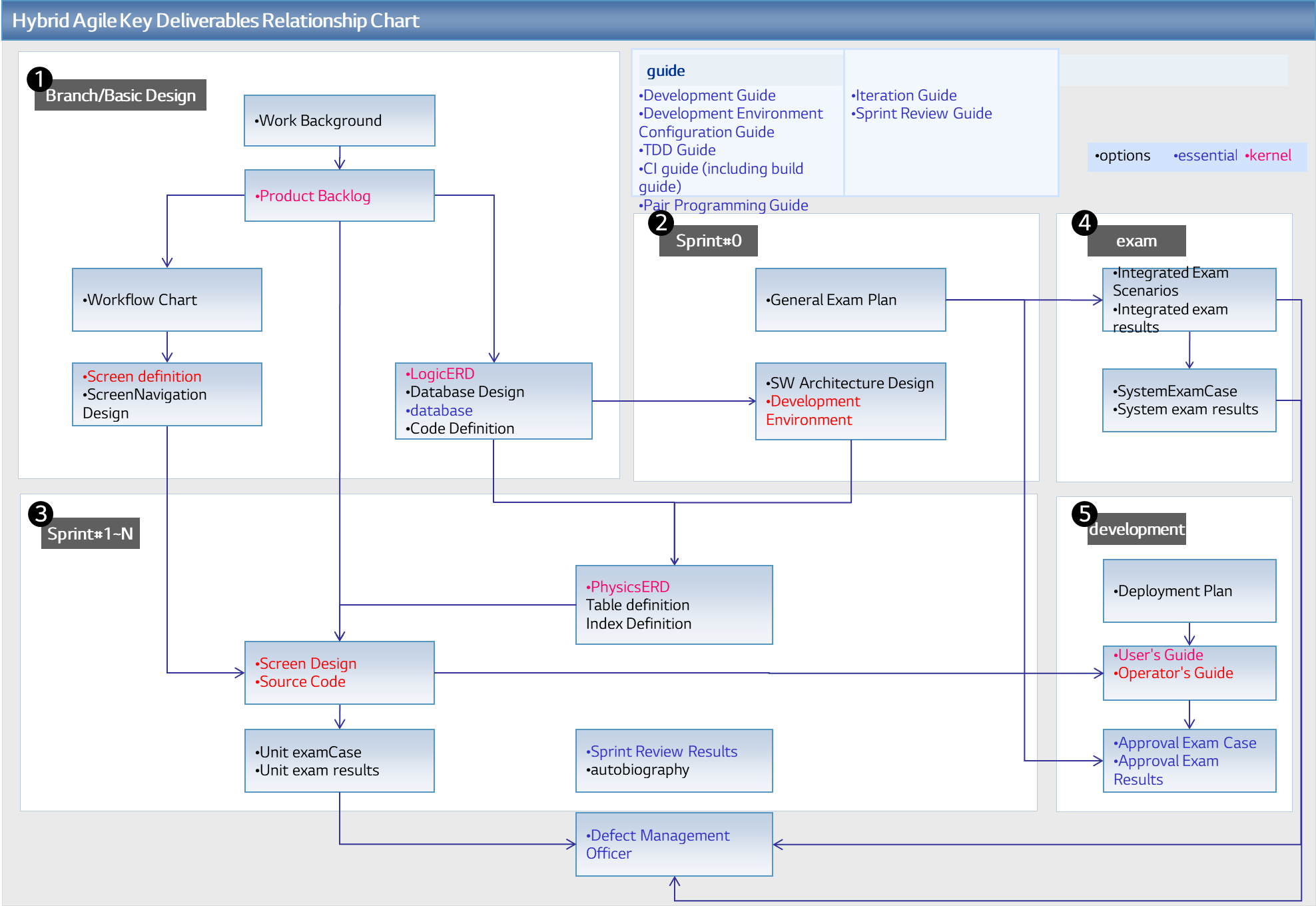
The PM can make use of quotation details to define Project Scope and rough WBS

|  |
| --- |
| **Training & Feedback**   * 개발할 시스템(제품,서비스)를 구성하는 기능 목록을 작성하여(업무 프로세스 참조) 견적을 실시함   + 기능분해 목록(CRUD) 식별   + 보고서, 배치, 인터페이스(외부 기관, 타시스템) 기능 목록에 포함   + 데이터전환 프로그램 포함   + 각 기능의 구현 난이도를 정의하고 가중치를 적용함 * 견적은 회사내 축적된 자산과 해당 업무 경험자 의견 반영 * 제안서를 제출하여 수주에 성공한 경우 제인PM과 이행PM이 다를 경우   + 제안 전반에 대한 내용을 양 PM이 공유   + 특히 범위 관련 내용 확인(기술적인 부분, Risk/Issue 파악 등) * 참고   + 플립차트 핸드라이팅 참조 (RFP, 제안서작성, 견적, Function Point, 리소스, 제안발표, 수주성공, 기술&가격협상, 계약서작성  등등...)   + 견적 & Community (Wiki) 참조 : [견적 & Community](https://wire.lgcns.com/confluence/pages/viewpage.action?pageId=826833322) (문의 [신호식 팀장/사업지원혁신팀](https://wire.lgcns.com/confluence/display/~68824) [탁규태 책임/사업지원혁신팀](https://wire.lgcns.com/confluence/display/~69314) ) |

# Turnkey Set-up Process

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stage | What to do | | Standard Output Reference | Feedback |
| I | Project Organization & Management: → To create teams for project execution & management | | |  |
| PLANNING (Splashdown) | 1. Project Organization & Management | * Resource Management. (Total Manpower needed to Implement Project) * Scrum team building |  | * 프로젝트 조직(팀) 구성 (Traditional vs Hybrid agile/Agile)   + 참고        * Scrum Team Building (Agenda 예시)   + 적용 방법론(Agile) Quick 소개   + 적용 Agile Practices 개념 소개(Scrum Meeting 외)   + 팀 이름, 유형, 책임(Team name, type, and responsibilities)   + 업무 규칙(Working agreements)   + 성공 기준(Success measures)   + 완료 기준(Definition of Done)   + 팀 구성원 책임 식별   + 2회 실시     - 1st 프로젝트 초반 참여 → 고객 + 프로젝트이행(분석&설계자,PMO) + 임원     - 2nd Sprint#0 → 개발자 + 프로젝트이행(분석&설계자,PMO) |
| 2. Definite Roles and responsibilities | * HQ PIC * VNB PIC | |  |  |  | | --- | --- | --- | | Team | Name | Role & Response | | HQ | OOO | PO | | VNB | OOO | PM | |  | OOO | Dev | | * 특별히 R&R이 중요한 업무(Task)에 적용   + RACI 차트 활용 → [Data Migration 조직 R&R (RACI)](https://wire.lgcns.com/confluence/pages/viewpage.action?pageId=550440132) * 팀수가 많아 지면 → 팀간 효율적인 의사소통 필요함.   + SoS(Scrum of Scrum) 메커니즘   + 참여자는 각 Scrum 팀의 Scrum Master 또는 멤버 * 플립차트 핸드라이팅 참조 (Gray Zone ..) |
| 3. Project Management Methodology | We recommended to use Hybrid Agile to process Turnkey project.   * Analysis & Basic Design using Waterfall. * Detailed Design & Development & Testing: Agile (Running as Sprint from #0 to #N) |  | * Hybrid Agile Detail      * 초기 Sprint 전략   + Sprint 갯수, 길이(4week, 6Week 등)   + Sprint 내 수행하는 Agile Event 정의     - Sprint Planning     - Backlog Refinement     - Daily Scrum Meeting     - Sprint Review(Demo, Test)     - Sprint Retorspective * 플립차트 핸드라이팅 참조 |
| 4. Tool Setup | * Setup Wire-Wiki for communication and documentation * Setup Wire-Work including sprint board, dashboard for monitoring (check every process for each issue type) * Setup more management tools if needed |  | * WIRE Guide : <https://wire.lgcns.com/confluence/display/WG>   + [25. Agile Board 활용하기](https://wire.lgcns.com/confluence/pages/viewpage.action?pageId=10814713) * GDG Portal : <https://wire.lgcns.com/confluence/site/gdcportal> * DevOn : <https://wire.lgcns.com/confluence/display/WG> |
| PROJECT KICK-OFF MEETING | | |  |
|  | * HQ & VNB PROJECT TEAM GREETING. * VNB present Project Proposal about:  Resource, Management methodology, Project scope with corresponding timeline. * HQ approved to VNB proposal. |  | * 주요 Agenda   + Goal, 계획   + 팀 소개   + 전체일정 및 주요 마일스톤   + Risk 요인   + 의사소통 방식   + 프로젝트으 고객참여 시점,방법 강조(Hybrid Agile) ← KSF   + 협조 요청 사항 등 * 플립차트 핸드라이팅 참조 |
| II | Analysis → To define Project scope, Output checklist for each stage. | | |  |
| ANALYSIS / BASIC DESIGN | AS-IS Analysis | Analysis Current System Or Customer Requirements   * Source code * DB structure |  | * 현행 Source Code : DevOn Reverse 도구 활용 * DB구조 : Data Base 에서 ERD Export or 관리중인 ERD * 현행 UI : 일반적으로 현행화 잘안됨, 시스템 접속권을 받아 확인 * 현행 Process :최신화 잘안됨, PI수행시 자료 확보 |
| Define Requirements | TO-BE Process Analysis   * Business function decomposition diagram * detail WBS * Functional List * List up backlogs and register at wire-work (Story, Task) | * Business function decomposition diagram * WBS: [SWD-DHA02-CNS(Hybrid Agile WBS).xlsx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-DHA02-CNS%28Hybrid%20Agile%20WBS%29.xlsx?api=v2&modificationDate=1726187287903&version=1) * Functional List: [EN\_functional breakdown template.xlsx](https://wire.lgcns.com/confluence/download/attachments/997069697/EN_functional%20breakdown%20template.xlsx?api=v2&modificationDate=1726187287239&version=1) * Backlog Sample : [SWD-TA01-CNS(Agile Product Backlog).xlsx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-TA01-CNS%28Agile%20Product%20Backlog%29.xlsx?api=v2&modificationDate=1726187285992&version=1) | * 업무 프로세스 작성 : INPUT (현행 or PI) + 개선 + 요구사항 * 현행 조직구조 확보(요청, 인력 직책, 호칭, 이름)   + Ke Man, Big Mouse 파악   + 고객 성향 파악 * Product Backlog(in User Story) 작성시   + 요구사항,기능목록&명세 와 비슷하다고 느길 수 있음   + Produt Backlog 작업시 다른 산출물을 중간 산출물로 관리   + User Story 구조(Theme, Epic, Story , Task) 이해   + Story Poiint, 중요도, 우선순위 등 관리   + WIRE-wiki 및 Wire-work 활용 * 플립차트 핸드라이팅 참조 |
| UI definition   * UI List * UI definition | [SWD-TA03-CNS(Agile UI Design).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-TA03-CNS%28Agile%20UI%20Design%29.pptx?api=v2&modificationDate=1726187286083&version=1) | * UI주요 항목 정의 |
| * Data Analysis |  |  |
| Basic Design | * List of Programs * Program Design * UI Design * Interface Design * Database Design(Logical ERD, Code Definition, Glossary, Domain Definitions) | [SWD-TA03-CNS(Agile UI Design).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-TA03-CNS%28Agile%20UI%20Design%29.pptx?api=v2&modificationDate=1726187286083&version=1) | * 기본설계와 vs 상세설계 구분을 프로젝트에서 정의 하여야 혼선이 없음   + 참조 → Draft 버전   + [기본설계 vs 상세설계 기준 가이드\_Draft.pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/%EA%B8%B0%EB%B3%B8%EC%84%A4%EA%B3%84%20vs%20%EC%83%81%EC%84%B8%EC%84%A4%EA%B3%84%20%EA%B8%B0%EC%A4%80%20%EA%B0%80%EC%9D%B4%EB%93%9C_Draft.pptx?api=v2&modificationDate=1726187290507&version=1) |
| Release Planning | * Initial planning for sprints * Scrum team building * Sprint goal * Risk identification | [SWD-THA02-CNS(Release Planning Plan).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-THA02-CNS%28Release%20Planning%20Plan%29.pptx?api=v2&modificationDate=1726187286312&version=1) | * 인도네시아 국세 프로젝트 Agile Workshop(Release Planning) 참조   + W/S 실행자료 : [CTAS\_Agile Planning Workshop\_v2.1\_20230310.pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/CTAS_Agile%20Planning%20Workshop_v2.1_20230310.pptx?api=v2&modificationDate=1726187290597&version=1) * 사전 준비(완료)   + 개발프로그램List or Product Backlog(User Story)   + 핵심 시나리오(E2E)   + 팀에서 작성한 개략적인 Sprint 별 목표   + 참여 : 팀원전체(고객 PO포함) * Release Planning WS (0.5H ~ 1Day) * 결과   + Sprint에 할당된 프로그램(or User Story) 및 개발 사이즈 균등   + Sprint Goal Update   + 프로그램 의존성 파악 및 조정 |
| Sprint #0 | * Development environment setup * Development data setup * Finalization development standards * CICD setup * Development Pilot (Development > Unit test > 3rd party test) |  | * Sprint #0 시작은 기본설계 단계내 함께 수행 또는 분석단계 부터 시작 가능 * 개발표준(개발언어, UI, SQL, JavaScript, HTML 등) * 초기데이터 구성(Code, Master) * 개발환경, Stage환경(QA,고객 테스트), 황상관리 및 CI/CD Pipeline * Prototype 수행 * 플립차트 핸드라이팅 참조 |
| * Sprint Review * Sprint Demo & Test | [SWD-GHA07-CNS(Sprint Review Guide).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-GHA07-CNS%28Sprint%20Review%20Guide%29.pptx?api=v2&modificationDate=1726187286580&version=1)  [SWD-THA03-CNS(Sprint Review Plan).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-THA03-CNS%28Sprint%20Review%20Plan%29.pptx?api=v2&modificationDate=1726187286785&version=1) | * Release Planning, Sprint Planning 결과물 활용 * 데모 가능한 수준 이여야 하기 때문에 Sprint 동안 테스트 지속(PO참여) |
| * Sprint Retrospective | [SWD-GHA08-CNS(Retrospective Guide).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-GHA08-CNS%28Retrospective%20Guide%29.pptx?api=v2&modificationDate=1726187286404&version=1) [SWD-THA05-CNS(Sprint #N Retrospective Results).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-THA05-CNS%28Sprint%20%23N%20Retrospective%20Results%29.pptx?api=v2&modificationDate=1726187286699&version=1) | * 팀은 늘 작은 것이라도 개선점을 찾아 다음 Sprint에 적용하려는 노력을 해야함. |
| PROJECT REVIEW MEETING | | |  |
|  | VNB get confirmation from HQ about Analysis Outputs.   * Project Scope & Timeline |  | * 범위가 변경(특히 범위 증가)에 증빙을 남겨야(공문 형태) 함. * 프로젝트에 CCB(Change COntrol Board)를 통해 공유 협의 되어야 함. |
| III | Detailed Design → Continuously Update Detailed Design in each sprint Development → Implement function & testing | | |  |
| DETAIL DESIGN  DEVELOPMENT | Sprint#1~N | Sprint Planning |  | * Sprint 시작전에 점검 하는 미팅   + 해당 Sprint 개발 대상 중 의사결정이 안된것은 없는지 확인   + Sprint Goal 확인 * 수행시간 은 2시간 (4주 Sprint) |
| Backlog Refinement |  | * Sprint 기간 중 정기적으로 User Story를 명확해지도록 정랸 함   + 우선순위 조정   + User Story 추가   + User Story 삭제 * 수행시간 은 2시간 (4주 Sprint) |
| Daily Scrum Meeting  Scrum of Scrum(SoS) |  | * 매일 서서 15분 동안 하고 있는 일에 대해 공유하는 미팅 * 3Q   + 지난번 Scrum Meeting 이후 완료된 작업은 ?   + 오늘 어떤 것을 개발 할것?   + 개발을 함에 있어 걸림돌 이나 Rist 요인은 무엇인지 ? * 주의 : 문제해결의 시간이 아니며 문제해결 할것처럼 대화가 길어지면 별도의 시간을 내어 해결 해야 함. → 포스트잇에 기록을 하여 Parking lot에 붙임 * SoS는 팀간 협력이 필요한 부분을 요청하고 확인하는 미팅. |
| Detail Design   * Program Design(update) * UI Design(update) * Interface Design(update) * Physical ERD * Table Design |  | * 표준 준수 |
| Development > Unit test > 3rd party test |  | * 3rd part test(분석&설계자 및 고객) |
| Matrix |  | * Burn Down chart   + Sprint Burn down   + Release Burn down * Team Velocity * 플립차트 핸드라이팅 참조 |
| Sprint Review (Demo & Test) | [SWD-THA03-CNS(Sprint Review Plan).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-THA03-CNS%28Sprint%20Review%20Plan%29.pptx?api=v2&modificationDate=1726187286785&version=1) | * 이해 관계자를 초대하여 데모를 실시하고 피드백을 받음 * 필요시 사용자가 참여하는 Sprit Test 수행도 가능함 |
| Retrospective | [SWD-THA05-CNS(Sprint #N Retrospective Results).pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-THA05-CNS%28Sprint%20%23N%20Retrospective%20Results%29.pptx?api=v2&modificationDate=1726187286699&version=1) | * 팀은 항상 개선점을 찾으며 성장하는 기회로 활용해야 함. |
| IV | the purpose of the integration test is to test the interfaces between the unit items of the program to be integrated to verify if the programs can correctly communicate with each other and to verify the integrated programs groups (interfaced programs) are consistent with the program specification. | | | * Hybrid Agile 에서는 전통적인 방식과 같음 |
| INTEGRATION TEST | Plan | Integration Test Scenario |  |  |
| Execution | Integration Test |  |  |
| Result | Integration Test Result |  |  |
| V |  |  |  | * Hybrid Agile 에서는 전통적인 방식과 같음 |
| DEPLOYMENT | Deployment Plan | Plan the process and timeline for deployment |  |  |
| UAT | User Acceptance Test |  |  |
| Guides | User Guide, Operator uide | [SWD-TC51-CNS(User Guide).docx](https://wire.lgcns.com/confluence/download/attachments/997069697/SWD-TC51-CNS%28User%20Guide%29.docx?api=v2&modificationDate=1726187286215&version=1) |  |
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# Hybrid Agile Key Deliverables Relationship Chart

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**(info)** **Code Review**

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| --- | --- | --- |
| Category | Contents | Note |
| Presentation | * [(번역\_en)신한카드 코드리뷰(개발자의 숨겨진 성장 엔진) v1.1 lgcns20240910.pptx](https://wire.lgcns.com/confluence/download/attachments/997069697/%28%EB%B2%88%EC%97%AD_en%29%EC%8B%A0%ED%95%9C%EC%B9%B4%EB%93%9C%20%EC%BD%94%EB%93%9C%EB%A6%AC%EB%B7%B0%28%EA%B0%9C%EB%B0%9C%EC%9E%90%EC%9D%98%20%EC%88%A8%EA%B2%A8%EC%A7%84%20%EC%84%B1%EC%9E%A5%20%EC%97%94%EC%A7%84%29%20v1.1%20lgcns20240910.pptx?api=v2&modificationDate=1726187291044&version=1) |  |
| Coding Standards | * [코딩 표준 (Coding Convention)-v1-20240912\_220317.docx](https://wire.lgcns.com/confluence/download/attachments/997069697/%EC%BD%94%EB%94%A9%20%ED%91%9C%EC%A4%80%20%28Coding%20Convention%29-v1-20240912_220317.docx?api=v2&modificationDate=1726187285911&version=1) * [명명 규칙(Naming Rule)-v1-20240912\_223000.docx](https://wire.lgcns.com/confluence/download/attachments/997069697/%EB%AA%85%EB%AA%85%20%EA%B7%9C%EC%B9%99%28Naming%20Rule%29-v1-20240912_223000.docx?api=v2&modificationDate=1726187285639&version=1) | * 공통 * HTML * Java * Java Script * JSP |
| Reference Site | * Java   + <http://www.oracle.com/technetwork/java/javase/documentation/codeconvtoc-136057.html>   + <http://www.oracle.com/technetwork/java/codeconventions-150003.pdf>   + <https://www.tutorialspoint.com/design_pattern/> * C   + <https://users.ece.cmu.edu/~eno/coding/CCodingStandard.html> * C++   + <https://users.ece.cmu.edu/~eno/coding/CppCodingStandard.html>   + <https://google.github.io/styleguide/cppguide.html> * Java Script   + <https://www.w3schools.com/js/js_conventions.asp>   + <https://github.com/airbnb/javascript>   + <https://google.github.io/styleguide/jsguide.html> * HTML   + <https://www.w3schools.com/html/html5_syntax.asp> * MySQL   + <http://www.sqlstyle.guide/> * Naming Conventions   + <https://oracle-base.com/articles/misc/naming-conventions> |  |