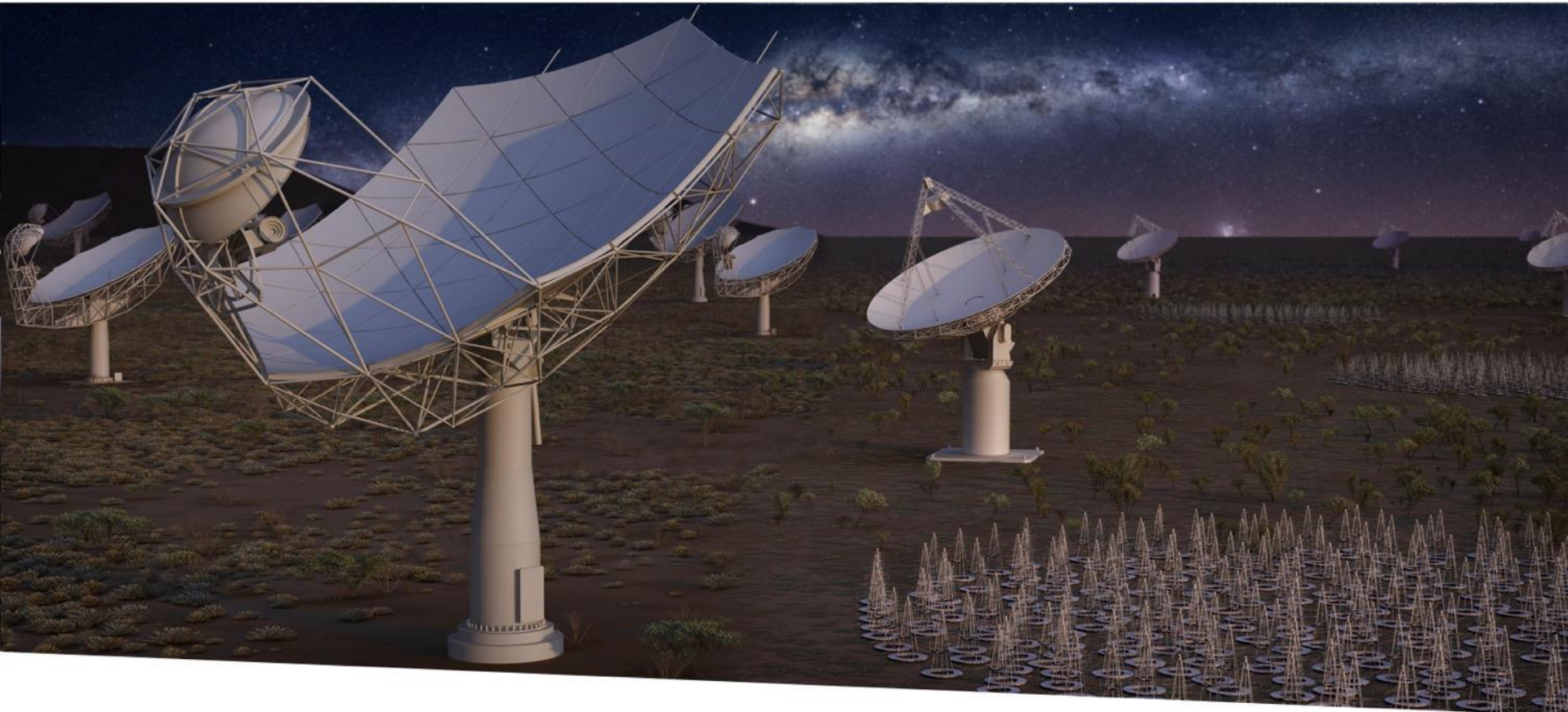


The Scaled Agile Framework distilled

and how it is working for SKA



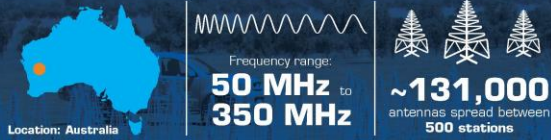
SQUARE KILOMETRE ARRAY

Exploring the Universe with the world's largest radio telescope

Valentina Alberti
TETIS workshop
29 October 2020

SKA1-low – the SKA's low-frequency instrument

The Square Kilometre Array (SKA) is a next-generation radio astronomy facility that will revolutionise our understanding of the Universe. It will have a uniquely distributed character: **one** observatory operating **two** telescopes on **three** continents. Construction of the SKA will be phased and work is currently focused on the first phase named SKA1, corresponding to a fraction of the full SKA. SKA1 will include two instruments – SKA1-mid and SKA1-low – observing the Universe at different frequencies.



Data transfer rate:
7.2 Terabits per second

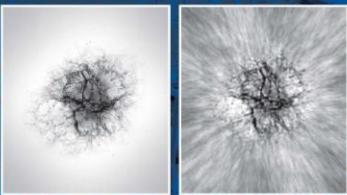


Image quality of SKA1-low (left) versus the best current facility operating in the same frequency range, the Low Frequency ARray (LOFAR), in the Netherlands (right). SKA1-low's resolution will be similar to LOFAR.

Compared to LOFAR Netherlands, the current best similar instrument in the world



25% better resolution

8x more sensitive

135x the survey speed

SKA1-mid – the SKA's mid-frequency instrument

The Square Kilometre Array (SKA) is a next-generation radio astronomy facility that will revolutionise our understanding of the Universe. It will have a uniquely distributed character: **one** observatory operating **two** telescopes on **three** continents. Construction of the SKA will be phased and work is currently focused on the first phase named SKA1, corresponding to a fraction of the full SKA. SKA1 will include two instruments – SKA1-mid and SKA1-low – observing the Universe at different frequencies.



or **126** tennis courts



Data transfer rate:
8.8 Terabits per second

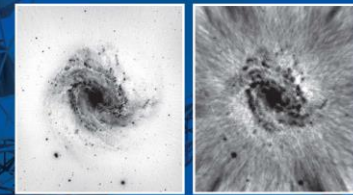


Image quality of SKA1-mid (left) versus the best current facility operating in the same frequency range, the Jansky Very Large Array (JVLA) in the United States (right). SKA1-mid's resolution will be 4x better than JVLA.

Compared to the JVLA, the current best similar instrument in the world:



4x the resolution

5x more sensitive

60x the survey speed

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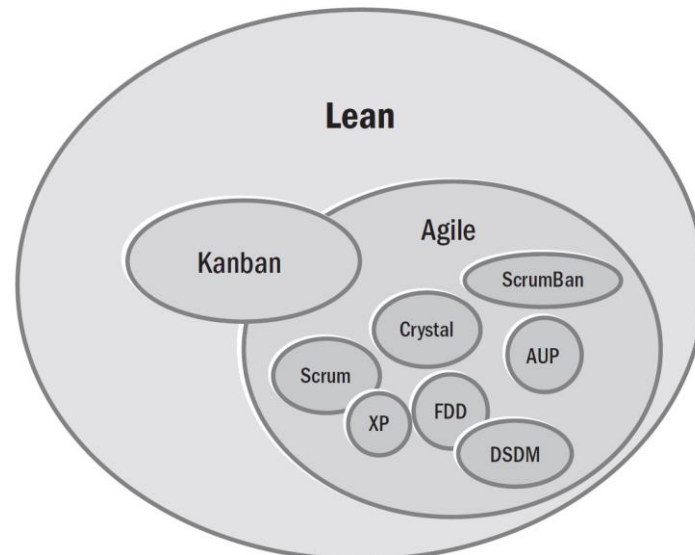
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Agenda

- Agile, Scrum and SAFe
- Some data form SKA

PMBOK – Agile methodologies

- Guide to Project Management Body of Knowledge distinguishes between [definable work](#) to [high-uncertainty work](#) when introducing the chapter on Agile methodologies.
- High-uncertainty projects have high rates of change, complexity, and risk. These characteristics can present problems for traditional predictive approaches that aim to determine the bulk of the requirements upfront and control changes through a change request process. Instead, agile approaches were created to [explore feasibility in short cycles](#) and [quickly adapt based on evaluation and feedback](#).
- *Agile approaches* and *agile methods* are umbrella terms that cover a variety of frameworks and methods, referring to any kind of approach, technique, framework, method, or practice that fulfills the values and principles of the [Agile Manifesto](#).



PMBOK Guide, 6th edition, 2017
ISBN: 978-1-62825-184-5

What is Agile?

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

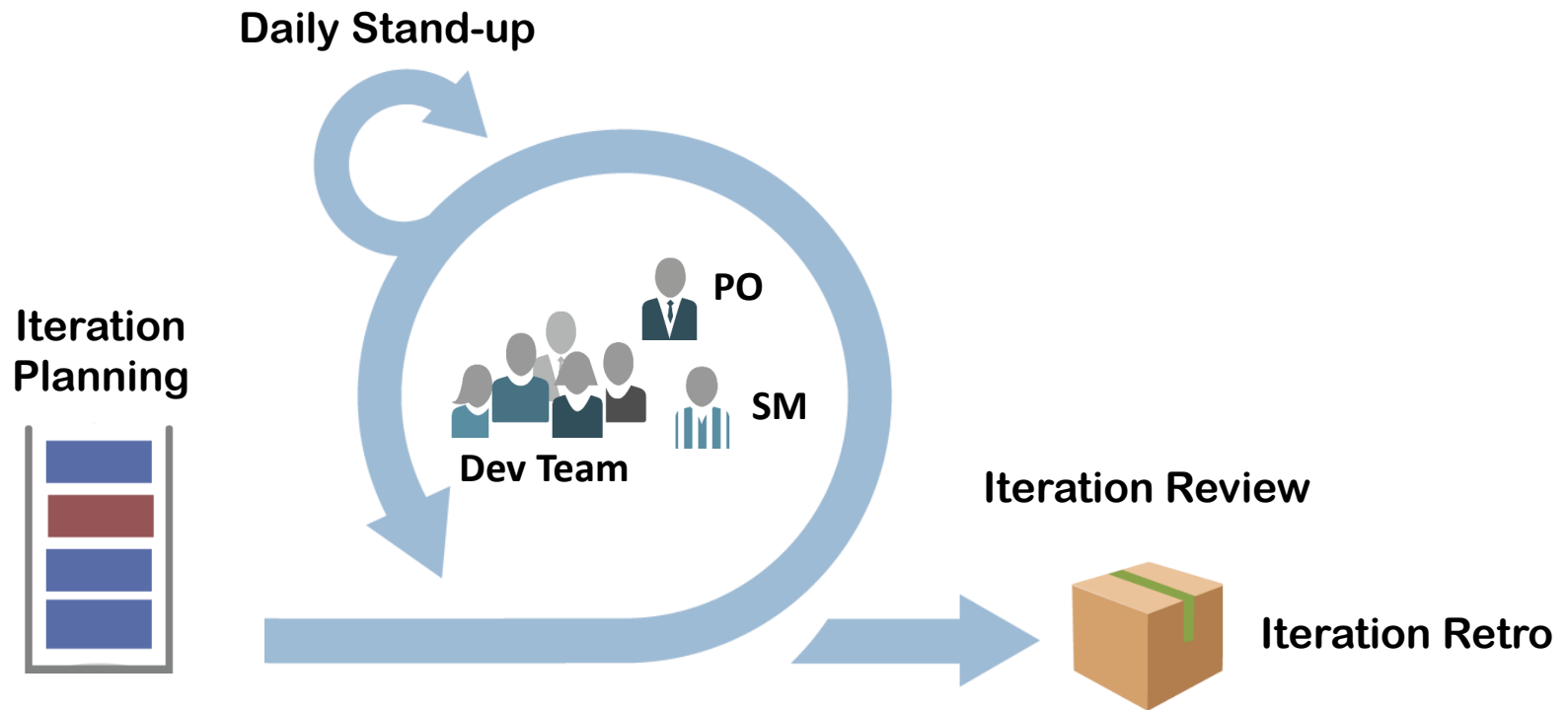
Customer collaboration over contract negotiation

Responding to change over following a plan

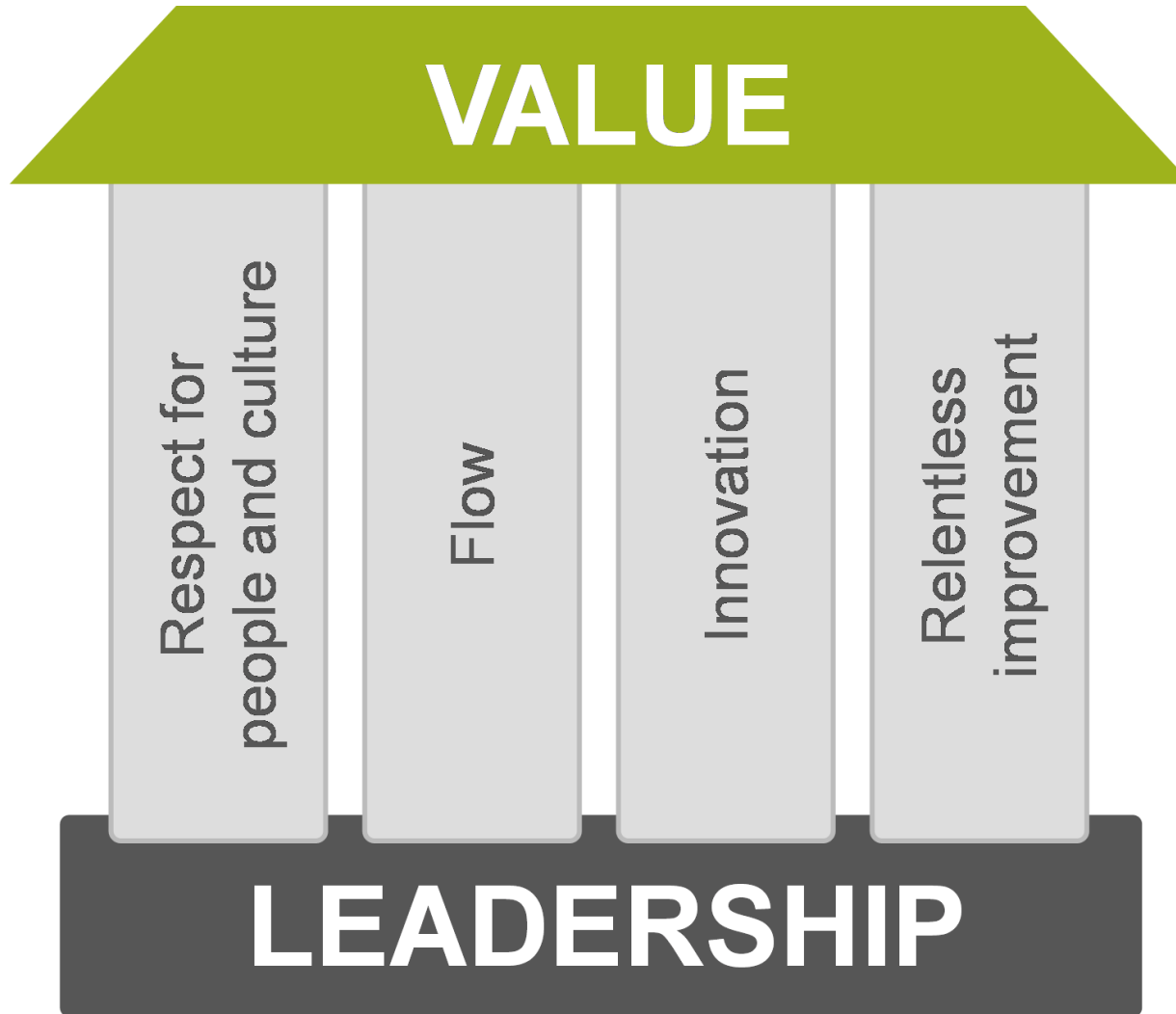
That is, while there is value in the items on the right, we value the items on the left more.

Teams execute iterations with Scrum

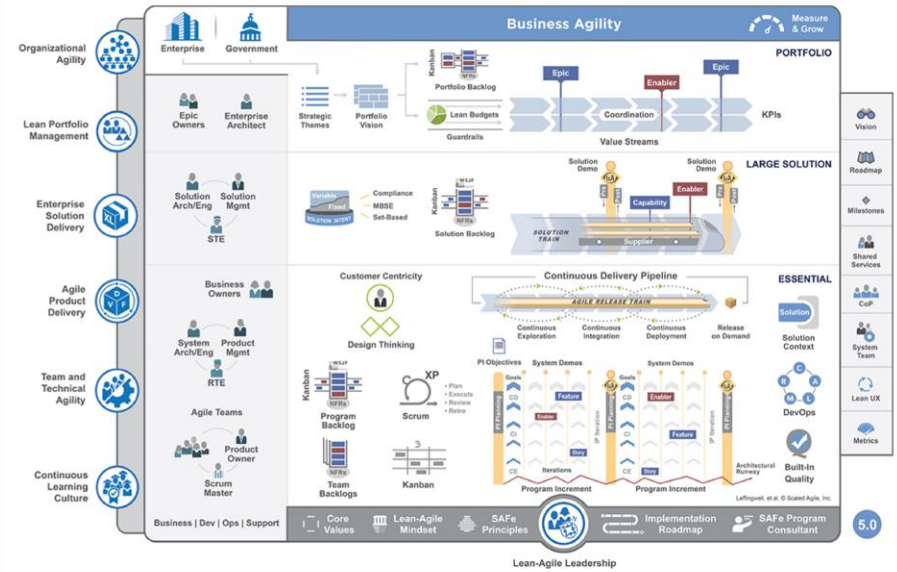
Scrum is built on transparency, inspection, and adaptation.



What is Lean?

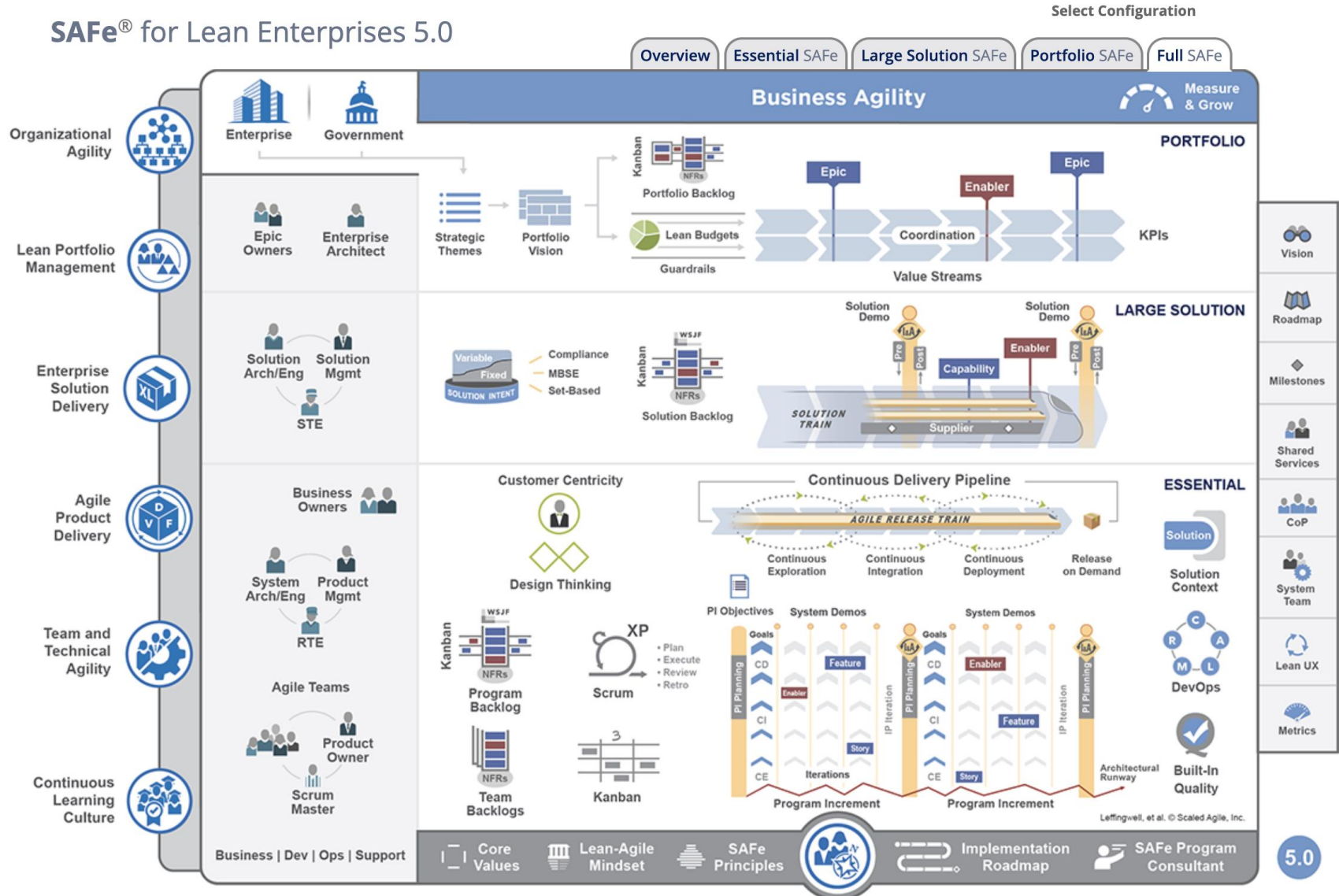


SAFe® for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for achieving Business Agility by implementing Lean, Agile, and DevOps at scale.



SAFe Big Picture

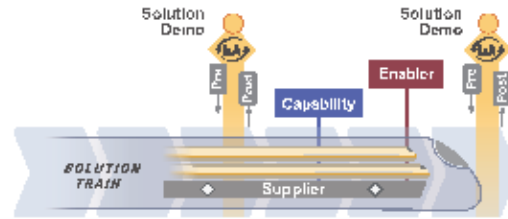
SAFe® for Lean Enterprises 5.0



Lean-Agile Leadership

SAFe® for Lean Enterprises

Enterprise | Government



LARGE SOLUTION

Vision

Roadmap

Milestones

Shared Services

CoP

System Team

Lean UX

Metrics

5.0

Enterprise Solution Delivery

Agile Product Delivery

Team and Technical Agility

Business | Dev | Ops | Support

Customer Centricity



Design Thinking



Continuous Delivery Pipeline



ESSENTIAL

Solution

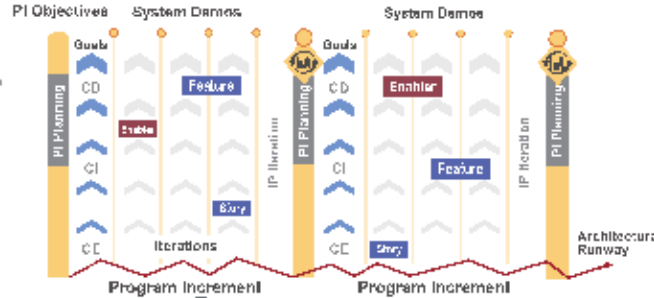
Solution Context



DevOps



Built-in Quality



Chang, et al. @ Scaled Agile, Inc

Core Values

Lean-Agile Mindset

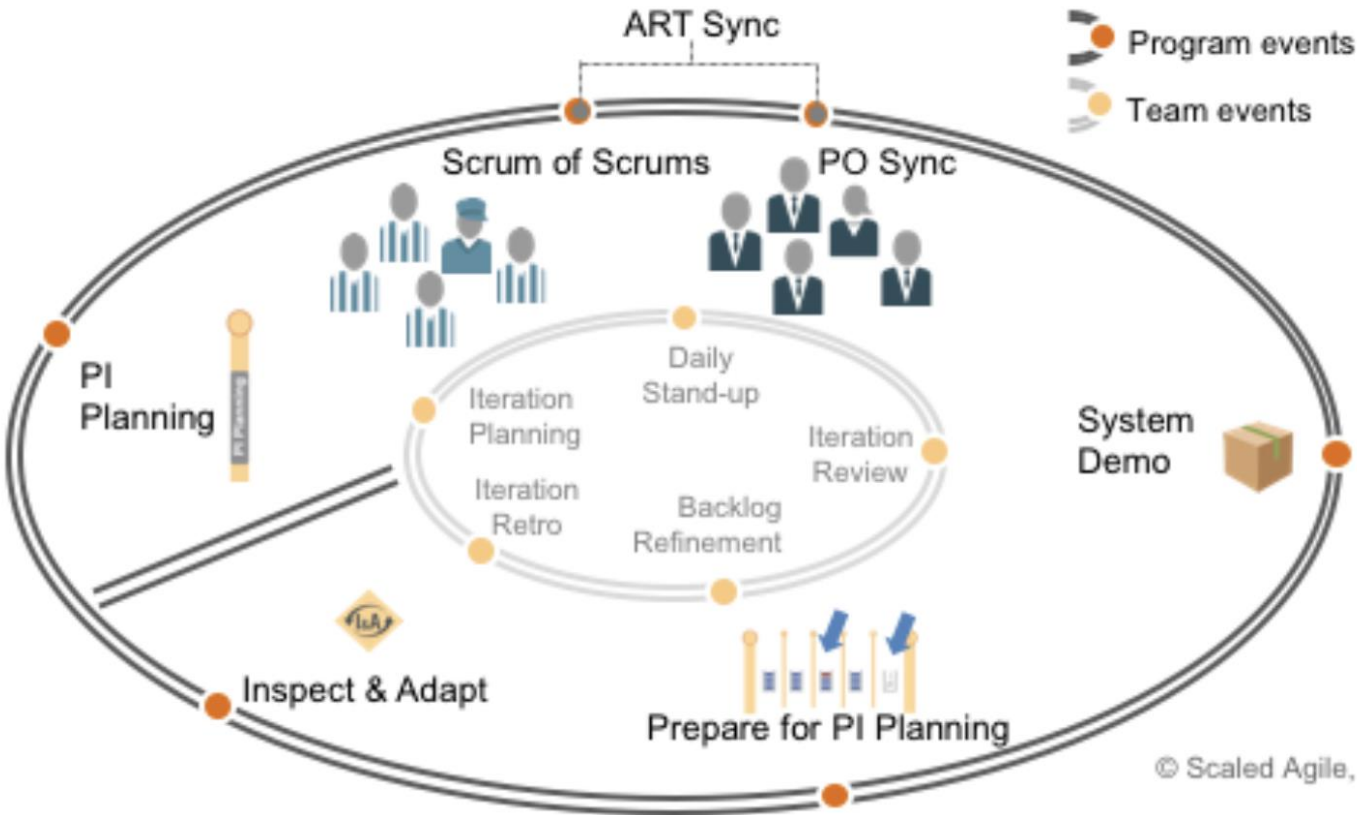
SAFe Principles



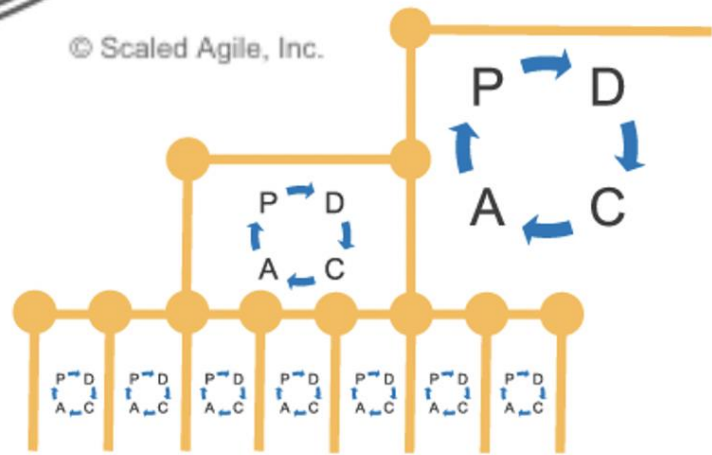
Implementation Roadmap

SAFe Program Consultant

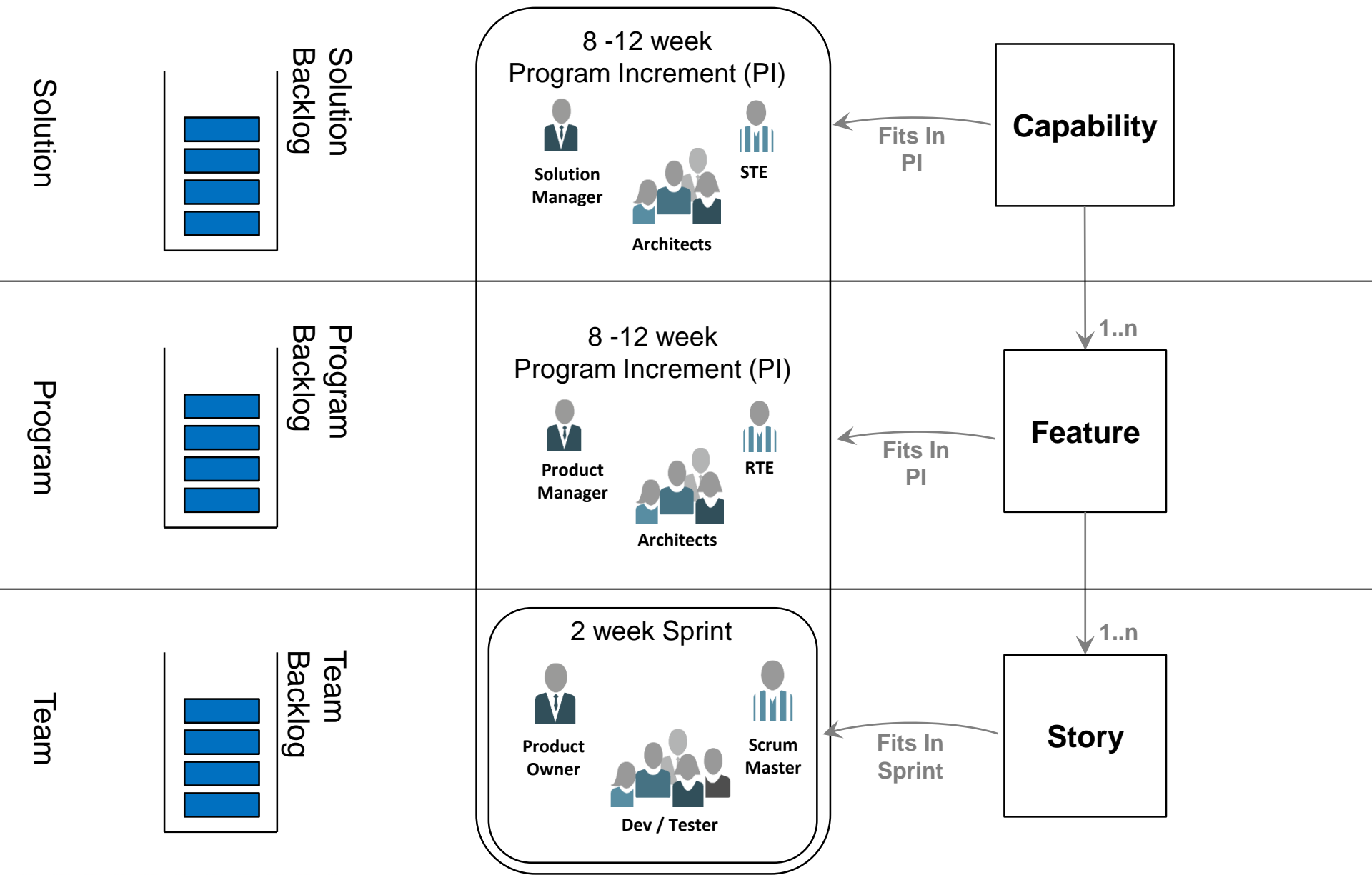
Plan Do Check Adjust (PDCA)



© Scaled Agile, Inc.

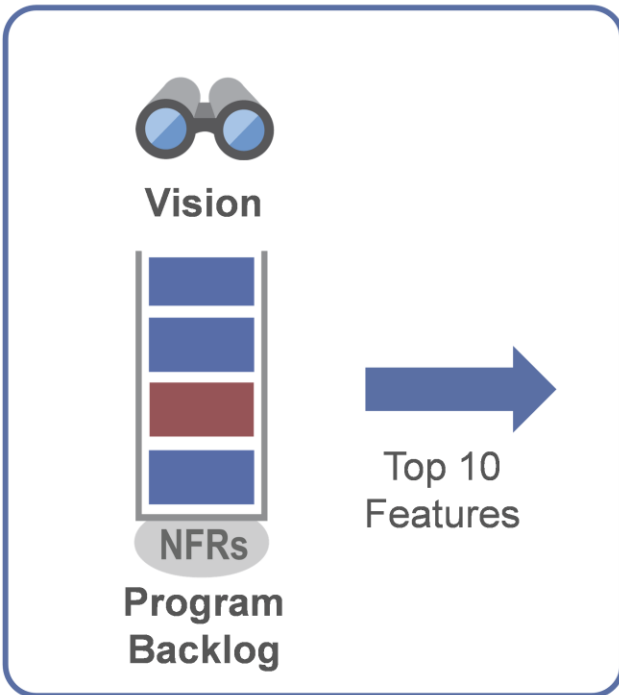


SAFe: Another Perspective



The PI Planning process

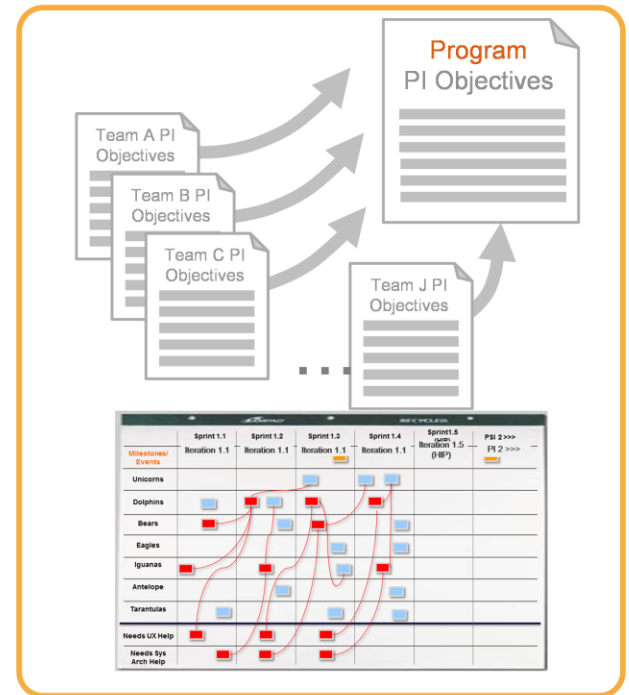
Input



Vision and top 10 Features



Output



Team and Program PI Objectives and Program Board

SAFe at SKA

Why did SKA choose an Agile approach?



- Designing phase
 - partitioning the SKA system on different subsystems or elements.
 - and different consortia have developed a design for different subsystems of the telescope.
 - Very specialised domain knowledge
- System level issues
 - lack of a view of the system and inconsistencies between the interfaces between elements.
 - Document based, no prototypes.
- Need for:
 - System Approach.
 - Validation by prototyping.

<https://doi.org/10.18429/JACoW-ICALEPCS2019-WEPHA011>

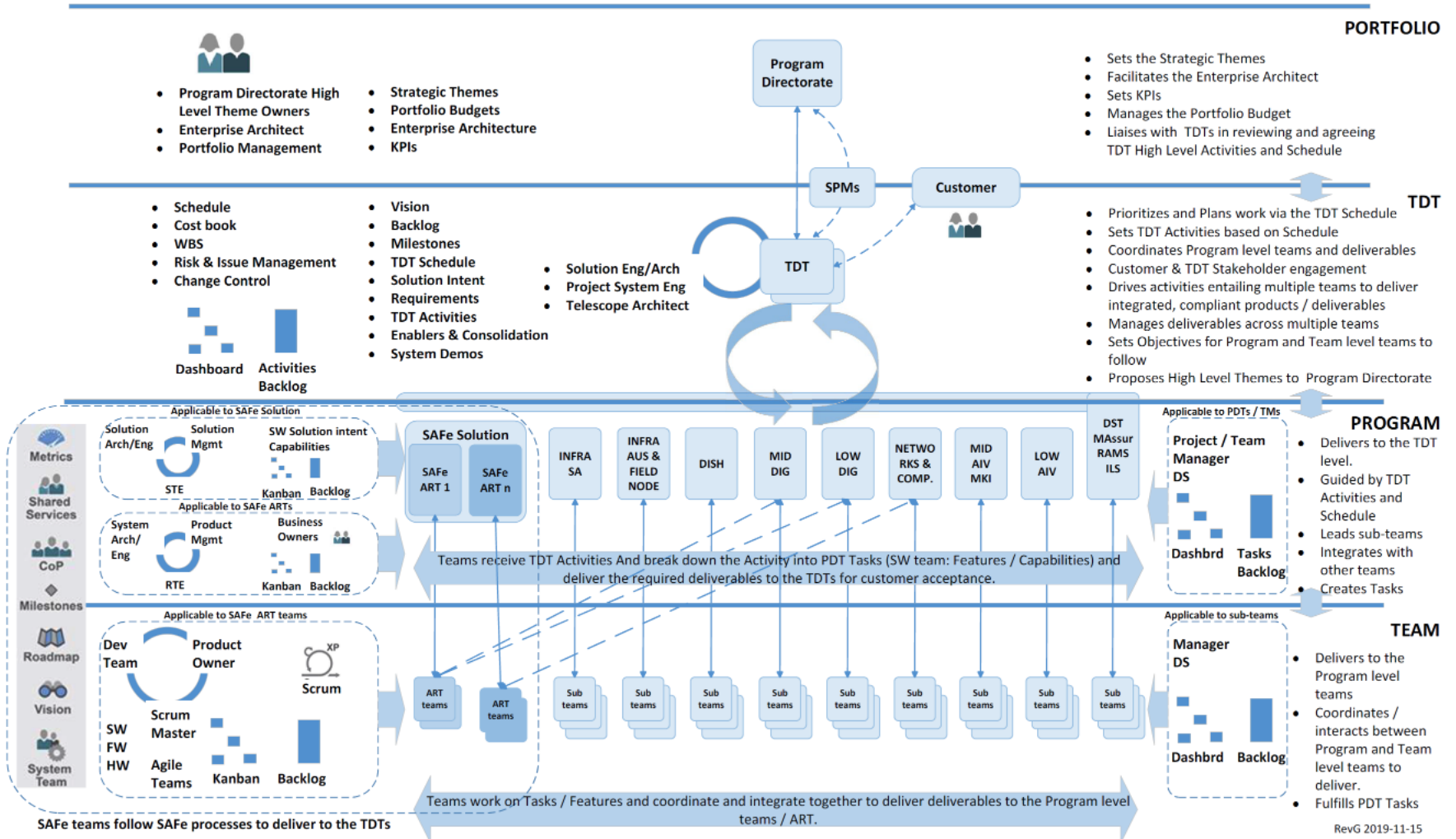
Why did SKA choose an Agile approach?



- **Individuals and interactions**
 - are needed to take a system approach
 - More efficient than Interface Control Documents to communicate info across elements
- **Working software**
 - Is needed to validate our assumption
 - Foster the adoption of an integrated approach to SW development
- **Customer collaboration**
 - Involve the users of the telescope from the beginning
 - Develop software iteratively and gather feedback
- **Responding to change**
 - Essential for a complex system with many unknowns like SKA
 - Evolving system

<https://doi.org/10.18429/JACoW-ICALEPCS2019-WEPHA011>

Where does SAFe fit in?



PI8 Outlook

Work in progress		HQ	IT-Aveiro	INAF	NCRA	Raman Inst.	NZA	Swinburne	CSIRO	CRAR/UWA	NRC	UMAN	Oxford	RAL	UK ATC	SARAO	Cambridge	ASTRON	INRIA	CN	NAOJ	
	Total Effort	19	3.45	3.6	12.3	1	1.6	0.85	7.3	3.05	8.95	7.1	3.5	3.7	3.6	14.5	5.2	7.85	0.8	0.4	0.5	
CIPA	8.95										8.95											
NCRA	7.9				7.9																	
Buttons	5.6				1									1	3.6							
Cream	4.6		0.8	2.8	1																	
KAROO	5.5															5.5						
Perentie	5.75							0.85	3.25									1.65				
MCCS	6.15	2.5			0.5				1.05			2.1										
OMC Product Team	4.1	1.8			1.4											0.9						
ESCAPEES	4.2	4.2																				
NZAPP	1.6						1.6															
PSS	6.9			0.2		1						3.2	2.5									
SCHAAP	5.9																				5.9	
SIM	7												1	2.7				2.9			0.4	
SPAZA	5															5						
Yanda	5.05								2	3.05												
DP Product Team	6.4	2.6														2.3	1.5					
System	6.35	1.8	2.65	0.6	0.5											0.8						
PLANET	5.4	1.7										1.8					0.8	0.3	0.8			
AIV LOW	1.7	0.2							1													0.5
Solution Team	4.2	4.2																				

In PI8 we see a further increase in the number of teams (18 now)

2 ARTs: Observation Management and Control (OMC) and Data Processing (DP)

~170 individuals ~5 FTE per team

16 Consultants

Tools we are using



[Confluence Content Collaboration](#)

Agile Release Trains and Teams
Program Increments
Vision and Roadmaps
System and PI Demos
Training Events



[JIRA Issue Tracking](#)

Solution Backlog
Program Backlog
Team Backlogs



[Exchange Calendar](#)



[Slack](#)



[Trello](#)



MIRO Visual Collaboration

DP ART Program Board
OMC ART Program Board



SKA Developer Portal

[Developer Portal](#)



GitLab [Source Code Repository](#)

[SKA-Telescope Repository](#)



World Wide Web

[Scaled Agile Framework](#)

[SAFe Community Platform](#)

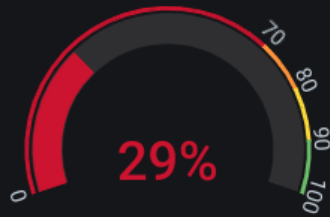
Quality Metrics: Commits

PI Quality Metrics - Commits

Total Commits

3,753

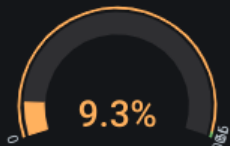
% Commits with Jira



Commit Line Changes to Default Branch

2,485,505

% Bare Commits on default



Bare Commits on default

350

Top 10 Committers

Committer	Commits
realtimcornwell@gmail.com	318
adriaan@spaceadvisory.com	275
gerhardlr@gmail.com	231
kalyanit.ska@gmail.com	134
rtobar@icrar.org	125
shraddhab.ska@gmail.com	124
jayant.ska@gmail.com	121
jerryan.yu@mail.utoronto.ca	102
apurva.ska@gmail.com	96
informationcake@gmail.com	95

GitLab pipeline



The image displays two screenshots of the GitLab CI/CD interface. The top screenshot shows a pipeline for the 'CSP LMC' project, triggered by 'Elisabetta' 1 day ago. The pipeline is titled 'Merge branch 'tango-util' into 'master'' and consists of 13 stages: .pre, Build common, Linting common, Test common, Publish common, Build, Linting, Release, Test, Publish, Pages, .post, and Deploy. Each stage contains one or more jobs, all of which are marked as 'passed' with green checkmarks.

The bottom screenshot shows a pipeline for the 'webjive' project, triggered by 'Helder Ribeiro' 2 hours ago. The pipeline is titled 'CT-137 Review changes' and consists of 8 stages: .pre, Dependencies, Test, Deploy, Increment, Image, Publish, and .post. Each stage contains one or more jobs, all of which are marked as 'passed' with green checkmarks.

SKAMPI - SKA Minimum Viable Product



How to join the SKA developer community

Agile teams and responsibilities

SKA developer community decision making process

Recommended readings

DEVELOPMENT TOOLS

Git

Github

Continuous Integration

DEVELOPMENT GUIDELINES

Definition of Done

Python Coding Guidelines

PROJECTS

List of projects

Create a new project

Documenting a project

Licensing your project

SERVICES

AIT cluster

- Cluster specs
- Access the cluster
- Access to the network using VPN
- Access to the OpenStack platform (Virtualization)
 - Virtual machine deployment
 - Docker machine deployment
- Access to the bare metal

Read the Docs v: stable

Docs • AIT cluster

AIT cluster

Cluster specs

EngageSKA Cluster

Computer: 232C/464T
Memory: 2.5TB of RAM
SSD: 21.76TB
HDD: 33.60TB
Link: 10Gigabit with redundancy

10Gigabit Switch

Server: Dell N4032F
Port: 24 10Gigabit

Compute Node

Server: Dell PowerEdge R660
CPU: 2x Intel Xeon E5-2680
RAM: 512 GB
SSD: 2x 400GB in RAID 0
Link: 2x 10Gigabit and 2x 10Gigabit

Compute Node

Server: Dell PowerEdge R660
CPU: 2x Intel Xeon E5-2680
RAM: 128 GB
SSD: 2x 400GB in RAID 0
Link: 2x 10Gigabit and 2x 10Gigabit

Cluster Health

- Cluster Pod Usage: 23%
- Cluster CPU Usage: 33%
- Cluster Memory Usage: 18%
- Cluster Disk Usage: 10.92%

Deployments

Time	Metric	Value
2020-10-23 17:29:57	user.scheduler	2
2020-10-23 17:29:57	user.scheduler	2

Deployment Replicas

Deployment Replicas - Up To Date	Deployment Replicas - Updated	Deployment Replicas - Unavailable
216	216	0

Product: Evolutionary Prototype/SKAMPI

Created by [Kfir Ben-Tzvi](#), last modified by [Kfir Ben-Tzvi](#) on Oct 26, 2020. revised 60 times.

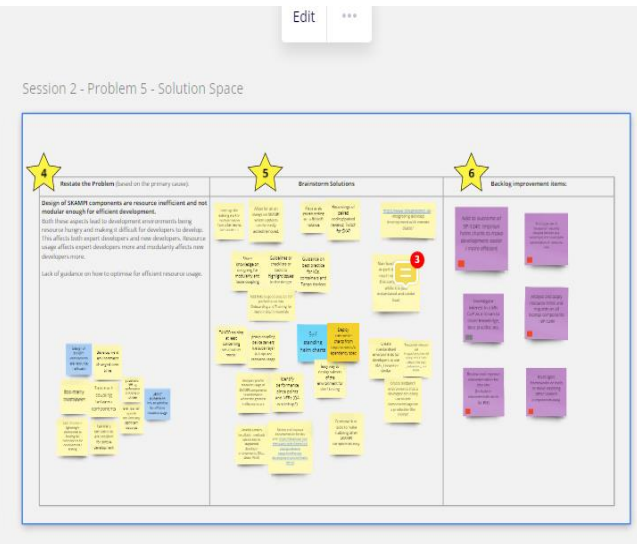
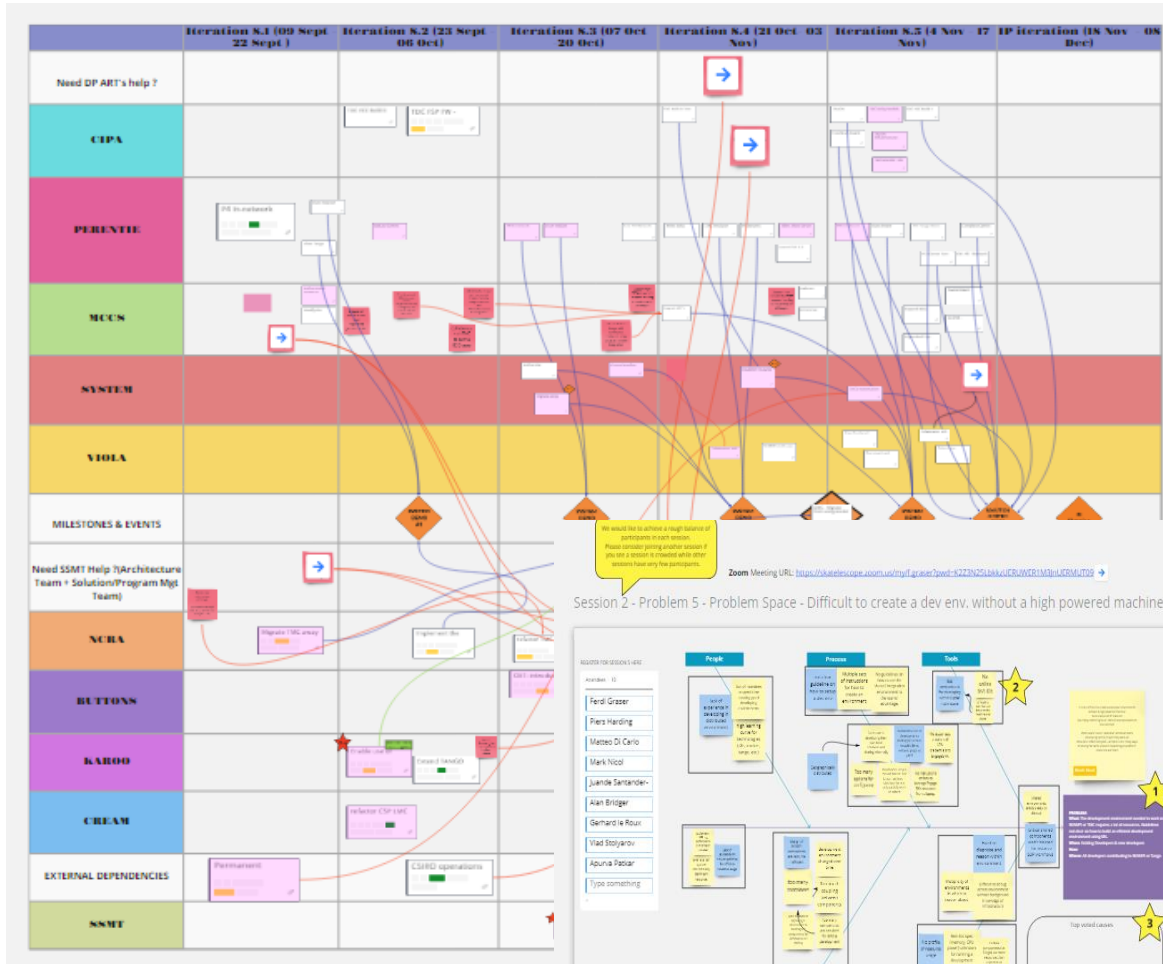
Key	Summary	Created	Updated	Due	Status
SS-5	Evolutionary Prototype/SKAMPI	Apr 10, 2019	Oct 26, 2020		IMPLEMENTING

The *evolutionary prototype* (sometimes also just called "MVP") focuses on the control systems of both *Observation Management* and *Controls* as well as *Data Processing*. It represents the main effort to integrate the components from the different *SSG* elements with each other, with the goal to provide first deployable versions of *SSG* software.

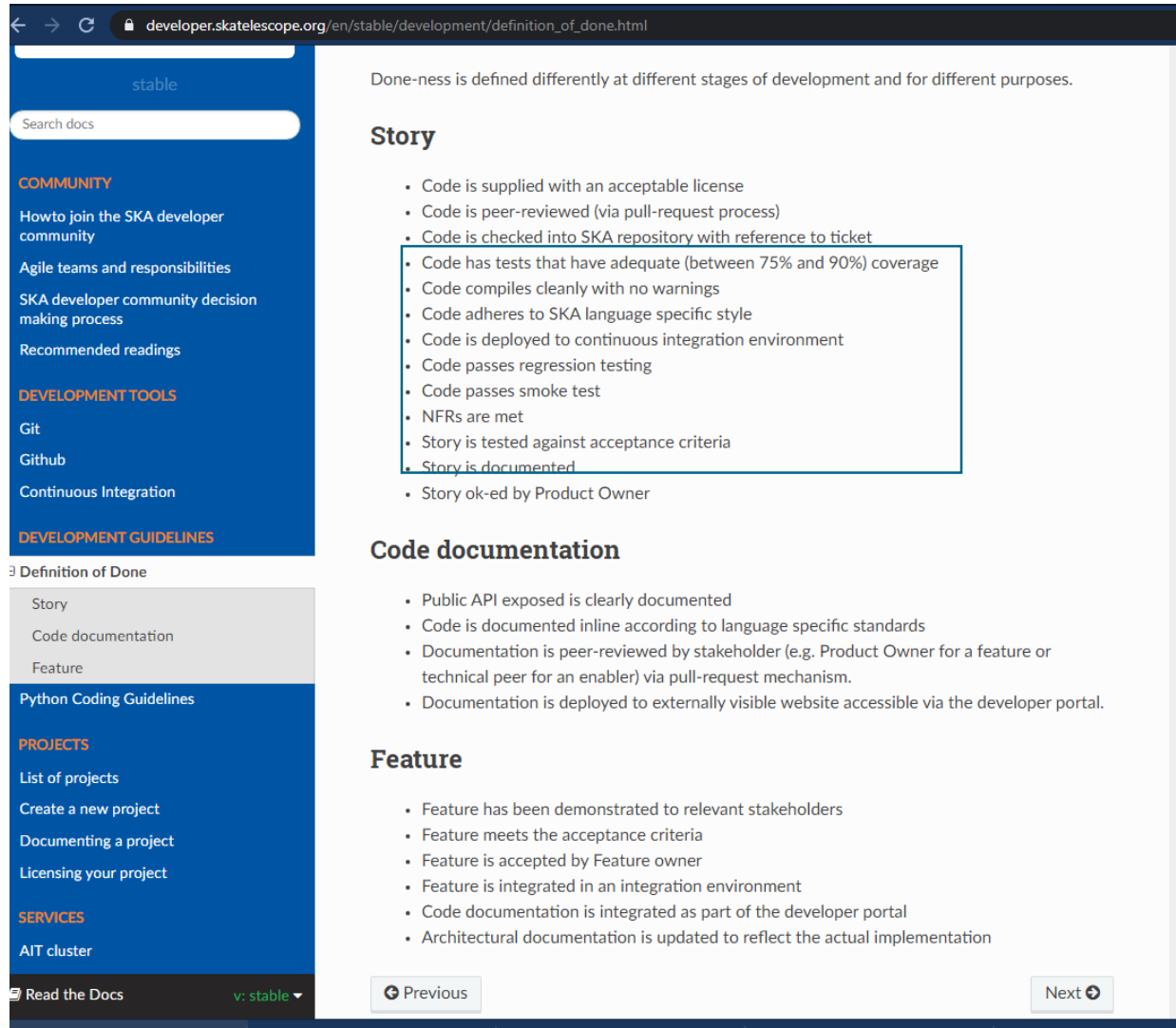
Code Repositories

Repository	Documentation	Role
https://github.com/ska-telescope/skampi	MVP	SKA MVP integration. Contains Helm charts and associated automation for deploying the <i>evolutionary prototype</i> .
https://github.com/ska-telescope/csp-libs	MVP	CSP monitor and control functionality for both the SKA MID and LOW telescopes.
https://github.com/ska-telescope/mid-c2f-mcs	MVP	The MID CEE MCS <i>evolutionary prototype</i> .
https://github.com/ska-telescope/observation-execution-tool	MVP	This project contains the code for the <i>Observation Execution Tool</i> , the application which provides high-level scripting facilities and a high-level scripting UI for the SKA.
<a #"="" href="https://github.com/ska-telescope/tdp-<i>evolutionary prototype</i></td> <td>MVP	Prototype of minimal SDP components required for <i>configuration</i> and execution of workflows.	
<a #"="" href="https://github.com/ska-telescope/rmc-<i>evolutionary prototype</i></td> <td>MVP	Realizes <i>telescope</i> Monitoring and Control functionality, and utilizes the platform, tools and technology specified for the SKA construction.	
https://github.com/ska-telescope/rangopdf	MVP	(fork of external project) A GraphQL interface for <i>Range</i> .
https://github.com/ska-telescope/telescope-model	MVP	Library of shared information between elements
https://github.com/ska-telescope/pos-pipeline	MVP	Contains <i>Pulsar Search</i> Sub-element (PSS) pipeline code
https://github.com/ska-telescope/pos-test-vector-generator	MVP	Contains test vector generator (pulsar simulator) code and test vectors used to test the PSS pipeline code

Planning and I&A artifacts



SKA Definition of Done



developer.skatelescope.org/en/stable/development/definition_of_done.html

stable

Search docs

COMMUNITY

- Howto join the SKA developer community
- Agile teams and responsibilities
- SKA developer community decision making process
- Recommended readings

DEVELOPMENT TOOLS

- Git
- Github
- Continuous Integration

DEVELOPMENT GUIDELINES

- Definition of Done
 - Story
 - Code documentation
 - Feature
- Python Coding Guidelines

PROJECTS

- List of projects
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- Documenting a project
- Licensing your project

SERVICES

- AIT cluster

Read the Docs v: stable

Done-ness is defined differently at different stages of development and for different purposes.

Story

- Code is supplied with an acceptable license
- Code is peer-reviewed (via pull-request process)
- Code is checked into SKA repository with reference to ticket
- Code has tests that have adequate (between 75% and 90%) coverage
- Code compiles cleanly with no warnings
- Code adheres to SKA language specific style
- Code is deployed to continuous integration environment
- Code passes regression testing
- Code passes smoke test
- NFRs are met
- Story is tested against acceptance criteria
- Story is documented
- Story ok-ed by Product Owner

Code documentation

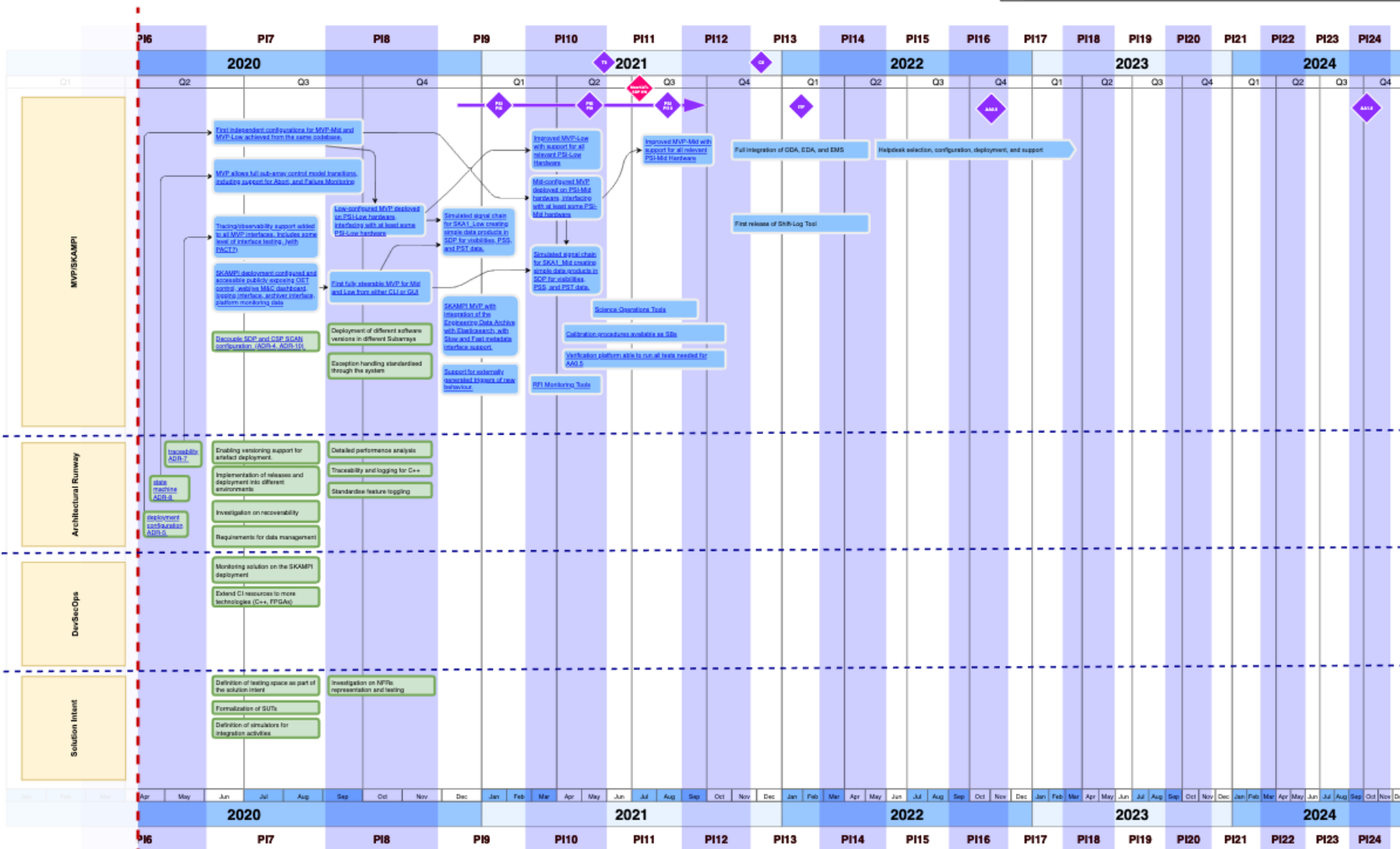
- Public API exposed is clearly documented
- Code is documented inline according to language specific standards
- Documentation is peer-reviewed by stakeholder (e.g. Product Owner for a feature or technical peer for an enabler) via pull-request mechanism.
- Documentation is deployed to externally visible website accessible via the developer portal.

Feature

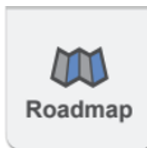
- Feature has been demonstrated to relevant stakeholders
- Feature meets the acceptance criteria
- Feature is accepted by Feature owner
- Feature is integrated in an integration environment
- Code documentation is integrated as part of the developer portal
- Architectural documentation is updated to reflect the actual implementation

Previous Next

SKA SAFe Solution Roadmap



<https://confluence.skatelescope.org/display/SE/Bridging+Vision+and+Roadmap>



How have we been doing?

