MOT & E2E Test Governance

Background and Requirement

Model Office and End to End Testing will be performed in parallel by teams based at the POCL offices at Borough and ICL Pathway, Feltham respectively. The co-ordination, management and reporting of each stage is clearly both essential and challenging. Earlier experiences with MOR3 and E2E2 showed that improvements to the process were necessary. As part of the recent pre-proving exercise new management procedures were implemented and have demonstrably improved the governance of these phases. This paper takes into account lessons gained from pre-proving and suggests a formal approach to governance for MOT and E2E leading to Live Trials.

Key lessons learnt show that daily checkpoints, POCL test co-ordination, daily status monitoring of all parties and early identification and escalation of any issues found ensured a common understanding of progress and permitted a clear basis for progress on a daily basis.

Planning and Control

Underpinning the pre-proving exercise was an agreed daily schedule of events against which progress for all involved parties could be confirmed. A draft schedule will be available by 09/02/99.

The daily schedule complements the High Level test Grid and Low Level test plans produced by the MO and E2E teams. The plan is to run day-for-day and accordingly any suspension of testing will be agreed in multiples of one day i.e. day-for-day.

Progress Monitoring

Based on the experience of pre-proving, daily status meetings between the Horizon test teams and Pathway proved extremely effective and it is proposed that this is extended and continued for MO and E2E trials.

Each day of MOT and E2E testing will start with short Readiness to Proceed meetings at Borough and Feltham. If necessary, a follow on meeting will be called to escalate problems and take appropriate action. Towards the end of each day a progress meeting will be held at each location to review progress against the plan and manage any issues. A daily management report will be produced for each test stream.

During the trials there will also be a weekly progress/status meeting, scheduled to start at 11am, each Thursday. This meeting will consider progress against plan, issues - including RAB acceptance issues, and any management actions carried forward from previous meetings. This meeting will be held at Feltham, Newcastle and Chesterfield to the following schedule:

Meeting Date	Location
February 18	Feltham

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February 25	Benefits Agency, Newcastle
March 4	Feltham
March 8	Chesterfield

Progress meeting arrangements are likely to be adjusted following MOT to cater for any targeted testing, but are likely to follow the same principles.

The proposed daily meeting schedule is as follows:

MOT – Borough	**E2E – Feltham**
09:30 Readiness Meeting	09:30 Readiness Meeting
10:00 Escalation Meeting (if required)	10:00 Escalation Meeting (if required)
15:00 Progress/Status Meeting	
	16:00 Progress/Status Meeting

All meetings will be attended by a core representation from Pathway, CAPS and POCL (Horizon), and Co-ordination testing. For the morning Readiness Meeting, the Horizon representative will normally confirm status with remote system representatives by telephone before the meeting.

For the Progress/Status meetings it is proposed that all POCL back end systems are represented by the Co-ordination or TIP representatives, except where issues require personal representation from HAPS, Apachi or CBDB. The representation of POCL Reference Data is to be determined.

CAPS and TIP may attend the meetings via a conference call, but will be on-site in Feltham at least one day a week.

It is expected that CAPS will represent all other Benefit Agency systems e.g. OBCS.

Daily Readiness Meeting

This un-moderated meeting will be held by the MOT and E2E teams at Borough and Feltham with the objective of confirming that the day's test schedule can start. Core attendees will include at least one representative from each system area listed on the daily schedule as appropriate although it is permissible for representations to be made by conference call or by prior discussion. Again, back-end systems may be represented by the Co-ordination or TIP representatives.

The meeting will be restricted to an absolute maximum of 30 minutes and is expected to take less than 10 minutes under normal circumstances. If the meeting is unable to agree actions to resolve outstanding issues or has a major concern about system integrity the Escalation meeting will be called. In practice the need for this is likely to be known before the start of the Readiness Meeting and interested parties contacted in readiness.

The first MOT Readiness Meeting will take place Wednesday February 17 at 09:30. This is the first day of operation of the MO following installation and data set-up.

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Readiness Meeting – Attendance

MOT	Role/Representing	
	Co-ordination Testing	Mark Burley
	Horizon	James Brett
	TIP/Central Systems	TBC - phone
	Pathway	Pat Lywood
	CAPS	Ron Watson

E2E	Role/Representing	
	Co-ordination Testing	Marc Reardon
	Horizon	Keith Hall
	TIP/Central Systems	TBC - phone
	Pathway	Simon Palladino
	CAPS	Hadley Baldwin

Escalation Meeting - Attendance

	Role/Representing	
	Chair	Richard Gaze/Chris Young
	Horizon	Chris Young/appropriate T/L
	Pathway	Pete Jeram/Chris Wannell
	CAPS	Carol Jepmond / Peter Beuster (Remote)
	Co-ordination Testing	Marc Reardon/Peter Jones

Progress/Status Meetings

The daily Progress Meeting will be held in Borough and Feltham for MOT and E2E respectively, however the start times will be staggered to permit key staff to have an input to both meetings. Meetings will be moderated by the Horizon Test Manager or by a delegated team member as appropriate.

This meeting will review progress on a daily basis and any issues arising during the day or significant issues from previous days' testing. At this meeting key management decisions will be agreed, for example in extreme circumstances to suspend testing or to regress to a previous day.

The daily progress meeting will review the following metrics:

- Progress against daily schedule (all areas)
- Test progress against test plan (conditions tested or other appropriate measure)
- Fault clearance against fault clearance plan
- Hot spots emerging
- Issues raised

Particular note will be taken of the progress against the daily schedule and any slippage occurring in any area. The tolerance for slippage in back-end processing is one day unless this is agreed at this meeting. The default position will be to halt processing until all areas have caught up with the slippage.

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Issues which require input from, or resolution by Horizon Product Management or Pathway Design will be followed up outside the meeting. Where necessary attendance by Product Management or Pathway Design will be requested as appropriate.

A report will be produced following the meeting with an agreed daily management summary and key metrics. The report will also list issues raised that day and progress with issues raised previously.

Additionally, progress reports will be made to the Horizon Management Team [HMT] and the Horizon Checkpoint Meeting [bi-weekly]. It remains to be confirmed whether additional Senior Management reviews will be necessary and how the information and reports from these meeting will be applied to the pre-RAB meetings during the same period.

The Thursday Progress Meeting is a face-to-face meeting intended to drive out management concerns and to review progress against all outstanding issues. The meeting will be rotated between Feltham, Chesterfield and Newcastle.

Progress/Status Meeting - Attendance

MOT	Role/Representing	
	Chair	Chris Young
	Horizon	James Brett
	TIP/Central Systems	Sue Rhodes
	Pathway	Pete Jeram/Pat Lywood
	CAPS	Ron Watson/Carol Jepmond
	Co-ordination Testing	Mark Burley
	Reference Data	TBC

E2E	Role/Representing	
	Chair	Richard Gaze
	Horizon	Keith Hall
	TIP/Central Systems	Martin Box
	Pathway	Nikki O'Sullivan/Simon Palladino
	CAPS	Hedley Baldwin/Carol Jepmond
	Co-ordination Testing	Marc Reardon
	Reference Data	TBC

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Thursday Progress/Status Meeting – Attendance

	Role/Representing	
	Chair	Richard Gaze
	Horizon	Chris Young
	TIP/Central Systems	Martin Box /Sue Rhodes
	Pathway	Pete Jeram or representative
	CAPS	Carol Jepmond
	Co-ordination Testing	Peter Jones
	Reference Data	Ted Baldwin
	Product Management	TBC

Escalation

Problem notification and escalation on a day to day basis will be via the daily Progress/Status meeting with the following key individuals empowered to make decisions on behalf of their respective organisations:

- Pete Jeram [Pathway]
- Richard Gaze [Horizon]
- Dave Parnell [POCL]
- Carol Jepmond [CAPS]

As appropriate, issues that cannot be resolved or managed using this process will be raised immediately to the respective Horizon/CAPS and Pathway Programme Boards for direction.

Other Principles

- All parties will need to agree detailed synchronisation of checkpoints for restart including database backups (see Readiness for Testing notes).