Enhancing product management in the ATLAS Management Glance team

Gabriela Lemos Lúcidi Pinhão[1],

Ana Clara Loureiro Cruz[2], Carolina Niklaus Moreira da Rocha Rodrigues[2], Gabriel Marçal Mendonça[2], Leonardo Mira Marins[2], Pedro Henrique Goes Afonso[2], Rafaella Lenzi Romano[2] and Rodrigo Coura Torres[2] on behalf of the ATLAS Computing Activity

LIP[1], UFRJ[2]

Table of contents:

1. Introduction
2. Backlog Management
3. Roadmap Management
4. Communication with Stakeholders
5. Documentation
6. Metrics
7. Next Steps
8. Conclusion

Introduction

ATLAS: coordinates diverse and globally distributed working groups and manages vast amounts of data.

Glance Project (2003): provides software interfaces that support and automatize effective data management and daily workflows for CERN's LHC experiments.

ATLAS Management Glance team: focuses on web interfaces for key ATLAS entities and processes, such as member information and assignments, paper submissions, author list generation and speakers selection.

Introduction

The Product Owner (PO):

- Role defined by the Scrum methodology.

- Serves as the **main point of contact** between the development team and stakeholders.

- Acts as the primary contact for stakeholders (**requirements gathering, expectations management, feedback facilitation**).

- Represents the stakeholder vision for the development team (**requirements definition, prioritization and validation**).

The ATLAS Management Glance team centralized the PO role in Jan. 2024 to streamline product management.

Backlog* Management

Before PO Role:

- Outdated tasks;

- Operational tasks deprioritized over new features.

After PO Role:

- Clean-up → up-to-date backlog.

- Regular tracking of operational tasks (avg. 6 tickets/sprint**) → favours system's health and maintainability.
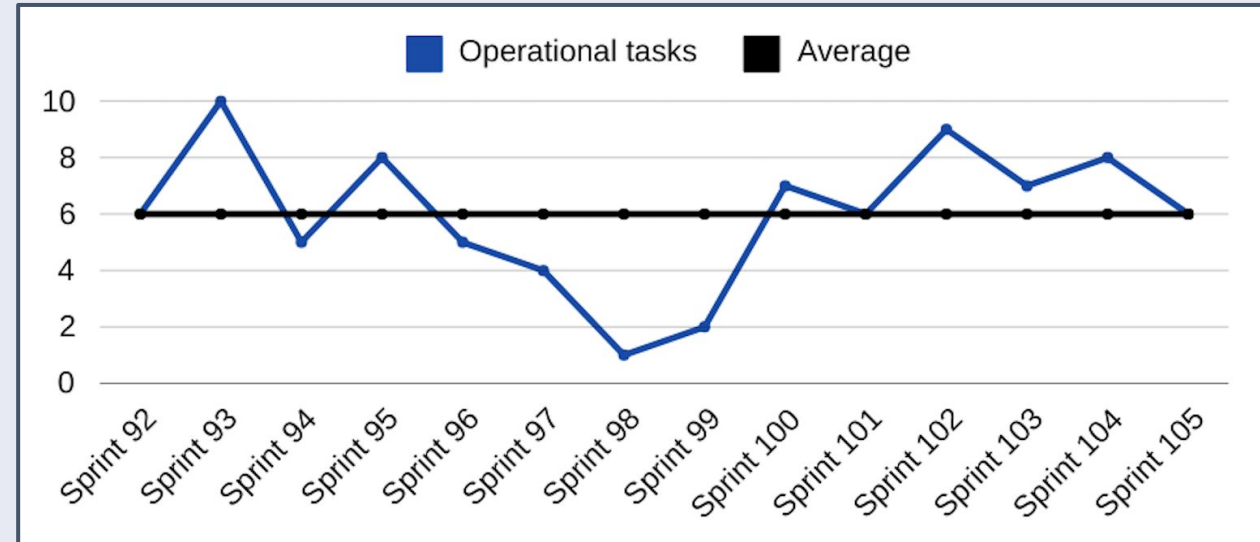

Fig. 1: Number of operational tasks per sprint in the first sem. of 2024.

17% of the tickets average per sprint

5

Roadmap* Management

Before PO Role:

- Roadmap items lacked clear deadlines.

- No systematic tracking of progress or delays.

After PO Role:

- Planned start and end dates for near-term roadmap items.

- Adoption of Jira Advanced Roadmap to monitor schedules, enabling timely adjustments.

Fig. 2: Demonstration of tasks' planning and monitoring using Jira Advanced Roadmap.

Communication with Stakeholders

Before PO Role:

- Developers were often interrupted by emails, tickets, and meetings, disrupting their productivity.

After PO Role:

- The PO centralizes stakeholder interactions, shielding developers from external interference → higher productivity.

4th trim. 2023 velocity/FTE*:

4.5
story points**

1st trim. 2024 velocity/FTE:

5.5
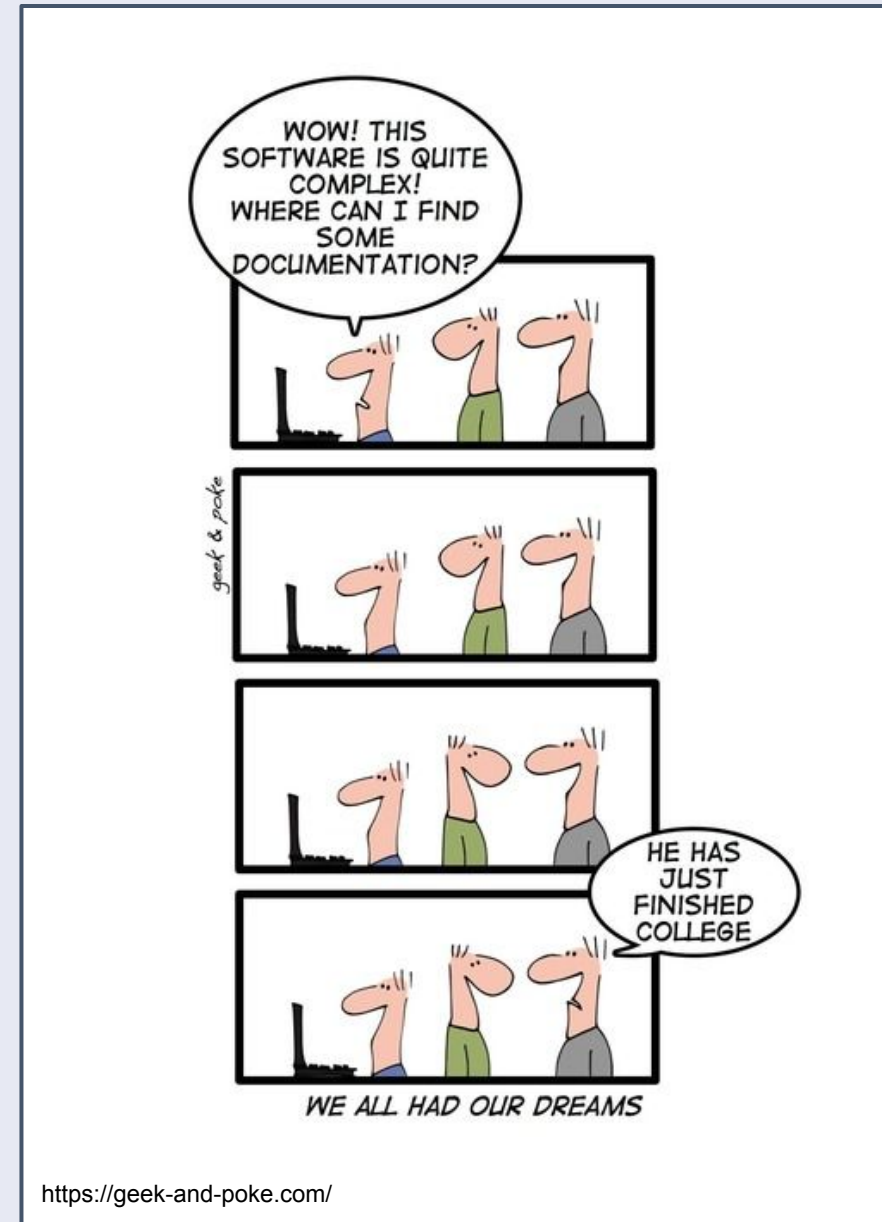story points

Increase of 22%

Documentation

Before PO Role:

- Lack of structured and up-to-date documentation.

After PO Role:

- Deprecated documents removed by the PO.

- The PO introduced glossary and overview documentation for each system (covering terminology, stakeholders, context, problems, and key functionalities).

https://geek-and-poke.com/

Metrics

The ATLAS Management Glance team defined the goal to answer the following questions:

? How is the team's organization affecting developers' productivity?

? How is the alignment between planned and real deadlines of roadmap items?

? How is the alignment between planned and completed tasks?

Metrics

How is the team's organization affecting developers' productivity?

Metric used: <u>team's velocity per FTE</u>.

- 1st trim. 2024: one group working in many roadmap items → lack of focus.

- 2nd trim. 2024: **two groups**, each focusing on one roadmap item.

- Results: Velocity was maintained, but **context-switching overhead decreased.**

1st trim. 2024 velocity/FTE:

5.5
story points

2nd trim. 2024 velocity/FTE:

5.5
story points

Metrics

How is the alignment between planned and real deadlines of roadmap items?

Metric used: planned end date and real end date.

Results:
- Although items were late, **monitoring** end dates **revealed project delays**.

- This insight allowed the team to **minimize impact** and **manage stakeholder expectations**.

Roadmap item	Planned end date	Real end date	Delay
Acknowledgments GitLab integration by Paper	31/01/2024	29/02/2024	30 days
SCAB Nominations v1.8.0	16/02/2024	22/03/2024	36 days
PubTrack Egroups reduction	15/03/2024	18/04/2024	35 days

Table 1: Comparison between roadmap items' planned and real end dates

Metrics

How is the alignment between planned and completed tasks?

Metric used: <u>planned and completed story points per sprint</u>.

- 1st trim. 2024: discrepancies between planned and completed tasks.

- 2nd trim. 2024: **accounting for non-coding activities**.

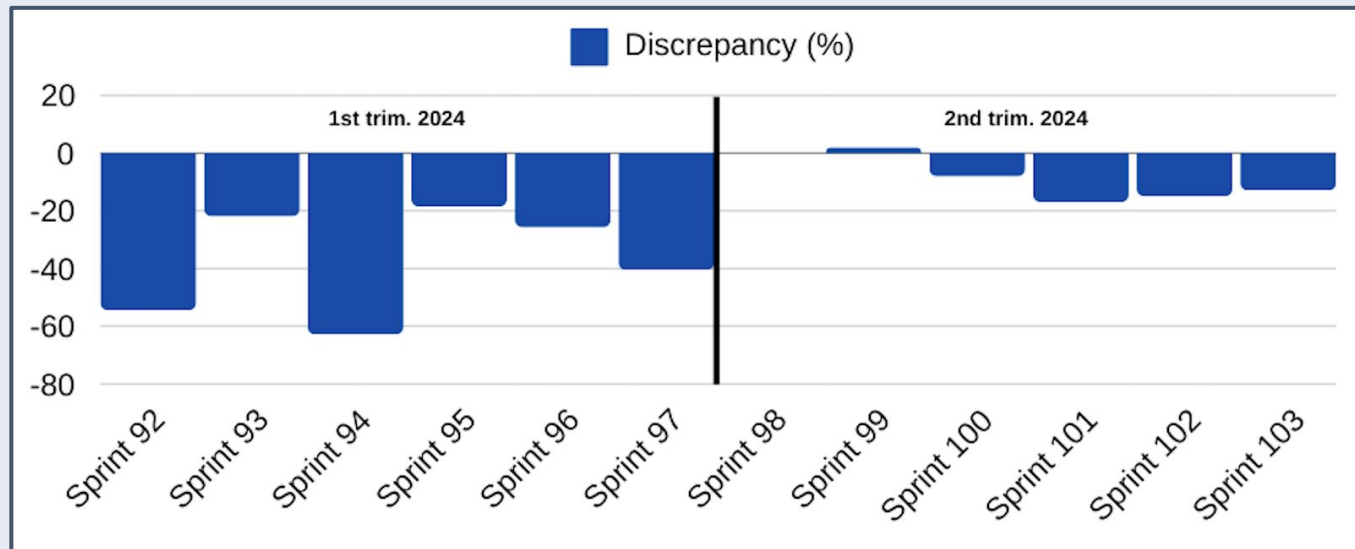- Results: **smaller discrepancy** in 2nd trim. while preserved velocity/FTE.

Fig. 3: Discrepancy between planned and completed story points in the first sem. of 2024.

Next steps

⚒ Maintain operational tasks above 10% per sprint.

🕐 Planning of long-term roadmap items.

📊 Continue tracking team goals and create new metrics to support strategic decisions.

🗂 Keep documentation structured and updated.

Conclusion

- **More efficient backlog management**: backlog monitoring ensures the prioritization of both requests and operational tasks.

- **Improved roadmap planning**: Jira Advanced Roadmaps aid in roadmap items milestone tracking and early delay detection.

- **Streamlined stakeholder communication**: PO centralizes interactions, allowing developers to focus on coding activities.

- **Helpful documentation**: comprehensive system overviews enhance knowledge transfer and onboarding.

- **Questions answered by metrics**: implementation of metrics has provided insights into the team's development process.

Thank you! Questions?

Gabriela Lemos Lúcidi Pinhão

gabriela.pinhao@cern.ch