Agile project management in the KM3NeT Electronics Group (+10 years experience developing electronics products for KM3NeT)

- Heterogeneous group (very different formation, skills and tools: A top-down, standardized approach (vertical organization) does not work (standardization impossible, lack of flexibility) while an Horizontal network works (autonomy, self-organization, and adaptability)
- **Individuals over processes and tools**: Value team collaboration and teamwork between different institutions over working and doing things "by the book."
- Group collaboration over strict rules: Designers collaboration is more important than the finer details of extensive documentations
- Working software/firmware/hardware over comprehensive documentation: The software/firmware/hardware developed should work.

 Additional work, like documentation, is not as important as developing good-enough software/firmware/hardware. The proper documentation:
 - a. <u>Hardware</u>: BOM, gerbers/ODB++(for the PCB&PCB-A manufacturing) and testbench SW&instructions (For the PCB-A qualification)
 - b. **Gateware:** working images (tagged, validated, and officially released) in the detector
- **Responding to change:** One of the major characteristics of the team **is flexibility**. This framework allows for team to quickly shift strategy without derailing the entire project. (**Firefighter/Troubleshooter mode**)
- Prioritize: The ideal perfect standardized world is the enemy of the good-enough world. Good enough has been/is/will be our objective

A must for KM3NeT due to structure (<u>heterogeneous</u>), planning (<u>tight</u>) and human resources (<u>very scarce</u>) constrains

□ Need of another Software engineer!
 □ Order 20-25 more CLBv2 for DU-1?
 □ Funding for the DfX analysis

2014 request -> We never got the extra software engineer! 2021 Ad Van den Berg retired and IFIC took temporary over Octopus. Still in IFIC hands

KM3NeT will always have a tight schedule and very scarce human resources

However, CLBv2, PBv2, Octopusv4 & PMT Base is a success story!!



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Paralysis by perfection – Seeking the perfect solution can delay progress indefinitely	The CLBv2 testbench was not perfect —WR track phase, Octopus, and FMC connectors were not tested. While this was not ideal, it provided a good-enough solution to move forward		
Over-standardization kills adaptability – The ideal system may not fit the realities of diverse teams	Each lab used/uses the design tool at hand (Allegro, Altium, Mentor Graphics, PADS). The produced output (BOM and gerbers or ODB++ is prepared according the technical expertise of each lab. Impossible to standardize, remember, we are not an Industrial Project		
Iterative progress beats stagnation – A functional, "good-enough" system can evolve over time	ESS testing was implemented at first. HALT&HASS testing has been introduced along the way. See also the hardware workflow below: it is completely iterative		
Encouraging modular solutions rather than enforcing a rigid framework/template	No other possibility: CLB hardware was produced and deployed in the sea before the acquisition firmware was completed. A modular development was the unique possibility		
Allowing flexibility in execution rather than demanding uniformity and excess of documentation	From the dawn of the Electronics group, there has been given freedom in the execution, to get the most out of the skills and expertise of the members' group and the tools available		
Adapting as we go instead of waiting for the "perfect" approach.	Had we waited for the ideal solution, KM3NeT would not have survived (will survive). A good enough approach, delivered on time, allows for continuing production, continuous improvement and ensures progress		

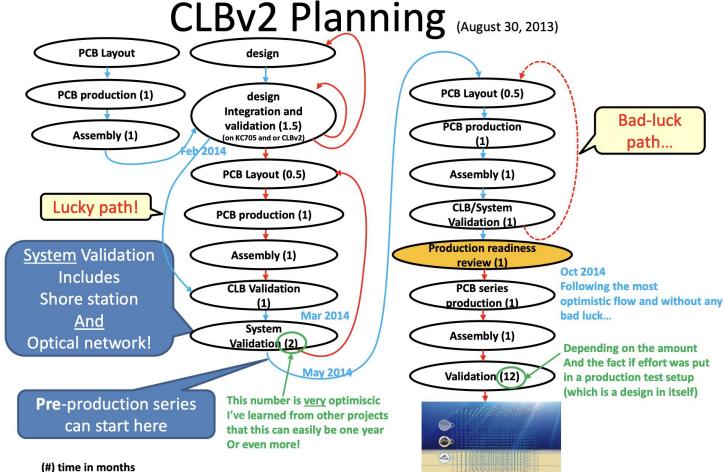
Workflow:

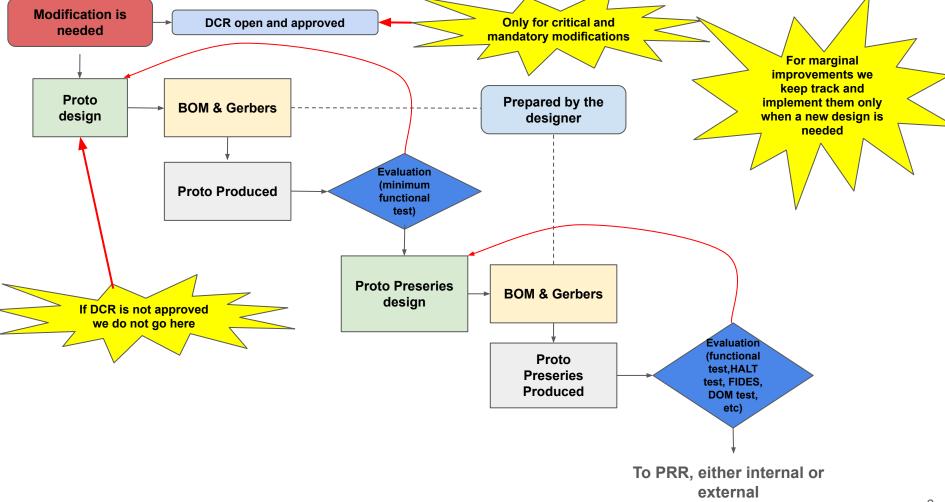
- 1. Define Core Objectives & Constraints
 - Identify essential functionalities rather than aiming for an exhaustive feature set
 - Establish realistic timelines to prevent delays caused by excessive refinement.
 - Prioritize critical path (bottlenecks are our priorities) components while deferring secondary features
 - **Avoid over-standardization** adaptable approaches instead of rigid frameworks (for the tools this is a must, as each lab has its own set of tools and, very important, the expertise)

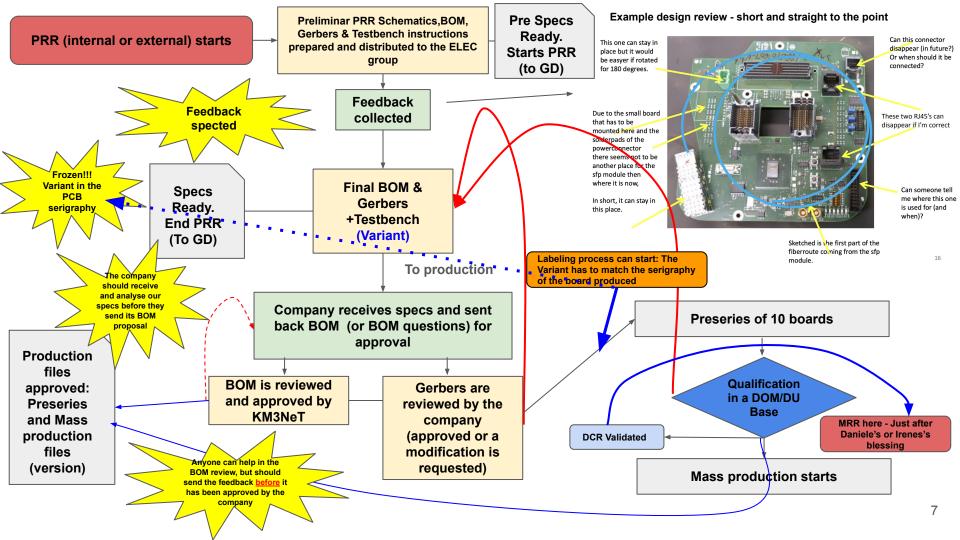
2. Rapid Prototyping & Iterative Testing

- Focus on progressive refinements instead of striving for a perfect first version
- Accept good enough solutions to fulfill planning (or at least not to be too much delayed)
- 3. Deploy, Evaluate, and Improve
 - Gather feedback from current operations and implement the modifications in the next window of opportunity (Only when a new version of the board is mandatory) If a version is working good enough, we do not redesign!!
 - Differentiate from minor improvements from critical and mandatory improvements
 - Implement continuous improvements based on actual performance, not idealized expectations
- 4. Maintain Flexibility & Reduce Bureaucracy
 - Avoid excessive documentation that slows execution—focus on essential design output (Schematics, BOM, gerbers, testbench) registering and labelling of protos is not critical
 - Encourage practical decision-making over rigid adherence to predefined workflows

Workflow for HW







Documentation (the hell with Google

Manual tracking and versioning is not reliable!

The Electronics group has been **pioneer** in using a proper <u>traceability and</u> versioning system in KM3NeT (SVN Repository at IFIC -isvn.ific.uv.es-, migrated to **KM3NeT GitLab** once it was available in the Collaboration):

- HW
- **FW**
- SW
- **DOC** -> <u>Used instead GD by the Collaboration</u>

Name	Last commit		
.vscode	included i2c master reset		
cmake	Squased again		
□ doc	added changelog "old" clb implementat		
□ hdl	change pwd for pdm for ramping the pi		
□ hw	include hw files for CLBV5 and CLBV6		
È sw	Add scripts for merging software (.elf) f		

Most **ISO** and **IEEE** standards require:

Version control with audit logs -> Google Drive has basic versioning, but it lacks detailed logs like Git **Approval workflows** -> Drive has comments and suggestions, but no formal approval process **Access control & security** -> Google Drive permissions are flexible but can be hard to track at scale Traceability & configuration management -> ISO standards often require change control systems beyond simple file history

Documentation (the hell with Google

Manual tracking and versioning is not reliable!

Feature

Google Drive

GitLab (Self-Hosted)

Data Ownership

Stored in Google's cloud (Google controls it).

Limited to file versions (Google

KM3NeT self-host GitLab (full control)

Versioning

decides retention policy).

Full version history is in Git commits (never lost unless deleted).

Backup Options

No native full-drive backup (must use third-party tools).

Can back up repositories using Git, rsync, or snapshots.

Risk if Service **Ends**

Google can discontinue services at any time (e.g., Google+ shutdown). (Big criticality)

As KM3NeT uses self-hosted GitLab, nothing changes.

Data **Portability** Files must be downloaded manually (no structured version export).

Repos are portable to GitHub, Bitbucket, or another GitLab instance.

Documentation

(the hell with Google

Manual tracking and versioning is not reliable!

Feature

Goog **Drive** GitLab (Self-Hosted)

Data Owner's Sto loud (Co

Versioning

We are a scientific project, but we should work with quality!! -> **Indeed our Scientific** and Engineer colleagues use GitLab

Ri Service **Ends**

Back

Options

Data **Portability**

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KM3NeT self-host GitLab (full control)

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- HW
- FW

FW&SW Already

tagged and released

SW

5 3 9 9

DOC

Probably the best solution is to include HW&DOC too

Last commit	
included i2c master reset	
Squased again	
added changelog "old" clb implementat	
change pwd for pdm for ramping the pi	
include hw files for CLBV5 and CLBV6	
Add scripts for merging software (.elf) f	

Quality issues detected:

- Production not restricted only to the company (testbenches in KM3NeT Labs instead of companies):
 - Loss track of boards
 - CoC cannot be provided by company
 - Difuminated responsibility for board defects NCRs to products under production??
 - Board travelling up and down (risk of problems during the shipping)
 - -> Proposed Corrective Action: **Prioritize development of testbenches** /transmit clear instruction to the design/production teams to avoid this in the future
- Some productions have jumps in the workflow because of the planning
 - Risky approach
 - -> Proposed Corrective Action: Advance production to have a important backlog of boards to <u>sustain DOM and DU production</u>. Evaluate planning and constraints, and accept the risk if necessary
- Not clear communication channels with production companies (too many interfaces):
 - Unnecessary delays
 - Contradictory information transferred to the company
 - -> Proposed Corrective Action: Define a single contact point: **Production Manager**
- Performing audits/analysis not agreed beforehand with the company in the middle of a critical and already-very-late productions:
 - Possible backward reaction by the company
 - -> Proposed Corrective Action: Perform audits/ additional analysis during the **preparation** of critical productions **or at the end** of it as a RoEx. Or alternatively, **to include it in the tender what and when** is going to be done/analysed.
- Feedback/Technical Questions asked after the end of the PRR:
 - Unnecessary Delays & additional workload to already loaded teams
 - -> Proposed Corrective Action: Clarify the workflow: Feedback is expected **before** the end of the PRR

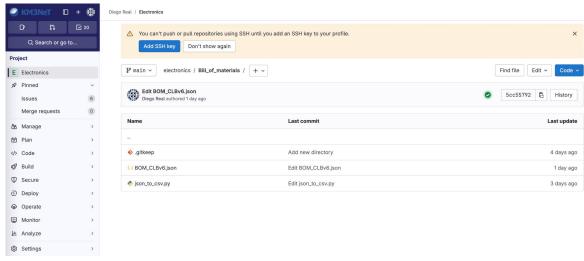
Quality issues detected:

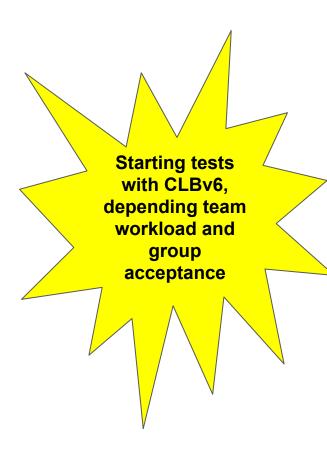
- Feedback on BOM review received/asked after the BOM has been closed with the company
 - If it is critical information, it arrives too late
 - Additional workload to already loaded teams
 - -> Proposed Corrective Action: Clarify the workflow: Feedback can be sent before the BOM has been agreed with the company
- Receiving Company Technical documentation before KM3NeT Technical specs have been sent to the company
 - Misunderstanding and additional workload in already loaded teams to clarify the situation
 - -> Proposed Corrective Action: **Modify the workflow** to avoid this happening again (See next slides about BOM management)
- Some LQSs seem to not have formal formation on Quality
 - Misunderstandings and confusion
 - -> Proposed Corrective Action: **Quality formation by an external company for LQSs** (As soon as I joint the ANTARES quality group, I was given a training by an external company on Quality ISO 13485 seems a solid option for KM3NeT)
- Duplicated and contradictory technical documentation: (i.e -> KM3NeT_ELEC_WD_2021_010-Electronics_Packaging, TC approved versus KM3NeT_QA_2023_Transport_Quality_Plan QAM approved-, Note: The latter seems a copy of the first, with some contradictory modifications)
 - Not clear packaging instructions
 - -> Proposed Corrective Action: Merge. To define a clear list of documents to apply and track and version using gitlab, at least for technical documentation.
- Critical documentation (BOM, schematics, etc) not handled with a proper tracking with a profesional versioning tool
 - Manual versioning and tracking is not reliable / Error prone
 - -> Proposed Corrective Action: Use Gitlab for a proper tracking and versioning
- Lately DCRs are opened on minor problems / NCRs opened to designs, which are non compliant by definition as the specs are not closed maybe PDR: Proto Deviation Report, but this is not formally foreseen in KM3NeT. Also this has **never used in +10 years**
 - Critical DCRs loss priority as they are mixed with non critical DCR and design?? NCRs
 - Additional workload to already loaded teams
 - -> Proposed Corrective Action: Use **Git issues** to track proto issues and **assign a dedicated LQS to the Electronics group:**
 - A.- Formal knowledge in Quality (ISO 13485) can be trained
 - B.- Quality tools for versioning and tracking: Gitlab as it is the one used in the collaboration
 - C.- Good programming skills (Phython, C, scripts)
 - D.- Knowledge of the experiment and the scientific case -> our client
 - E.- Knowledge of the idiosyncrasy of electronics group

1.- Use **Gitlab issues** to track feedback from prototypes and proto series (Note: SVN did not allowed this facility) CLBv6. Power regulator for clocks updated just now #6 · created 4 days ago by David Calvo 3.4.3.2/V6-2/ PROC_2024_36_CLBv6_IFIC Proto PreProduction PRR Rompal CLBv6. Move capacitors C349 and C350 d 1 day ago #5 · created 4 days ago by David Calvo 3.4.3.2/V6-1 PRR CLBv6 cover vias for IPC class 3 Already started #4 · created 4 days ago by David Calvo 3.4.3.2/V6-2/ PRR SBPv1 Bending Qualification ted 1 day ago #3 · created 4 days ago by Diego Real 3.2.2.3.13 PRR THALT TESTS SBPv1 updated 2 hours ago #2 · created 4 days ago by Diego Real 3.2.2.3.13 HALT PRR SCB (3.2.2.3.12/V02-R1): Ethernet problem updated 2 hours ago #1 · created 1 week ago by Diego Real 3.2.2.3.12/V02-R1 KM3NeT_PROC_2022_073-UGR_WRSCB Mass Production Rompal

The **git issues** will be evaluated and closed during the **PRR** process. It will include also the reports for qualifying the boards, which will be part of the PRR documentation. **(The attached LQS could help with this)**

- 2.- Use Gitlab to track the production documentation: Bill of Materials
- Stored as a JSON File in gitlab
- Integrated in Gitlab CI pipeline a python program that automatically generates an excel file (artifact output)











2.- Use Gitlab to track the production documentation: Bill of Materials

```
"Metadata": {
    "Name": "Bill of Materials",
    "Board": "CLBv6",
    "Date": "2025-02-15",
    "Author": "Diego Real",
    "Instructions": "Fill the Company Fields and send back for approval - Please mark in a different color those lines whose company partnumber is different from KM3NeT proposal"
}
```



The metadata are expanded in the excel file **automatically** with the **tag and the release** (**tracked and versioned**). It includes also the **commit SHA** of the json file. The metadata include the instructions: the company must fill the fields required and send them back for approval. Only this will be reviewed. (The attached LQS could help with this)

2.- Use Gitlab to track the production documentation: Bill of Materials

(The attached LQS could help with this)

```
"BOM": [
   "ItemNo": 1.
    "Qty": 21,
   "RefDes": "C11;C12;C13;C14;C16;C17;C18;C19;C20;C21;C23;C24;C25;C26;C27;C28;C29;C30;C31;C42;C52".
    "Manufacturer": ""
    "MfrPartNo": "C1005X5R0J475M".
    "Description": "Capacitor, 4.7µF",
   "Package": "0402",
    "Component": "Capacitor",
   "Value": 4.7,
    "Units": "µF"
   "Tolerance": 20.
    "Operation Value": 3,
   "Voltage": 35,
   "Rating": "",
   "Current": ""
    "Power": "",
   "TempRange": ""
   "Lifecycle": ""
   "Supplier": ""
    "SupplierPartNo": ""
    "UnitPrice": ""
    "TotalPrice": ""
    "Datasheet": ""
    "Comments": "",
    "CompanyManufacturer": ""
    "CompanyMfrPartNo": ""
    "CompanyDescription": ""
   "CompanyPackage": ""
    "CompanyComponent": "Capacitor",
    "CompanyValue": "".
   "CompanyUnits": ""
   "CompanyTolerance": ""
    "CompanyVoltage": ""
    "CompanyRating": ""
    "CompanyPower": "",
    "CompanyTempRange": ""
    "CompanyRoHS": ""
    "CompanyLifecycle": "
   "CompanySupplier": ""
    "CompanySupplierPartNo":
    "CompanyUnitPrice": ""
    "CompanyTotalPrice": ""
    "CompanyDatasheet": ""
    "CompanyComments": ""
    "Provider": "Company"
```



The JSON files includes an extensive list of fields. The final list need still to be defined (the excel file can be trimmed at convenience with the python program)

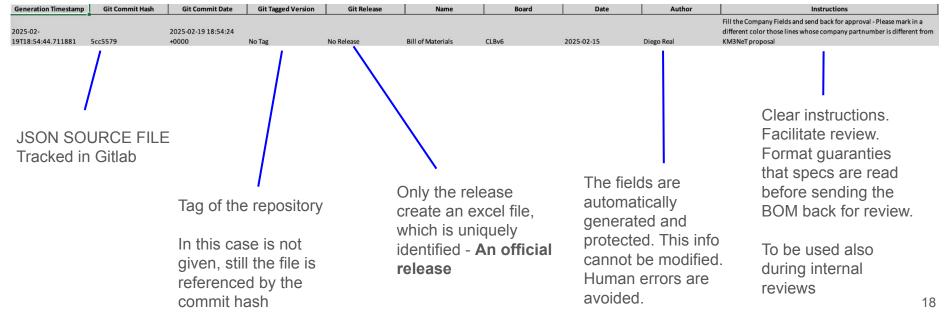
There is an exact copy of most of the fields with the prefix "Company". Those field will be filled by the company. They can be use to provide feedback.

The rest of fields will be write-protected in the excel file, including those of the metadata

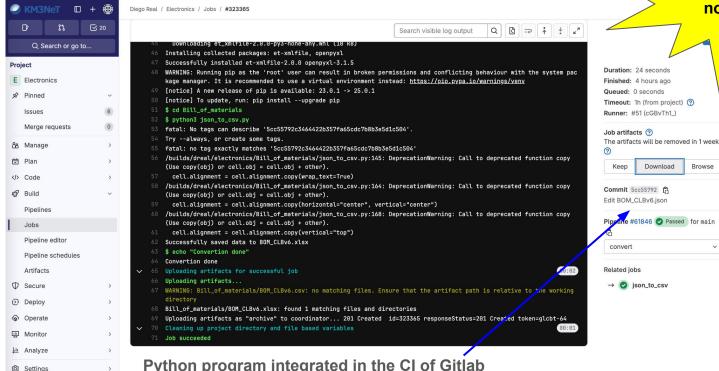
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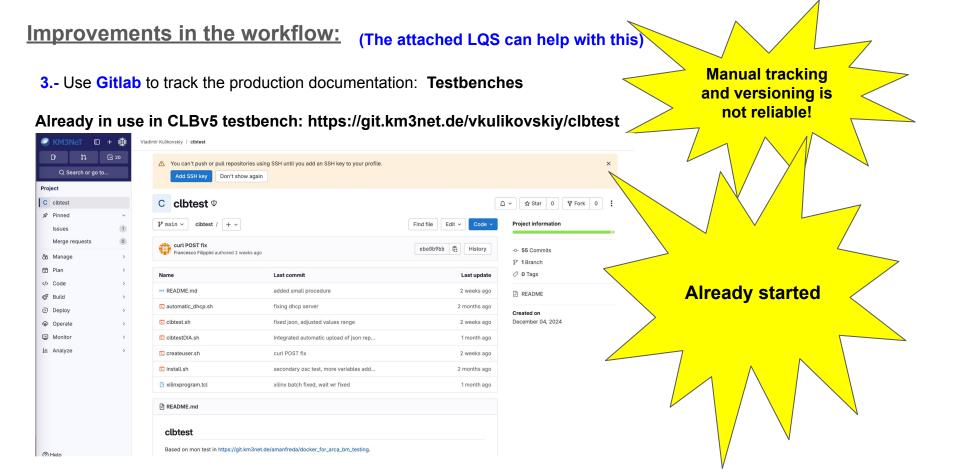


2.- Use Gitlab to track the production documentation: Bill of Materials



Manual tracking and versioning is not reliable!

Python program integrated in the CI of Gitlab

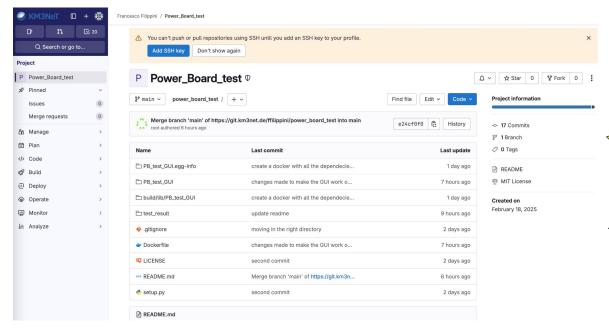


The gitlab project will be used to deploy the testbench in the companies and in KM3NeT Labs. It is also part of the documentation of the CLBv5. **Proper tracking and versioning.** Instructions still to be added.

Improvements in the workflow: (The attached LQS can help with this)

4.- Use **Gitlab** to track the production documentation: **Testbenches**

Already in use in PB testbench: https://git.km3net.de/ffilippini/power_board_test



Manual tracking and versioning is not reliable! **Already started**

The gitlab project will be used to deploy the testbench in the companies and in KM3NeT Labs. It is also part of the documentation of the PB. **Proper tracking and versioning.** Instructions still to be added.

4.- Use Gitlab to track the production documentation: Gerbers / ODB++

(The attached LQS can help with this)



Use gitlab projects to maintain and deploy manufacturing files with proper tracking and versioning

DCRs:

DCR ref.	Status	Board-related Variants	Comments
2022 561-DCR Replacement Molex connector by Samtec connector in the CLB	To be closed as soon as the DOM tests are positive and the board is ready for work production (the DCR will be updated as soon as the EC has access to the DCR, work in progress)	CLB V4 and V5	v5 is the board used for WWRS, with Glenair, with new connectors for the octopuses
2023 626-DCR Replacement Molex connector by Samtec connector in the Octopus	To be closed as soon as the DOM tests are positive and the board is ready for mass production (the DCR will be updated as soon as the EC has access to the DCR, work in progress)	Octopus from V4 to V5	v5 is the board with new Samtec connectors
2023 627-DCR Replacement Glenair transceiv er by a SFP in CLBv5	To be closed as soon as the DOM tests are positive and the board is ready for mass production (the DCR will be updated as soon as the EC has access to the DCR, work in progress)	CLB from V5 to V6	v6 is the board with SFP and with new connectors for the octopuses - this can be used in WWRS as well as in broadcast. Gitlab issues already in work to track feedback
2024 018-DCR Octopus Large and Small V5 - Gerbers changes required by TECNINT	Not applicable, close DCR		
2024 530-DCR FB50 footprint on PBV4 v4	Not applicable, close DCR		
2024_773-DCR_New_Leiden_cable_version	Assign it to Dorothea (it is either calibration or DOM production)	Octopus V5	
2025 095-DCR Layout Changes Between CLB V4 and CLBV5 v3	Not applicable. Close DCR		
Missing DCR ?	I think it is already open. It is a parallel DCR to 2023_627-DCR_Replacement_Glenair_transceiver_by_a_SFP_in_CLBv5, if not, it should be opened	GBP to SBP	

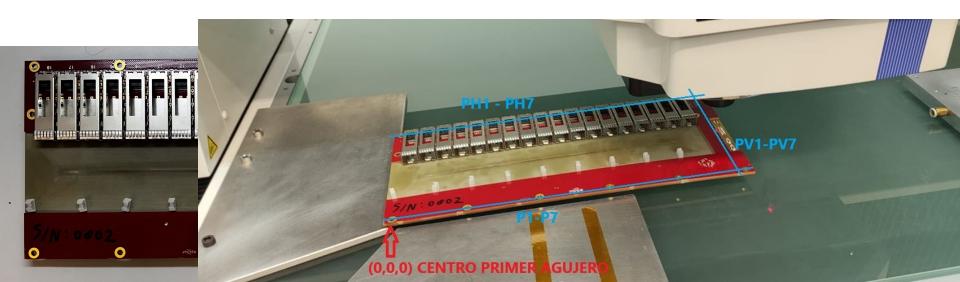
Info for the DCR update of (included in the PRR documentation):

https://docs.google.com/document/d/1rLZ-5HhqsMkUn4ryRBLxEFkrqLbp33YGz2D3z7zqu04/edit?usp=sharing

Request to waive the registering and labelling of some prototypes productions

This is not a general request for all the prototypes, just for some particular cases at very early stages of design

Two 3.2.2.3.13/ (SBPv1) arrive at IFIC without labelling: out of ten protos produced and **properly marked** with indelible pen



Request to waive the registering and labelling of some prototypes productions

When asked, the design responsible kindly requested for waiving the DB registering and labelling:

"I am still not sure if this level of prototype board needs all the hassle to get it into the database to be honest, we never did it."

The electronics coordinator agrees: there are several reasons for waiving this proto production from the hassle of going to the database:

- 1.- They are properly marked and are completely distinguishable from previous versions
- 2.- Not labelling them prevents mistakes and introducing them in the production chain
- 3.- We decrease workload in already loaded teams
- 4.- The protos are in a very early stage, and the designer and rest of the electronics team involved controls them. See git issues below:



#3 · created 3 days ago by Diego Real

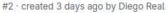




















THANKS!