

TRANSFER SOLUTIONS

Business is Human



ABOUT ME

**Arie Smitskamp MSc
Business Economics
Erasmus University Rotterdam**

**Proud father of Frank and Judith,
and partner of Annemieke
Hobbies? Sports and alpine climbing**

**Project manager at Transfer Solutions
Mediator**



HYBRID AND ONLINE PROJECTS IN TIMES OF A PANDEMIC

- | Customer
- | Case
- | COVID
- | Team

THE CUSTOMER

Ministry of Justice and Security
(Ministerie van Justitie en Veiligheid)

Council for the Judiciary
(Raad voor de Rechtspraak)

Information Technology Services
(IVO Rechtspraak)

THE COUNCIL

- | **Operational support**
- | **on finance, human resources, ict and housing**
- | **to 19 courts**
- | **19 courts?**

THE JUDICIAL SYSTEM



Courts:

- | Supreme Court (1)
(Hoge Raad)
- | Courts of Appeal (4)
(Gerechtshoven)
- | District courts (11)
(Rechtbanken)
- | Sub-district courts (19)
(Smaller civil cases, minor offences)

THE LAW



de Rechtspraak

- | Civil law (Civielrecht)
- | Administrative law (Bestuursrecht)
- | Criminal law (Strafrecht)
- | Sub-district law (smaller cases)



THE CASE

“Renovatie Civiël”

THE CASE



From *classic* to *new* Civiel

- | Backend: from VAX VMS to Linux
- | Frontend: from Character mode to Web interface

16-05-2022----- CVA17-01 Onderhoud zaakgegevens HA ----- CIVIEL

ZAKEN

zaaknummer	136455	rol/rekest nr	09 2	unit	HA	prc	VZ	status	A
zaak/rekest	RK	locatie	MAASTRICHT	kamer		cluster			
aanbreng datum	05-01-2009	dt rolzitting		srt	zit N	team			
VERZOEKER	eiser	func.1	62	RECH	Bekker#59				
BEL./VERW.	gedaagde	func.2	226	SECR	Bekker#204				
stand	94	archieff/beslissing		geld belang					
typ1	1	verzoekschrift inzake		dt afgedaan	16-03-2009				
typ2	99	overige verzoekschrift inzake		ind.ond.byz.N	nr. arron.				
typ3	34	wraking		ext zaaknr					
typ4				overig kenm					
var.	1	gewone zaak		bijzond zit	02-03-2009 10:30				
onderwerp				VR	_ aangevraagd door _				
opmerking	Archiefnr.09400405	SECTOR STRAF	/parketnummer	03/550766-07					
invoer datum	05-01-2009		dt betekening						
rol	partij		verstek rol	vertegenwoordiger					
VRZ	Mulder#13630			ADV Wagemans, R.H.M.					
VWR	Mulder#38380		V						

Count: 14

^ v

<Replace>



Zaken \

Zaakdetail

← 1/1 → Terug

Zaakgegevens



Kopiëren

Bewerken

Zaaknummer	136455 HA RK-7.232	Afdeling	HA - Handelszaken
Zaakstatus	Afgedaan	Zaakstand	25 - beschikking
Zaaktyperingen	1 - verzoekschrift inzake, 16 - Procesrecht, 14 - verzet WTBZ/WGBZ, 3 - ex art. 40		
Variante	1 - gewone zaak	Opmerking	Mulder vs. Mulder
Aanbreng datum	27-08-2007	Datum rolzitting	
Verzoeker:	eiser	Functionaris 1	532 - Bekker-308 (Rechter)
Bel./Verw.:	gedaagde	Functionaris 2	246 - Bekker-158 (Griffier)

Zaakpartijen Zaakverloop Financieel Bijzondere zittingen Documenten

Zaakverloop

Nieuw

Handeling	Opmerking	Start	Zitting/Einde	Compleet	Functionaris
-557 - eindbeschikking verzonden	Ria		05-09-2007	Uitgevoerd	532 - Bekker-308 (Rechter)
-556 - eindbeschikking			05-09-2007	Uitgevoerd	532 - Bekker-308 (Rechter)
-500 - binnenkomst verzoek			27-08-2007	Uitgevoerd	

1 - 3

THE APPLICATION LAYER



From	To
200x Forms 4.5	APEX 21.x
2000+ Forms procedures	100+ database procedures
100+ Function keys	10+ shortcuts, tabs & mouse clicks
100x Reports 2.5	APEX Office Print (AOP)
50x VMS Digital Command Language (DCL) batch scripts with SQL, C and Cobol	Linux shell scripts with pl/sql

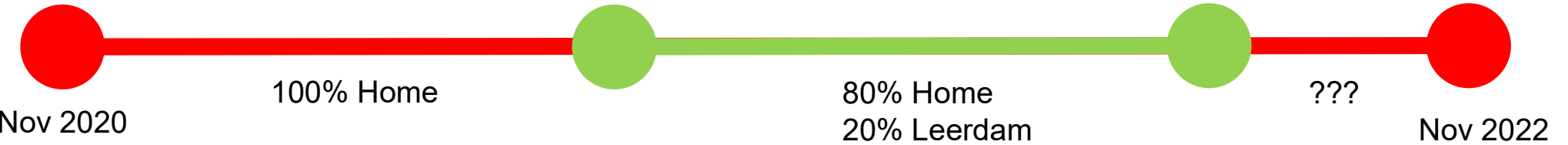
THE DATABASE LAYER



Step	From	To
1.	Almost no data integrity rules	Full declarative integrity
2.	19x Oracle 8i (1 database per court)	1x Oracle 19c with 19 schemas (1 schema per court)
3.	19 schemas in one 19c database	One schema & Implementation of Real Application Security (RAS)



TIMELINE



PROJECT STARTUP



Proposal phase and project initiation:

- | No live customer – supplier meeting whatsoever
- | Lots of Teams meetings
- | Deal without handshake
- | Estimating workload without demos
- | Just an anonymized dev & test environment
- | And kilometres of source code...

CORONA MEASURES & OFFICE RULES

Start development, March 2021:

- | Customer office (Utrecht): Fully closed
- | Transfer office (Leerdam): Fully closed

Halfway development, June 2021:

- | Transfer office: max 1dpw available (20%)
- | So, working 80% of the week from home
- | 'Thursday, project day' (developers only)

A 100% ONLINE ORACLE APEX PROJECT



Sounds doable

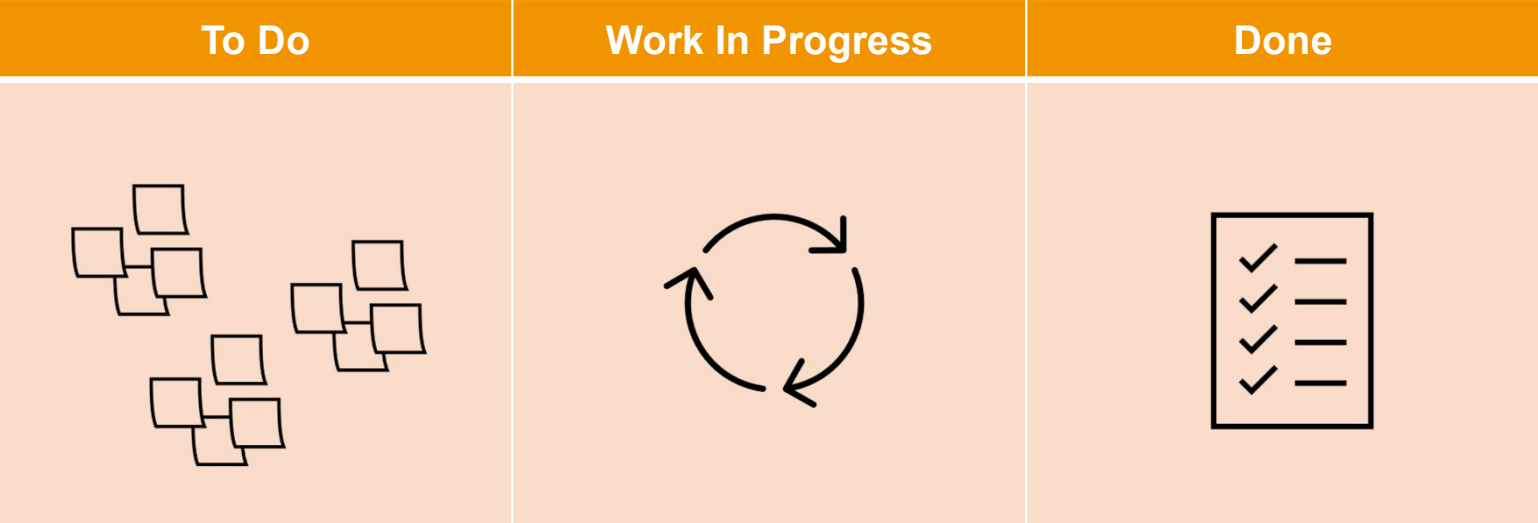
- | Customer laptops with VPN and virtual machines for both testers and developers

But...

- | No possibility to meet customer IT staff...
- | No possibility to meet end users or visit courthouses...
- | No possibility to meet... your own colleagues?????

DEVELOPMENT PHASE

ScrumBan



WORK IN PROGRESS



Governance: the regular stuff?

- | Steering committee
- | Sprint planning
- | Daily standups
- | 'Warm handovers' (Analysis ↔ Development ↔ Test)
- | Sprint refinements
- | Sprint retrospective

NOT SO REGULAR (1)

- | No live Steering Committee meetings in 2021
- | No site (council or court) visits in 2021
- | No 'sitting together' for warm handovers
- | Online product owner, seen 'live' only once
- | Online (FAT) testing only (Specialisterren)
- | Online (UAT) testing only (key users & application managers)

NOT SO REGULAR (2)



- | No chit chat at the coffee machine
- | No 'How was your weekend?'
- | No canteen, no group walk for lunch
- | No shoulder to cry on
- | No drinks to celebrate



WE WERE LUCKY

Relatively good physical health

An empathic employer

A 'warm' and inventive team

WHAT WE DID?

COMPANY INITIATIVES

Transfer Solutions

- | Brings your Christmas gifts to the front door, personally!
- | Sends Valentine gifts, etc.
- | 'Selfie StickTogether'

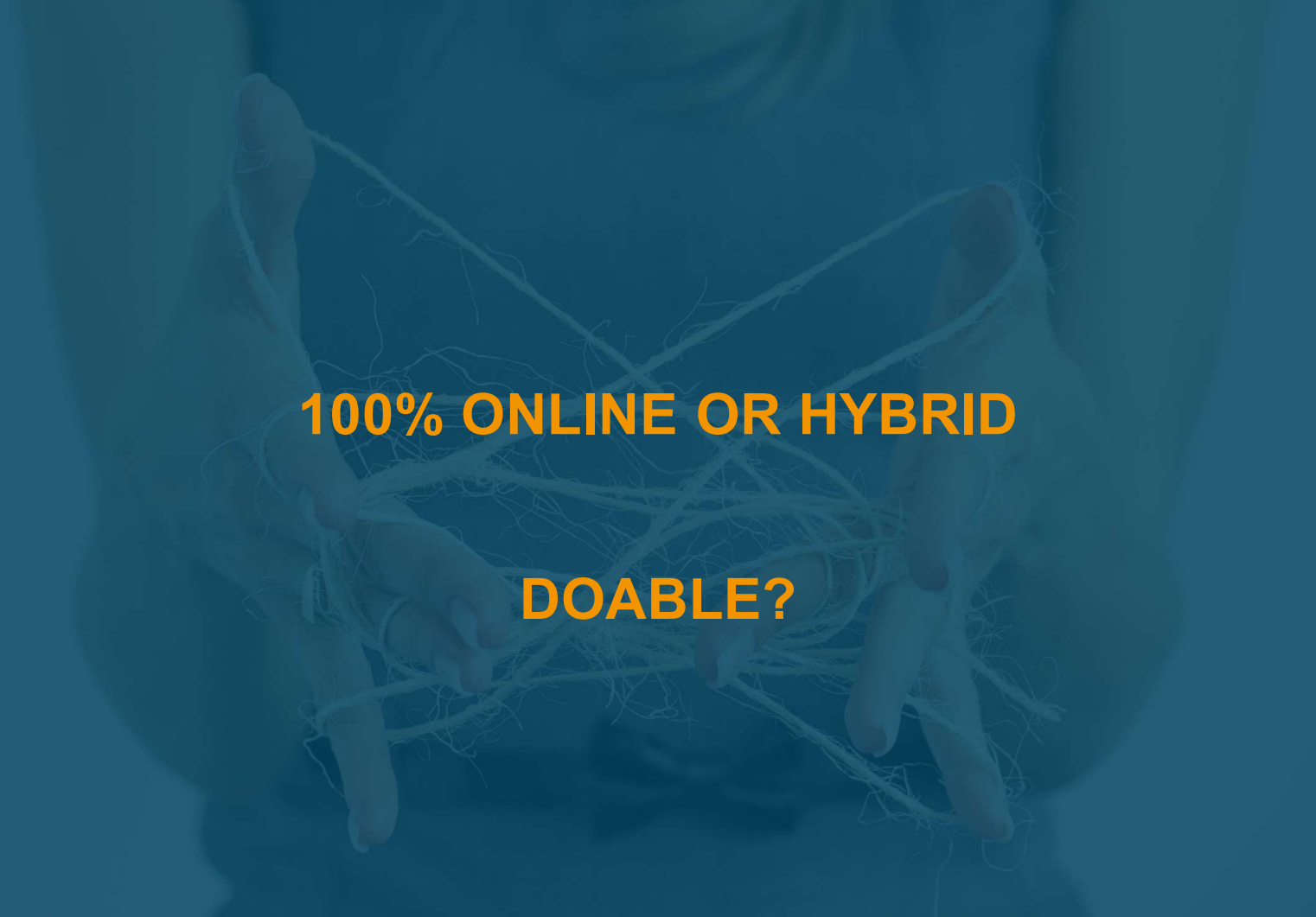


TEAM INITIATIVES

- | Invitation to feed the chickens at dad's farm
- | One-to-one Teams calls, sometimes just for fun
- | Monday morning 11am: Coffee Quarter Online
- | Even an illegal 'Dungeons and dragons' session
- | First possibility: Bier & Bitterballen in Leerdam (roof terrace)
- | Important social matters? Never online, live only!
On Project Thursday, standing in a circle in the coffee corner.
- | Happy birthday??

THE 'HAPPY' BIRTHDAY TEAMS BACKGROUND





**100% ONLINE OR HYBRID
DOABLE?**

THE PROS AND CONS

Pros

- | Everybody always available
- | Tooling enables a lot
- | Reasonable productivity
- | Cameras on (funny results)
- | Sneak peak in home offices (if you like it)

Cons

- | Feeling of loneliness
- | Some mental problems
- | Less team spirit
- | No holiday breaks
- | No real collaboration
- | Sneak peak in home offices (if you don't like it)

LESSONS LEARNED

- | Tooling helps online collaboration (but doesn't help people)
- | Personal care does help people
- | Keep focus on both project goals and the people doing the work
- | Yes, 100% online is doable, thanks to the APEX architecture
- | However, it's the *team* that drives the success
- | Count your blessings, embrace the pros

“Put people first”

Business is
definitely human!

Questions?

