

Root Causes (From Fishbone Analysis)	Allocation of cause of delay (What % did this problem cause the delay)	Assessment of source (In What % did this party cause this root cause)			
		ASR Assessment	PS Assessment		
SCOPE	30	5	95	2%	29%
<i>Baseline never developed</i>		5	95		
<i>Lack of Traceability</i>		-	100		
<i>Acceptance Criteria not objective / complete</i>		10	90		
SOLUTION	35	5	95	2%	33%
<i>Stories based on Scenarios</i>		5	95		
<i>Requirements details based on Scenarios</i>		5	95		
<i>Acceptance Criteria not objective</i>		10	90		
<i>Overall Design Process / Completeness</i>		5	95		
<i>Poor use of external SME / Hamer</i>		-	100		
PROCESS	20	3	97	1%	19%
<i>FDD / TDD missing on many stories</i>		5	95		
<i>Stopped Daily Scrum, Demos, other processes</i>		-	100		
<i>Poor Issue Risk Management</i>		5	95		
ENVIRONMENT	5	-	100	0%	5%
<i>Lack of Robust QA Environment</i>		-	100		
<i>lack of QA Testing End to End</i>		-	100		
<i>Legacy Data cleanup slowness impacts delivery</i>		-	100		
PEOPLE	5	30	70	2%	4%
<i>High Turnover</i>		-	100		
<i>ASR Decision making</i>		100	-		
<i>Poor use of external SME / Hamer</i>		-	100		
<i>Key roles not fully effective (Product Owners, Architect)</i>		20	80		
OTHER	5	50	50	3%	3%
<i>COVID drove remote interaction</i>					
Total (Should =100)	100			8%	92%