nTier TRAINING: SCRUM – THE BIG PICTURE

AGILE PRE-PLANNING
Vision, Road Map, Agile Project Charter/Business Case, ID Users and Personas, Story Mapping, Product Backlog Seeding, PBL Meets DEEP Criteria

RELEASE PLANNING
Identify Technical/Enabling Stories, Team Working Agreements, Create Definition of Done, Relative Size Stories, Create Release Burnup Chart, Loosely Assign Stories and Features to Sprints

THE THREE SCRUM TEAM ROLES

SCRUM MASTER
Facilitates the Scrum process as a servant leader, removes impediments, coaches team and individuals to become high-performing

PRODUCT OWNER (PO)
Works with appropriate individuals to seed, sequence and refine the product backlog. Provides clarity and conversation on stories. Accepts stories as done throughout the sprint. At least 50 percent of PO's time should be spent with team

DEVELOPMENT TEAM
Three to nine people containing all skills necessary to convert requirements into potentially shippable increments of product at the end of each sprint. This cross-functional team consists of full-time members who self-organize to complete work. They are empowered and responsible for iteration planning and delivery!

RELEASE BURNUP CHART
The goal of a release is to deliver a subset of the PBL. The burnup chart monitors progress to achieving the release on time and/or adjusting the plan.

PRODUCT BACKLOG (PBL)
A prioritized list of functionality created and managed by the PO

SPRINT BACKLOG
Backlog tasks expanded and taken on within the sprint timebox by the team

SPRINT CAPACITY PLANNING
5 people x 10 business days = 50 available days – 5 days

PTO (subtract known PTO, training days, etc.) 45 available days x focus factor (70%) = 31 days of available work

As part of retrospective and continuous improvement, identify where waste may exist by comparing work done to capacity planned

DAILY SCRUM
What did I do yesterday?
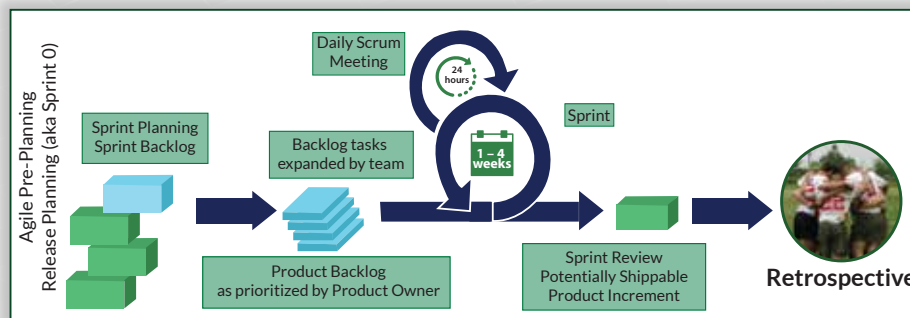What am I doing today?
What are my impediments?

PRODUCT BACKLOG REFINEMENT
Up to 10 percent of the sprint (e.g., eight hours for two-week sprint) is dedicated to breaking down, clarifying and sizing, upcoming stories for the next one or two sprints

SPRINT RETROSPECTIVE
Inspect and adapt the process. The Scrum team evaluates how well they work together and how to improve, meaning what to start, stop and continue. Improvements that require the team to build or create a new capability must be incorporated into PBL

(Central diagram)
Agile Pre-Planning / Release Planning (aka Sprint 0)

Sprint Planning Sprint Backlog → Backlog tasks expanded by team → Daily Scrum Meeting (24 hours) → Sprint (1 – 4 weeks) → Sprint Review Potentially Shippable Product Increment → Retrospective

Product Backlog as prioritized by Product Owner

SPRINT PLANNING PART ONE (WHAT)
The PO presents the highest priority product backlog items (PBI). The PO and the team collaborate on the sprint goal, then the team forecasts the PBI they believe they can deliver in the sprint

SPRINT PLANNING PART TWO (HOW)
Team creates the sprint backlog by decomposing the forecasted PBI into tasks and comparing that to estimated capacity. Team commits to completing the sprint backlog (no more than actual available days)

SPRINT REVIEW
Inspect and adapt. The team demos what is "done" to the stakeholders. All collaborate on feedback. New ideas go into the product backlog

STORY POINTS, SIZING, SPRINT BURNUP AND BURNDOWN CHARTS

ESTIMATED TASK HOURS REMAINING:
Indicates total team task hours left within the sprint. Estimated daily, so may fluctuate

STORY POINT COMPLETION BURNUP:
Shows story points as they are completed in the sprint

Story Points – Captures effort, complexity and risk. They are relatively sized (compared against each other and given a number).

User Stories	1	2	3	5	8
Features	13	20	40	60	100
Epics	100	200	300	500	

Remember, estimates are considered a necessary waste so don't spend too much time on them. The power of story points and estimates comes from team conversations during the sizing process (i.e., release planning, product backlog refinement) and tracking velocity (number of story points completed in a sprint). Story points do not equal time!

nTier SMART SHEET | PLANNING AND REQUIREMENTS

FIVE LEVELS OF PLANNING

	WHAT	SCOPE	REVISED	WHO
L.1 Visioning	**Product Elevator Pitch**	**Long-Term**	**Annually**	**Product Manager, PO, Sponsors**
L.2 Road Mapping	**Goals over time**	**1 to 2 years**	**Annually/Bi-Annually**	**Product Manager, PO, Key Stakeholders**
Develop User Roles and Personas	Identify your users	Long-Term	As Needed	Product Manager, PO, Key Stakeholders
Backlog Seeding	Populate the Product Backlog	As Needed	As Needed	Scrum Team, Stakeholders
L.3 Release Planning	**Forecast of Release**	**3 to 6 Months**	**Quarterly/Semi-Annual**	**Scrum Team, Stakeholders**
Initial Sizing	Size PBI	As Needed	Quarterly/Semi-Annual	Scrum Team
Initial Sequencing	Sequence the PBL	As Needed	As Needed	Scrum Team
L.4 Sprint Planning	Sprint Backlog	1 to 4 Weeks (Sprint)	Every Sprint	Scrum Team
Product Backlog Refinement	Refine the PBL	Every Sprint	Every Sprint, One to Two Sprints Ready	Scrum Team
Sizing	Size new slices of PBI	Every Sprint	Every Sprint	Scrum Team
Sequencing	Sequence the PBL	Every Sprint	Every Sprint	PO, Stakeholder, Team
L.5 Daily Scrum	**Daily Scrum**	**Every Day**	**Daily**	**Scrum Team**

Lean Agile Requirements = User Stories Card, Conversation and Confirmation

FRONT OF CARD

User Story: As an account owner, I want to transfer money between accounts so I can invest online.

BACK OF CARD

Acceptance Test (Confirmation): How the product owner will know the story delivers intended functionality and value.

One technique for this is Given-When-Then:

Scenario: Sufficient Funds, Not Exceeded Daily XFER Limits

GIVEN:	The withdrawing account has sufficient funds
AND:	It has not exceeded the $5,000 daily transfer limits
WHEN:	I request a transfer for $1,000
THEN:	The withdrawing account balance is reduced by $1,000
AND:	The credited account balance is increased by $1,000
AND:	I am prompted to complete another transfer or action

Conversation

User story and acceptance test criteria formats don't make you Agile, conversations between the user or PO and the development team make you Agile. Ten percent of each sprint must be allocated to discussion of future stories. Give team time to do homework.

Definition of Done (DOD)

The precise agreement on what it means to be done with an item. Unlike acceptance criteria, it applies to all items on the PBL. Done = Potentially Shippable

Definition of Ready (DOR):

A team standard ensuring they understand the work being asked of them. A story that meets the DOR is immediately actionable and can be brought into a sprint. Stories that do not meet the DOR remain on the PBL for further refinement regardless of their priority.

Sample Definition of Ready (DOR): No open questions from team or PO. Item is feasible (can be completed by team), testable (clear acceptance criteria/testing strategy identified, small (one fourth of sprint or less), dependencies are identified and addressed, non-functional requirements discussed.

Sample Definition of Done (DOD): PO accepts the increment, security scanning has passed, story meets acceptance criteria, code is peer reviewed or pair programmed, code and release artifacts are checked into source code repository, unit testing code coverage is 85 percent or better, release notes produced, user documentation updated.