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

SCRAM 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!

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

RELEASE PLANNING
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.

RELEASE BURNUP CHART
5 people x 10 business days = 50 available days – 5 days
PTO (subtract known PTO, training days, etc.) 45 available days x 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

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

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)
The team creates the sprint backlog by decomposing the forecasted PBI into tasks and comparing that to estimated capacity. The 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

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

SCRUM – THE BIG PICTURE

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

Copyright 2017 nTier Training, LLC | Louie@ntiertraining.com | (404) 496-6454 | https://ntiertraining.com
### FIVE LEVELS OF PLANNING

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

**WHAT SCOPE REVISED WHO**

**WHAT SCOPE REVISED WHO**

### Lean Agile Requirements = User Stories Card, Conversation and Confirmation

**User Story**

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

**Acceptance Test (Confirmation)**

How the product owner will know the story delivers intended functionality and value.

### 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.

---

Copyright 2017 nTier Training, LLC | Louie@ntiertraining.com | (404) 496-6454 | https://ntiertraining.com