**Daily Scrum**

**Purpose**: Standing meeting that facilitates team communication, eliminates other meetings,

identifies and removes impediments to development that may impact Sprint goal, highlights

and promotes quick decision making and improves everyone's level of project knowledge.

**Frequency:** Daily

**Length:** 15 Minutes

**Attendees:**

All team Members (ensures team has the meeting)

Scrum Master (responsible for conducting the meeting)

Product Owner (Optional)

**Meeting Preparation:**

* Tasks on the Sprint Backlog have been updated
* No distractions
* Meeting Moderation:
* Meeting is time boxed to 15 minutes
* Held each day at the same place and time throughout Iteration
* Meeting ideally held by team board
* No interruptions are allowed
* Not a status meeting
* Halt off-topic conversations quickly
* Move task from in-progress to done
* Every team member answers the following 3 questions

1. What have you done since the last meeting?

Add task if it is not on the Iteration Backlog

Move task from Defined to in-progress

State estimated work remaining

If task is already in-progress ask if there is an impediment

2. What will you do before the next meeting?

Listen for implicit impediment and make them explicit

Record impediment

3. What obstacles are in your way?

**Meeting Output:**

Summarize the follow-ups (what and when)

Sprint Backlog and task progress updated

Sprint Burn down chart is updated

Update Impediment Backlog

Arrange Additional Meetings

Scrum of Scrums agenda items

Update Team Board (Visual Control)

# Backlog Refinement

**Purpose:** Ongoing process to ensure Backlog Items defined in sufficient detail, ready for Sprint Planning Frequency: As appropriate (10% of Sprint) Length: As required (10% of Sprint)

**Attendees:**

Product Owner

Appropriate team members

Scrum Master

**Meeting Preparation:**

Release Plan Prioritized Product Backlog Rolling Plan

**Meeting Moderation:**

Split Stories if it is too big.

Team members understand definition of selected Backlog Items

Detailed Analysis - how to do it

Acceptance Tests

Team size the Item

Backlog Item small enough to fit into the next Sprint so can be transformed into a product increment according to the Definition of Done

Backlog Item complies with Definition of Ready

Backlog Item sized appropriately

**Meeting Output:**

Backlog Item small enough to fit into the next

Sprint so can be transformed into a product increment according to the Definition of Done

Backlog Item complies with Definition of Ready

Backlog Item sized appropriately

Change of Status is Defined

Acceptance Tests

# Sprint Planning

**Purpose:** Confirm what will be included within the iteration and how the team will

build the functionality.

**Frequency:** First day of each Sprint

**Length:** 2 - 4 hours

**Attendees:**

All team members

Scrum Master

Product Owner

**Meeting Preparation:**

Product Backlog is visible and accessible to all team members

Product Backlog has been Groomed and Prioritized

Meeting time boxed (for us is 1 hour)

COS have been determined

**Meeting Moderation:**

Team should always have final say when it comes to estimating

Dependencies should be minimized

Encourage design discussions before work is estimated

Team commits to a well defined Sprint goal

Team members understand definition of selected Backlog Item

Team define tasks for each Backlog item

* Learning new technology
* Coding
* Testing
* Peer Review
* Documentation

Team estimate each task

Team commit to the workload

Review Capacity

Product Owner agrees to work that will be completed

Rolling Planning

**Meeting Output:**

Sprint Goal and Backlog are visible to everyone

Sprint Backlog including:

* Tasks
* Acceptance Tests
* Task Estimates

Sprint Burndown Chart

# Sprint Review

**Purpose:** Team to present to the Product Owner and key stakeholders functionality that was done during the Sprint.

**Frequency:** Last day of each Iteration

**Length**: 1 - 4 hours

**Attendees:** Product Owner

All team members

Scrum Master Stakeholders

**Meeting Preparation:**

Team should spend no more than 1 hour preparing for the Sprint Review

Working tested software complying to agreed done criteria

Sprint Goal is visible to everyone Infrastructure prepared ready to demonstrate working software Meeting

**Moderation:**

Functionality that is not "done" cannot be presented

Stakeholders can identify new functionality to be added to the Backlog

Team identifies any incomplete backlog items

Product Owner moves and/or splits incomplete items into next

Sprint or Product Backlog if not a priority Team and/or Product Owner demonstrate working software to Stakeholders

Product Owner closes Sprint and accepts functionality delivered

Review Product Backlog Review Velocity and likely Release completion date

**Meeting Output:**

End of Sprint Summary

Common understanding of Product state

Final Acceptance of completed functionality

Resolution of any incomplete Backlog items

Product Backlog prepared for next Iteration

Update Impediments Backlog Release Burndown Chart

Updated Update Team Board (Visual Control)

# Retrospectives

**Purpose:** Inspect how the last Sprint went in terms of people, relationships,

process and tools.

**Frequency:** Last day of each Sprint

**Length**: 1 - 2 hours

**Attendees:**

All team Members

Facilitator and/or Scrum Master

Product Owner

**Meeting Preparation:**

Accomplishments from previous Sprint

Impediments Backlog

Details of previous retrospective including agreed actions

**Meeting Moderation:**

Intended to focus on Process and people not the product

No uninvited guests are present

Establish goal and approach

Ensure that everybody speaks

Review actions from previous Retrospective

1. What should we keep?

2. Anything we appreciate?

3. What should we change? New idea?

4. Team decide what problems they want to fix most

5. Team pick no more than three actions to be completed in next Sprint

6. Decide what to do

5. Close

**Meeting Output:**

Updated Impediments Backlog

Updated Sprint Backlog

Update Organizational Improvement Backlog

Update Team Board and/or Working Agreement