**Part 1.**

The first step of any DARS process is to find the right questions to ask in terms of what requirements and objectives we are attempting to fulfill. I am trying to choose a software certification to obtain that will complement my current job as a Software Developer for an insurance company. Security, reliability and performance optimization are most important for disaster recovery. The main question becomes what software certification could we choose in 3 weeks to help us improve these attributes?

Now that we have a problem statement, timeline for making a decision and a budget, the next step is to classify the objectives. Security and reliability are absolutely required with a value of 10 and 8 respectively to ensure that nothing happens to the money being transferred to and from individual’s accounts. Performance and robustness are desired objectives with a value of 10 and 5 respectively. These objectives may lead you to pursue a certificate in something like DevSecOps. Some alternatives to consider are CompTIA Security+ and Lean Six Sigma certifications.

While DevSecOps and CompTIA both certainly support security and reliability, Lean Six Sigma does not and should be eliminated from consideration. Considering the desired objectives of performance and robustness DevSecOps certainly provides us with optimization for both as well with a score of 8 and 6 while we may only give a score of 1 and 6 to CompTIA. This gives DevSecOps with a total score of 8(10) + 6(5) = 110 a significant advantage over CompTIA with a total score of 1(10) + 6(5) = 40. Therefore, our selected choice is DevSecOps.

**Part 2.**

Sprint Retrospectives are performed with three objectives in mind: Identify what the scrum team needs to continue doing, what the scrum team should stop doing and what the scrum team should start doing. [1] All team members are expected to attend these meetings and information that is gathered to support the three objectives are existing best practices, blockages or things that are getting in the way, and potential improvements in the future. The scrum master has the responsibility of making sure that the high priority changes are made. [1]

There are seven metrics that can be utilized to analyze the scrum team’s performance for each sprint. The first is velocity, measured by how many story points are completed in a sprint. Second is completed success rate which is measured by the percentage of story points completed versus the commitment made by team members for that sprint. Third and fourth are estimation accuracy and feedback ratings (feedback obtained from stakeholders). The fifth metric is team morale obtained via self-assessments. Sixth is peer feedback (constructive criticism), and the last metric is release progress which is the value given to each release by the customer or business. [1]

There are many different tools that can be utilized to perform retrospectives and obtain these metrics. The tool we will analyze is called Neatro which offers a large variety of retrospective templates so you can pick which one is best for your team. [2] This tool is useful for labeling, documenting and prioritizing each of the three objectives mentioned above. Other features involve team voting and peer feedback as well as being able to organize and facilitate retrospectives in a step-by-step process. [2]

**References:**

Canty, Denise. “Metrics and Measuring Techniques in the Retrospective Meeting.” *ProjectManagement.com,* 9 Sept. 2018, <https://www.projectmanagement.com/blog/blogPostingView.cfm?blogPostingID=46051&thisPageURL=/blog-post/46051/Metrics-and-Measuring-Techniques-in-the-Retrospective-Meeting#_=_>

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