ASSET SYSTEMS MANAGEMENT
Asset Management - System Planning ♦ Systems Analysis - Engineering/Modeling and Technical Support

ENGINEERING SERVICES

CMOM SCIP Models

Phase 1: Communication/documentation plan

To	Team
From	Mark Liebe
Reviewed by:	
Date	April 30, 2012
Project	Internal Order 9ESPP0000055 (to be revised)
Subject	CMOM - Phase 1

What this is

The CMOM Sewer Cleaning and Inspection Program (SCIP) model development is being done under a management model that is brand new to Asset Systems Management. The method is called SCRUM, and it is part of the Agile philosophy of project management. Key to the success of SCRUM is effective, timely, frequent, and concise communication.

This document will lay out the primary elements of the communication plan for the SCIP development effort. By default, as much of the communication that occurs is done via documents, this will also serve as an abridged document management plan as well.

Why we need it

The primary task of any SCRUM team is to communicate with one another in a fluid way, while at the same time capturing the flow of decision making and progression towards deliverable products. For this to work, each team member needs to contribute to that flow. A partial list of when communication is vital during a SCRUM is when:

- New ideas, including product backlog and owner objectives are being discussed or developed

- Clarification is being sought

- New vernacular is being adopted

- Questions need to be answered

- Decisions are being made

- Workflow is being coordinated

What it involves

Each of these events should trigger some type of communication within the team in order to keep individual assumptions to a minimum. As a SCRUM usually consists of fast-paced, time-boxed work efforts (SPRINTS) through a much larger project, capturing or facilitating these communication events usually involve a number of tools and methods which should be scaled to each SPRINT while allowing for the accumulation of the progression of ideas and developments across the project. Such tools and methods include:

- Meetings
- Brief (though perhaps many) Technical Memos
- Flow charts
- Bug/issue reports
- E-mails
- Verbal communications
- Sticky notes
- Comments in code
- Project coordination tools (i.e. Trello board, Wiki, etc.)

Thankfully, most SCRUMs involve relatively small teams so though the types of communication methods employed may be varied, the volume and bandwidth of that communication is often limited due to the small number of individuals involved. However, there are times where there will be communication "surges".

When it matters

Within a SCRUM, there are times when communication needs to be more frequent and other times where it will scale down. During a SCRUM, most "formal" communication occurs during:

- Project initiation/chartering
- Development of project backlog
- SPRINT review meetings
- SPRINT planning meetings
- SPRINT retrospectives
- Daily SPRINT standup meetings
- Intra-team, day-to-day communications
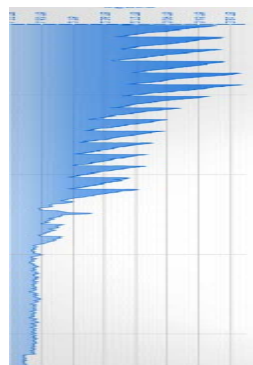
The list presents SCRUM events in a more or less top-down order, with those events at the top likely involving the most need for communication to be captured Communication is needed most at any transition, either between phases or SPRINTS. There is also a high volume of communication required for

product reviews by the owner. These usually come at the end of a SPRINT, but they can occur within a SPRINT should interim products, such as TM's needing review, be needed.

Some specifics

Meetings

For the SCIP SCRUM, meetings come in several varieties. Someone should be designated note taker for each meeting, and any meeting notes (in whatever form available) should be placed in the appropriate project directory, under the appropriate Phase and SPRINT. For example, for Phase 1/SPRINT 1 the corresponding root of the meeting documentation would be:

\\Cassio\systems_planning\SCIP\Phase_1\Documents\SPRINT_ONE\meetings

There should be a sub-directory for every transition (i.e. SPRINTPLAN) or main information gathering (i.e. DRIVERS) meeting, as seen below. Some meetings occur in groups, such as the stand ups, should be in their own directory, following the same basic naming convention as the sub-directories.
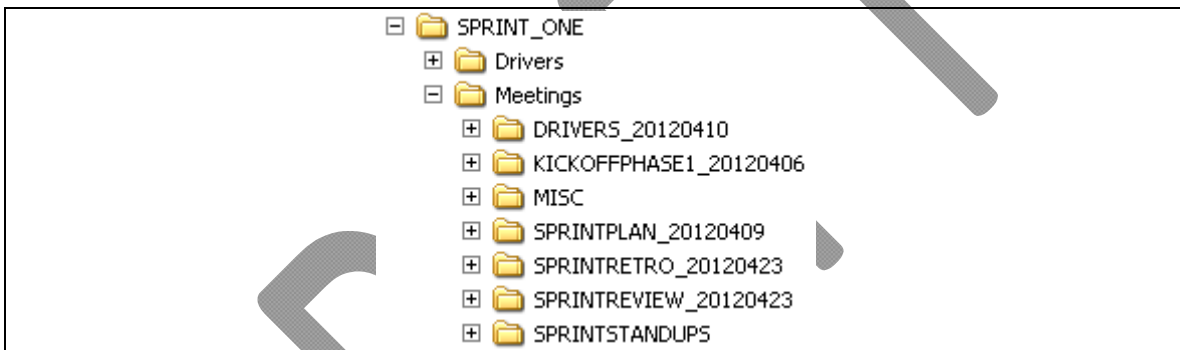
If possible, meeting notes should be typed up, but if time is of the essence and one's hand written notes are legible, scans of notes will suffice.

Standups

Daily standups are meant to be a quick overview of past daily progress, current daily goals, and any obstacles. These are scheduled at the same time each day, preferably toward the beginning of the day. As not everyone can attend every meeting, if a short list of activities can be e-mailed to the daily standup note taker (usually the SCRUM master – Mark) he will include them in the daily meeting notes.

Management Process

Agile with SCRUM framework has been used successfully in many software development projects. For it to work at BES, we need to have 100% of the resources during the Sprints. At each sprint, we can determine whether a resource will be needed that week, but attendance is required for each weekly sprint review.

Gary is the Product Owner. Mark is the SCRUM Master. Everyone else is the DEVELOPMENT TEAM.

Communication and management will be facilitated by the following:

SPRINT – time-boxed burst of activity that marks a "mini-phase" of development. Though these can be up to 30 days in duration, for the tight time frame of this project, they will be between 1-2 weeks in duration.

SPRINT Planning Meeting – Longer meeting (up to 1 hour) at the beginning of each SPRINT. It consists of two parts:

- What will be delivered in the Increment resulting from the upcoming Sprint?

- How will the work needed to deliver the Increment be achieved?

Daily SCRUM – short meeting (15 minutes) for the DEVELOPMENT team and Mark. It is meant to deal with:

- What has been accomplished since the last Daily SCRUM?

- What will be done before the next Daily SCRUM?

- What obstacles are in the way?

SPRINT Review Meeting –

- The Product Owner identifies (from the DEV TEAMS report) what has been "Done" and what has not been "Done";

- The Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved;

- The Development Team demonstrates the work that it has "Done" and answers questions about the Increment;

- The Product Owner discusses the Product Backlog as it stands. He or she projects likely completion dates based on progress to date; and,

- The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning Meetings.
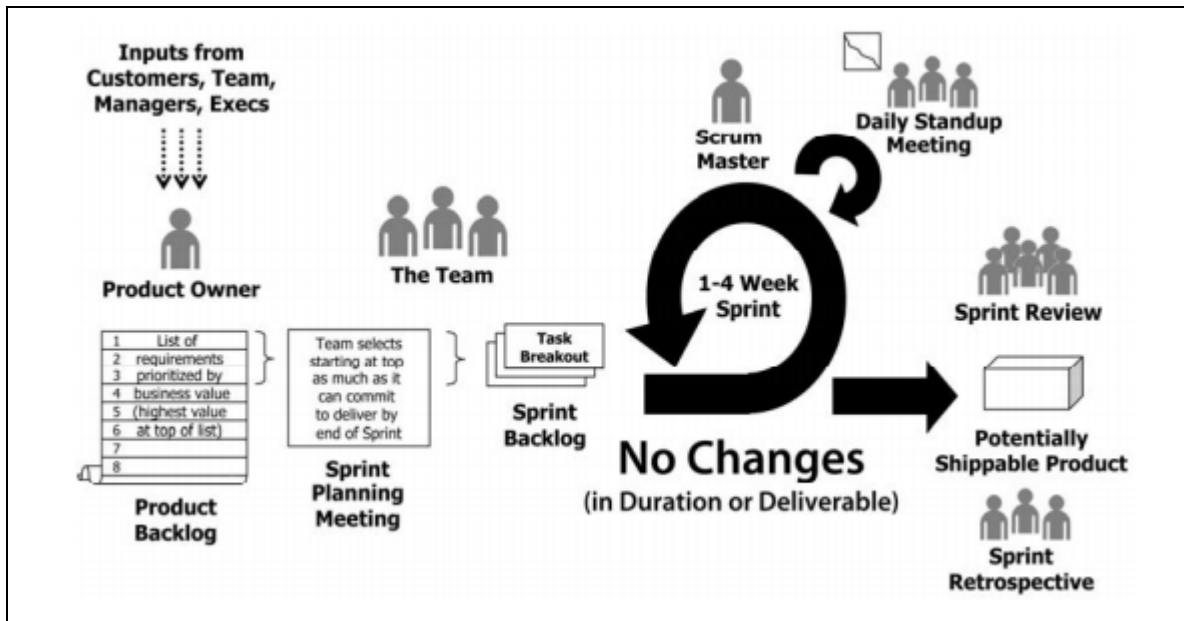
Project Directory

The project directory is located at \\Cassio\systems_planning\SCIP

Project Wiki

The project Wiki is located at

Document Templates

Are being developed

File Naming Conventions

All files shall have a meaningful enough label to differentiate it from other documents. Most should include a date stamp (YYYYMMDD) for versioning sake (ie. Meetingnotes_20120405.doc