Roles

Product Owner (PO)
- Authority to make product decisions
- Available for team decision-making
- Answers to stakeholder audience

Development Team
- Contains all roles needed to create the product (e.g. Dev, BA, QA)
- Cross-functional skill set
- Shared ownership & accountability

Scrum Master
- Scrum facilitator, not manager
- Removes impediments
- "Servant Leader"

Stakeholders
- Person with vested interest and/or stake in the success of the product

Scrum Artifacts

Product Backlog
- Ordered & est. list of customer desires
- Level of detail driven by order
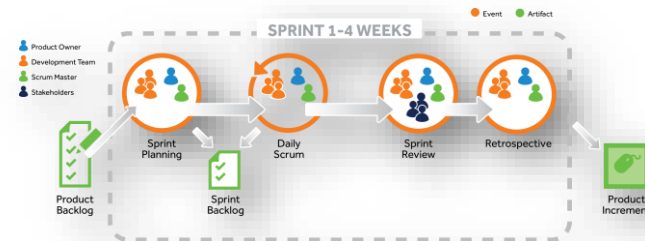- Product Owner responsible for priority

Sprint Backlog
- PBI committed to current sprint(s), including Acceptance Criteria (AC)

Product Increment
- Work completed within sprint meets Definition of Done (DoD)

Scrum Process

SPRINT 1-4 WEEKS

Scrum Events

The Sprint
- Duration of time in which increment of work is to be completed
- Typically range between 2-4 weeks

Sprint Planning Meeting
- Scrum team meets to define work to be completed during upcoming sprint
- Length of meeting determined by length of sprint

Daily Scrum / Stand-up
- Timeboxed event, typically 15min in length
- Team answers 3 questions – Yesterday's accomplishments? Today's Goals? Roadblocks?

Sprint Review
- Scrum team obtains feedback on increment from Product Owner and Stakeholder(s)
- Length of review determined by length of sprint

Sprint Retrospective
- Scrum team reflects on successes, challenges and opportunities for improvement
- Team commits 1-2 goals to include in next sprint

Terminology

User Stories
- Description of features from users POV

Acceptance Criteria
- A condition (or set of conditions) that when met qualify a user story as being completed

Definition of Ready
- Checklist to define when a PBI is workable

Definition of Done
- Checklist to verify the completion of work

Backlog Refinement
- Planning the Product Backlog to a workable prioritized state.

Product Backlog Item (PBI)
- Items that make-up the Product Backlog

Relative Estimating
- Estimating size of one item by comparing it to that of others.

Story Points
- Unit of measurement to represent the size of the user story

Sprint Goal
- What the team wants to achieve during the sprint

3 Pillars of Agile

Transparency   Inspection   Adaptation

Agile Manifesto

- Individuals **over** Process and tools
- Working software **over** comprehensive documentation
- Customer collaboration **over** contract negotiations
- Responding to change **over** following plan

*That is, while there is value in the items on the right, we value the items on the left **More**.*

User Stories

- **I** – Independent
- **N** – Negotiable
- **V** – Valuable
- **E** – Estimatable
- **S** – Small
- **T** – Testable

As a (USER)
I want to (DO THIS)
so that I can (ACHIEVE THAT)

Scrum Process

SPRINT 1-4 WEEKS

● Event   ● Artifact

- Product Owner
- Development Team
- Scrum Master
- Stakeholders

Sprint Planning   Daily Scrum   Sprint Review   Retrospective

Product Backlog   Sprint Backlog   Product Increment

Story Points

There are many tools available for assigning story points through relative estimating.

Fibonacci Scale

1   2   3   5   8   n
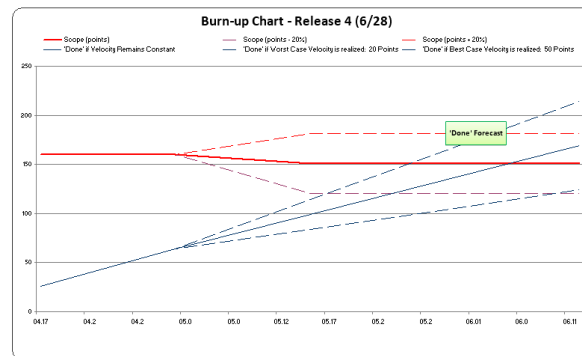
T-Shirt Sizing

S   M   L   XL

Release Burn-up

Burn-up Chart - Release 4 (6/28)

Scope (points)
'Done' if Velocity Remains Constant
Scope (points - 20%)
'Done' if Vorst Case Velocity is realized: 20 Points
Scope (points + 20%)
'Done' if Best Case Velocity is realized: 50 Points

'Done' Forecast
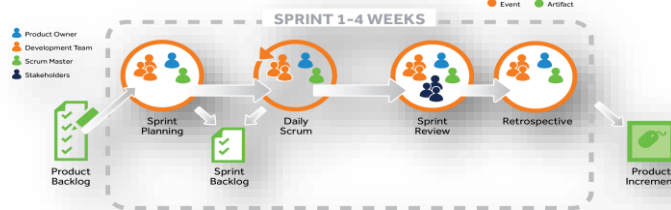
Planning & Measurement

- **Velocity -** points completed within a Sprint

- **Scope Burn Down -** trending of completed points during a Sprint for use by the Development Team

- **Release Burn Up -** trending of team velocity against scope for a planned release

- **Budget Burn Up -** trending of team velocity against budget for a planned release

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