[01:32] RESEARCHER:

Hi PARTICIPANT 25, how are you?

[01:35] PARTICIPANT 25:

Hi, how are you, Researcher?

[01:37] RESEARCHER:

I'm doing very well, thank you very much. Thanks for your time and opportunity to talk to you today.

[01:44] PARTICIPANT 25:

You're welcome. Actually, I'm having an issue with the call so I'm going to go through the audio alone. Is it fine?

[01:52] RESEARCHER:

That's fine, I'll drop the video as well because the voice will improve. Yeah, we don't need the video. The audio is sufficient. Thank you very much.

[02:03] PARTICIPANT 25:

Yeah, fine Researcher.

[02:04] RESEARCHER:

Do you have any questions for me before we start the interview?

[02:08] PARTICIPANT 25:

Yes, just wanted to know about your thing, I saw you're a researcher [redacted]

[02:17] RESEARCHER:

Yes, so I'm from [redacted].

[02:29] PARTICIPANT 25:

Oh, okay, great.

[02:31] RESEARCHER:

I'm doing research on Agile and software quality in Agile. We like to understand how software quality is achieved in Agile and hopefully there will be a publication coming out of this research.

[02:52] PARTICIPANT 25:

Fine, fine.

[02:55] RESEARCHER:

So, I'll start with the questions and at any stage, if you have questions for me, just let me know.

[03:02] PARTICIPANT 25:

Sure, no problem.

[03:04] RESEARCHER:

Can you please introduce yourself and talk about your experience?

[03:10] PARTICIPANT 25:

Yes. Basically, I'm an engineer graduate. Actually, I started my career as a test engineer around 2009. So, now almost around now eleven years of experience in software testing. So, I started working in Agile for more than two and a half years. Before that, a Waterfall methodology and currently, like my previous company, I was working in Agile. Also, I've done the certified Scrum Master certification in Scrum management. So, I did that last year Around August. Now currently, I am playing the role as senior Scrum master. I'll tell you how I was working because it's two roles I'm playing. So, how it works, I will tell you here in the current company.

[04:13] RESEARCHER:

Okay.

[04:14] PARTICIPANT 25:

So, here we have a Scrum team, four Scrum teams. Each team will have eight to nine members including Scrum master. I'm handling one of the scrums. Okay in that actually how it will work you want to know the process flow? This is fine? Then question, you will go.

[04:42] RESEARCHER:

I guess we should start by defining quality. So, how do you define quality in agile software development?

[04:52] PARTICIPANT 25:

I guess to avoid a philosophical discussion, I'll answer the questions from the QA perspective. I'm a Test Lead, so my team focus on finding bugs and a product that meets our users needs. But this is a narrow view of quality. Quality is achieved by the whole software development team. So developers role in quality is to produce quality code and flexible design. Because in agile we deliver frequently. We get new requirements all the time and the design should cater for that otherwise we not adding value. Agile also believe in

having an efficient process in order to achieve quality. This comes with ongoing reflections and improvements.

[05:12] RESEARCHER:

Next question is what do you think of Agile in general? What is your opinion of it?

[05:20] PARTICIPANT 25:

Yeah, basic definition actually, Agile is nothing but a mindset. Well we can deliver the incremental product by the increment approach that instead of waiting for a huge, for example, months. Now, we are delivering the value products to the end user within a short period of time. It's with the quality output where we are analyzing, meaning, how we are determining the output or outcome by getting the successful software to the end user. We are measuring the output by how the software is working at the end user. The short time of period.

[05:43] PARTICIPANT 25:

So, Agile is the main... this is a main successful part of Agile. So, previously even if you have a small project which will reach the testing environment after a couple of months only. So, then again it will be we are going to do the testing then we'll use the feedback to the developers again, they will fix ensure and then it will take time to reach the end-user.

Even after reaching the end-user, they will give multiple feedbacks, and then we come to know that it has a huge gap in the product which we built, what they expected. So, here in the Agile, we are interacting with these stakeholders in a shorter time of period and getting the feedback as immediately even changes can be adapted quickly. So, that is a main part Agile. That's all for now in the software development.

[06:47] RESEARCHER:

Before we continue with the questions. Your experience is mainly Scrum and currently you working on Scrum.

[06:50] PARTICIPANT 25:

Correct, so all my answers are based on what I experienced in Scrum teams.

[06:52] RESEARCHER:

Okay. I'd like to follow up on a few things. You mentioned that Agile is a mindset. Can you elaborate on that a little bit?

[06:58] PARTICIPANT 25:

Correct, see in the Waterfall methodology will have a certain process, a predefined process, right you need to know that predefined process has been already defined and we need to follow that. So, there we have a role for a particular person who will monitor and mentor the team and he will force the team to achieve that target. You have a project manager who will have a deadline to keep the delivery to be met. So, these are the constraints or whatever in the existing Waterfall methodology we have. Where in this Agile is having certain

frameworks like Scrum or Kanban or extreme programming. So, set up a framework that is available so that will give you only the frameworks, it's a process they work. It will not give you the entire definitions or the entire process you need to follow. It's just a framework where you can incorporate your work process to achieve the expected outcome. So, here, to adopt this kind of framework or this kind of things, you need to have a mindset that this will work, first of all.

[08:21] PARTICIPANT 25:

Because what Agile will tell that there is no project manager between deliveries. The Scrum master should be a leader, he guides the team, he develops the development team to be a self-organized team. And they are to be transparent on all the processes and help to be collaborative work and there should be self-initiative to complete the task. So, when the Scrum Master comes into the picture when we increment to achieve the task. So, these are of the predefined, for example, [inaudible] certain things we have in Scrum. So, the company should have to believe that this will work. That means it should come from the organization and they need to believe that Agile is a mindset where this methodology or the velocity will work on and we can achieve it to our company's growth. So, that's why I'm coming from the word mindset.

[09:31] RESEARCHER:

I'd like to follow up on a few things. You mentioned that Agile delivers quality. How?

[09:37] PARTICIPANT 25:

Yes, see, we are doing [inaudible] quality is not a separate process or separate from the entire motive of the development used to provide a quality output to the outcome to the end-user. So, quality is not a separate process here. So, we will incorporate the same quality metrics.

[10:14] RESEARCHER:

Hello?

[10:25] PARTICIPANT 25:

Sorry, Researcher. Forgive me.

[10:26] RESEARCHER:

No, it's okay. Keep going.

[10:33] PARTICIPANT 25

Sorry. I'm getting back to that. So, here how we are following the quality or what are the quality processes we are doing here. I will explain you. So, once the sprint grooming was completed. We have a plan that certain items from backlog may be assigned to the sprint. Okay, so we will have a planning where the story points has been assigned to the stories. Now, we have to assign the story that we are addressing, to the individual all from members will be available in the planning call. They will pick the stories for development for the code ready. We follow all the processes in development, testing, code review, test case

preparation, test case review, test execution. So, for all these activities we will give hours to complete this. Okay, this hours will be given by the respective development team members, since they are all having knowledge about the story or product whatever. So, there can be an impediment we will face in the time of doing development. It can be delayed.

[12:00] PARTICIPANT 25:

So, accordingly the testing logs will be there but never we are not compromising any of the process like writing that test case preparation or doing the review for the test cases or doing the impact analysis before starting the story. Even test execution with screenshots that capturing, even we are analyzing and found that which area we need to do the regression testing. Okay. Also, we are having a team for test automation where they will do the regressions use for the applicable modules. So, at the end of the sprint, we are executing it. So, nowhere we are compromising our quality process to get the quality.

[12:50] RESEARCHER:

Fantastic. Thank you very much. You mentioned that you collaborate directly with stakeholders. Does QA collaborate with stakeholders directly?

[13:03] PARTICIPANT 25:

Yes. Yes. The story is assigned to a particular development in the Scrum. At Scrum, actually through the Scrum master, they will collaborate because certain things do not have a gap and participation of persons of Scrum master, they will interact with these stakeholders since there should not, even they should not be getting misunderstanding but the expectation from the stakeholders. Okay, so that only where the Scrum Master should be there in the presence to get the details. So, with that additional things were are guiding the developers and testing team members so that there should not be any misunderstanding and sending the requirements.

[13:54] RESEARCHER:

So, this early engagement of the QA is in contrast to the traditional software development methodology where the QA is engaged....

[14:05] PARTICIPANT 25:

Yes. Yes, yes, but this is [inaudible] is the valuable one where they are involving the QA at the earliest stage. Since why I'm telling see that the phase that they started doing the development, they need to have an analysis or developer needs to analyze even tester also can analyze. Here one thing we previously do the test case preparation and we will have it with us, and we will wait for the development to be completed and come for testing. And then we will execute the test case and we find the bug and then give it to them. So, where here the cost of defects fixing will be more. Okay, what now we are doing since we are engaging them from an early stage, we ask that developer and tester to work together to understand the functionality clearly so that midway, the testing team can give the test cases to the development team on what to do to cover the unit testing. So, due to this process, we are avoiding the maximum number of defects which we are getting in the testing phase. So, that is why we now we feel that that is an alien because sometimes functionally across the module, across the application, testers have a very good knowledge of the requirements. So, this will help the development team members to check the dependent models with regression testing which cause of this fix, maybe it will impact in some other case.

[15:41] PARTICIPANT 25:

Those things that are not maybe known by the particular developer. So, this environment where we are getting those testers into the early stage, it helps to give a high-quality product.

[15:58] RESEARCHER:

So, the relationship between the QA and the developers, does Agile enhance this relationship?

[16:06] PARTICIPANT 25:

Correct because there is developer-tester role in the Scrum. Especially we are doing Scrum, so I'm talking about scum. Here we have a role called development team. This development team will have all kinds of members, like developer, even developer that can test the publication, or tester if you have a coding knowledge, you can do the development. So, there is no separate role for the developer and tester in the Scrum. So, even though we have a specific development team and, sorry, developer and tester, we are giving the name as an entire thing, development team. You don't have only one role in Scrum, so Agile encourages that too. Work developer and tester are closer, why I am telling this, after the outcome, if any issue is coming in any environment, the responsible person is the entire team not the individual person.

[17:10] RESEARCHER:

Correct.

[17:12] PARTICIPANT 25:

Yeah. So, this entire sprint will be worked to achieve a particular goal. So, if anything not working too much, we are not achieving that particular goal, then the entire team should be the answerable for that, not the individual person. So, Agile increases that developer and tester can work together.

[17:35] RESEARCHER:

Fantastic. Thank you very much. The next question. Can you describe your Agile environment? What we are interested in is how the process works and how do people work in the process?

[17:54] PARTICIPANT 25:

Fine, I'll tell you. First, we are to give our capacity to the project owner. Okay, the capacity will be calculated like how many story points can be taken by the entire team. For example, we have a team of ten members. Each will assign one velocity. In out of ten, we will consider only eight days as the working days. Why, it means, maybe the two days are there to call sprint plan, grooming planning then we have some buffer and these things will give as a buffer and we consider it only eight days of working. In the eight days, one you will take seven hours off. We expect seven hours to be delivered. So, eighteen to seven, then accordingly, you will get some hours for the entire team. Maybe it will be five hundred hours.

[18:54] PARTICIPANT 25:

Okay, so we will share this five hundred hours. Based on this five hundred hours capacity, previous whatever be delivered, for example, we delivered almost ten sprints and now we crossed. Our product owner will decide how much we have spent, how much velocity we have delivered. For example, the same for five hundred hours, we delivered around fifty story point. So, she decides that he or she is the product owner, will decide we can deliver this sprint with fifty story points. So, that prioritizing will be done by the product owner, which story should be assigned to this current sprint. Okay that priority she coordinates with the stakeholders and she will prioritize all the important stories. And she will first groom those stories with us. It's after the grooming method done, we will get story points assigned. A story point is nothing but a way to test a story.

[19:53] PARTICIPANT 25:

If it's an easier story, then it's one story point. If it's a little bit easier then it will give you two-story points. If it's a little more than easier then it's three story points. If it's a little complex will give you five story points. If it's complex, then eight story points. So, our story point system will work with one, two, three, five and eight. So, based on that, we prioritize the story, which story should be assigned. So, on the planning day, it will be assigned to us. Then we have an internal planning called with the Scrum team. There the individual developer, tester will assign that part to them. So, now that will be assigned to the Scrum team. So, now we have a specific goal to, for example, we have a healthcare system. We are having a billing module. So, the stories belong to the billing module will be assigned to one Scrum. So, the specific goal has to be the new functionality the existing billing module should work as the expected behavior. So, after the plan, we need the development team members to start analyzing the requirement and be able to start writing the test plan in layman language based on the user story is created with the acceptance criteria in the new track. We have a new track, other teams that other companies are using Jira and TFS they're using we are using [inaudible].

[21:23] PARTICIPANT 25:

So, in that particular tone that the story has been written and acceptance criteria will be direct in seeing it be able to write the first functional document specific in the layman language in the given format. So, as an input even developer and tester both of them start doing the analysis, they were will create the impact analysis document that will be reviewed by the reviewer. And the parallel developer will do the test case preparation that we will deliver by the functional perspective. So, both all the development will do the development and they will do the unit testing. Then this is given to the code review by the technical lead. He will do the code review with the technical specification which has the technical thing and the story will be released to the testing team. Here now the testing team will start executing this in the particular application.

[22:27] PARTICIPANT 25:

If it is having any impact on other modules, the test case should have the regression test cases test suite. So, they will execute all and they will verify. Then the definition of done will be come into picture. So, all the individuals, I told right, the impact analysis development, FSG, code review, everything a task has been created and after the story has completed each phase will be marked as done, then finally the entire story we mark as done. After the story is all completed, this will be second week, we have two weeks of sprint. The second

week, we will give the demo to the stakeholders. All the stories will be the review call, we'll demo the stories. So, if any mismatch or anything is found or there should be some major one, it's not working as expected, then they will fail the stories and we will have to create one more story in the next sprint and again the priorities will be done by the product owner and assigned to the development team.

[23:30] PARTICIPANT 25:

Otherwise, if it's all good then that will be passed, then moved to the UAT environment and we are moving the stories to sprint stories altogether to UAT and again, it will be tested in UAT and all these sprint stories will be moved to production in one line only. So, within a month, we will move those story sprints to production environment. So, we will test effectively all hundred percent in development environment in a UAT environment, the high-level testing will be done, and regression tests will be run on the UAT environment effectively. Then finally it goes to production. So, this is the entire flow of what we are doing in our Agile.

[24:15] RESEARCHER:

Fantastic. That's very detailed. Thank you very much. Do you think this setup is a good implementation of Scrum and why?

[24:30] PARTICIPANT 25:

Yeah, that's what I do right. We have an opportunity to work on the release date that's told by all the team. This is transparent. First of all, it's transparent there is no hidden. All requirement will be discussed with all the team members, all the members not only the selected members who participate. That is a first huge big appreciated one. So, because everyone knows what is in the story we are going to work from the scratch. So, they knew the requirement, they will understand the requirement and they'll start working on the implementation. So, the entire team will also the Scrum board is transparent to all. Everybody can access what is going on, the Scrum board, the stories in what stage which is pending. What was the impediment everyone is facing. Also, we have a retrospective call after completing this sprint. In the retrospective call, we will discuss see what went well, what didn't went well in the sprint. So, all this will be recorded in the document and we will also we will have an auto increment column and we will make sure that has been taken care in the next sprint or you will create a story in will assign it to the backlog. So, that after the priorities will be come back to us so that we can work on that increments.

[25:57] PARTICIPANT 25:

For example, particular person, for example one tester or developer having a lack of technical or functional knowledge. We need to train them because of that one story was not completed. So, that will be recorded in the retrospective meeting as a point. If possible, you will create it as an action item will create on story for that and you are waiting for that. So, as per the reality it will be taken as a story and the training, even giving training to the development team will be taken as a story and assigned to the sprint. So, we have enough time, bandwidth for to work on the training session also. So, I am giving you this is one of the examples why we need this particular because if you go for other thing, training they need to, they will not consider that you need to work off, you are to study as a material you need to do this. So, these things will be given in there are other Waterfall methodology, whatever but here within the sprint we can communicate the training session also, so the product owner will consider this as a one of the impediment to him. So, in future we need to give a

him High Velocity or high deliverables so a particular development or testing team member should have a, because they are going to work. So, if they are getting trained and well so they can complete the task very quickly. So, this is also one of the [inaudible] in Agile and giving the example.

[27:22] PARTICIPANT 25:

So, all very quick feedback we can get it from stakeholders. Within two weeks of time. we are delivering this in valuable increment, it's not only are increment product, which is not going to work in production. They are going to work up the incremental product which is valuable which is going to work in the correctional environment. So, you immediately will get a feedback on that there any enhancements of feedback then again in the future sprint, we can consider the story and we can work on them. This approach is really valuable one compared to the Waterfall methodology, which was where we need to wait for long time on any output, even for the appreciation of your hard work will get at the end only. But here you will get everything within a short time, which is incredible to the team members also.

[28:14] RESEARCHER:

Yeah fantastic. You raised two values of Agile, which are very important. The first one is transparency and the second one is the fast loop of feedback from the business and stakeholder. How do these values contribute to achieving quality? How do they help?

[28:40] PARTICIPANT 25:

Yeah, so your transparency is one of the things, for example, from the quality perspective why I'm talking about this transparency is, here is no project manager or anyone is going to sit behind you and check what you are doing, whatever. Only if outcome is not correct, they will they're going to come inside the picture but while we are giving this opportunity to developer, they should be transparent. All the activities is transparent is one. That is where they can know about what is assigned for this sprint, who is working on what and what is his responsibility on this task. So, because everything is transparent on the board, so they know, they will improve how they can be self-organized person and how they can achieve the task. So, this transparency will give them that confidence, so everything is trackable. So, how he is seeing, he or she is seeing the others, cause the other person will also see his task. This transparency will help the team to work as a team also.

[29:57] PARTICIPANT 25:

Now if anyone is having any impediment on any task that is also recorded in the board. So, it seems it has a transparent they cannot hide, or they cannot do the task delay and they cannot do that. So, it's all transparent. So, the daily Scrum calls, it will come out. So, because of transparent only it will come out in the daily Scrum call. If it is not transparent in the daily Scrum call, they will not tell still I am working. Today, I will complete still I am working. The will use a status like that. But because of transparent in the task, so we can see and ask, still you're doing the development for two days where you are given only one day. Okay. So, this transparent will also give us to get the valuable or the exact what they're doing, instead of hiding. Because in the status if I'm comparing the status call and Scrum call, status call is nothing, but they will give you what they have done yesterday, what detail [inaudible] to one person, the project owner.

[31:00] PARTICIPANT 25:

But in a Scrum call, here as a self-organized person, he is responsible for this task. He cannot hide what he has not done. He has to be complete that so, but he has not done because of some technical impediment or the whatever certain reason. He cannot hide that because he is the owner or he's the responsible person to complete the task as a team member. Okay, even he is writing that same story, he tested also, so he will expect that it should be released within that day. Because we are giving the QA release date clearly on the story that was assigned, we will give this story as a two-story point, we will deliver this story on this day. That will be shared to the QA person, how he also working along with the team member or that story. So, he will raise the question. So, this transparent will help in such a way.

[31:51] RESEARCHER:

Fantastic. You touched...

[31:54] PARTICIPANT 25:

Another question you asked.

[31:56] RESEARCHER:

Yeah quick feedback, the quick loop of feedback.

[32:01] PARTICIPANT 25:

That quick feedback. Specifically, we told right we have a stronger review process, count testing process even regression everything. Even though suppose if anything is not, it's obvious, we are not covering it. Some bugs can be come from the production environment. Okay, since we are moving this specific story to the production environment within fifteen days or within one month, that period of time we are moving. Even in the UAT environment, you're asking the stakeholders to test the story at high level. We are getting that feedback the UAT environment itself. So, they will provide the feedback if suppose anything went wrong in the [inaudible]. So, as a high priority item, we will take that story in next sprint and will request product owner, this is a last sprint story, we are having a working defect which was raised by the stakeholders, which is what they're expecting. So, we have another ten days to move to production. So, we immediately assign the story in the current sprint and we will move it, we'll test it and then move it the UAT and then it will be tested by the stakeholder as per the planned production date, it will go to the production environment.

[33:21] PARTICIPANT 25:

This will help immediate feedback we are getting before moving to production environment stakeholders testing it. Anything is deviating as per the scope, they will inform us and then immediately will be assigned to the next sprint in the story, it will be convert as a story and then we will develop and test and again, we move it the UAT for stakeholder testing. So, as per the planning, the production will go. That is one kind of cycle iterative feedback we are doing immediately because of quick feedback, even the defects, even that deviation will be sorted out very quickly which helps to not move to production after that stakeholders will test, or end-user will test. Then they will tell you it’s not working. So, this is how it is going to help.

[34:12] RESEARCHER:

Okay, great. You mentioned something very important, which is another Agile value, which is self-organizing. Are you truly a self-organized team?

[34:26] PARTICIPANT 25:

No, see sometimes things we cannot tell right because as a self-organizing team, you can be expecting that person has to be, he should be transparent on whatever task has been created for that day. And he has got the plan. He should complete it. Okay, because he is responsible for that particular task to complete but it is not always going to happen. So, because even though we totally come, he's the responsible person to complete the task. No one is going to come and check you out but always it will not happen. We need to do the follow up, we need to do but as you're giving the responsibility, keep telling that you are the owner of the user story, you are the owner for the task. Keep we are doing that then slowly they are taking that as a, that responsibility so that keep, we're moving them. They're still getting self-organized. Initially, they will not sure. Even certain team members will not.

[35:35] PARTICIPANT 25:

So, we need to give the responsibility to them instead of I am going there every time and helping that myself or take lead. Every time if you are going to help them to do the things then they are not going to be self-organized. Instead of myself doing it, even the difficult times, I need to guide them to do them on their own. For example, certain access they don't have. I cannot, I should not go and get the access as for them. I need to guide them, who is the concerned person you can reach. I need to guide them to teach them and so that they will get that particular access for example. So, they slowly they become the self-organized person but not at the initial level.

[36:20] RESEARCHER:

Great. Next question. Do you think this Scrum set up produces quality software and why?

[36:30] PARTICIPANT 25:

Yeah, that is I am telling you one thing is there between quality is interrelated with the productivity also. Suppose we are enforcing the team members to do the work. We are asking them to work beyond what they have a capacity. If we are forcing them to do this kind of thing, we are not having a, we are not on calculating the proper capacity or even the capacity versus velocity is calculated properly then because of unplanned items because of urgent production issues. If you overload the team, this software will not create quality. We should have that mentality if anything we are taking on plan, we should remove the planned activity from our sprint even though the unplanned activity should come within the state of the sprint.

[37:32] PARTICIPANT 25:

I'm talking about on sprint if suppose why the quality is not Agile. I'm talking about it means Scrum in Agile, why quality cannot be achievable. The reasons just they are delivering of story at the end of the sprint. They are not delivering the story as per the plan because of some technical impediment or whatever impediment the developer will have so maybe even that story was not analyzed properly. They didn't get the requirement properly. For whatever reason, the story got delayed and the testing team will also test that story in the end of the

movement. So, that will not give the full produce, what we are expecting. So, Agile is telling us, Agile or Scrum, what I'm going to do, we need to have a proper estimation on the stories. If something's deviating, we need to get if you're not able to complete we should not work offline. We need to get that risk to the product owner.

[38:31] PARTICIPANT 25:

Because of this we are not able to complete we should fail that items again. We need to add that story for the remaining workforce. And again, you need to re estimate the codes, considering the full testing efforts. So, that if you do this process continuously with proper, that's linked to the Scrum guidelines, we can achieve the high quality. The only reason I failed why the quality was not good in forcing the team members, not having an accountable team to really understanding the things quickly. So, that is our thing. We need to improve their skill set. So, once we improve the skill set, then we can give them the high, consider that high capacity so that we convert that to the high-velocity. What management will expect most of the time lost when we deliver [inaudible] this sprint to deliver on this story point. But without improving any skills of the team members still if you improve only this story points, that they cannot use the high quality. The quality depends not only on the testing team members, I'm talking about our entire team so our development team. So, this kind of enforcement without giving any proper training to the team or offer improvement on the team members, we should not do these kind of things. Otherwise, if you are having the proper things following thing then we'll get the high quality output.

[39:59] RESEARCHER:

Okay, fantastic. Thank you very much. I'd like to follow up on something you mentioned which is Scrum ceremonies and you talk about retrospective. How does this ceremony help achieve quality?

[40:18] PARTICIPANT 25:

Yes. It's an important part of Scrum. So, this retrospective would be happening or the end of this sprint. We will discuss they will get a, we have an Excel sheet where I have the list of development in numbers mean and even, I have my name also as a Scrum master. So, we have a first column on what went well, and we have another column what didn't went well.

And also, they have a column how to improve. So, we will get from the individual members, but they have gained last sprint, what functionally they learned, what technically they learned. What makes them happier, happiest on what was checked and on what activity completion they felt happy. Everything I will record it what went well. What didn't went well, [inaudible], I know as Scrum master, I know some stories are delayed, sometimes stories might have failed, sometimes stories there is a gap on getting the requirement even when they are grooming, we understood something and we are planning we are, after we started analyzing the story we came to know this is what not like that. So, we give it only two-story points, but it will be a three-story or five-story point based on the implement. So, those things, so the same thing we will get it from the individual developer. So, everything will be recorded. Then how we will improve. What thing we must do.

[41:49] PARTICIPANT 25:

For example, an issue has been raised by the testing team person how the story was phased. I'll ask the test developer, what was the reason why this was not. I need to find while you're doing unit testing what, so you see that he or she told that it's not because of I'm not end up properly unit testing. Okay, you didn't do the proper unit test. How we need to

improve the doing unit testing properly. Then I will tell that maybe you test case doesn't have the testers test case. So, I will ask this tester to share the test cases. First point. Second point, I will tell the [inaudible] to verify whether that test case was verified by the developer and the screenshot was added. Additionally, we'll put in more checklists. That should not be mentioned as only passed. I need a screen shot for the particular fault. So, we need to strengthen the monitor process that will improve the unit testing thing. So, this way, I'm just giving one example. So, how to improve you can capture that and for example another example, we have a dependency on our onshore team. So, they are not replied back for two days. So, there is a reason I'm not able to complete. Okay. What can we do? That's how you can I like for onshore team if we need and we will create our task and will assign to them.

[43:25] PARTICIPANT 25:

Even in this story so it is responsible for them to complete that one. So, on onshore team will work on that. That isn't one more. So, this action items needs to be taken care to complete the story on time. It was the purpose of the [inaudible] itself why we are not achieved, why we have achieved. If anything, something done by a team member very effectively mean if it isn't useful, then we can have a document for that also, where that in future other teams' members can also follow that and also, we will appreciate every sprint who has done well. Then at the end in the retrospective, will share that to the entire team that this sprint with this team members worked very well. But we are not telling any negative persons, they are not telling their names but, in the call, will explain them what is not happy. So, that is the main motive of retrospective and that even that what went well we'll just be are not capturing the tone. We should consider take the action and we need to convert it as an item, and we need to work on that. That's how it helps, the retrospective.

[44:38] RESEARCHER:

Okay, great. Thank you very much. So, far you've been sharing with me very positive stories, which is good. Do you have a negative story to share with me?

[44:50] PARTICIPANT 25:

Sure, right. Even in multiple scenarios we are not delivered the story sometimes. It's because of maybe not a proper understanding of the requirement and the core and it come after assigning the developer, the team is analyzing, they found it is very difficult to implement what the stakeholder has asked. For example, I'll tell you, we are processing a bunch of records from one database to another database by checking some condition. So, what it is doing, one by one record, it lacks a record. What it will do one by one it will move. Okay, so it is another for parody if I received ten thousand records, it takes three hours to move. So, what they do we can change that approach by one by one, we will do parallel execution, parallel movement. So, they decided, and we took the story and understood story was taken on the did the research also, they identified the second parts. After the research story we are converting into a development story. We give one story, fine, that will be completed using two sprints. But once it was developed coming to the development end, we face lots of challenges where even the parallel execution it is taking consuming more CPU, so memory and it was not identifying the proper matching records because of one condition is failing.

[46:30] PARTICIPANT 25:

So, those things we got this research was done was really based on the implementation, but the research was not be done based on the performance as well as it is was considering the

validation part. Then the story got failed. So, this is a negative scenario because they always be recommended if any new implementation is a complex one, we'll not directly take a story. We will always take on the research tool. Even that research story, we need to consider all kind of requirements, functional or non-functional. And actually, we need to do a prototype development and we need to check for few records in the development environment. That we are not done. So, it's not because of that it we face an issue. So, these are one of the failed conditions, failed scenarios.

[47:27] RESEARCHER:

Okay. Thank you very much. The last question. What do you think of this statement, Agile produces poor quality software.

[47:37] PARTICIPANT 25:

Yeah why I am telling you if they are not following the proper Agile. Their motive will be maybe they will be, they will want, they want Agile, but they want High productivity. They will not compromise on anything. They will not train the developer, train the team on skill or they are not considering the velocity as per the expected. They want them to work hard. So, anyway, I need to complete one fifty story point [inaudible] you work all the time and they will ask them to do an extra work. They will not consider the adapt to the actual Agile. Adaptation is very much important where we need to, that their project manager mindset should not work that way. The role should not be there. Project manager will enforce the team member to complete the task and he will want to deliver that stories on time which even sometimes I have worked in the Waterfall, we will move to production, we will move it to the stakeholders. Let them find the issues. We will fix it.

[48:45] PARTICIPANT 25:

This kind of mentality will be the Waterfall method that should not be incredible. Because he is short time of duration. If you keep sending the non-quality product to the production environment by without not by not merely since these are short time, you will get more number of defects. Now, we cannot decide which we need to work whether this because product owner will tell, you have delivered these to production, but you have to want this as well as we have an existing enhancement. Okay. Now the team will be totally collapse. Which they need to consider it. Again, it will go to the product owner, the product owner will tell I need both of them priority because this was a production issue, you need to work because of you, only this was delivered there. Because of this production issue and we are this user cannot work on billing. They cannot bill the user. Quality will come into picture only if you're not following the proper Agile.

[49:54] RESEARCHER:

Yes. Yeah, I agree with you. It's well said, thank you very much.

[50:02] PARTICIPANT 25:

Thanks a lot Researcher. Really, I got some good questions from you. I hope I have little bit, I've given my help to you, it will help for you. And also, once you've done the paper, just share with us...

[50:16] RESEARCHER:

I will. Thank you very much. I'm just going to check if I have your... I do have your email. I'm just going to put a note here that yeah, it's there. You are in the distribution list, and it will be available in August.

[50:32] PARTICIPANT 25:

No, thanks a lot.

[50:35] RESEARCHER:

Thank you very much. Have a good day. Bye.