

Asana - Sprint workflow

Asana allows for multiple teams to manage their organization of projects and tasks. At Tamman these teams are organized by the type of work each team is responsible for. Team members belong to multiple teams but the nature of the work or how the work is organized can be different per team. A break down of each team and the associated work in each team is below. There are several similarities between software development and the restaurant business. This document will draw several parallels between software development and engineering.

Asana Teams

Asana breaks each project group into "Teams" these teams can have members and the members of the teams can belong to multiple teams. At Tamman we use this to organize the type of work each group has to do and how that work needs to be organized. At Tamman we have multiple "Teams" while the members of those teams are generally the same, each project has different functions depending on which team is assigned to it. These teams are Office, Backlog, Epic, and Sprint.

Team - Office (Administration, hostess, dishwasher)

Projects under Office are stored for items that are central to the administration of the company and do not serve as a technical ground for maintaining cadence across the other teams. This is akin to the hostess position in a restaurant, they are in charge of seating the customer, setting expectations, and creating a smooth atmosphere.

Team - Backlog (Issue and Ticket Curation, Front of House)

All client opened issues, questions, tasks, requests exist in the Backlog team. These tasks are to remain in this teams associated projects until they are completed across all projects. The primary purpose of storing clients requests in this team is to maintain accurate organization of billable tasks per client. Top level tasks, change orders, or client job numbers are the types of tasks that should be recorded under this team. Maintaining an account of billable work within this team is vital to maintaining the client relationship. Each project under the Backlog is organized by billable SOW and by task priorities. Tasks in projects for this team can be added to projects in Epic and Sprint teams, but tasks created in Epic or Sprint can not be added to projects in this team. This can be thought of as the waitress or waiter of a restaurant, it is their job to collect the order, ensure the order is correct and to charge the customer once the customer has been served. It is also possible that they might prep small plates or put the finishing touches on a dessert but they are not responsible for cooking the main course. At the end of the meal they deliver the check to the customer for payment and survey how the customers experience was.

Team - Epic (Project Planning, Chef)

This is the primary team where long running client projects are designed, the goal of this team is to organize all of the smaller tasks that are supporting larger requests that are reported in the Backlog Team. It is this teams responsibility to define all of the tasks and milestones that are

required to complete a particular clients requests. This is not a team that handles short run projects but rather a team that is focused on larger milestones that might evolve as scopes are determined or changed. Tasks in Epic projects can exist both in Backlog as well as Sprint but tasks originating in Sprints can not exist in Epic. This is the equivalent to the head Chef at a restaurant, it is their job to scope and predict the clientele desires and design a suitable cuisine to meet the customers demands. They would never take the order directly from the customer nor assemble the food and deliver it to the table.

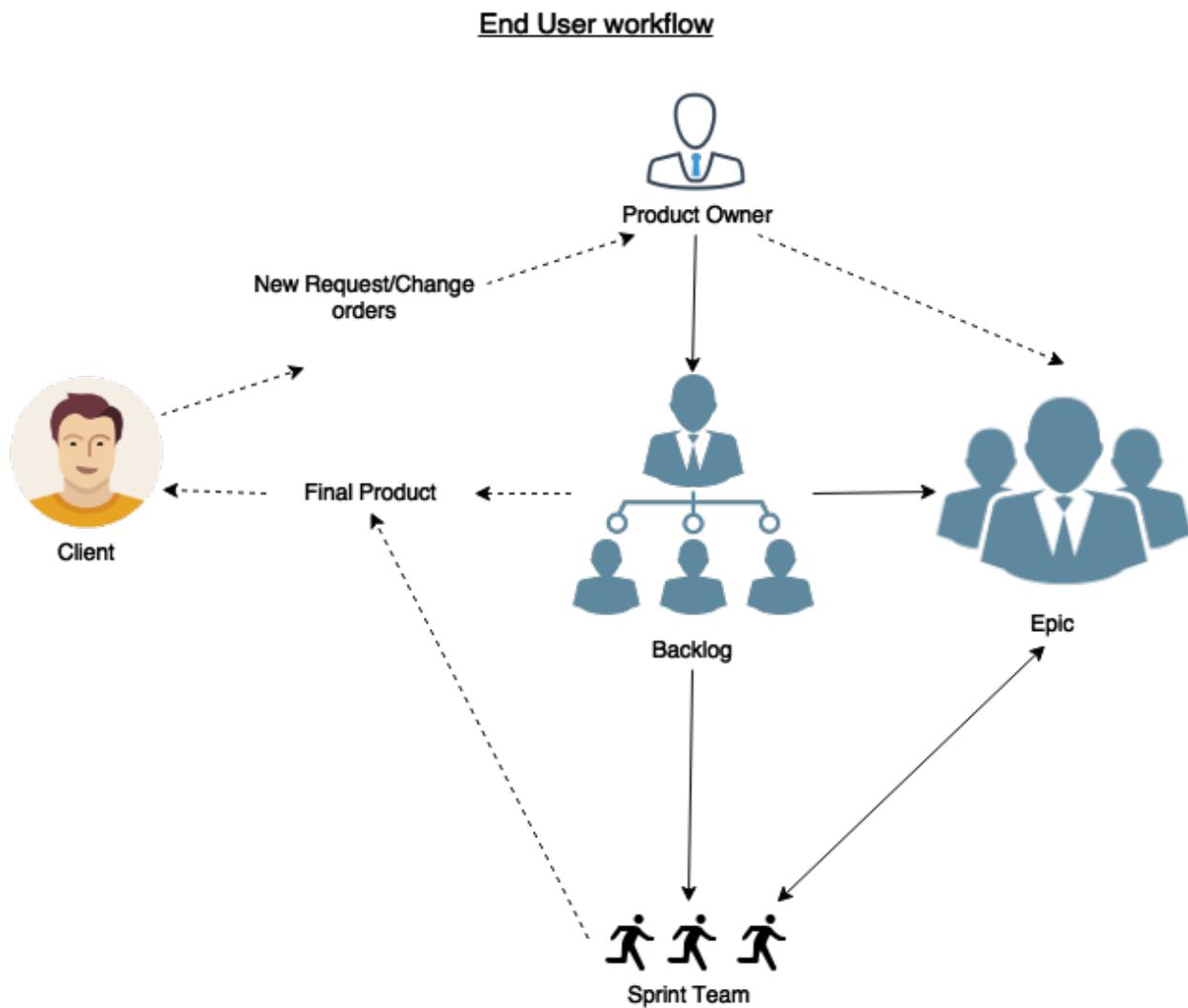
Team - Sprint (Line cook, food runner)

Projects in the Sprint team are loaded with tasks from other teams and built to fit a pre-determined lengths of time. For example a project titled "Weeks 23-24 - GFX, MMM, and Comcast Download Tool" would be filled with all the tasks that the team has determined needs to be done within weeks 23 and 24 of the year. The tasks within these projects can vary from different clients and can have multiple deliverables. Tasks found in projects assigned to this team can coexist in Epic projects as well as Backlog. This would be the equivalent of a food runners or the line cook staff that plates the food before it is delivered. Their primary goal is assemble all of the dishes that need to be delivered and ensure that everything that is promised will be delivered on time and to run the end product to the table.

Project relationships

The process of each of these teams work in concert with each other to deliver final products to the customer. Just like in a restaurant when a customer gets seated, orders food, has the food prepared, and finally gets to enjoy the meal, this process is designed to keep the restaurant delivering in a consistent manner. When it comes to software engineering the work although technically different gets handled in much the same way. A client makes a request, the request is triaged, scoped/architected, and then

produced/delivered. If everything went as planned the client leaves happy and returns for a similar experience.



Triage

- Assigned to "Backlog"
- All projects regardless of size have a corresponding task in one of the projects assigned to this team.
- Client requests are quickly assessed with any of the following outcomes being possible.
 - Immediately tasked to a Sprint project to be completed within the a scheduled Sprint.
 - Escalated or added to a Epic to be further designed.
 - Prioritized in the Backlog to be completed in a future sprint.
- A waiter in a typical restaurant may receive an order for a simple cup of coffee, this is not something that would be escalated to the Chef to be crafted and designed, it is simply poured and delivered. Similarly this team would not escalate simple requests or questions to a larger

project for another team to work on, instead the task will be assigned to the current sprint project for execution.

Scope and Development

- Assigned to "Epic"
- Only larger projects are escalated from "Backlog" exist within this team.
- Tasks are much more granular and can express true user stories needing to be fulfilled to meet the criteria of the project.
- Projects that are assigned to this team have multiple stages and may have tasks move through these stages such as scope, research, development, and QA before the project is complete.
- The last task on every project will be to ensure the project meets the acceptance criteria defined in the original request which lives under "Backlog"
- The analog to a restaurant would be the individual recipes that make up a cuisine. These recipes are hand crafted by the Chef and are designed to delight the guests with a specific delivery date or perhaps season.

Sprint

- Assigned to "Sprint"
- Sprints have a defined length of time and a clear set of tasks to be completed by the conclusion of the sprint.
- Project names reflect the over all goal or length of a sprint but do not need to be client or deliverable specific.
- Tasks found within each sprint project come from the "Epic" and the "Backlog" teams.
- The primary goal of a sprint project is to define exactly what is intended to be done within the given time period.
- Keeping with the restaurant analogy a sprint would be the cadence and tasks required to deliver the food to the table as well as the over all goal of how many plates of food to serve in any given day or week.

Team Member Roles

Scrum Master

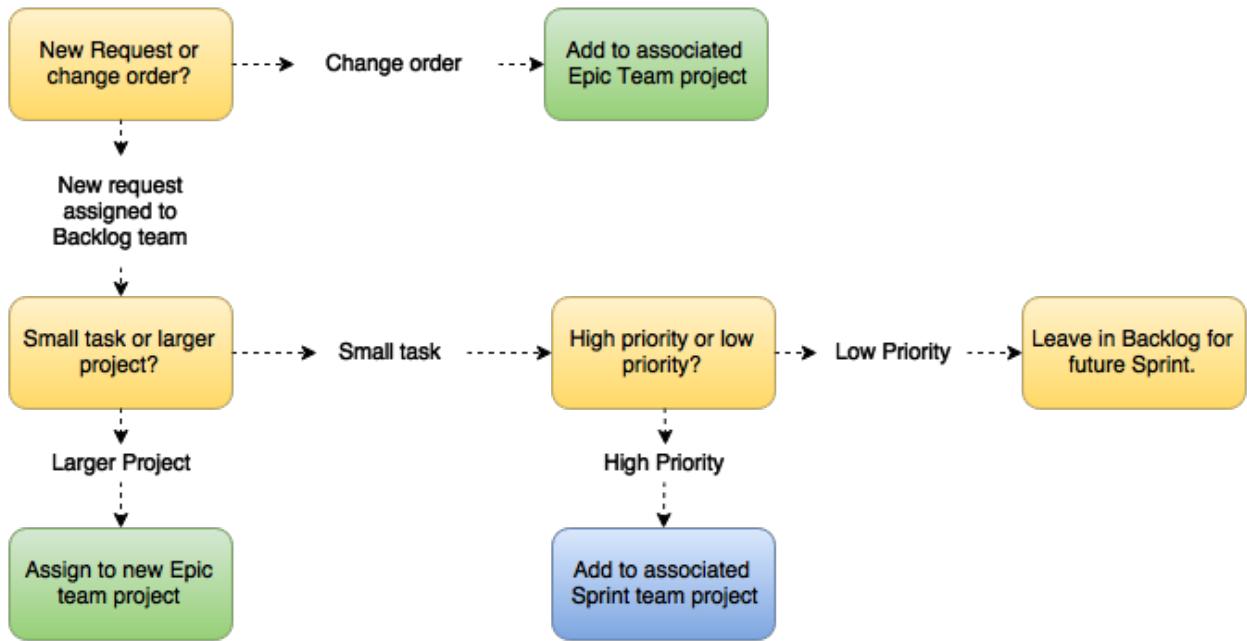
The role of any scrum master is to conduct each meeting, with the goal of

clearing any external blockers. It is also the goal of the scrum master to focus the efforts of each meeting towards clear objectives. Lastly the scrum master must be able to directly interface with the product owner to strategize the overall cadence and performance of the team.

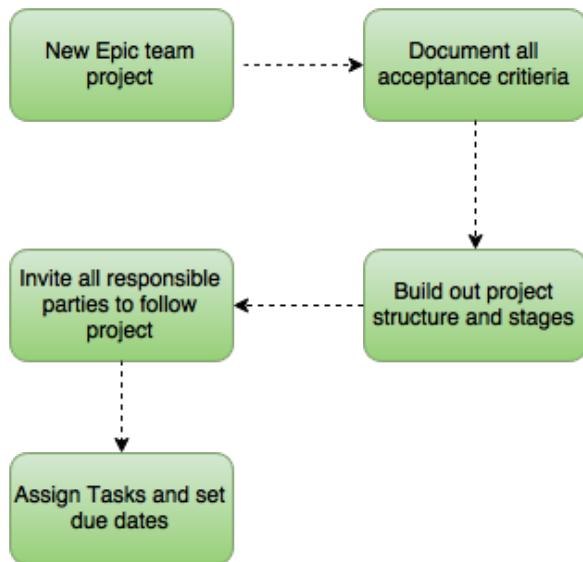
Product Owner

A product owners primary goal is to ensure that the backlog of work for the sprint team to be working on is always filled. This includes meeting with each external requester and communicating clear objectives and requests. It is also the duty of the product owner to understand and anticipate the end users needs and desires so that they can be communicated during each kick off and demo. Daily standup is not a time to communicate new needs of the client unless the needs block the progress of an existing task.

New Requests



New Epic Project



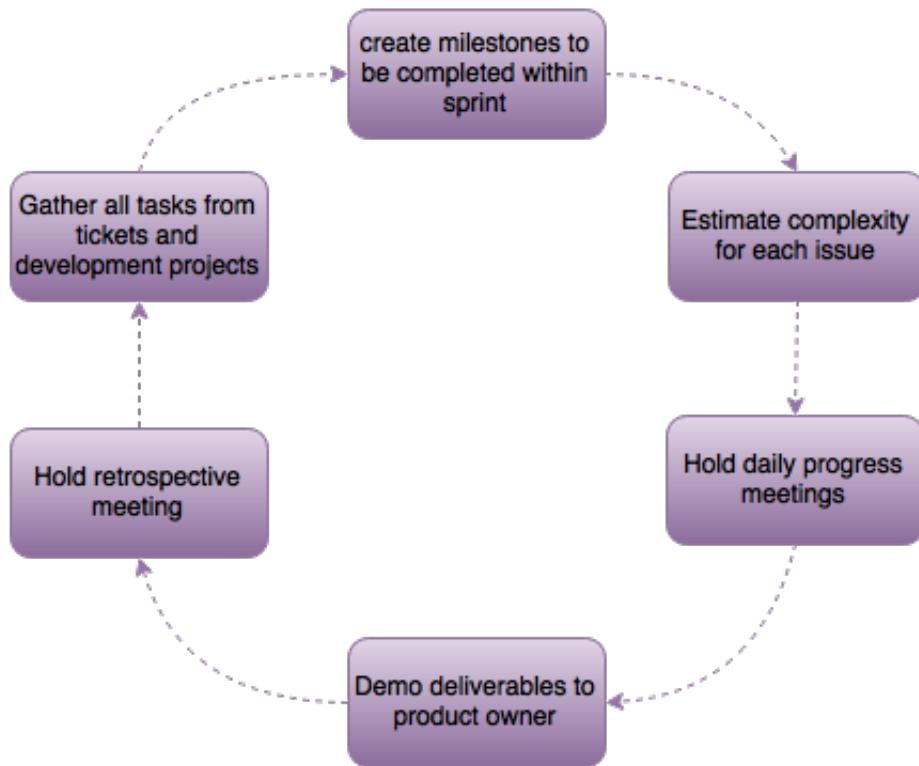
Scrum Team

Scrum team members are responsible for deriving the amount of work and how the work in any given iteration will be completed. It is this teams responsibility to produce the deliverables of each sprint. By using previous sprints as a guideline for predicting the teams ability to complete the work provided by the Product Owner, allows for better estimation of tasks and

user stories.

Scrum Team Responsibilities

New Sprint



Sprint Cycle

Within the sprint cycle there are only four primary meetings. These meetings include; Sprint kickoff, Daily standup, Sprint Demo, and Retrospective.

Sprint kickoff

The kick off meeting is vital to the way the team plans the work they are tasked with. In some circles this meeting is called "planning poker" or simply the "Scrum". The Idea comes from Rugby, where the players gather in a locking formation to gain control of the ball. When it applies to Agile

this meeting is for all of the people responsible for a sprint to put their collective talents together to plan and strategize on how to complete the work that must be done within a given deadline. This is an opportunity for everyone on the team to collaborate and size different tasks appropriately but more importantly this is an opportunity to understand the priorities of the team.

Daily Standup

The daily standup is designed to keep a pulse on the progress of a sprint, by having all of the people responsible for the work reporting daily it allows the whole team to understand if they are on track or not to complete the sprint. It also allows the "Scrum Master" to be aware of any potential blocking issues that may need to be escalated in order to unblock.

Sprint Demo

This meeting occurs at the end of a sprint cycle, it allows the team to determine if they have met the overall goal of the sprint. The meeting is designed to show the teams progress to the product owners so that they can interface with the clients. Sprint demos are for internal teams and are not for showing directly to a client. This meeting also serves an opportunity to add missed items to the backlog.

Retrospective

The retrospective meeting is the only non project oriented meeting. It is designed to review the team as a whole's performance and to see what can be improved before the next sprint starts. This is not a time to evaluate individuals but to better understand how efficient the entire team is.

Sprint Cycle Goals

Their are three primary goals of the Agile project management methodology and use of sprint cycles at Tamman.

- Maintain flexibility and enable the team to pivot quickly when encountering road blocks. In other words "try, learn, refine".
- Improve the teams efficiency and cutdown on ambiguous direction. Using up to date tracking tools and improving inter-team communication encourages improved cadence but also reduces unintentional knowledge hoarding.
- Reduce the amount of time and frequency needed for meetings. To support this there are only four primary meetings within a sprint cycle; kickoff, daily standup, demo, retrospective.

Team Cadence

Understanding team cadence can be an art in itself. Traditionally this is measured by applying a point system to each task and depending on the total points achieved by the team indicates the teams technical capabilities. Once measured over several sprint cycles it can be gleaned that the team is capable of a certain "velocity" which can be used for estimating completion of larger projects that may span multiple sprints. The topic of points and measuring cadence is out of scope for this document and will be addressed in future documentation.

Agility

By maintaining short iteration cycles (1 -4 weeks) Agile allows the team to adjust to external influences rapidly as well pivot when a direction may no longer be the best course of action.

- **Kickoff** - At the beginning of each sprint, a Kickoff allows the team to evaluate all the factors and tasks that are now necessary to be completed in the sprint that were not completed in the previous sprint.
- **Daily Standup** - Allows the team to bring blocking issues to the surface to the whole team as well as to report on the current progress. This allows the team to adjust on a daily basis.
- **Demo meeting** - This meeting is scheduled near the end of a sprint. The primary purpose of this meeting is to determine if all of the

completed tasks and stories meet the original purpose set at the kickoff.

- **Retrospective** - This meeting allows the team to come together once the "work" is all complete and dive into the issues that were encountered and what the team could do better in the next sprint to avoid issues from happening again. This is a time to discover how the team can "re-tool" before starting the next.