Infnet
Projeto de Bloco

Projeto de Bloco

Engenharia Disciplinada de Softwares

Graduação em Engenharia de Software - 2020

Tarefas Solicitadas na Aula Passada - 03/09/2020

1. Refinar Casos de Uso e Diagrama de Classes.
2. Decidir a stack que será usada. Iniciar a preparação do ambiente de desenvolvimento.
3. Evoluir a Arquitetura Lógica do projeto.
4. Elaborar protótipos para os casos de uso mais críticos do sistema usando os protótipos apresentados como base.

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Etapa 4 Aula 2

Disciplined Agile Delivery - Inception

Stack de Tecnologias

Stack de Tecnologias

- Acesse o link → https://forms.gle/Sa5WvFLtrq2aUU37A
- Neste formulário você fará a declaração da stack de tecnologias que irá utilizar no desenvolvimento do Projeto VenturaHR. Procure listar detalhadamente todos os softwares que pretende usar, desde a IDE até bibliotecas que tenha pesquisado. Não se preocupe se não for usar algum desses itens no futuro.

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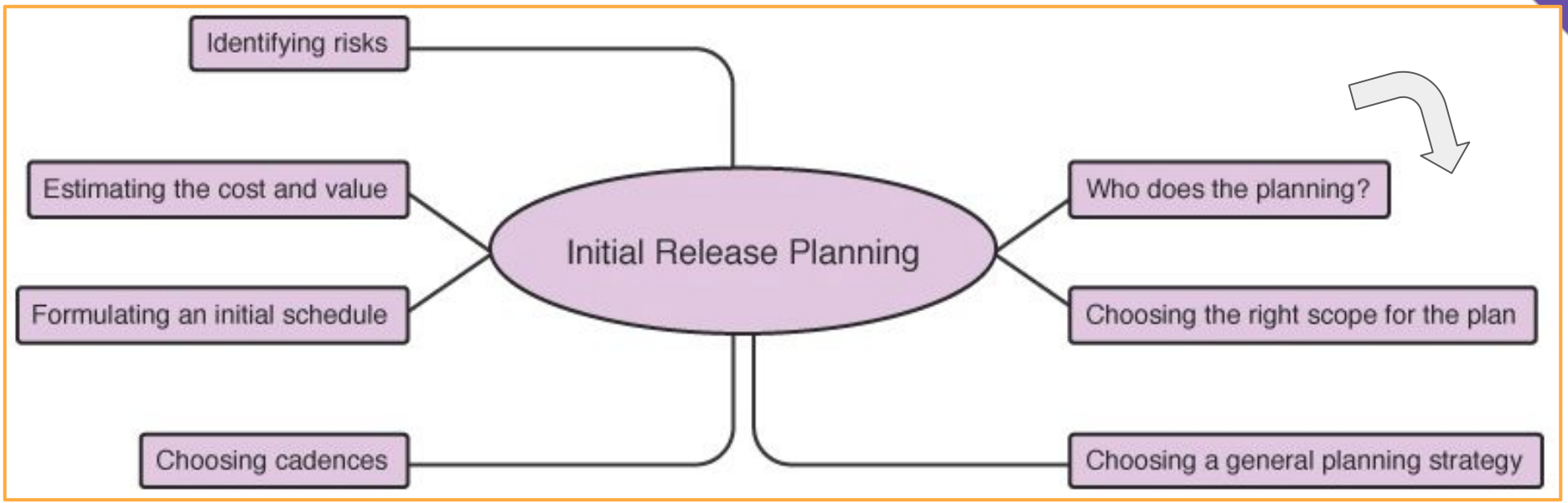
Plano de Trabalho

Bibliografia

- Disciplined Agile Delivery: A Practitioner’s Guide to Agile Software Delivery in the Enterprise
  - https://learning.oreilly.com/library/view/disciplined-agile-delivery/9780132810098/
- Chapter 10. Initial Release Planning.

Visão Geral


Identifying risks
Estimating the cost and value
Formulating an initial schedule
Choosing cadences
Initial Release Planning
Who does the planning?
Choosing the right scope for the plan
Choosing a general planning strategy

Who does the planning?

Manager driven	Produces a plan that is acceptable to senior management and stakeholders.	The plan is overly optimistic due to aggressive goals, increasing the risk that the team won't deliver on plan. The team may not accept the plan given to them, decreasing motivation. The plan doesn't reflect the realities faced by the team. Significant effort invested throughout the project tracking actual results against the plan.	Plans based on generic positions/people are often not very accurate as the productivity of developers has been shown to range by more than an order of magnitude between individuals. Also, this is a symptom of project teams that risk not being adequately staffed. Watch out for plans that make unrealistic assumptions about staff availability, dependencies on deliveries by other teams, or implementation technologies.

Who does the planning?

Manager facilitated	Produces a plan that is acceptable to senior management and stakeholders.	The plan is overly optimistic due to aggressive goals.	Beware of manager-driven plans with a façade of being manager facilitated.

Who does the planning?

Self-organizing team	Produces a realistic plan that is acceptable to the people who have to follow it.	The plan may not be what senior management and stakeholders want to hear. The plan may be overly pessimistic in an attempt to be conservative. Still needs someone in a team lead role to facilitate the planning effort. Team members may need some coaching in the various planning techniques (this is typically on the order of hours for most people).	Teams new to agile run the risk of insufficient planning at the beginning of the project—detailed planning during construction supports initial release planning; it doesn't replace it.

Choosing the right scope for the plan

• **The iteration plan**. With this approach detailed planning is performed on a just-in-time basis at the beginning of an iteration (some teams do look ahead planning in the previous iteration to get started on the detailed plan for the next iteration). During this planning effort work items are decomposed into a lightweight detailed task list. These practices are discussed in detail in Chapter 14, “Initiating a Construction Iteration.”

• **The daily plan**. Detailed planning and coordination also occur on a daily basis in a daily coordination meeting that the team conducts in their common work area. These coordination meetings are covered in detail in Chapter 15, “A Typical Day of Construction.”

Choosing a general planning strategy

Predictive (detailed)	Enables you to identify and think through critical issues before they occur. Supports the requirements of some life/safety-critical regulations. Stakeholders see that you are considering major risks early in the project.	Time is often lost early in the project in an attempt to think through everything. You are likely to need to invest significant effort reworking the plan to reflect the actual situation. The high ceremony gives stakeholders the false impression of how things will unfold on the project. Milestone dates are likely to vary in practice, potentially giving the impression of a troubled project.	This could be a symptom of a traditional team claiming to be agile. Detailed up-front project planning does not result in greater cost or schedule predictability, although it does provide the foundation for a façade for such.

Choosing a general planning strategy

Predictive (light)	Enables you to identify and think through critical issues before they occur. Often supports the requirements of some life/safety-critical regulations. Stakeholders see that you are considering major risks early in the project.	Milestone dates are likely to vary in practice, potentially giving the impression of a troubled project.	There is still a risk of too much up-front planning because people haven't yet abandoned some of their traditional habits.

Choosing a general planning strategy

Predictive (none)	Jump into the construction effort quickly.	Difficult for team members to coordinate their activities, increasing the chance of several people doing the same thing. Major dependencies likely to be ignored at first, increasing project risk.	This may be a symptom of an ad-hoc team claiming to be agile.

Choosing a general planning strategy

Adaptive (detailed)	The plan is more accurate because it is easier to think through immediate issues. Greater acceptance of the plan due to the increased accuracy. It is clear what each person should be doing. It is easier to adjust the plan to reflect the current situation because people are used to doing so. Much less overhead required to formulate and maintain the detailed plan.	Traditionally experienced people will at first be uncomfortable with the idea of not thinking through everything ahead of time.	Teams new to agile may invest significant time maintaining planning documentation, such as a detailed Gantt chart, simply because that's what they used to do. However, just because you're doing detailed planning it doesn't necessarily mean you need to officially document it.

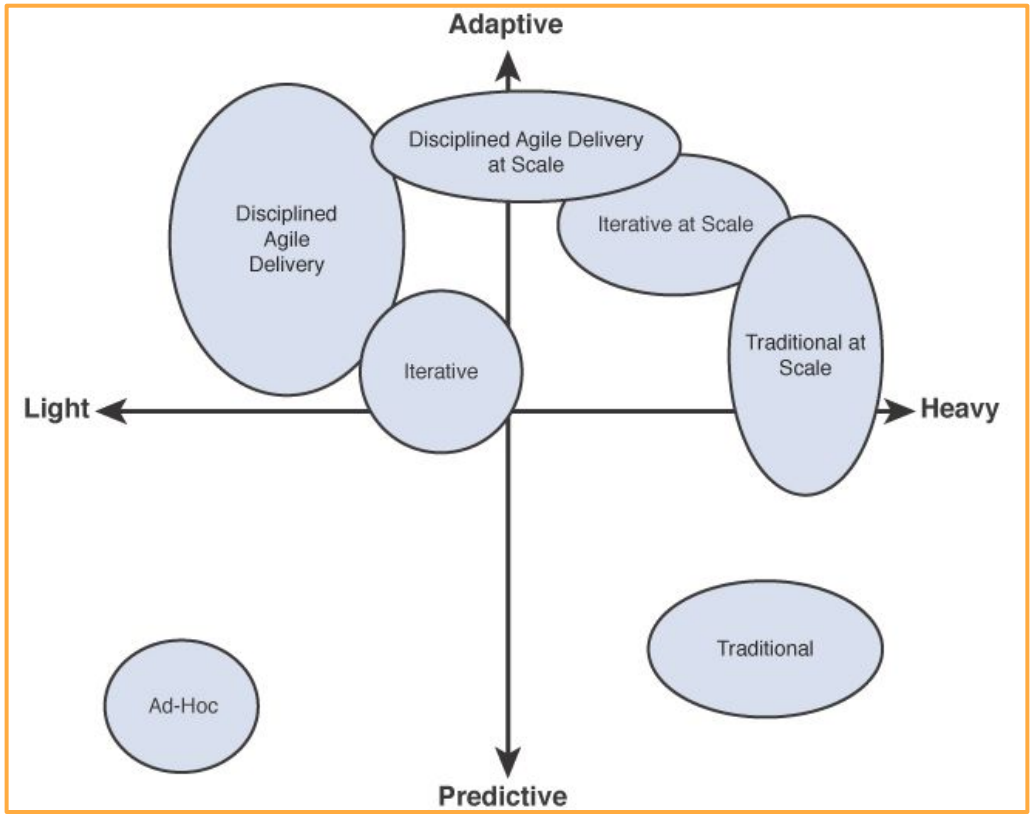
Choosing a general planning strategy

Adaptive (light)	The plan is more accurate because it is easier to think through immediate issues. Greater acceptance of the plan due to the increased accuracy. It is clear what each person should be doing. It is easier to adjust the plan to reflect the current situation because people are used to doing so.	Inexperienced people may need more details, requiring some flexibility.	Needs considerable management trust, which may need to be earned first.

Choosing a general planning strategy

Adaptive (none)	Appropriate for simple and straightforward projects that you are experienced at. Removes planning overhead throughout the project.	Significant chance of waste resulting from lack of coordination of team members.	This may be a symptom of traditional or ad-hoc teams claiming to be agile.

Choosing a general planning strategy



Choosing cadences

Long iterations (six or more weeks)	Good starting point when initially transitioning to iterative approaches.	Long iterations typically devolve into mini-waterfalls where early in the iteration the focus is on modeling, then later on development, and then toward the end on hardening (testing and fixing). This is less risky than large waterfalls but still far riskier than working in a truly iterative manner.	Both of us run into teams that are new to agile development who believe that they're in a special situation requiring longer iterations. The real problem is that they haven't made the effort to squeeze out the low value activities or they still suffer from too many handoffs between overly specialized staff. Look for handoffs.

Choosing cadences

Medium-length iterations (three to six weeks)	Good starting point for teams new to agile.	Still likely to fall into mini-waterfalls. Very likely you're still doing low value/wasteful activities.	Common for teams at scale. You want to adopt better team structures and practices.

Choosing cadences

Short iterations (one to three weeks)	Forces team to focus. Especially valuable on distributed or large projects to help highlight communication challenges through regular integration.	Overhead of coordinating and concluding the iteration very high. Overhead is particularly high on distributed or large projects.	This is where agile teams want to be, and most are.

Choosing cadences

No iterations	Avoids organizational overhead of iterations.	Lack of iteration cadence can be disconcerting at first. Requires significant discipline.	This typically reflects a lean strategy that an experienced DAD team has evolved to.

Formulating an initial schedule

Lessons from the Trenches—Short Release Cycles Require Less Planning

It's important to note that the scheduling issues explored in this section are the result of long release cycles—you need to invest some time in initial release planning when your releases are many months, say six or more, apart. As you tailor your process to become leaner, shortening your release cycle to quarterly to monthly and even more often, the need to do any release planning goes away. Scott once worked on an agile team where they released weekly. "The plan is to release every Friday morning" was the level of detail that they needed by the time they got down to weekly releases (they started at bi-annual releases). We found that by releasing that regularly the team got into a rhythm, the plan effectively became the process equivalent of "body memory"—we worked through the entire release cycle so often that everyone involved, including stakeholders, knew what the plan was without having to write it down.

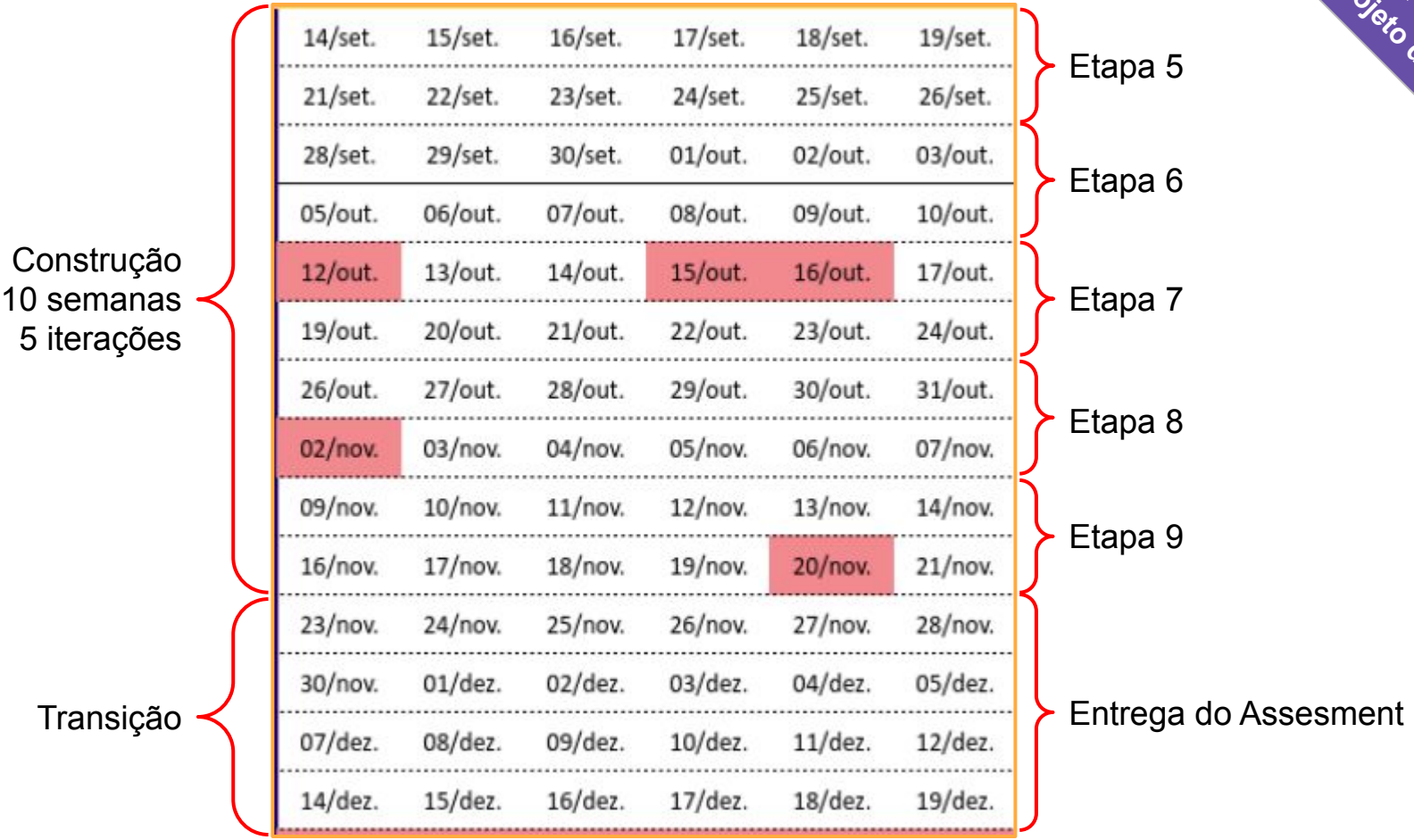
Estimating the cost and value

Our advice is to stay away from formal point counting whenever you can. We prefer collaborative approaches such as planning poker and educated guesses by the team as they are often more realistic and lead to greater acceptance by the team—the demotivational power of an unrealistic estimate can put your team on a path to failure from the start of the project.

Identifying risks

The risk list includes

- technical risks (such as insufficient response time),
- organizational risks (such as lack of access to stakeholders),
- and project risks (late delivery of the security framework by another team).


Construção
10 semanas
5 iterações
Transição
14/set. 15/set. 16/set. 17/set. 18/set. 19/set.
21/set. 22/set. 23/set. 24/set. 25/set. 26/set.
28/set. 29/set. 30/set. 01/out. 02/out. 03/out.
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14/dez. 15/dez. 16/dez. 17/dez. 18/dez. 19/dez.
Etapa 5
Etapa 6
Etapa 7
Etapa 8
Etapa 9
Entrega do Assesment

Tarefas para Próxima Aula - 17/09/2020

1. Plano de Projeto para o VenturaHR (arquivo PDF no Github):
    - Listar todos os Casos de Uso em ordem de construção / importância.
    - Classificar os Casos de Uso com uma estimativa de complexidade de 1 - muito fácil, 2 - fácil, 3 - médio, 4 - difícil e 5 - muito difícil.
    - Distribuir os Casos de Uso, considerando as iterações do projeto e as entregas de funcionalidades WEB e MOBILE. Uma sugestão seria construir os casos de uso de Empresa para WEB e de Candidato para MOBILE. Se não houver tempo para todos, não tem problema.
    - Listar os riscos do projeto, considerando riscos técnicos, organizacionais e de projeto.