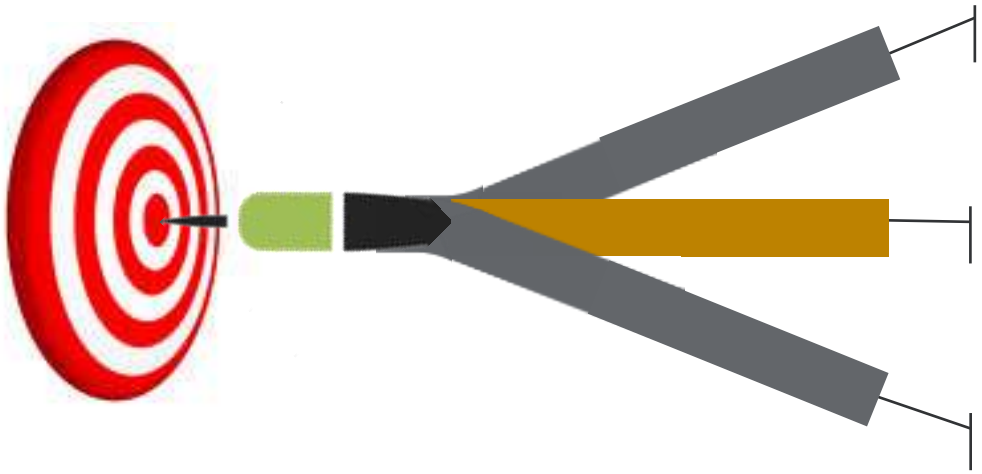
OPTUM™

Optum Global Solutions

SM Mentorship Framework

May 2018

Why SM Mentoring



Develop internal SM Talent

Instill OSAM / Agile Acumen

Enable Servant Leadership

The Entry and Exit Criteria

The employee

- Meets the JD criteria for an SM
- Has covered all the mandatory / essential SM trainings / learnings
- Is required to be deployed as Scrum Master per business needs

SM JD

The employee

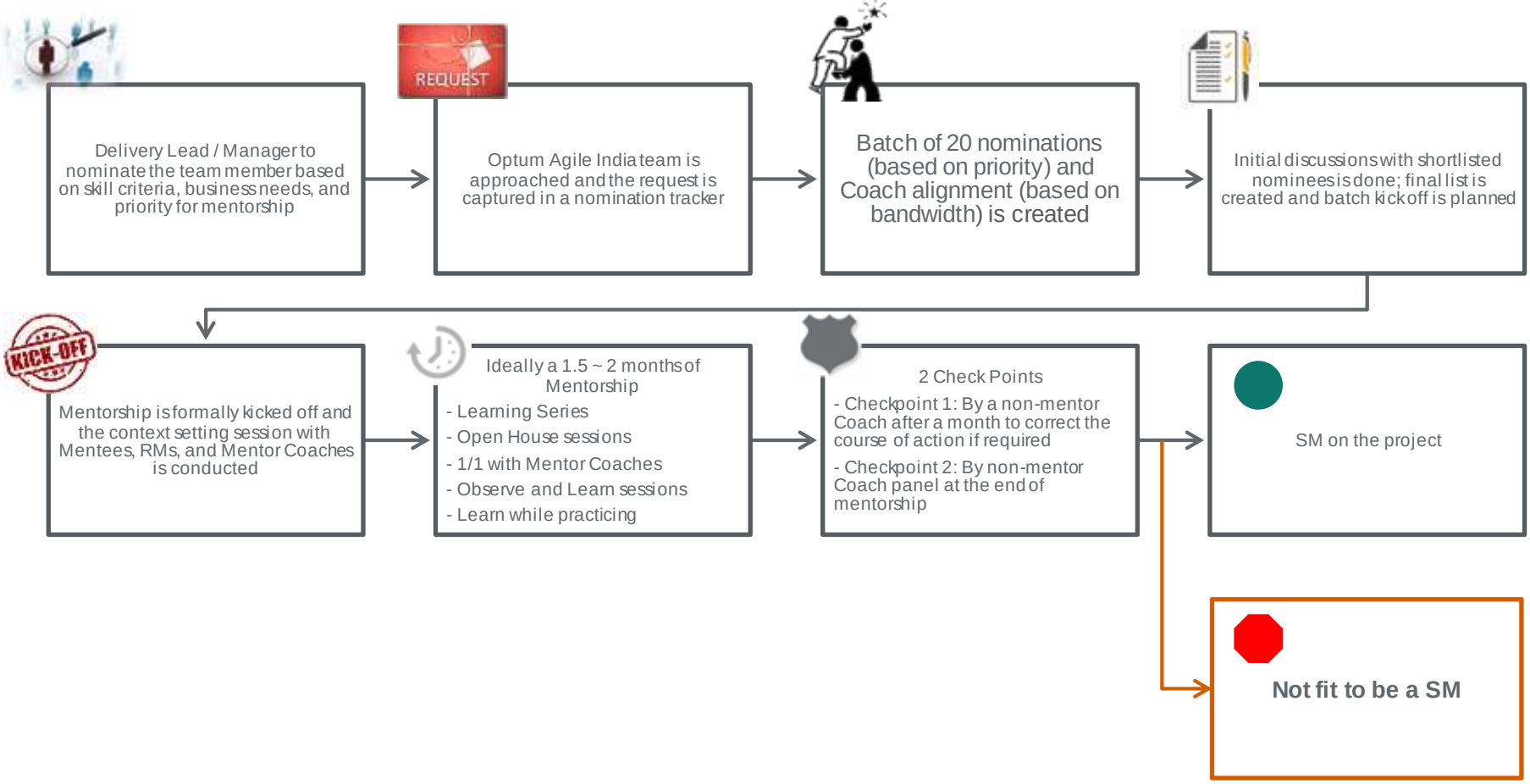
- Has successfully completed mentoring sessions , and
- Is found to be fit on all aspects of SM role by the Non-Mentor Coach panel

Guidelines for Mentorship Program

- Attendance and active participation is mandatory for all of these events:
  - Learning Series
  - Open House Sessions (twice a week)
  - Mentor & Mentee Connect (once a week)

  In case you can't make it, send a formal communication before hand
- Mentees need to clear at least one of the certifications, PSM1 or Internal Scrum Master Certification by 25th June 2018 to be eligible to pass the mentorship program
- **Observe and Learn** is mandatory and must begin as per plan and mentees have to attend the meetings in observatory mode and create a log of observations
- **Learning While Practicing SM Role** is mandatory and requires mentees to play the Scrum Master intern role for at least 2 sprints; resource managers of mentees need to help them with Scrum teams to play this role

Mentoring Flow



Mentoring Path – Typical

	Sprint 1		Sprint 2		Sprint 3		Sprint 4	
	28-May	4-Jun	11-Jun	18-Jun	25-Jun	2-Jul	9-Jul	16-Jul
Learning Series								
Open Hours - twice a week								
Mentor-Mentee Connect (once a week)								
Observe and Learn								
Mid-Point Check								
Learning While Practicing SM Role								
Evaluation by non-Mentor Coach Panel								

10 hrs effort per Sprint by the Mentor

Benefits of SM Mentoring

My Story - Anjali

Anjali Tiwari – SM
Application – Dental Facets
Lob – E&I

What Anjali had to say: "Coming from Delivery Excellence team to Delivery team, I had numerous qualms but very basic knowledge about OSAM, Scrum and how to work in agile however after going through the mentoring program there has been a paradigm shift in my confidence and my understanding of how to enable agile teams to strive"

Challenges

- Clarity on Scrum Master role
- Inefficiencies in PI planning
- Lack of Agile mindset and Rally etiquettes
- Broken Collaboration between development team & PO
- Inadequate knowledge on Metrics

SM Mentoring

Results

- Developed agile mindset
- Started PI planning
- Better Velocity planning
- Adopting a well defined DoD
- Better reports for Iteration burn down and Velocity
- In latest Retrospective Team's feedback was all positive

My Story - Alhad

Alhad Charkhe – SM
Billing Products – Optum 360

What Alhad had to say "I had basic knowledge about OSAM, Scrum and how to work in agile however after going through the mentoring there has been a paradigm shift in how to enable agile teams to strive"

SM Mentoring

Challenges

- Role clarity as Scrum Master
- Inefficiencies in PI planning
- Inefficient scrum ceremonies & execution
- Broken Collaboration between development team & PO
- Inadequate knowledge Metrics

Results

- Helped team develop agile mindset
- Understood the purpose of Scrum ceremonies
- High Team morale
- Adopting a well defined DoD
- Coaching the team on areas of improvements
- Explained team on importance of metrics