# Agile Transformation Meeting Notes

Agenda:

* Team Backlog and Backlog Agenda
* Role Growth: Engagement/Excitement around swarming priorities
* Enabler Efforts: Infrastructure upgrades
* Legacy Systems and Completing whole proper stories

Discussion:

## Team Backlog and PI Agenda

* Grace period is no longer a part of NLE
* Still need to incorporate mover and rule changer requirements
* Quickly gathering business insights and creating backlog
* Creating appropriate new features for teams
* Teams
  + Team Gladiator
    - Finishing up work and hoping to quickly get backlog built so the teams can begin work on plan changer stories
* Affect:
  + Moves the teams backward in PI Readiness
  + Able to identify features and get to story mapping
* BZ: Is Grace Period being removed from the backlog:
  + AJ: Grace period moves down in priority for the current year 2021
* BZ: Feels like Gladiator efforts fit into NLE “wave 2” work
* LC: Working on Getting Features created and moved into the backlog for story mapping in the future
* MY: Need to consider impact to other teams for “wave 2” and support Lori Cs recommended approach
  + Meaning: investigate features and at the solution level, understand impact
* AJ: Want to avoid silos to maximize aligned value through coordination
  + AJ: Discussing details of what he believes are in the various “waves” (may need to level-set with everyone on the prioritization of those goals as “features” in Rally)
* BZ: Are these existing and planned features and coordinated work being coordinated with planned releases?
* KA and LC: Yes. Aiming to get coordinated and work into and coordinated with the release schedule.
* BZ: It will take work to get the coming prioritized features into releases (confirmed by Kanya and Mary Young)
* AS: Want to be sure that the priority is building the backlog (everyone agreed)

## Role growth

* CA: Building a proposal for how to move team members from Roles to T-Shaped Team member maturity
  + In the group working for the proposal:
    - CA, MP,KA, SM
  + Considering growth in three areas:
    - Technical competencies for a type of core competency
    - Soft skills competencies
    - How levels might look for each core competency
    - Using CLL to move from level to level
  + Proposal: Help motivate team members through “leveling up” and “badging”
* JP: Coordinate any rollout with Ted and Lew (Marty, Swarna, John P, and Liv) to ensure this is communicated across all teams with a proper level

## Enabler Efforts

* Building a recommendation to coordinate efforts
  + Currently:
    - Mapping the current process
    - Mapping current state to optimized future state

## Legacy Systems and Completing whole proper stories

* Both on the development and equally so in testing, some stories appear too large to complete in a sprint
  + The team is doing well in learning to properly split but there are legacy architectural issues that make some stories very difficult to split
  + We will see more stories not get completed in a single sprint
  + The teams will go ahead and make progress on stories they cannot slice proactively due to technology agility issues, but they will be planned properly into sprints and split once it is determined the story cannot be completed during the sprint.
* We need to avoid improperly slicing stories in ways that create “testing stories” differently from “programming” stories. They should remain one story with the intent of producing “potentially releasable work” even if they are unable to complete the work in the short term.

## Future Agenda Items

Swarming to complete Sprint work as a priority

* Philosophically, Agile frameworks, values, and principles emphasize delivering on expectations established by the team, relative to the P.O. goal, at the beginning of a sprint.
* This means that once a team member needs help, the rest of the team attempts to swarm around that team member to help get the work completed per the goal.
* Goal: Team members need to learn how to swarm outside of their traditional core-competency.
* Interim reality: Not all team members are able to swarm in such a manner
* Expectation: Teams should be expected to increase delivery performance by immediately investing in swarming and learning to swarm, rather than take on more work not in the goal of the sprint that matches their current core competency
  + Example:
    - A Dev Team Member with a programming core-competency has completed the programming work for the goals of the current sprint. The sprint work is not complete. They should first ask the team where they should help.
    - If there is no way they can help, OR there is no way to spend some time learning to swarm in some area by shadowing others so they can help in future sprints, then the Dev Team member consults the PO.
    - The PO can approve which story/Spike to work on that is no currently within the scope/goal of the sprint.
  + Feedback:
    - This is always a balancing act.
    - Not all extra time should be spent on learning to swarm.
    - Solutions to capacity underutilization should not violate agile values and principles
    - But if the team violates the intent of only starting on a backlog item they can deliver in a sprint by adding more core-competency work, and they do not learn to swarm, they will not be able to escape the cycle of violating the scrum expectations and learn to become an effective swarming team.
    - The goal of swarming is not to constantly “fill in” where there are noticeable problems with adhering to agile framework expectations. For example, if the team is consistently unable to complete proper testing in time, then the testing standards and processes should be examined to transform to fit agile expectations so this is not continuing to happen forever.
    - Swarming (helping outside of one’s core-competency) should be a regular activity with periodic analysis for non-agile processes.