AGILE/SCRUM

Agile is a time bounded framework. The unit of time should remain constant in order to measure the results. It is well adapted to small team (around 8 people) and a small number of teams. SAFe is a framework to scale Agile at the corporate level.

Everyone shares the same bounds.

At the start you must decide the unit of measure which will help us determine where we are on the project delivery.

Tasks should be chosen based on the highest value first.

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Agile notions

Sprint: Unit of time where team work on tasks. Generally, a spring is around 3 weeks.

Velocity: how fast am I delivering? Those are the tasks which are validated by the customer. Nothing validated = velocity 0

Retrospective: Reflect on what was good & what can be improved

Review: Did we follow Agile's processes?

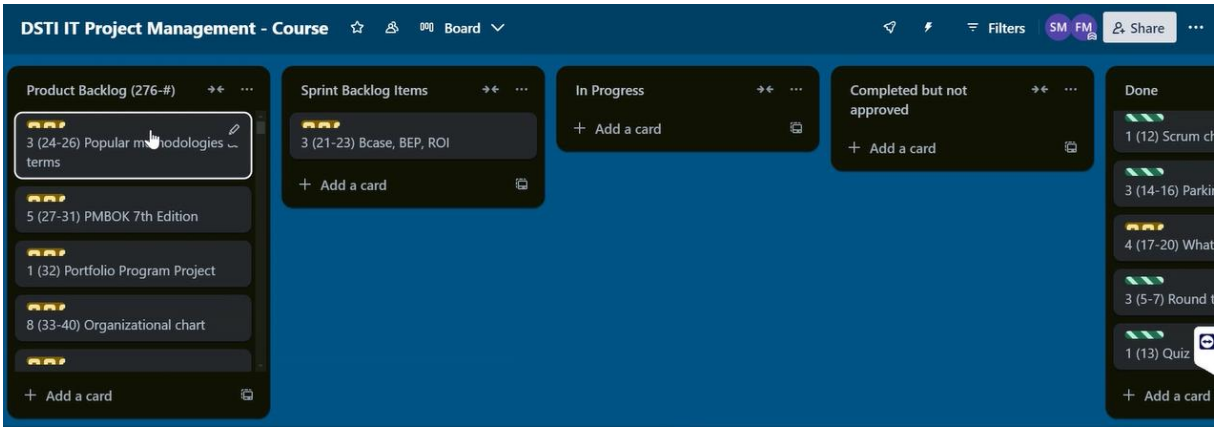
Agile process

Preparation

At the start, the team decides the amount of work it commits to deliver until the end of the next sprint.

Backlog

It is done in a Kaban board.



Each piece of work is called a user story. This is not a product spec, but it should explain what it is supposed to be delivered, how to test, …). Each user story will be demoed to the customer (inside or outside customer).

When the team commits, the user story is moved to Sprint Backlog Item.

When a task is finished, it is moved to **Completed but not approved**. The approval part should be done by the stakeholder.

Retrospective

We reflect on what has worked and what has not.

When we detect something that needs improvement, we have different choices:

- Add a user story if it is linked to the project
- Write a procedure (outside of the project)

Review

Dependencies

You can inject them in a Kanban board, but generally as Agile is for small team, it can be easily managed without having the write them down.

People management

When a project is finishing, you must prepare the team in advance to what they will do after and not let it to last minute. If you fail to do so, you will suffer from disengagement from the team.

Project management plan

Important document that lists the set of rules the project manager will apply during the project. All documents should be stored in a repository.

A PM is not part of the scrum team. He is not the scrum master.

Q&A:

1. What happens if the items for these sprints are done? Do we move some items to **In Progress**? But how can we measure the results?

   Yes. When you pick up a task (even if it is outside the sprint items), you put it in the **In Progress** part. But you will lose track of the committed items. It is important to keep track of this information to check if the team is not under committing every time.

2. At the end of a sprint, if an item is not done, do we move it back to sprint item for preparation?

   Generally, yes. But if a task is stuck because of an external factor (like a provider) you should put it back to the **Backlog**.

3. What happens if an item is longer than the sprint time? Do we have to split it into sub tasks?

   Yes, it is a good practice to split the items into sprint length items.

4. You told us that a project manager should focus on delivering the highest value tasks first. Does not it mean that any documentation task will be left until the end? Or shall documentation be part of the user story?

   Target deliveries first BUT once it is done, work directly on the documentation, don’t wait until the end. At the end of a sprint, there is time to work on the demo, use some of this time to work on the documentation.