

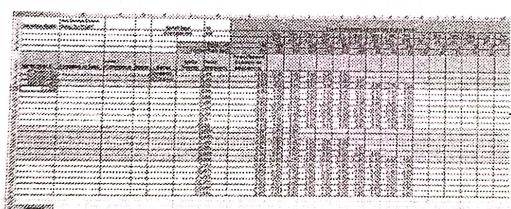
Sprint Planning

In agile projects, a *sprint* is a consistent iteration of time in which the development team creates a specific group of product capabilities from start to finish. At the end of each sprint, the functionality that the development team has created should be working, ready to demonstrate, and potentially shippable to the customer.

Sprints should be the same length within a project. Keeping the sprint lengths consistent helps the development team measure its performance and plan better at each new sprint.

Stage 4: SPRINT PLANNING

FIGURE 8-7:
Sprint planning as
part of the
Roadmap to
Value.



Description: Establishment of specific iteration goals and tasks
Owner: Product owner and development team
Frequency: At the start of each sprint

The sprint backlog

The *sprint backlog* is a list of user stories associated with the current sprint and related tasks. When planning your sprint, you do the following:

- » Establish goals for your sprint.
- » Choose the user stories that support those goals.
- » Break user stories into specific development tasks.
- » Create a *sprint backlog*. The sprint backlog consists of the following:
 - The list of user stories within the sprint in order of priority.
 - The relative effort estimate for each user story.
 - The tasks necessary to develop each user story.
 - The effort, in hours, to complete each task.

At the task level, you estimate the number of hours each task will take to complete, instead of using story points. Because your sprint has a specific

length, and thus a set number of available working hours, you can use the time each task takes to determine whether the tasks will fit into your sprint.

Each task should take one day or less for the development team to complete.

The sprint planning meeting

On the first day of each sprint, often a Monday morning, the scrum team holds the sprint planning meeting.

MyXYZ Mobile Banking App – Sprint 1																	
Sprint Dates: February 4 – February 8																	
Sprint Goal		Available working hours in the sprint				Days in sprint : 4.5											
M	Tu	W	Th	F	(Start w/ sprint planning)	(End w/ sprint review + retrospective)		Total									
Suraj	4	6	6	6	4	4	26										
Nancy	4	6	6	6	4	4	26										
Kavita	4	6	6	6	4	4	26										
Liam	4	6	6	6	4	4	26										
Paul	4	6	6	6	4	4	26										
						Total sprint hours: 130											
						Total per day: 29											
Burndown: Hours & Points Remaining																	
<p>Estimated Hrs Remaining Story Points Remaining</p> <p>Actual Plan Story Points</p>																	
Feature Burndown – Based on estimated hours remaining																	
ID	Task	Story Points	Responsibility	M	Tu	W	Th	F	Done (Y) Accepted (Y/N)								
125	View account balance	8	Developer name	8	8	8	8	8	Y								
	Write automated unit test and develop API		Suraj	6	6	6	6	6									
	Implement UI		Nancy	3	3	3	3	3									
	Write automated functional test		Kavita	3	3	3	3	3									
	Write automated integration test		Paul	4	4	4	4	4									
	Write automated regression test		Liam	2	2	2	2	2									
	Conduct peer review			1	1	1	1	1									
	Update wiki			1	1	1	1	1									
	Promote to QA environment			1	1	1	1	1									
0059	View pending transactions	5	Developer name	5	5	5	5	5									
	Write automated unit test			5	5	5	5	5									
	Implement UI			2	2	2	2	2									
	Write automated functional test			4	4	4	4	4									
	Write automated integration test			5	5	5	5	5									
	Write automated regression test			2	2	2	2	2									
	Conduct peer review			3	3	3	3	3									
	Update wiki			3	3	3	3	3									
	Promote to QA environment			3	3	3	3	3									

FIGURE 8-8:
Sprint backlog example.

You'll split your sprint planning meetings into two parts: one to set a sprint goal (the "why") and choose user stories for the sprint (the "what"), and another to break down your user stories into individual tasks (the "how" and "how much").

Part 1: Setting goals and choosing user stories

In the first part of your sprint planning meeting, the product owner and development team, with support from the scrum master, do the following:

- 1.** Discuss and set a sprint goal.
- 2.** Review the user stories from the product backlog that support the sprint goal and revisit their relative estimates.
- 3.** If needed, create user stories to fill gaps to achieve the sprint goal.
- 4.** Determine what the team can commit to in the current sprint.

product backlog. A sample sprint goal for the mobile banking application (refer to Chapter 7) might be as follows:

Demonstrate the ability of a mobile banking customer to log in and view account balances and pending and prior transactions.

Using the sprint goal, you determine the user stories that belong in the sprint. You also take another look at the estimates for those stories and make changes to the estimates if necessary. For the mobile banking application sample, the group of user stories for the sprint might include the following:

- » Log in and access my accounts.
- » View account balances.
- » View pending transactions.
- » View prior transactions.

Part 2: Breaking down user stories into tasks for the sprint backlog

In the second part of the sprint planning meeting, the scrum team does the following:

1. The development team creates the sprint backlog tasks associated with each user story. Make sure that tasks encompass each part of the definition of done: developed, integrated, tested, and documented.
2. The development team double-checks that it can complete the tasks in the time available in the sprint.
3. Each development team member should choose his or her first task to accomplish before leaving the meeting.

should be completing a task in a day or less. For example, a user story for the XYZ Bank mobile application might be as follows:

Log in and access my accounts.

The team decomposes this user story into tasks, such as the following:

- » Write the unit test.
- » Create an authentication screen for a username and password, with a Submit button.
- » Create an error screen for the user to reenter credentials.
- » Create a screen (once logged in) displaying a list of accounts.
- » Using authentication code from the online banking application, rewrite code for an iPhone/iPad application.
- » Create calls to the database to verify the username and password.
- » Refactor code for mobile devices.
- » Write the integration test.
- » Update the wiki documentation.

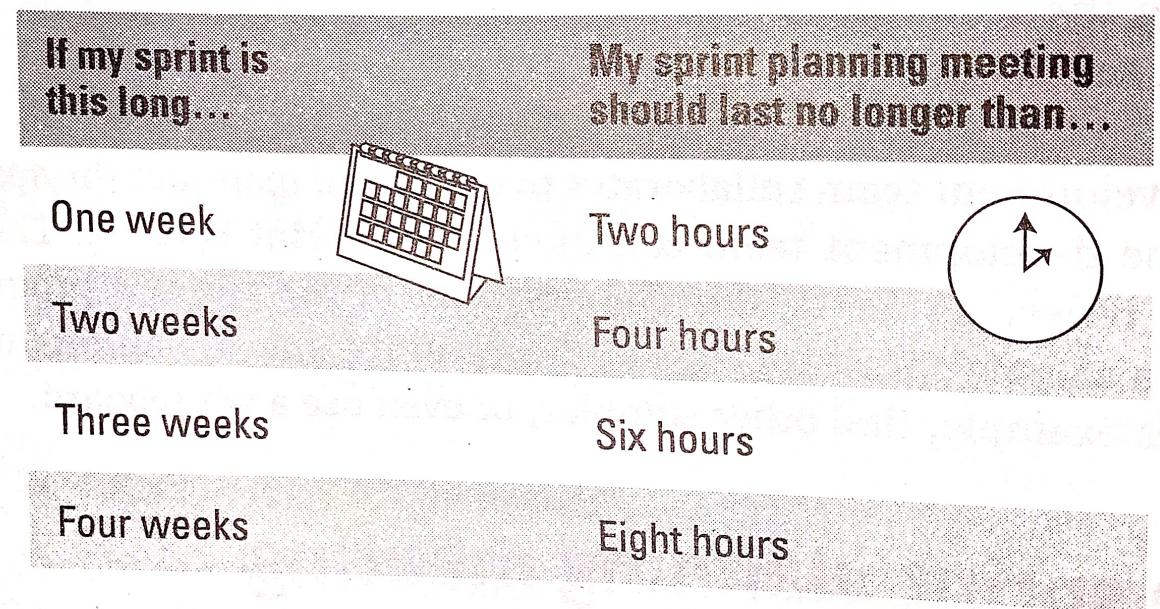


FIGURE 8-9:
Ratio of sprint planning meeting to sprint length.

sprint, use the following guidelines to ensure that they don't take on more work than they can handle while they're learning new roles and techniques:

- » **Sprint 1:** 25 percent of what the development team thinks it can accomplish.
Include overhead for learning the new process and starting a new project.

- » **Sprint 2:** 50 percent of what the development team thinks it can accomplish.
- » **Sprint 3:** 75 percent of what the development team thinks it can accomplish.
- » **Sprint 4 and forward:** 100 percent. The development team will have developed a rhythm and velocity, gained insight into agile principles and the project, and will be working at close to full pace.