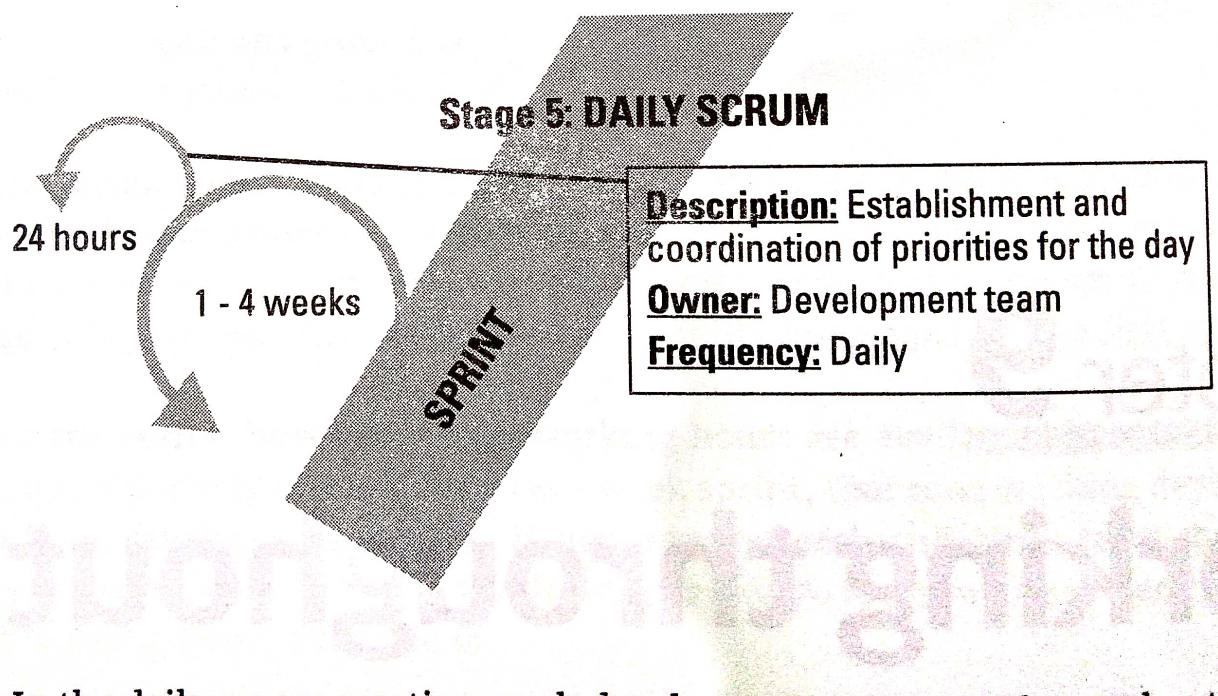


# Working throughout the Day

- » Planning each day
- » Tracking daily progress
- » Developing and testing every day
- » Ending the day

## Planning Your Day: The Daily Scrum

On agile projects, you make plans throughout the entire project — and on a daily basis. Agile development teams start each workday with a *daily scrum* meeting to note completed items, to identify impediments, or roadblocks, requiring scrum master involvement, and to synchronize and plan what each team member will do during the day to achieve the sprint goal.



**FIGURE 9-1:**  
The sprint and  
the daily scrum in  
the Roadmap  
to Value.

In the daily scrum meeting, each development team member makes the following three statements, which enable team coordination:

- » **Yesterday, I completed** (state items completed).
- » **Today, I'm going to take on** (state task).
- » **My impediments are** (state impediments, if any).

We also have the scrum master address these three statements regarding the team's impediments:

- » **Yesterday, I resolved to** (state impediments completed).
- » **Today, I'm going to work on removing** (state impediment).
- » **The impediments I'm going to escalate are** (state impediments you need assistance with, if any).

To keep daily scrums brief and effective, the scrum team can follow several guidelines:

- » **Anyone may attend a daily scrum, but only the development team, the scrum master, and the product owner may talk.** The daily scrum is the scrum team's opportunity to coordinate daily activities, not take on additional requirements or changes from stakeholders. Stakeholders can discuss questions with the scrum master or product owner afterward, but stakeholders should not approach the development team.
- » **The focus is on immediate priorities.** The scrum team should review only completed tasks, tasks to be done, and roadblocks.
- » **Daily scrum meetings are for coordination, not problem-solving.** The development team and the scrum master are responsible for removing roadblocks during the day.
- » **To keep meetings from drifting into problem-solving sessions, scrum teams can**

» **To keep meetings from drifting into problem-solving sessions, scrum teams can**

- Create a list on a whiteboard to keep track of issues that need immediate attention, and then address those issues directly after the meeting with only those team members who need to be involved.
- Hold a meeting, called an *after-party*, to solve problems after the daily scrum is finished. Some scrum teams schedule time for an after-party every day; others meet only as needed.

» **The daily scrum is for peer-to-peer coordination.** It is not used for an individual to report status to one person, such as the scrum master or product owner. Status is reported at the end of each day in the sprint backlog.

» **Such a short meeting must start on time.** It is not unusual for the scrum team to have creative punishments for tardiness (such as doing pushups or adding penalty money into a team celebration fund or another inconvenience). Whatever method is used, the scrum team agrees on it together; the method is not dictated to them by someone outside the team, such as a manager.

» **The scrum team may request that daily scrum attendees stand up — rather than sit down — during the meeting.** Standing up makes people eager to finish the meeting and get on with the day's work.

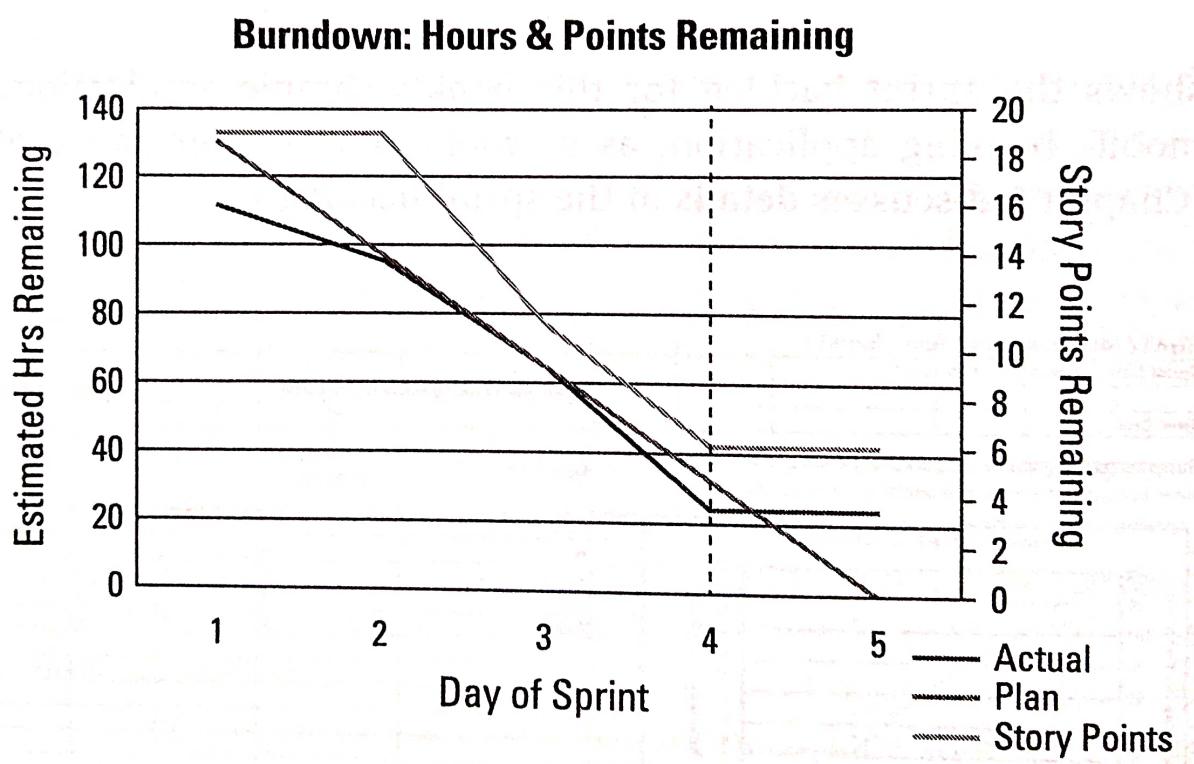
# Tracking Progress

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							
				Developers	(Start w/ sprint planning)	M 4	Tu 5	W 6	Th 7	F 8	{End w/ sprint review + retrospective}	Total	
Demonstrate the ability for personal banking users to view account balances and pending translations.				Suraj		4	6	6	6	4	26		
				Nancy		4	6	6	6	4	26		
				Kavita		4	6	6	6	4	26		
				Liam		4	6	6	6	4	26		
				Paul		4	6	6	6	4	26		
												Total sprint hours:	130
												Total per day:	29
<b>Burndown: Hours &amp; Points Remaining</b>													
<p>Estimated Hrs Remaining</p> <p>Story Points Remaining</p> <p>Day of Sprint</p> <p>Actual Plan Story Points</p>													
<b>Feature Burndown – Based on estimated hours remaining</b>													
ID	Task	Story Points	Responsible	M 4 (Start w/ sprint planning)	Tu 5	W 6	Th 7	F 8 {End w/ sprint review + retrospective}	Sat 9 {Last day of sprint}	Sun 10 {Review day}	Done (Y)	Accepted (Y/N)	
125	<b>View account balance</b> Write automated unit test and develop API <b>Implement UI</b> Write automated functional test Write automated integration test Write automated regression test Conduct peer review Update wiki Promote to QA environment	8	Developer name	Suraj	6	0	0	6	0	0	Y	Y	
			Nancy	3	0	0	0	0	0	0			
			Kavita	3	0	0	0	0	0	0			
			Paul	4	0	0	0	0	0	0			
			Suraj	2	1	0	0	0	0	0			
			Nancy	1	1	0	0	0	0	0			
			Paul	1	1	0	0	0	0	0			
			Nancy	1	1	0	0	0	0	0			
1053	<b>View pending transactions</b> Write automated unit test <b>Implement UI</b> Write automated functional test Write automated integration test Write automated regression test Conduct peer review Update wiki Promote to QA environment	5	Developer name	Kavita	5	5	0	0	0	0	Y	Y	
			Paul	2	2	0	0	0	0	0			
			Suraj	4	4	0	0	0	0	0			
			Nancy	5	5	0	0	0	0	0			
			Nancy	2	2	0	0	0	0	0			
			Suraj	3	3	0	0	0	0	0			
			Paul	3	3	0	0	0	0	0			
			Kavita	3	3	1	0	0	0	0			

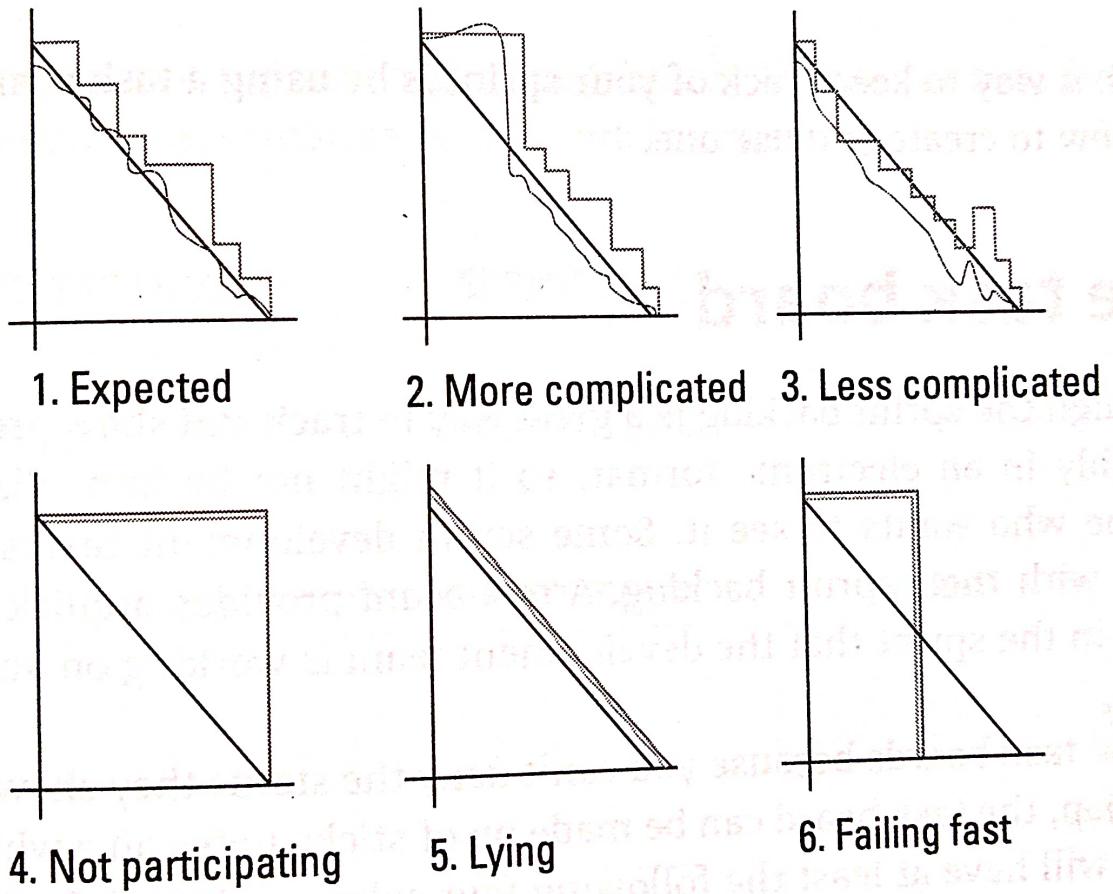
## **FIGURE 9-2:** Sample sprint backlog.

A burndown chart is a powerful tool for visualizing progress and the work remaining. The chart shows the following:

- » The outstanding work (in hours) on the first vertical axis
- » Time, in days along the horizontal axis



**FIGURE 9-3:**  
A burndown  
chart.



**FIGURE 9-4:**  
Profiles of  
burndown charts.

# The task board

Introduction to the task board

- » **To Do:** The user stories and tasks that remain to be accomplished are in the far left column.
- » **In Progress:** User stories and tasks that the development team is currently working on are in the In Progress column. Only one user story should be in this column. Having more user stories in progress is an alert that development team members are not working cross-functionally and, instead, are hoarding desired tasks. You risk having multiple user stories partially done instead of more user stories completely done by the end of the sprint.
- » **Accept:** After the development team completes a user story, it moves it to the Accept column. User stories in the Accept column are ready for the product owner to review and either provide feedback or accept.
- » **Done:** When the product owner has reviewed a user story and verifies that the user story is complete, the product owner can move that user story to the Done column.

**RELEASE GOAL:** *Product backlog items prioritized and ready for development*

**SPRINT GOAL:** *Product backlog items developed and ready for review*

**RELEASE DATE:** *Product backlog items delivered to customer*

**SPRINT REVIEW:** *Product backlog items demonstrated to customer*

**US** = User Story  
**Task** = Task

TO DO	IN PROGRESS	ACCEPT	DONE
<i>Product backlog items prioritized and ready for development</i>			<div style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">US</span>  <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> </div>
<i>Product backlog items developed and ready for review</i>		<span style="border: 1px solid black; padding: 2px;">US</span>	<div style="text-align: center;"> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> <span>Task</span> </div>
<i>Product backlog items delivered to customer</i>			
<i>Product backlog items demonstrated to customer</i>	<div style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">US</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span> </div>		
<i>Product backlog items prioritized and ready for development</i>	<div style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">US</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span>  <span>Task</span> <span>Task</span> </div>		
<i>Product backlog items developed and ready for review</i>			
<i>Product backlog items delivered to customer</i>			
<i>Product backlog items demonstrated to customer</i>			

**FIGURE 9-5:**  
Sample task board.