



About me



Sincerely believe in immense capabilities of our brains, intelligence and physical capacity. This helps me to produce energy, consume it for my own needs and share it with others for the sake of new talents unlocking.

IT experience of 6 years with multiple roles in a bag:

- manual and automation testing engineer
- quality assurance lead
- project manager /delivery manager /scrum master
- assessment committee expert and head
- certified technical interviewer
- mentor in testing training program
- resource manager
- contributor to the delivery management organization
- community speaker (blockchain, UWP product development, Engineering excellence practices, Program increment planning)

Other engagements and achievements:

- graduate of Linguistic university with three foreign languages on the list
- graduate of the Leadership Essentials course
- ex-PR officer in the ICO company (author of the white paper)
- author of the book "From tester to the testing engineer"
- business trips to New York and San-Francisco

Program Increment planning



We are given

- Complex product backlog
- Complicated microservices architecture
- Multi-stream project
- No business priorities
- No milestones with defined deliverables
- No technical solution
- No estimates
- No Business Analyst
- Agile teams working by Scrum
- Multi-stream project
- Collocated teams and client visit

How to make a
long-term planning
on lessened scale of
cross-functional
teams

Challenge

We are aimed to

- Build Q1-2 delivery plan
- Define resources
- Fix quarter budget

Program Increment planning by SAFe

Solution

Apply SAFe practice for the less scaled demand, i.e. face-to-face Program increment planning: “two days of focused planning to review the program backlog and determine the direction of the business”.

- **Format:** Face-to-face
- **Duration:** 2 days
- **Goals:** Quarter delivery plan
- **Participants:** Agile teams, Business Owners, Product Management, Solution Architect

Preparation - content

- **Executive briefing** – current state of the business, major achievements, future KPIs and business strategy
- **Product vision briefing(s)** – the current program vision
- **Architecture vision briefing** – new Enablers, and Nonfunctional Requirements (NFRs), processes automation

Benefits

- *For team: understanding what we will do the next year and why*
- *Delivery: mutual visibility: from business to dev, from dev to business*

Key learnings for success

- Learn on the go requires ability to self-adapt
- Build unique competitive advantage
- Continuous support beyond commercial functions:
 - IT & Business development
 - Finance & Accounting
 - Legal & Compliance
 - Professional & Medical
- **Work as one Team!**

Feature		
Source Epic		
Application/ Component		
Problem Statemenet Business Demand	Objectives and Key Results (Justification of Success)	
Feature Description		Arrange
Given I am as a user [role] in app When I [do some action] Then I [get/see/have, etc]		
Additional Information		
Key Use Cases / Scenarios / User Flow		
Draft Skecthes/ Vizualization/Mocks / Draws		
Key Assumptions / Out of scope/ Limitations		

The Five Ideals

- The First Ideal is **Locality and Simplicity**
- The Second Ideal is **Focus, Flow, and Joy**
- The Third Ideal is **Improvement of Daily Work**
- The Fourth Ideal is **Psychological Safety**
- The Fifth Ideal is **Customer Focus**

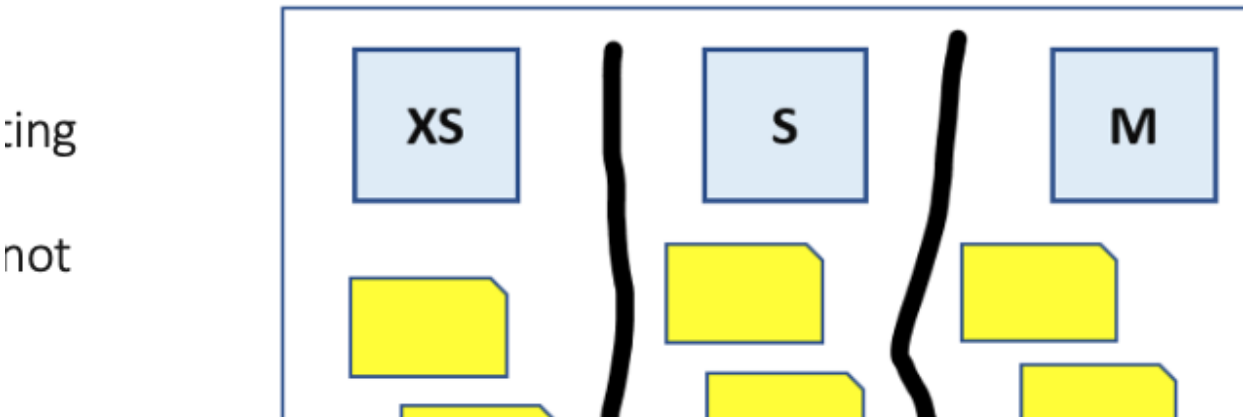
WHAT IS WAITING FOR US

1	Super User dashboard upgrade	6	Fraud prevention
2	Newsfeed	7	Stamps/Gamification
3	Family profile + Child profile	8	Vision profile
4	Event stream	9	Assistant
5	Quizzes and surveys		

Preparation - organization

- **Planning scope and context** – agenda with schedule, activities, participants
- **Agile teams** – team division, capacity, sprint schedule, story estimation techniques, story mapping
- **Facilities** – team conference hall, booked meeting rooms, audio and video channels

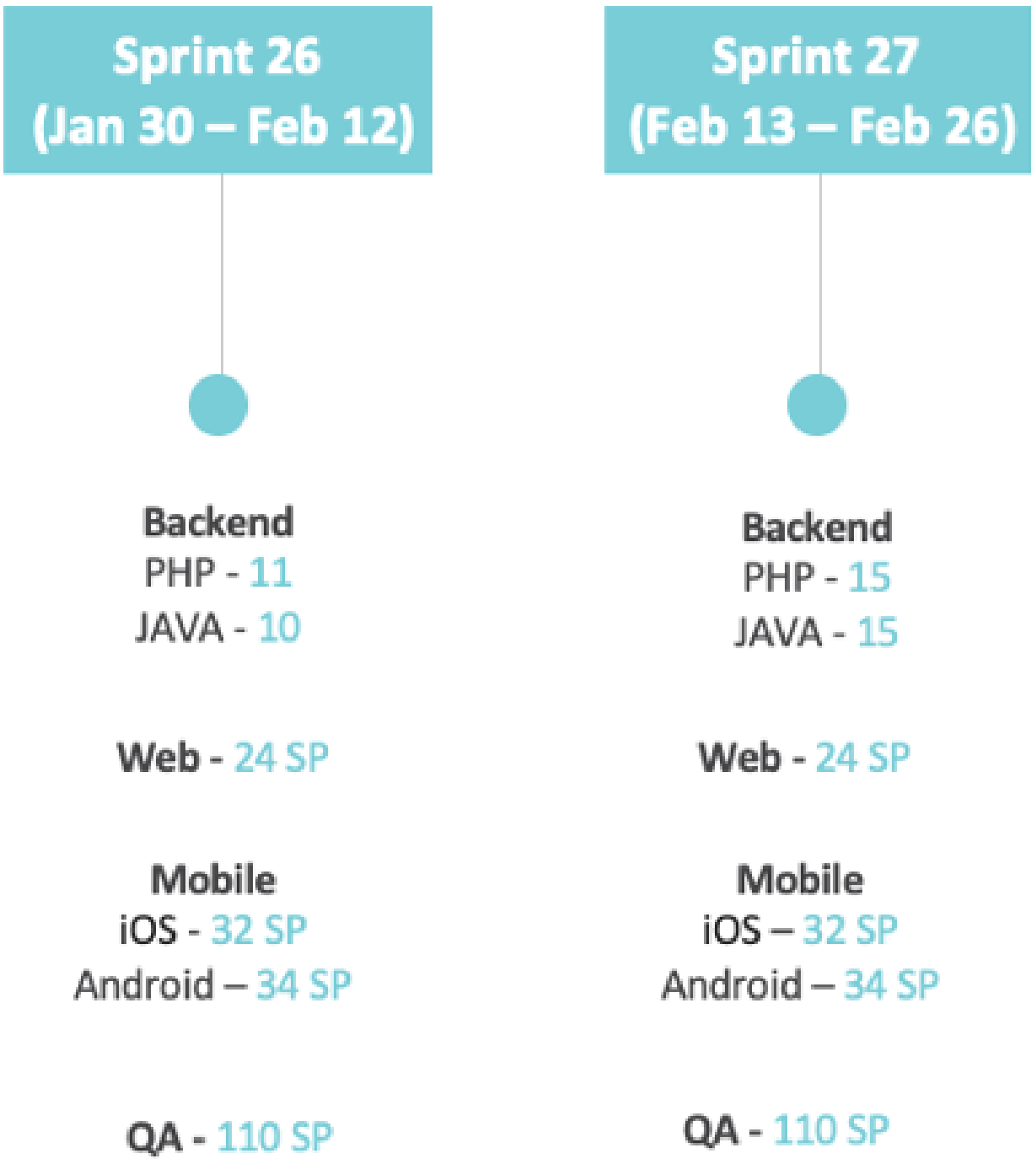
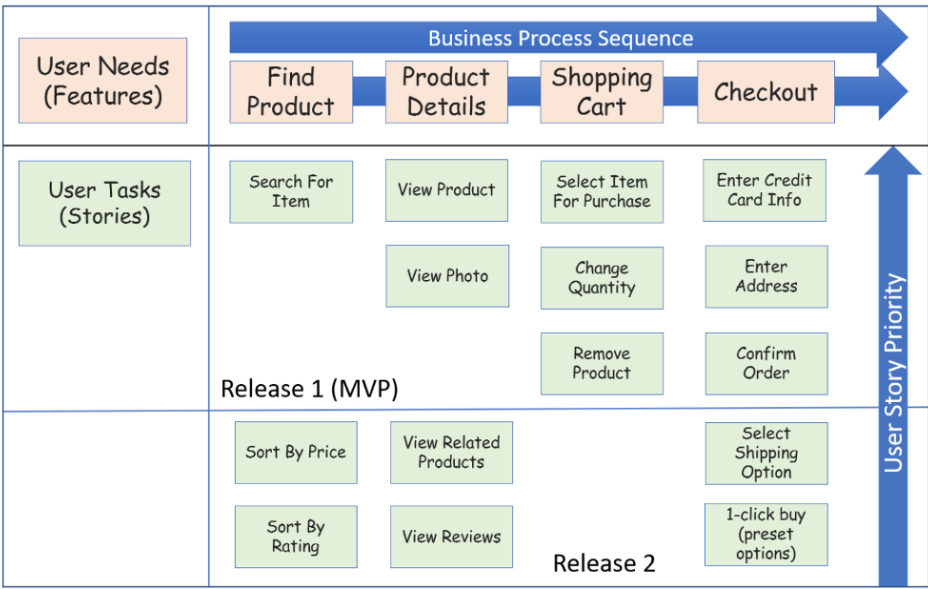
ates - estimation by linear at



apping

features down into small
that can be delivered in a
not necessary at this stage to
extent that they meet a
that can be done closer to
be delivered in as part of
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Time	Activity Summary	Speakers/ Presenters by Names (if applicable)	Participants	Activity Details		
9:30 – 10:15	Planning adjustments		EPAM Team, J&J MyACUVUE Team	Managers describing any changes to planning scope and resources	After the review after PI Planning Day1, Business begins the Day2 giving feedback about performed job and any changes that needs to be done to the backlog and roadmap based on analysis of dependencies and details	Team actively listen to feedback, make notes for the future activities, asking questions
10:15 – 11:45	Team breakouts		EPAM Team, J&J MyACUVUE Team	Plan Adjustments based on the Business Feedback Finalize objectives for PI	Assign Business Value for added/ changed Objectives Provide Consulting to the Team	Teams continue planning based on their agenda from the previous day, making the appropriate adjustments. They finalize their objectives for the PI, to which the Business Owners assign business value.

Execution – team breakouts

Team breakouts #1

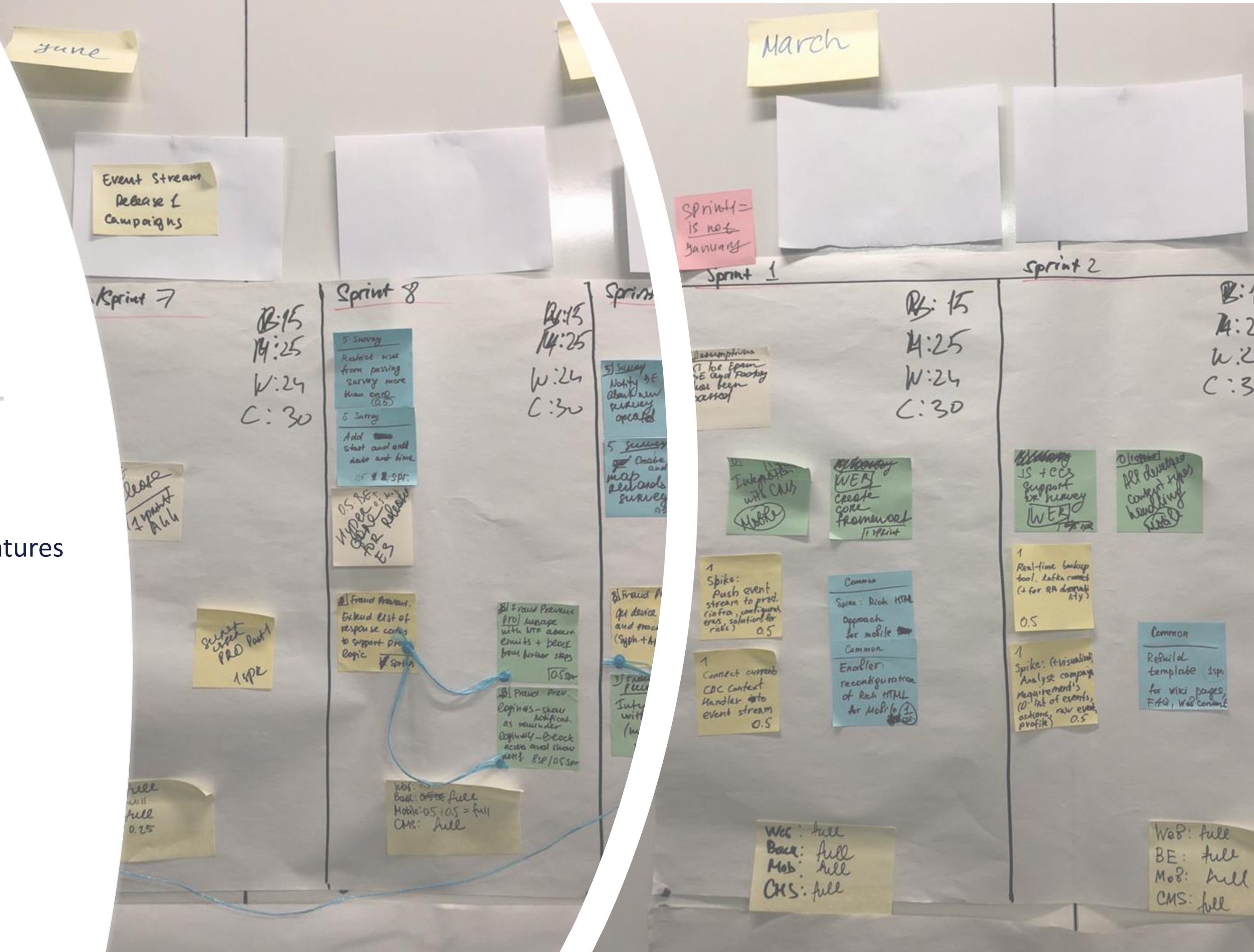
- estimate capacity for each Iteration
- identify the backlog items to realize the features
- create draft plans
- identify risks and dependencies

Team breakouts #2

- continue planning
- make adjustments

Benefits

- *For business: insights how internal kitchen of development works*
- *For team: mature experience by estimating work packages with risks and assumptions, knowledge transition and sharing, opportunity to prove to be experts, Face-to-face communication -> focused on event*
- *For delivery: cross-team collaboration -> identifying dependencies*



Closure – delivery plan

- **Program board** – delivery plan with key milestones in the form of iteration schedule with sprint backlog per available capacity
 - delivery by capacity
 - more dependencies

Benefits

- *For business: understanding when key milestones (release, marketing promo) are going to be reached; visualization of the roadmap*
- *For delivery: understanding of company vision and strategy for product development; ability to see the whole scope picture and analyze it; long term plan developed*
- *For team: understanding what we will do the next year and why*



Closure – program risks & retrospective

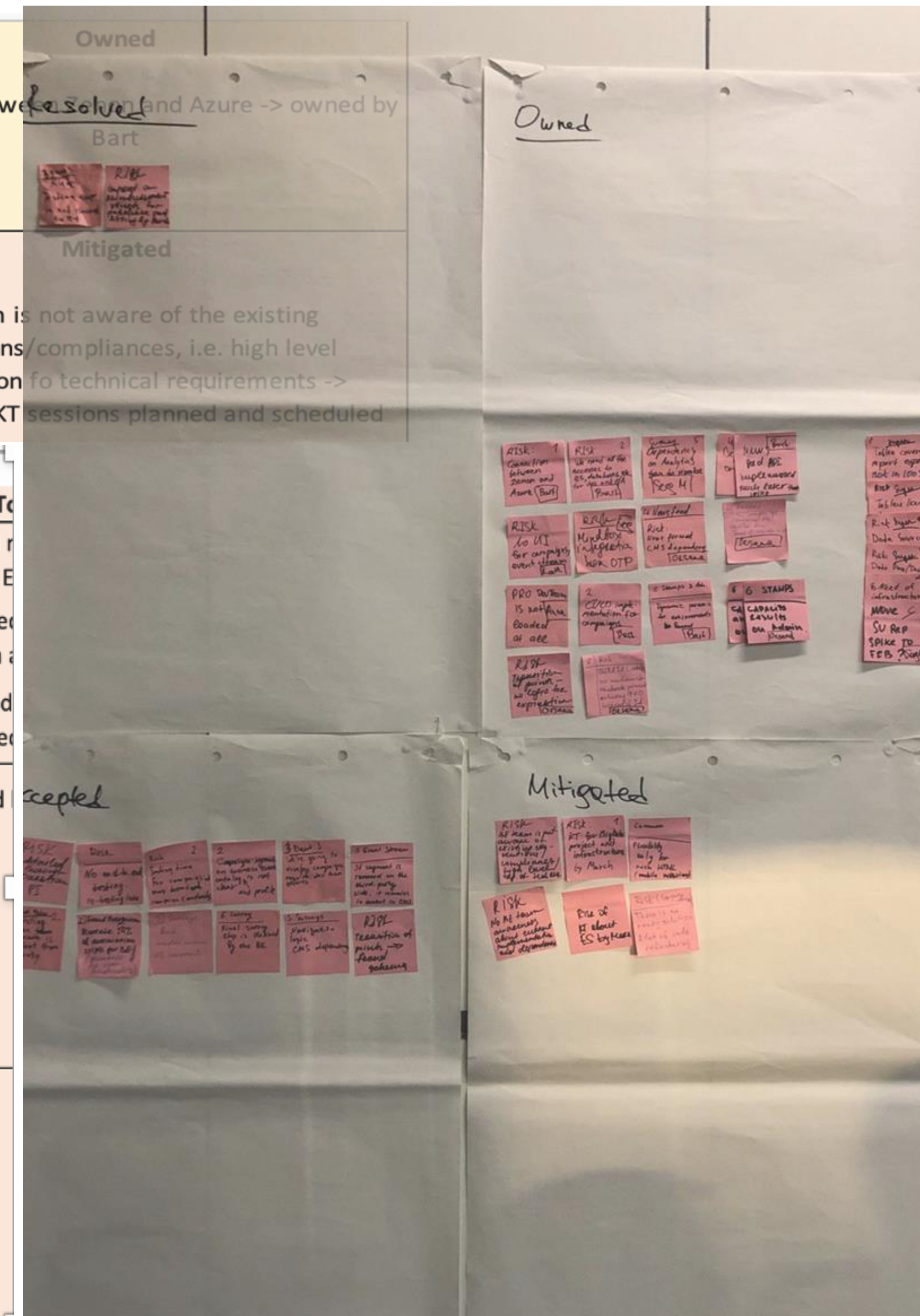
- **Risks** – resolved, owned, accepted, mitigated
- **Retrospective** – what went well, what to improve, action items

Benefits

- *For business: visibility on risks, assisting business team in impact and possible outcome of the risks in case they turn into issue*
- *For delivery: joint work with all stakeholders on risk addressing, resolution right at hand*
- *For team: possibility to raise concerns, or show uncertainty via risks*

Resolved Testing scope is not clear enough due to vague requirements -> resolved, upon completion of PI planning, things got more defined	Owned Connection between Schen and Azure -> owned by Bart
Accepted No detailed and thorough preparation for PI, thus rough estimates are not accurate enough, also division of EPICs into stories could be potentially changed (once more details are known)	Mitigated BE team is not aware of the existing conventions/compliances, i.e. high level organization fo technical requirements -> mitigated by KT sessions planned and scheduled

RETROSPECTIVE	
Went well	To
Detailed and thorough approach to the tasks given PI planning as part of development	Unknown features and r the new system (e.g. E 2 days of PIP are aimed but not for more than Next time we should d and with more detailed
Event stream knowledge transition Bart participation in PI planning & KT New team members got faster on track with stakeholders, session and business	KT for backend should
The dev team built trust with the business team, and vice versa Very active and proactive team discussions Great team work Very good communication	



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- No estimates
- Business analyst is present
- Agile teams working by Scrum
- Remote working conditions
- Limitations in border crossings -> no client visit

How to make a
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Challenge

We are aimed to

- Build Q3-4 delivery plan
- Define resources
- Fix quarter budget

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Program Increment planning by SAFe

Apply SAFe practice for the less scaled demand without face-to-face collaboration, i.e **one iteration of remote Program increment planning**



Solution

- **Format:** Remote
- **Duration:** 10 days
- **Goals:** Quarter delivery plan
- **Participants:** Agile teams, Business Analyst, Business Owners, Product Management, Solution Architect

Preparation - content

- **Executive briefing** – shared presentation with business goals and strategy
- **Product vision briefing(s)** – shared Canvas from business owners, and JIRA EPIC with refined initial requirements on feature level by business analyst
- **Architecture vision briefing** – shared architecture diagrams in a draw.io format for each PIP feature

Benefits

- *For team: understanding what we will do the next year and why*
- *Delivery: mutual visibility: from business to dev, from dev to business*



MyACUVUE Business context.pptx



MyAcuvue PI - Architecture.pptx



Top 10 features.pptx

Goals Preparation steps & tasks

- ☒ Scrum master to schedule meetings and create chats for communication
- ☒ Scrum Master to create JIRA tasks for status tracking during PIP2
- ☒ Business team to prepare Business case & Feature Canvases
- ☒ UX team to prepare UI/UX concept approved by the business
- ☐ Solution Architect to prepare at least draft version of solution architecture for PIP2 features

Please store all artifacts in [JNJ Sharepoint](#).

Scope

Feature	EPIC	UI/UX concept	Business idea & case	Solution Architecture
Part 1				
Family & Kids Profile	<div><div> AERK-8908 - [P1 - Required][P15] Family profile <div>OPEN</div></div><div> AERK-8909 - [P16] Child profile <div>OPEN</div></div></div>	provided, confirmed	provided, moved to JIRA EPIC, open questions	ready for SA review

Part 2				
New Product launches	<div><div> AERK-7548 - [P21] Add/Remove Brands <div>OPEN</div></div></div>	n/a	provided, moved to JIRA EPIC	done
Event Stream Visualization	<div><div> AERK-11767 - [ES] Campaign setup and management by marketing <div>OPEN</div></div></div>	low-fidelity designs provided	provided, moved to JIRA EPIC, open questions	done

Preparation - organization

- **Planning scope and context** – agenda with timings, activities, participants
- **Agile teams** – WBS template; space for retrospective, risks & assumptions; sprints schedule and capacity
- **Facilities** – scheduled meetings, created communication channels

Feature	WBS Scope	AC and Tech notes	Estimation (h)												Assumptions	Risks
			Backend					Mobile			Web		QA			
			JAVA/CS	PHP/Symfony	Apigee	Drupal	Others	iOS	Android	Pro	Admin	CMS				
	[BE] Solution design															
			0	0	0	0	8	0	0	0	0	0	0			

Date		Activity Summary	Participants
Day 1	10/09, Thursday	Part 1 Features 1. Ideas and concept presentation 2. Architecture I vision briefing 3. Offline team work Other Risks & Assumptions specification	J&J Russia MyACUVUE UI / UX Team EPAM DST Team Solution Architect
Day 2	11/09 , Friday	Part 1 Features 1. Q & A with business 2. Offline team work Other Risks & Assumptions specification	J&J Russia MyACUVUE (for Q & A session) UI / UX Team (optionally) EPAM DST Team Solution Architect
Day 3	14/09, Monday	Part 1 Features 1. Q & A with business 2. Offline team work Other Risks & Assumptions specification	J&J Russia MyACUVUE (for Q & A session) UI / UX Team (optionally) EPAM DST Team Solution Architect
Day 4	15/09 , Tuesday	Part 1 Features 1. Offline team work 2. Results preparation Other Risks & Assumptions specification	J&J Russia MyACUVUE UI / UX Team EPAM DST Team Solution Architect
Day 5	16/09, Wednesday	Part 1 Features 1. Results presentation 2. Business feedback elaboration 3. Results adjustment based on feedback Part 2 Features 1. Ideas and concept presentation 2. Architecture I vision briefing 3. Offline team work Other Risks & Assumptions specification	J&J Russia MyACUVUE (for Q & A session) UI / UX Team (optionally) EPAM DST Team Solution Architect

PIP2 - Retrospective

Created by Subach, Katsiaryna [JANIE NON-J&J], last modified on Sep 03, 2020

Please make sure to make the retrospective items filled in along with

Area	What went well	What to improve	Action items

PIP2 - Risks & assumptions

Created by Subach, Katsiaryna [JANIE NON-J&J], last modified on Sep 03, 2020

This is the consolidated list of Risks & Assumptions gathered upon PIP2 completion

List of risks & assumptions

General	
Risks	
Assumptions	

Risk strategy

Resolved <ul style="list-style-type: none">list of risks	Owned <ul style="list-style-type: none">list of risks
Accepted <ul style="list-style-type: none">list of risks	Mitigated <ul style="list-style-type: none">list of risks

- estimate capacity for each iteration
- identify the backlog items to realize the features
- create draft plans
- identify risks and dependencies

- continue planning
- make adjustments

- *For business: insights how internal kitchen of development works*
- *For team: mature experience by estimating work packages with risks and assumptions, knowledge transition and sharing, opportunity to prove to be experts, face-to-face communication -> focused on event*
- *For delivery: cross-team collaboration -> identifying dependencies*

Feature	WBS Scope	AC and Tech notes
Super user dashboard	[BE] Solution design	Time dedicated to communication with Analytics team to define data format, export, contracts etc
	[BE] Enabler - check way of work in tableau	
	[BE] POC - create process to implement	

Estimation (h)											
Backend						Mobile			Web		QA
JAVA/CS	PHP/Symfony	Apigee	Drupal	Others	iOS	Android	Pro	Admin	CMS		
0	40	16	0	0	24	24	0	0	0	30	
8	24	0	0	0	40	40	0	0	0	20	
						8	8	0	0	0	10
						0	0	0	0	0	10
						0	0	0	0	0	16
						0	0	3	1	0	24
						92	192	27	13	0	248

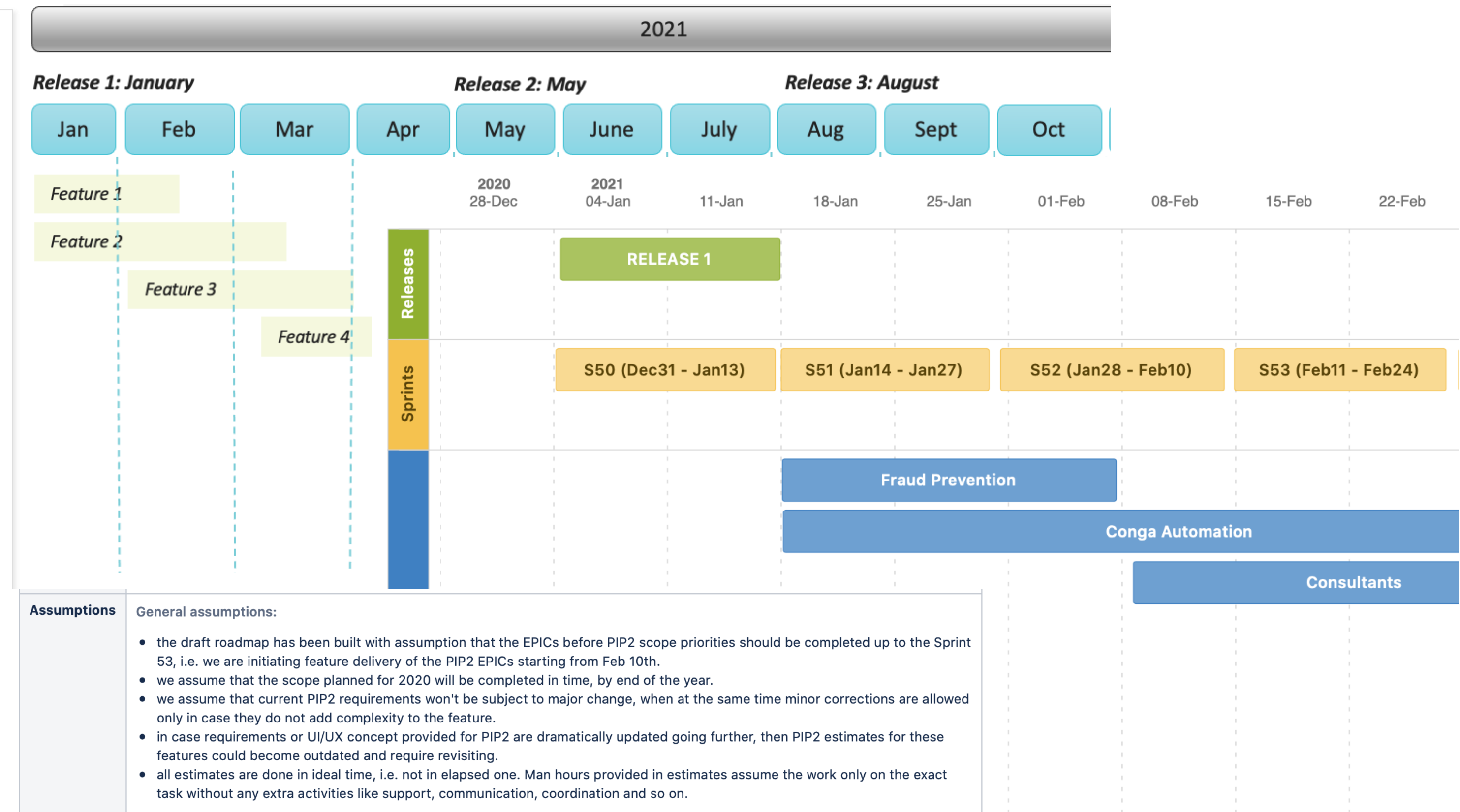
Assumptions	Risks
<ul style="list-style-type: none"> - We assume that web content can be stored on mobile devices locally and displayed as a web view, so that we can reuse the same web components to display first block. - BE assumes that mechanism of transferring information from the native code to local version of the web view exists and can be utilised. - BE should calculate and provide the data for the first block from the already existing API's, and mark it in the way how mobile apps can understand that's a not CMS page. - OLD feature remains working as is. 	<p>Personalized boxes, should they always be visible or not and so on.</p> <p>Looks like different content (like notifications) can be displayed for a small amount of time, others like news feed for the long time, so not's clear how to decide what and how long can remain in personalized feed block.</p> <p>Need to create design for mobiles notifications, banners in NF view, but still may be difference with CMS ones</p> <p>Answer from the business team:</p> <ul style="list-style-type: none"> * Box will be always visible(at least as placeholder) * Notification will be visible until it's valid. * Ordering for notifications are provided (to check in EPIC/Canvas)

Closure – delivery plan

- **Program board** – delivery plan with key milestones in the form of iteration schedule with sprint backlog per available capacity
 - end-to-end delivery
 - less dependencies
- **Assumptions** – project and feature level assumptions

Benefits

- *For business: understanding when key milestones are going to be reached; visualization of the roadmap*
- *For delivery: understanding of company vision and strategy for product development; ability to see the whole scope picture and analyze it; long term plan developed*
- *For team: understanding what we will do the next year and why*



Closure – program risks & retrospective

- **Risks** – summarized list of PI planning and feature level risks; and categorization by resolved, owned, accepted, mitigated
- **Retrospective** – what went well, what to improve, action items

Benefits

- *For business: visibility on risks, assisting business team in impact and possible outcome of the risks in case they turn into issue*
- *For delivery: joint work with all stakeholders on risk addressing, resolution right at hand*
- *For team: possibility to raise concerns, or show uncertainty via risks*

Risks	<ul style="list-style-type: none">• the scope defined for the EOY 2020 is not fully estimated to make assumptions whether we can be ready with it on time, by end of this year. That's why the scope of 2021 can moved forward due to other backlog items left from the year 2020 (e.g. campaign template 1.2).• in case 2021 EPICs planned to be delivered before March 10th won't be done on time, then timelines of the PIP2 2021 EPICs could be potentially impacted with estimates and plan refactoring required.• in terms of priorities there are several ES EPICs (template 2-4) in the middle of the list, so that delivery plan for PIP2 EPICs planned to be in place after ES template 2-4 implementation will be fully dependent on delivery dates of these features.• business requirements and concepts provided before PIP2 have been changed from its initial state. Thus, spending significant time on not relevant / actual specification consumed team's capacity for thorough refinement and accurate estimation leaving some areas not covered enough.• there are no estimates for the cumulated tech debt backlog that should also be a part of the entire roadmap. Thus, delivery dates can be potentially switched due to the extra time required to burn out technical debt.• all the tech solutions proposed during the PIP2 have been made based on short term spikes and research. Thus, in case of deep analysis they can be subject to change, what could potentially impact preliminary estimates and feature delivery plan.• during PIP2 there were extra activities in terms of ES campaigns launch that consumed development team efforts.Thus, it could result in the risk of further adjustment of estimates having some areas for the Part 1 features of PIP2 not thoroughly refined.• New Product launch EPIC: as the scope for refinement and estimation has been increased upon actual start of work on the feature, then the team could potentially provide less accurate estimates due to limited time left or do not cover some cases with different options of estimation.
	<ul style="list-style-type: none">• Sergey D: No DevOps engineer engaged in PIP2, thus DevOps scope could potentially be dismissed. Therefore leaving not estimated pieces of work. For the features that require implementation of new component (e.g. Newsfeed, SU dashboard) we need to setup DevOps automation process - this part is not refined and evaluated.• Kate P: There is no self-service to launch campaigns. We need to dedicate some buffer time for campaigns launch on sprint basis (the same approach as for bugfixing, support, etc). As an option we can onboard the support team to launch the campaigns by the request from the business side.
Accepted (passive)	Mitigated
<ul style="list-style-type: none">• the scope defined for the EOY 2020 is not fully estimated to make assumptions whether we can be ready with it on time, by end of this year. That's why the scope of 2021 can moved forward due to other backlog items left from the year 2020 (e.g. campaign template 1.2).• in case 2021 EPICs planned to be delivered before March 10th won't be done on time, then timelines of the PIP2 2021 EPICs could be potentially impacted with estimates and plan refactoring required.	<ul style="list-style-type: none">• Once DevOps engineer is assigned on the project, we would need to allocate some time for KT sessions. From UZOR DST dev team it should not take too much efforts - we need to explain how to run application, current infra team can take on major part of the onboarding.• There is no self-service to launch campaigns. We need to dedicate some buffer time for campaigns launch on sprint basis (the same approach as for bugfixing, support, etc)

What went well

- great business context and solution vision presentation at the beginning of the PIP2
- flexible and agile attitude of development and qa teams being able to provide estimates with many unknowns and uncertainties with the use of clearly stated assumptions and risks
- active engagement of SA (Bart) into PIP2 meetings and events providing tech vision, drawing solutions, consulting the development team, giving valuable feedback
- thorough preparation for the event brought great results and impacted positively performance of the team while PIP event.
- organization, proper planning, control over PIP activities and its goals resulted into met commitments on deliverables by 1st results demo
- strong leadership approach from DST with proposals of other faster & more efficient ways to deliver some features. Very much appreciated
- proactive DST team approach in providing estimations in agile way by working together offline and online
- outstanding contribution by BE lead (Ilya) in providing thorough tech notes for every story increment and quick estimations
- outstanding contribution of UX/UI designer (Ilya) coming up with alternative solutions and making changes on the fly
- great organizational structure for PIP that was adjusted depending on team needs

What to improve

- efficient resources allocation - up to 20 team members are on calls without roles. Katya alone presents on the team behalf perfectly.
- having hight level diagrams (with strategy) for epics solution architecture in advance may potentially give a great boost for PIP
- to have additional support from organizational standpoint (agile coach, facilitator) in order to manage meetings, stakeholders, team properly with most efficient results possible
- PIP for a whole year is hard. Smaller increments can be estimated more accurately and are less subjected to change.

Action items

- Suggestion: provide initial mock-ups in English so that it's easier to analyze for non-russian speakers
- Suggestion: create calls where both business and dev team can discuss requirements for features in one call (for the features which are still not defined, or when base requirements have been dramatically changed/updated)
- Suggestion: do the deep-dive of one epic at the time to maintain high concentration. 90 mins online,90 mins offline for estimations, so on
- To review properly each call participants: their roles and contribution
- Adjust meeting participants list to the goals and agenda of the call. As an example, critical people should always be as required, and others - as optional ones while taking on other delivery tasks.
- Tech/SA diagrams, vision, tools to be shared in advance. This can save time for the team to be aligned on the solution beforehand.
- Start preparation to the PIP much more earlier in time to deliver refined EPICs (business canvas) to SA ahead of the actual event (at least 1 month)
- Involve dev team (key team members) into solution refinement before PIP in order to work together with SA beforehand (share knowledge and results of POC, specify toolset, etc)
- External support with solid knowledge in domain can be added for further such kind of events. But there should be thorough refinement process of the candidature - show cases, case studies, review of the past experience, etc.
- Goals of the PIP event: "Is there work enough to fill out the next quarter or year?", "Should we speed anything up? Like team extension needed.", "We need to show what we are planning to do the next year". These are the main drivers to organize such kind of events. We need to think how to answer all these questions, but do not have a deep dive into details what consumes significant time. As an option: Provide accurate estimates for the scope for the nearest 3 months, and make Rough estimates for other items till EOY.

We are given

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- No technical solution
- No estimates
- No Business Analyst
- Agile teams working by Scrum
- Multi-stream project
- Collocated teams and client visit

2 days of face-to-face planning

We've ended up with

- Built Q1-2 delivery plan
- Defined resources needed
- Fixed quarter budget
- The planning became not actual in three months

Extra mile

- Breakdown of features into smaller parts
- Draft solution architecture
- Feature estimation in sprints
- Built high level delivery plan by iterations
- List of risks with risk response strategy

Results

We are given

- Complex product backlog
- Complicated microservices architecture
- Multi-stream project
- No business priorities
- No milestones with defined deliverables
- No technical solution
- No estimates
- Business analyst is present
- Agile teams working by Scrum
- Remote working conditions
- Limitations in border crossings -> no client visit

10 days of remote planning

We've ended up with

- Built Q3-4 delivery plan
- Defined resources needed
- Fixed quarter budget
- No major deviations from initial planning

Extra mile

- Breakdown of features into smaller parts
- Refined solution architecture
- Enriched feature acceptance criteria
- Defined integration contracts and touchpoints
- Feature estimation in hours by streams
- Comprehensive delivery plan by iterations
- List of assumptions
- List of risks with risk response strategy

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	FACE-TO-FACE 	REMOTE 	LESSONS LEARNED 
Planning perspective	2 days planning for two quarters	10 days planning for two quarters	Either extended timelines or decreased scope defined for planning
Content preparation	Canvas with high level feature description	Specification of A/C by Business Analyst	BA should be in place
Collaboration	Individual streams work	Integration sync ups	Touchpoints to be planned
Business engagement	Constant support	Ad-hoc with limited availability	Committed business availability
Solution architecture	Draft solution architecture usage	Refinement of solution architecture	Comprehensive SA in advance
Feature mapping	Based on streams capacity	End-to-end delivery is in preference	Less dependencies in delivery
Delivery plan	High level roadmap with estimation by Sprints	Detailed delivery plan with estimation by hours	Hour estimation is for the first 3 months, and sprint estimation - for the rest
Digitalization	Too much manual work	Fast reframing of existing artifacts	Mixed approach to be applied



Sincerely believe in immense capabilities of our brains, intelligence and physical capacity. This helps me to produce energy, consume it for my own needs and share it with others for the sake of new talents unlocking.

Thank you!

Produced by Kate



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Questions?

