

Tracking - Scrum/Jira Identified Opportunities for Improvement - MyAC

Scrum Focused Issues

Item #	Issue	Description	Impact	Resolution	Dependencies / Relations	Target Phase
1	Large Scrum Teams (16 developers on Patient Portal)	Large scrum teams that are very difficult to manage, should be multiple smaller teams using scaled agile / scrum of scrums. This 16 people doesn't include a SM, PO or QA testers.	Too large of team to work as a scrum team.	Smaller teams, scaled agile with multiple smaller teams.	Leverage to incentivize growth 16	1
2	Story Grooming / Backlog Refinement	Story grooming / backlog refinement is only happening once during PI planning. Now using poker planning to help groom stories, but grooming is happening too early and then backlog refinement doesn't continue through out the sprint.	Stories are not given accurate story points causing issues for team with completion or taking far longer once they fully understand the story.	Grooming should happen daily and stories should be able to be re-sized / groomed based on additional knowledge added. Also, it is important to employ a Three-Amigos meeting which can help assessing the high level design and dependencies early. This will boost the output of the regular grooming sessions.	First POs need to be trained to best practices	2
3	No Agile Ceremonies beyond Stand-up	Team has stopped participating in agile ceremonies as they are too busy for them. Team has not gone through proper Agile-Scrum training and does not appreciate the value of ceremonies.	No understanding by team what is and isn't working. Lack of ownership or cross-functional participation when no feedback loop.	Ceremonies MUST be required by the PO/SM at the end of each sprint or daily in the case of the standup. The team needs to go through coaching on how best to use each Scrum ceremony	After PO/SM/RTE receive training	2
4	No Retrospective Ceremony	Scrum teaming participating in the retrospective ceremony, but product owner not showing up. Sent issues to the PO, but no reply or action taken to help the team improve / remove blockers.	Team has no feedback loop, feels like they aren't being heard by PO.	Have retrospective ceremony and require that all attend and that action items are followed and completed as assigned.		2
5	Standup	Not used to answer questions on blockers, but rather for understanding the application as only opportunity to have contact with PO for dev team. Stand up lasting well over 15 minutes as not used for appropriate purpose and too large of a team.	No time to give accountability to team for work. Team collaboration not possible to work as cross-functional team. Lack of proper communications leads to siloed work. Blockers take longer to resolve. The existing grooming ceremony is not effective.	PO is available to the team and he/she assures that stories are understood clearly by the team. PO per scrum team.		1
6	No Sprint Review	Review provides the opportunity to assess progress as well as make any adjustments ahead of the next sprint. Teams demonstrate a tested increment of value to the Product Owner, and other relevant stakeholders.	No review, no evaluation of progress.	Assure by PO/SM that this essential ceremony takes place.		2
7	No Sprint Planning Ceremony	Using PI planning session for sprint planning. Still need sprint planning ceremony to make adjustments and groom stories. Team members collaborate to determine how much of the Team Backlog they can commit to delivering during the upcoming sprint based on the available team capacity. The team summarizes the work as a set of committed goals.	Team is having to assign story points early and aren't able to change them through additional grooming or as knowledge of the story improves.	Involve the team in PI planning as well as Sprint planning ceremony before each sprint to assure stories are fully understood and grooming continues throughout the sprint.		2
8	DoD	DoD different for QA testers / Dev team, not standardized across the team.	As functionality is done, it should be demoed to the PO so all set for the sprint review and stakeholders.	QA testers are part of DEV /Scrum team, not needing a separate DoD.	First POs will scale to agile org, but stories still groomed by old PO.	3
9	No MVP / demos	Multiple weeks with out a demo as blockers on each function not allowing for demo to take place	Stakeholders have no way to know what is being delivered or that no functionality is being delivered.	Team needs to be take on a feature and work as a cross functional team to deliver.		5
10	PO not managing backlog	The product owner is not prioritizing the backlog for the scrum team. Not in the beginning or through out the sprint.	Team cant make changes to the backlog during the sprint even if it's obvious they over or underestimated during planning.	Team should feel comfortable to bring to the PO a needed change to complexity estimations during the sprint or during planning ceremony.		2
11	Developers not understanding stories	Team spends their stand-up trying to better understand the stories / acceptance criteria rather than answering key questions / noting impediments	Product Owner should be giving the rest of the scrum team all of the information needed to successfully design, develop, and test the system.	Train the product owners on their role in agile.	Feedback from dev team will help to naturally improve this process	4

12	Assigning Story Points	Expected to assign story points during PI planning when little is understood about the story, no grooming allowed or taking place throughout the sprint.	Story points will not be representative of the complexity of the work if not fully understood during PI planning by Dev team.	Train the product owners on their role in agile, which is not to control the dev team but allow them to be self managed.		2
13	Top Down Approach for Support	Upper Mgmt and RTE needs to push for best practices rather than supporting scrum team looking for work arounds / band aides rather than using Scrum / Jira as designed.	High chance that team will fail if there's not support from above on following scrum and best practices.	Gain support from key stakeholders so initiative is supported from top - down.	RTE/Capability owner growth	1
14	Automated Testers / Developers Working in Silo	They are not working as one scrum team. Not cross-functional.	Finger pointing at each and blaming that it's the dev team or QA team, rather than all being responsible for meeting DoD.	Working as one team who is responsible for completion of work	Scrum master to create better cohesiveness between the teams	2
15	PO is taking this role for multiple teams	Need different PO for each scrum team as it's required for PO to join in the ceremonies and actively manage the prioritization and backlog for the team	PO doesn't have sufficient time to work with the Dev and Business teams, ceremonies missed, delays due to not understanding stories, etc	Scrum of Scrum, scaled agile to assure each team understands stories and blockers are quickly removed	Value comes from understanding the role and needs to be communicated by upper mgmt	1
16	OUS DevOps Legitimacy	Our OUS DevOps legitimacy to prescribe WoW changes		Guidelines, best practices, training and coaching comes from our team		1
17	Epic Acceptance/DoD	Epic accepted or challenged by the PO / team.				

Jira Focused Issues

Item #	Issue Name	Description	Impact	Resolution	Dependencies / Relations	Target Phase
1	Workflow	Using old workflow that the scrum team finds difficult to maneuver through as it doesn't have a specific flow.	Team is having difficulty maneuvering through the workflow causing confusion. Increases risk of stories getting lost or missing a required step	Team to change the workflow once gets approval from Kunal, Krupal and Theresa		1
2	Large Stories	Stories are not split by operating system or country/user/lite/full users - all in one story. Tried to clone them and asked to make them smaller where rejected by PO, but no solution was provided. KPI focus on business team not scrum team, scrum team using excel to get any meaningful reporting.	Team is unable complete stories in one sprint. Rational from PO is that it doesn't allow them to get metrics on their epics if stories are split or cloned???	Action: Katie to brainstorm with team as to how we can split these stories.		3
3	Bleeding Stories	Stories are running from one sprint to another as stories are not being completed in one sprint.				3
4	Lack of Access	Over 50% of Cognizant team isn't onboarded or has no VM, so no access to Jira.	Who is the resource manager?	Develop onboarding steps / plan for team (by role)		1
5	KPI - Velocity	Stories must be moved to "DONE" status per DoD. Currently Dev team considers they are done once story is moved to "In Functional Testing."	Scrum Team can't get this essential KPI to help them improve their velocity, understand where they can improve in their planning and story estimating. How can they do high level PI planning with out any measure of the team's velocity?	Training on DoD for cross functional team		4
6	KPI - Burndown Chart	Team does not want to use sub-tasks measured with time tracking, but required to get this metric OOB Jira	Team not able to see visually WIP, work completing as planned?	Team understands where they are with their completion of work throughout the sprint		4
7	KPI - Sprint Throughput	Team does not want to use sub-tasks measured with time tracking, but required to get this metric OOB Jira	Understand the number of sub-tasks delivered vs/ sub-tasks completed	Train the team on using sub-tasks to track work and then they'll be able to identify delivered vs/ completed work.		4
8	DoD	DoD different for QA testers / Dev team, not standardized across the team.	Teams work in silos and not a cross functional team.	When story meets the DoD, it is marked in Jira as done as the story has been designed, developed, tested and meets the scrum teams DoD.		5

9	Work Assigned to Dev Team	Too large of a team to be self-organized and cross functional, so they are assigning stories based on the experience of the developers	Pull system are proven to be more effective than push systems. Less efficient and doesn't allow the teams to be self-organizing.	Team will be self organized and work on stories as a team with the entire team responsible for completion.		4
10	Contracts	Contracts / invoices are being fulfilled, set on complexity/story points		Action: Nicolas what is the current SoW?		4
11	Epics / Components	Using epics as they should use components. Epics are not ending as it's by component. No MVP if epic cannot be completed.	Epic cadence of 5-6 weeks (quarterly). Component can go across epics/sprints. Cadence of five sprints per epic.	Conscious understanding of why numbers are deviating as epic are not being met on time. Create counter measures for next PI to plan better. Will reduce the over commitment issue.		2
12	Time Tracking for Sub-tasks	Teams not time tracking for sub-tasks as they don't see the point as they aren't able to mark tasks complete.	No burn down chart and will be an issue when moving to scaled agile.	Train team to use sub-tasks for tracking work using time estimation. Allow them to mark as done to get accurate metrics.		4
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PHASE 1

Short Description	Why?	How?	Acceptance Criteria	DoD
Restructuring Team	Small teams commit fast, collaborate better, communicate clearly; there is less noise; more opportunity for team members to take ownership	Cross-functional team only; organize according to domain /component/technical area or geography; like for example all team members working on iOS can be under one team, on Android in another team and for Web in the third team.	<ol style="list-style-type: none"> Teams are cross-functional Teams are of similar size Teams are in agreement with this organization 	
Adding SM and POs - PO transitioning to RTE				
Participation in Daily Scrum Answering Three Questions				
Lack of Product Team Access to Jira / No onboarding				
Top-Down Approach for Gaining Support				
Assigning Story Points				
OUS DevOps Legitimacy				
Automated Testers / Developers Working in Silo				
Epic acceptance is understood by Team	Epic is the first level of requirement that a team comes across; it carries important information on expected deliverable, its business value or outcome. The team needs to be aware what the Epic requires	Epics must also follow Story template; Must have an Acceptance criteria or Condition of Satisfaction; Must carry Business value or relevant details		

Phase 2

Short Description	Why?	How?	Acceptance Criteria	DoD
Story Grooming / Backlog Refinement				
Retrospective Ceremony				
Sprint Review				
Sprint Planning Ceremony				
PO Managing the Backlog				
Assigning Story Points (mandatory)				

Phase 3

Short Description	How?	Why?	Acceptance Criteria	DoD
DoD				
Too Large of Stories (J2)				
Bleeding Stories (J3)				
Agile Workflow				

Phase 4

Short Description	How?	Why?	Acceptance Criteria	DoD
Developers not understanding stories				
KPI - Velocity				
KPI - Burndown Chart				
KPI - Sprint Throughput				
Time Tracking for Sub-tasks				

Phase 5

Short Description	How?	Why?	Acceptance Criteria	DoD
Epic Acceptance / DoD				
PI Planning				