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| Scrum Master Guide | |
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**VERSION CONTROL**

| Version | Revision date | Name of author/modifier | Summary of Changes |
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# PI Planning day

## Preparedness

* Knowing the team mates whether they will be available for full PI
* Have conversation with the product owner and expectation from each other.
* Have contacts numbers availability for the team members and key stake holders.
* TFS backlog visibility how and driving plan on the planning day.
* Velocity and capacity visibility
* Have architectural context who to go for the questions.
* Understanding the system team and DevOps and who to go for questions?

## Sprint Break down

* Have the IP dates attached to the feature clear delivery plan at which sprint feature can be delivered?
* Stories are estimated and voted
* Some capacity should park for Bug support,
* All PBI has visualised on sprint level.
* Dependencies have been identified, contacted both external and internal.
* Is that anything needed to discuss with other scrum master? If possible can be contacted before SOS which will be great other if something require more than one Scrum Master then can be highlight in the SOS.

## Team Objective Progress

* Have you begun writing PI objective?
* Have you finished allocating capacity (if necessary) to maintain in your sprint.
* Have you identified most of your stories?
* Have you begun resolving dependencies with other team?
* Are your dependencies represented on the program board?
* Are you identifying team and program risk?
* Do you anticipate completing the draft plan?

# Scrum of Scrum

## PREPAREDNESS:

**Feature level updates with dot points before dial in if we can.**

* Sprint goal on track.
* Sprint goal not on track. What causing it?

**Key highlights**

* Issues / Blockers: Examples: There are two issues and two blockers
* Issue 1: There are few test cases missed in the TFS test plan / suites need to do little bit rework on this.
* Issue 2: ATOF requested to accommodate few additional scenarios to test, it may cause some addition effort for the team.
* Blocker 1: There are conversion data dependencies which we required by today otherwise it will block roughly 10 Scenarios out of 30
* Blocker 2: Waiting for DCS team to fix the template and deploy to the environment to continue testing.
* On the call may only focus on the issues rather than detailed solution plan that something we can discuss end of the SOS with smaller group.

# **Nexus**

Nexus is a framework that drives minimizing cross-team inter dependencies working in a similar group of products.

## Nexus can have scheduled event Based on Nature of the products / Nexus team agreement

* Daily stand up – N/A, based on scrum master chapter discussion.
* Weekly catch up – N/A, based on scrum master chapter discussion.
* Review Retro – N/A, based on scrum master chapter discussion.
* Design group catch up – N/A, based on scrum master chapter discussion.
* Test group catch up N/A, based on scrum master chapter discussion.
* Build group catch up N/A, based on scrum master chapter discussion
* Demo N/A, based on scrum master chapter discussion.

## Nexus Product Example

Excise products such as FTCN, PSO, IWRS and Correspondence. Technical implementation almost similar so that teams can share knowledge each other which help avoid duplication of solution thinking, prompting the delivery quickly. Ongoing nexus collaboration helps cross – team reduce inter dependencies.

# **Scrum Master Chapter**

People with the same skillsets are called Chapters in Agile ways of working. Chapters have deep skillsets in certain areas (in this example Scrum Master skillsets) and work together to enhance those functional skillsets but still need to work with other people from different chapters to achieve the overall goal. List of scrum master chapter activities will be track under TFS backlog item. Chapter outcome will be captured in the TFS discussion history.

## SCRUM MASTER - Chapter Lead

Chapter lead leads a fortnightly chapter session based on the collective information / feedback from other scrum masters on particular topics of interest, working closely with other leads / Scrums Masters on agreed way / new way of doing things. Topics of interest example: new starter dash board, feature walk through process – single pager or any other preference.

# **Agile ceremonies**

## Daily Scrum/Stand Up

SCRUM CHECKLIST

The *Daily Scrum/Stand-up*  is a reoccurring meeting held at the same time every day that promotes Team communication, fosters collaboration and perfomance by inspecting the work done in the prvious 24 hours and makes a plan for the next 24 hours. This communication fosters shared responsibility as well as the ability to identify and more rapidly respond to any challenges and changes as they occur. This event is time-boxed to 15 minutes

P:\images\metro icons\black, without circle\edit.png Agenda

|  |  |
| --- | --- |
| * What have you done since our last Stand-up Meeting? * What have you learnt since our last Stand–up? * What are you planning to do until our next Stand-up Meeting? * Are we still on track to meet our Sprint Goal? * Do you need help? * What issues are preventing you from making forward progress to escalate to the Scrum Master? |  |

P:\images\metro icons\black, without circle\group.png­­ Event participants

|  |  |
| --- | --- |
| Role | RACI Governance Model |
| Team | Accountable |
| Scrum Master | Responsible (Chair) |
| Team Leaders and mentors | Inform (Observer) |
| Interested stakeholders | Inform (Observer) |

P:\images\metro icons\black, without circle\check.png Key outcomes

* Shared knowledge of tasks and activities.
* Create opportunities for collaboration.
* Increased awareness of issues, impacts and pending risks.
* Remove impediments to the Team’s progress of Sprint outcomes.

P:\images\metro icons\black, without circle\questionmark.png Key considerations

* Topics outside the 3 questions should be addressed outside the meeting.
* The Team reports progress to each other, not the Product Owner, Scrum Master or Team Leader.
* Are there any new requirements to discuss with the Product Owner? The Team should note anything they might currently know against an item and record it on a card.
* Does the Team need to talk to people outside the Team to help with clarification of requirements?
* Work with the Scrum Master, Product Owner and time-box the discussion.

Common obstacles to avoid­



* The Team’s focus is a report to the Scrum Master and not to each other.
* The Team only talk in generalities that decrease the transparency of activity and limit the Scrum Master’s effectiveness to serve the Team to remove visible and non-visible threats to delivery.
* Time is spent on general discussion or detailed tangents versus targeted progress.

## Sprint planning – What Session

SCRUM CHECKLIST

*Sprint Planning* is held on the first day of the Sprint. This event is designed to provide the Team and the Product Owner time to conduct just-in-time planning for items in the Product Backlog that are of high-value for delivery at the end of the Sprint. Sprint Planning is held in two sessions: discussion around *what* is required, followed by creation of tasks and discussion of *how* the Product Backlog items will be delivered. Time-box maximum 2 hours for a two week sprint



Agenda

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| * Scrum Master   + Introduces the agenda.   + Clarifies the intent of the scrum event   + Indicates the time-box for the event   + Communicates the velocity from previous Sprints.   + Communicates the time-box for the Sprint, including dates, working days and holidays.   + Elicits and clarifies the Team’s capacity – leave, availability, training needs, etc. * Product Owner   + Presents the Vision for this Sprint and how it relates to other Sprints.   + Introduces the Product Backlog Items and their Acceptance Criteria. * The Team   + Discusses the Product Backlog items with the Product Owner.   + Estimates each of the Product Backlog items in turn using techniques like Planning Poker.   + Discusses any points of divergence in relation to the estimate of effort for each Product Backlog items   + Breaks-down the Product Backlog items into smaller pieces, through collaboration with the Product Owner, to ensure that each item can be committed to for completion within a single Sprint.   + Communicates to the Product Owner any consequence relating to *what* is being asked for and its rank-order for delivery, including any technical, design or business debt that may be incurred as a result. * SMEs and other interested stakeholders   + Observe and may participate in estimation and discussion of the *what* through prior negotiation with the Scrum Master and the Product Owner to assist with increasing transparency. * Scrum Master   + Observes the conversation and steps in if SM believes that the Team doesn’t sufficiently understand enough about the *what* of a Product Backlog items in order to commit to its delivery.   + Encourages the Team to use established Patterns to break-down Product Backlog items |

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Event participants



|  |  |
| --- | --- |
| Role | RACI Governance Model |
| Team | Accountable |
| Scrum Master | Responsible (Chair) |
| Product Owner | Collaborate |
| Subject Matter Experts | Inform (Observes) |
| Interested stakeholders | Inform (Observes) |

P:\images\metro icons\black, without circle\check.pngKey outcomes

* The Team understands *what* is required by the Product Owner.
* The value, needs, outcomes of Product Backlog items are sufficiently clarified.
* The Team understand the order in which Product Backlog items should be delivered.
* The Team is empowered to discuss *how* they will approach completion of the Product Backlog items.



Key considerations

* No surprises – The Team should already be familiar with the Product Backlog items to be discussed in Sprint Planning.
* Granularity – The top 20% of the items in the Product Backlog should be of sufficient granularity to be able to immediately commence the Sprint.
* Ranked – The Product Backlog should be ranked in the order that the Product Owner wants items delivered. The ranking should be reflective of the value to be delivered to end-users.
* Estimated – The Team should have already worked with the Product Owner to estimate all of the Product Backlog items. Sprint Planning should produce final estimations based on any last minute changes, emerging risks, or new information that has come to hand.
* Three Cs – The Product Backlog items should conform to the “Three Cs” (card, conversation and commitment).
* Consequence – Discussion between the Product Owner and the Team should create an understanding of the “Fourth C” – consequence – including dependencies between items, their rank order for delivery, and any rework that may result.



Common obstacles to avoid­

* The Team wastes time talking about *how* they will deliver the Product Backlog item, and its solution, rather than being focussed on eliciting sufficient information as to *what* it is.
* The Team asks for a *Design Spike* when they already know the *what* as well as *how* they will complete it. If the *what* is well understood, design tasks should be part of the estimation of complexity to produce and deliver the item.
* The Product Owner comes to the event without having acceptance criteria for Product Backlog items; time is wasted in the event with the Product Owner writing this on the fly.
* The Product Owner assigns/engages individual Team members to ensure everyone has sufficient work to keep them busy for the Sprint.
* The Product Owner stops discussing Product Backlog items once PO feels the Team has sufficient items to work on and asks for a verbal commitment for its deliver.
* The Product Owner runs the meeting as part of their role as the Team’s manager.

## Sprint Planning – How

SCRUM CHECKLIST

*Sprint Planning* is held on the first day of the Sprint. This event is designed to provide the Team and the Product Owner time to conduct just-in-time planning for items in the Product Backlog that are of high-value for delivery at the end of the Sprint. Sprint Planning is held in two sessions: discussion around *what* is required, followed by creation of tasks and discussion of *how* the Product Backlog items will be delivered. Time-box maximum of 2 hours for a two week sprint.

Agenda



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| --- |
| * Scrum Master   + Introduces the agenda.   + Clarifies the intent of the event.   + Indicates the time-box * The Team   + Runs through each of the Product Backlog items in the rank-order that the Product Owner required them to be completed.   + Reviews its notes regarding complexity, effort and dependencies.   + Writes sufficient tasks to remind themselves and the rest of the Team how to complete Product Backlog items so that it meets the Definition of Done.   + Assesses the skills it needs to satisfy the Definition of Done.   + Assesses any Patterns it needs to use to satisfy the Definition of Done.   + Assesses any artefacts it may need to create in order to solidify its understanding of each item’s requirements.   + Stops writing tasks when it reaches a decision regarding how many items it can commit to this Sprint.   + Discusses where Pairing would be of greatest advantage to the Team. * Scrum Master   + Observes the conversation.   + Steps in if SM believes that the Team doesn’t sufficiently understand enough about the *what* of a Product Backlog item in order to commit to its delivery.   + Seeks the input of the Product Owner if further clarification is required on a particular Product Backlog item   + Reinforces the need to undertake Backlog refinement of Product Backlog items that are not sufficiently understood so they are ready for the next Sprint.   + Assesses areas of likely risk in the emerging solutions to actively or passively watch for in the Sprint. |

Event participants



|  |  |
| --- | --- |
| Role | RACI Governance Model |
| Team | Accountable |
| Scrum Master | Responsible (Chair) |
| Product Owner | Observer |

Key outcomes



* The Team commit to the work they will do this Sprint and a Sprint Goal.
* The Team create a Task Board to visually display the items they’ve committed to delivering and their status throughout the Sprint.
* Product Owner is informed of the Sprint Goal and what is forecast to be delivered at the end of the Sprint.
* Business stakeholders and end-users have knowledge of the value that they will receive at the end of the Sprint.



Key considerations

* Sustainable pace – The Team should only commit to as many items as can be produced at a pace that is sustainable throughout the Sprint. There should be no inference that any item should require ‘hero work’.
* Collaborative work – The Team’s plans should reinforce the need to collaborate together on the solution, rather than work independently based exclusively on their area of expertise.
* ****Pairing – Pairing reduces bugs and increases the efficiency of knowledge transfer about issues and requirements, but adds an additional 10-20% to the time to complete a task. This factor is to be taken into consideration when the Team decides how much can be committed to for the Sprint.

Common obstacles to avoid­

* The Team over commits itself.
* The discussion gets into too much detail and stuck in ‘solutioneering’ mode.
* The Team focus on the technical aspects of delivery of the Product Backlog items rather than discussing what they need to do to embed value to end-users, including tasks such as analysis, design and experience architecture.

## Sprint Review

* Scrum Master
  + Introduces the agenda.
  + Clarifies the intent of the event.
  + Indicates the time-box.
  + Steers any conversation away from talk about new requirements.
* Product Owner
  + Introduces the items for the current Sprint and their Acceptance Criteria.
  + Asks questions for clarification of what is being presented during the Demo.
  + Assesses whether or not the Team have adequately met the Definition of Done.
  + Makes notes regarding any changes needed to future Product Backlog items and associated Definition of Done in order to improve the value proposition inherent in the items delivered this Sprint.
* The Team
  + Relates any important approaches, considerations and solutions that were important to the Team in order to raise awareness of the rationale for the end-result.
  + Demonstrates the Product in working condition according to the Definition of Done.
* SMEs and other interested stakeholders
  + Observe.
  + May ask questions of clarification regarding what they are seeing

Take notes about additional features or requirements and feeds them back to the Product Owner for discussion and consideration for new/changes to product backlog items.

Event participants

|  |  |
| --- | --- |
| Role | RACI Governance Model |
| Team | Accountable |
| Scrum Master | Responsible (Chair) |
| Product Owner | Collaborate |
| Subject Matter Experts | Inform (Observes) |
| Interested stakeholders | Inform (Observes) |

P:\images\metro icons\black, without circle\check.pngKey outcomes

* Demonstration that the items committed to this Sprint that are ready for deployment.
* Product Owner can confirm what the Team committed to and what they were able to deliver was done in accordance with their acceptance criteria (Definition of Done).
* Subject matter experts and interested stakeholders have an understanding of what has been completed by the Team.

Key considerations



* No surprises – People external to the Team should already be familiar with what the Team has committed to delivering. The demo should cement, in their minds, the Team’s ability to commit and deliver.



Common obstacles to avoid­

* All Team members are not present.
* Non-core Team members consume the meeting with discussion about improvements to what they are seeing, rather than taking note and discussing those ideas with the Product Owner *after* the event.

## Sprint Retrospective

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. The Retrospective is designed to provide a formal point for inspection and adaption by the Scrum Team with lessons learned incorporated directly into the next Sprint. **Time-box: no more than 1 hours for a two week Sprint.**

Agenda



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| * Scrum Master   + Introduces the agenda.   + Clarifies the intent of the event.   + Indicates the time-box.   + Promotes discussion of the Team’s behaviour, (people, process and technology) and its impact on the Sprint. * Team   + Reflects on the behaviours it committed to changing last Sprint.   + Assesses the effectiveness of the actions from last Sprint to improve the Team’s delivery capability.   + Discusses behaviours that impacted the Sprint – both positive and negative.   + Discusses what worked and why – commit to increasing that behaviour in the next Sprint.   + Discusses what didn’t work and why – commit to reducing that behaviour in the next Sprint.   + Writes its commitments for behavioural change on cards that are placed against the Sprint Backlog where they will remind the Team what actions to undertake in for the next Sprint. |

Event participants



|  |  |
| --- | --- |
| Role | RACI Governance Model |
| Team | Accountable |
| Scrum Master | Responsible (Chair) |
| Product owner | Accountable |

checkKey outcomes

* Improved understanding of the factors that detract from, or improve, the Team’s ability to deliver on its commitments through inspection of the Team’s behaviour.
* Commitment to removing behaviours that negatively impact on the Team’s ability to deliver.
* Commitment to try and monitor new behaviours to improve the Team’s ability to deliver.
* Commitment to continuous improvement through progressively incorporating new tools, techniques and learnings in a sustainable way.

There are many different types of retrospectives that can be run, the following outlines a couple of patterns and there are also links to other patterns to use to mix it up and keep each retrospective engaging and fresh.

Activity – ROTI (Return on Time Invested)

ROTI is an effective tool to understand where the Team feel their involvement has yielded very little personal benefit. The focus of ROTI is not to analyse the problem but to understand the behavioural change that will result in improved morale. ROTI can replace the standard agenda for the Retrospective as those behaviours that yield high ROTI scores are identified for continuation in subsequent Sprints and the behaviours that yielded very low ROTI scores are identified for change for the improvement of the Sprint and the Scrum’s health.

* The Scrum Master
  + Lists each of the milestones in the Sprint – Sprint Planning, early stand-ups, early stories completed, Grooming, later stand-ups, and later stories completed, Sprint Review (Demo) – on the wall or whiteboard in a timeline format.
* The Team
  + Rates the value of their time spent against milestone according to the following scale on the wall.

|  |  |
| --- | --- |
| Score | Description |
| 1 | I'd have been better off making a coffee run. Complete waste oftime |
| 2 | You really should have let me stay at my desk and work |
| 3 | This was an OK meeting. About as valuable as if I'd been at my desk doing work |
| 4 | Surprisingly, this was more valuable than if I'd been at my desk doing work |
| 5 | Wow, this meeting saved me tons of time. Thank goodness I didn't skip it to do other tasks |

* The Team
  + Provides feedback on a single post-it note about that milestone – how they felt, why they felt that way, the circumstances surrounding the milestone.
  + Places the feedback into a hat and does not discuss the feedback.

Activity – Mood Board

The Mood Board activity extends the ROTI by drawing trend lines for participants between all of the milestones to note collectively the high and low points throughout the Sprint.

* Each Team member
  + Joins its own dots between each of his or her milestones to provide a continuous line of feedback ranked from 1-5 (from the ROTI) for the whole Sprint.
* Scrum Master
  + Encourages discussion about the collective low and high points of the mood board.
  + Elicits an understanding of the behaviours that contributed to the low and high points.
* The Team
  + Notes the behaviours that contributed to the low points as practices to discontinue.
  + Notes the behaviours that contributed to the high points as practices to encourage.
  + Discuss new behaviours to undertake to improve the Team’s ROTI.
  + Commit to changing their behaviour, adding new practices, or incorporating lessons learned.

There are many formats a retro can take if you are stuck for ideas checkout:

* [www.tastycupcakes.org](https://www.tastycupcakes.org/)
* [www.funretrospectives.com](https://www.funretrospectives.com/)
* [zenexmachina.com/accelerate-through-retrospectives/](https://zenexmachina.com/accelerate-through-retrospectives/)
* [www.atlassian.com/blog/software-teams/run-retrospective-distributed-team-fun](https://www.atlassian.com/blog/software-teams/run-retrospective-distributed-team-fun)



**Common obstacles to avoid­**

* Removal of ceremonies and core Scrum practices because they are felt to be unimportant.
* Sprint fatigue due to back-to-back ceremonies. ROTI can help identify where this is occurring and where the cadence of ceremonies may need adjusting in order to promote sustainable pace throughout a Sprint and into the next one.

# **Useful Links**

<http://agilehq/> You will find various agile artefact here.

[Skill Matrix Example](http://sharepoint/GA1Sites/EST_Indirect_Tax/EST%20ITX%20Offshore%20Shared%20Documents/Teams/Yodas%20Jedis/Planning%20-%20Skill%20Matrix/Yodas%20Jedis_SkillMatrix.xlsx?web=1) Skill Matrix will help understand team members individual strength and continuous improvement area in terms of feature delivery work. There are three categories in the skill matrix.

|  |  |
| --- | --- |
| Expert | I can teach it |
| **Practitioner** | **I can do it** |
| **Novice** | **What is it?** |

It will help cross skill and fill the skill gap within the team. Expert can engage practitioner to bring up to the expert level. Novice can choose expert to learn something new. Scrum Master will support to do these activities.