

Project Monitoring and Control

A How-To with Scrum

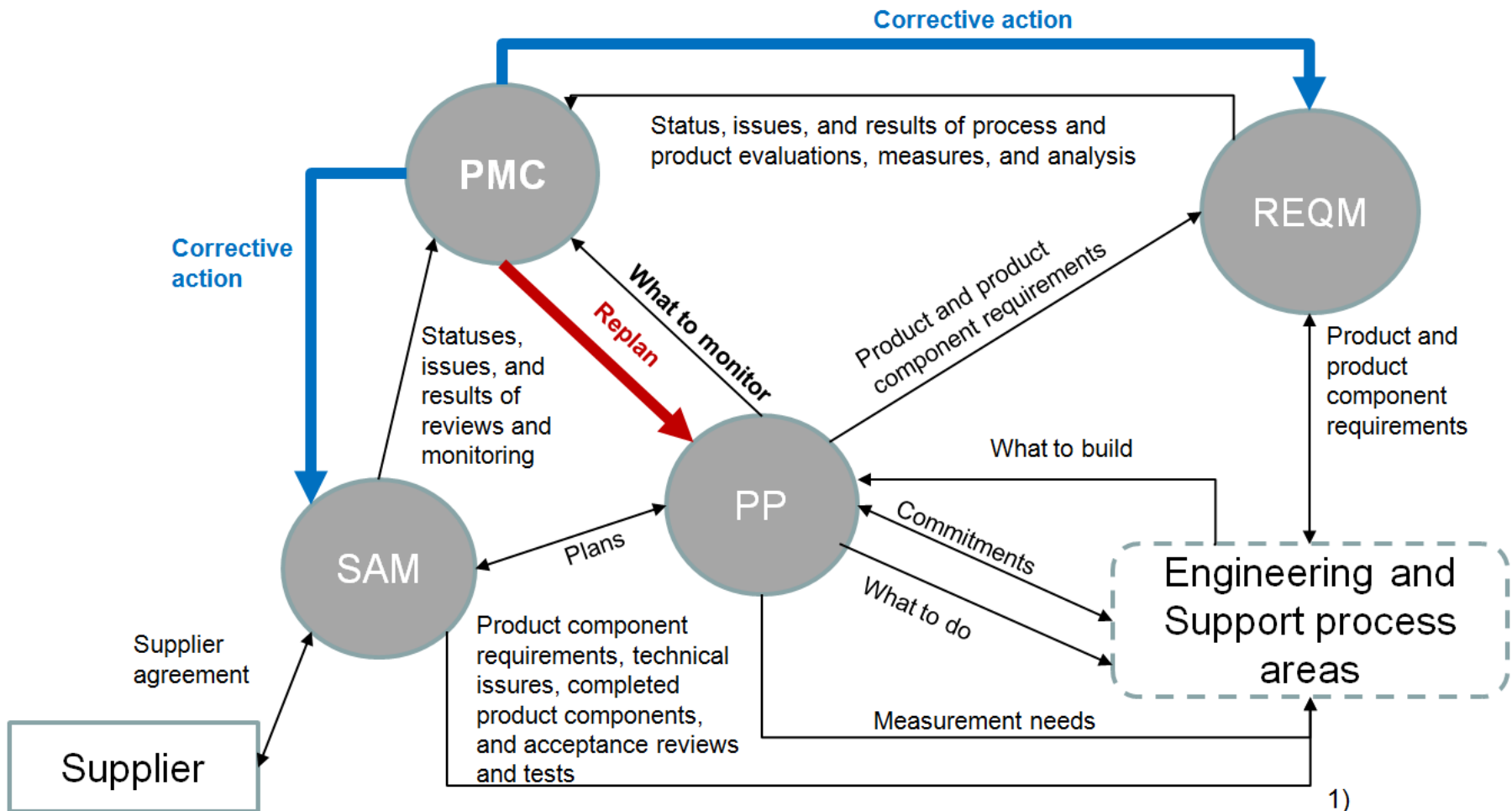


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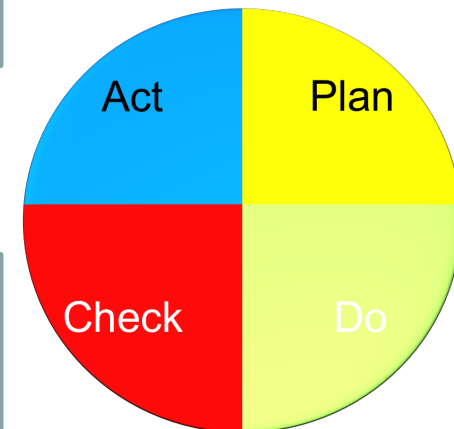
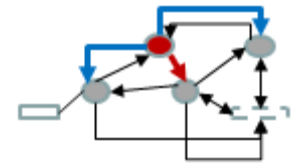
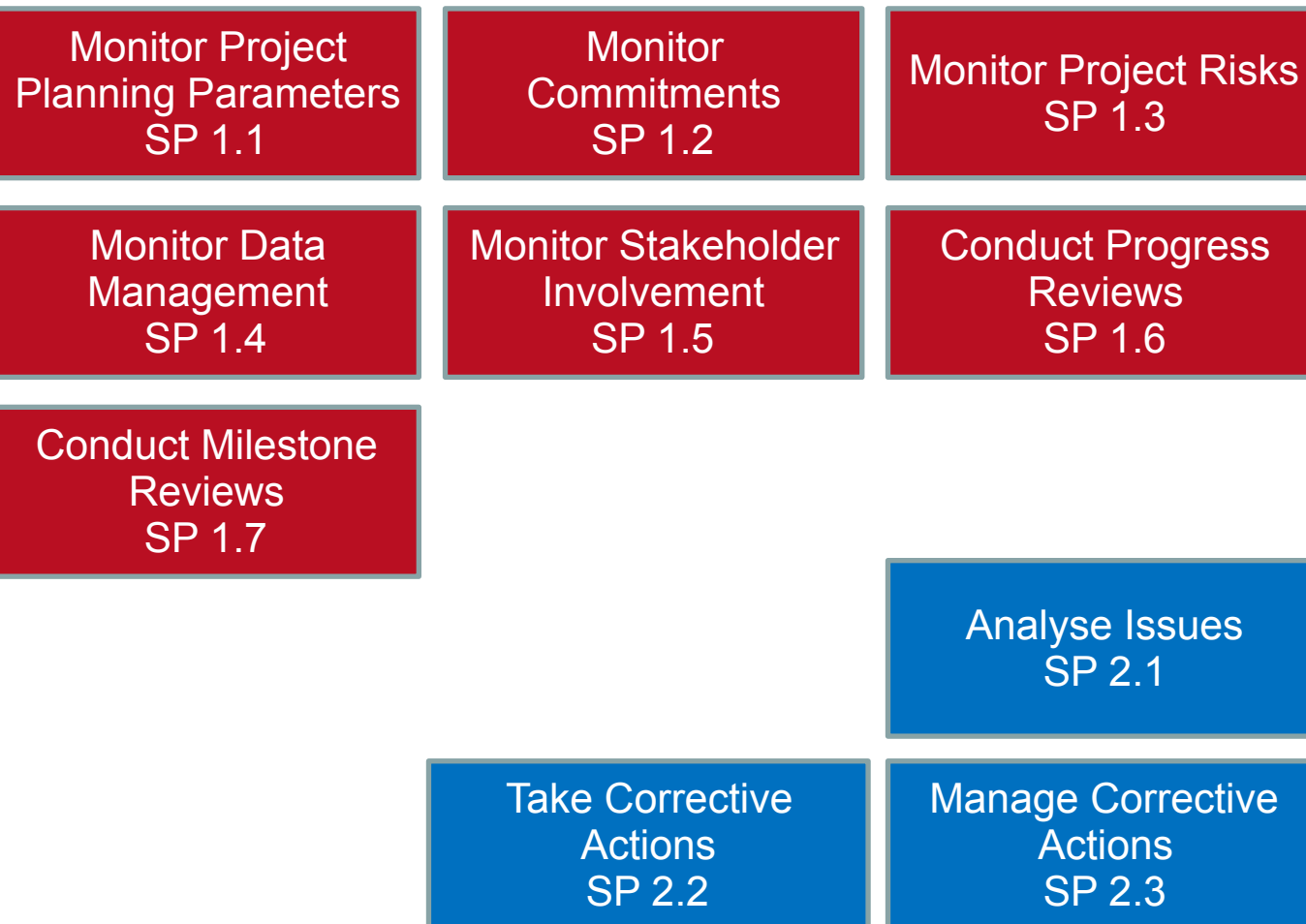
Agenda

1. Introduction
 1. Big Picture
 2. What does Scrum look like
 3. Combining CMMI with Scrum
2. Specific Goal: Monitoring the project against plan -
Specific Practices I – VII
3. Specific Goal: Manage corrective action to closure -
Specific Practices I - III

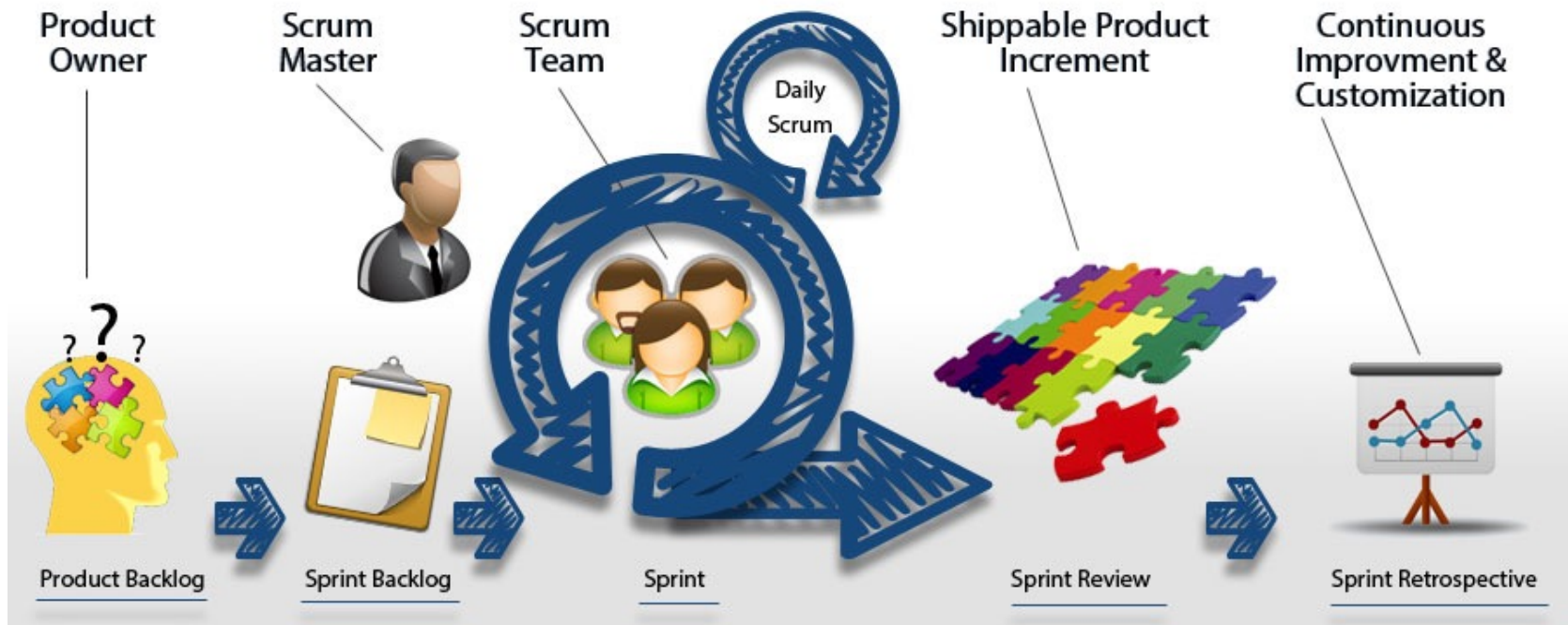
Big picture



Overview of PMC Specific Practices



What does Scrum look like?

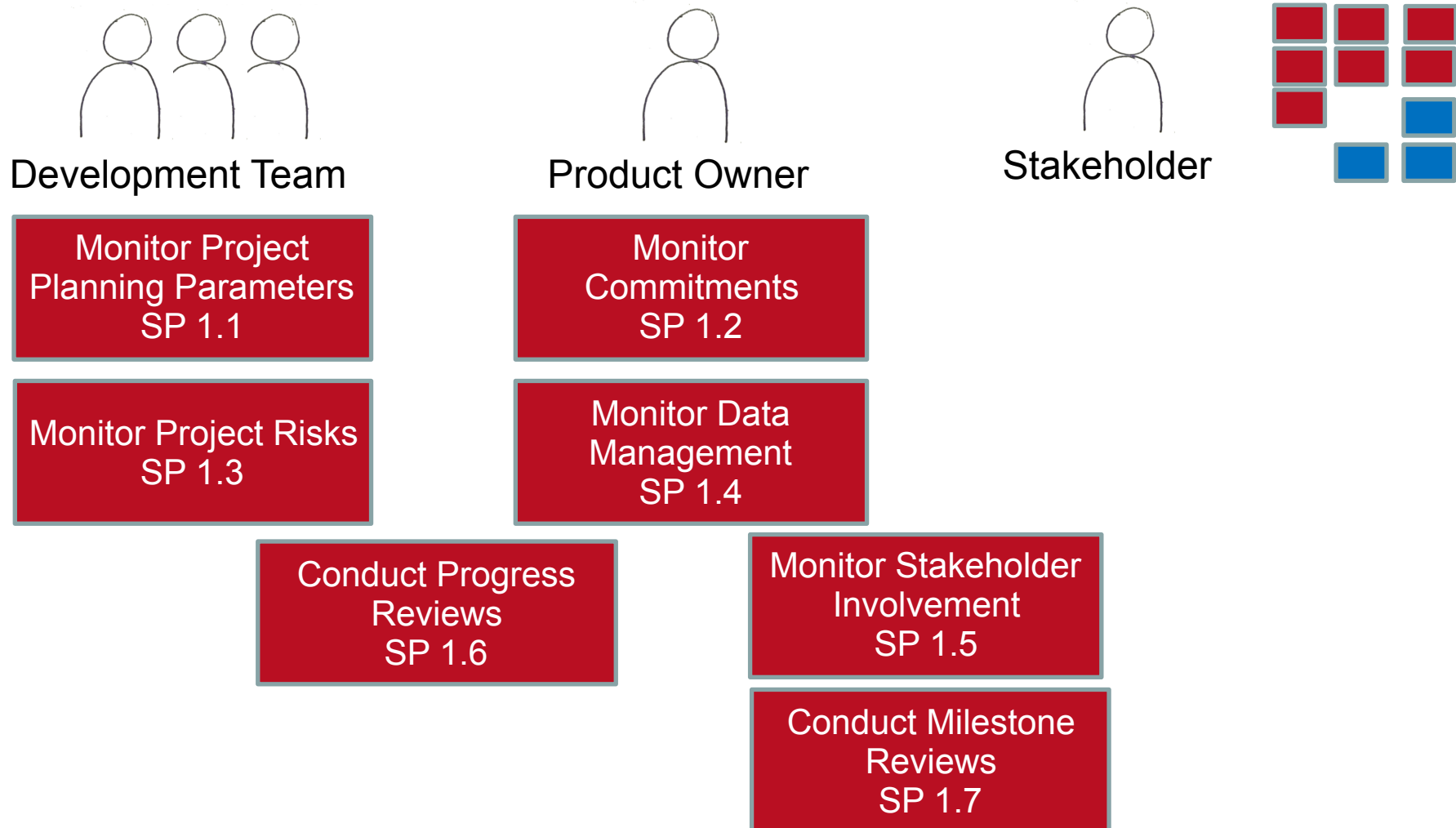


2)

Possible integration in Scrum



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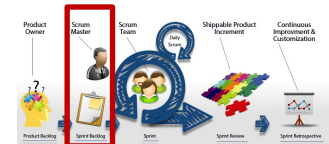
SG 1: Monitor project against the plan

CMMI Practice

Monitor actual value of project planning parameter against the project plan

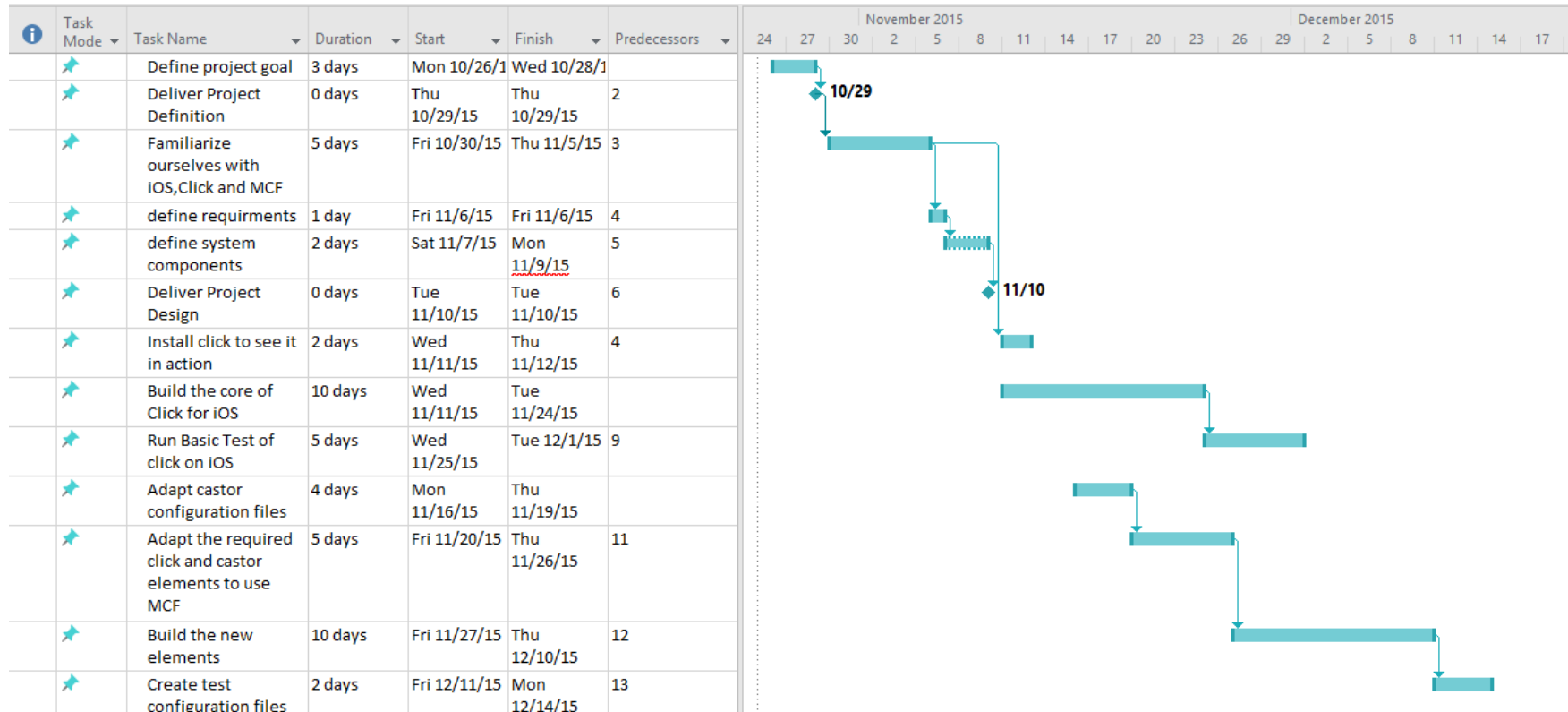
- progress
- costs
- attributes of work products and tasks
- resources provided and used

Scrum Practice



- Sprint burndown chart that tracks the effort remaining
- Release burndown chart

Example



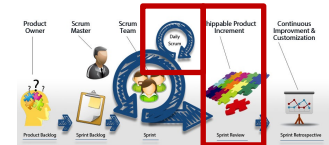
SG 1: Monitor project against the plan

CMMI Practice

Monitor Commitments to the plan

- regularly review commitments
- identify those that are not satisfied or at significant risk
- document results of commitment reviews

Scrum Practice



Discussions on team commitments at the:

- Daily Scrum meeting
- Sprint review meeting

Possible documentation in a check-list

Example



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Daily meetings with status identified as:

- Planned
- in progress
- done
- bugs

3)

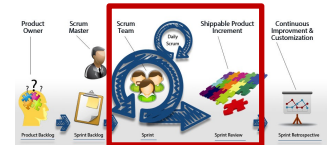
SG 1: Monitor project against the plan

CMMI Practice

Monitor Project Risks

- periodically review documentation of risks in current context
- revise documentation as additional information becomes available
- communicate risk status to relevant stakeholders

Scrum Practice



- Sprint Planning meeting
- Risk logs at release plan/ Product level

Example

Risk Log

Reference	Description	Date	Likelihood	Impact	Risk Category	Countermeasure	Contingency	Owner
1	The main supplier cannot deliver on time because of other commercial commitments.	21/03/11	Likely	High	High	Include financial penalties in contract; build contingency into the schedule; monitor contractor performance.	Revise project schedule.	Annie Proulx
2	The lead time for the leased line exceeds 90 days.	21/03/11	Unlikely	Medium	Medium	Order line earlier than necessary; incur additional rental fees.	-	Jim Harrison
3	Release of the new system is delayed because user acceptance testing commences after planned start.	23/03/11	Very likely	High	High*	Build eight week contingency into schedule.	Employ temporary staff to free up resources for testing; revise project schedule.	Mark Spragg
4	There is insufficient capacity to create additional database instances for data migration and testing.	18/04/11	Very unlikely	Medium	Low	Give advanced notice; monitor SAN usage.	Prioritise projects; temporarily remove alternative development instance.	Jim Harrison
5	Load testing fails to identify problem prior to system release.	20/04/11	Unlikely	High	Medium	Phased introduction of new system users.	Manage system access; remove high-load features; initiate Incident management process.	Kent Haruf

4)

SG 1: Monitor project against the plan



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CMMI Practice

Monitor **Data Management**

- periodically review **DM** activities against description in project plan
- identify and document significant issues and impact
- document results of **DM** activities

Possible Practice

- establish internal and external platforms (documents and sprint backlog/ ticketing system)
- secure these exchange platforms
- only post summaries/ relevant data into the external repository

Not Scrum

Example

<input type="checkbox"/>	No.	Date	Updated	Alert Level	Priority	Status	Request Type	Client	Request Detail	Tech	Escalation	Latest Notes
<input type="checkbox"/>	13	1/24/08 9:14 am	1/24/08 10:08 am	Not completed	High	Open	IT Request • Software Support • Microsoft Windows • Upgrade Request		Reimage Computer Lab: Update main image on server and run Netinstall.	J. Admin	Level 3	
<input type="checkbox"/>	17	1/24/08 9:30 am	1/25/08 9:34 am	Not completed	High	Open	IT Request • Hardware Support • Telecom • Phones	Demo Client	Create Phone Extension: New Employee	J. Admin	Level 1	
<input type="checkbox"/>	8	1/23/08 1:48 pm	1/24/08 10:07 am	Not completed	Medium	Open	IT Request • Software Support • E-Mail • Repair Request	Demo Client	E-mail Attachments: I can't add attachments to messages. Please help.	J. Admin	Manager	K. Hammond: Sorry there is a 5MB attachm...
<input type="checkbox"/>	4	1/23/08 12:01 pm	2/5/08 1:14 pm	Not completed	Medium	Pending	Legal Dept Request • Trademark / Copyright	Terry (client) Siddall	Can I...: Can I let a customer of ours display our Corp Logo on their website?	J. Admin	Manager	G. Washington: Let me do a bit of backgr... Widget, Inc.
<input type="checkbox"/>	3	1/23/08 11:58 am	10/17/08 4:06 pm	Not completed	Medium	Open	IT Request • Software Support • E-Mail • Repair Request	Terry (client) Siddall	E-Mail Outage Reported: Enduser unable to send or receive e-mail.	J. Admin	Level 2	T. Siddall: Incident reported by Technic... T. Siddall: Incident reported by Technic...
<input type="checkbox"/>	37	3/16/11 11:36 am	3/16/11 11:37 am	On schedule	Low	Open	Facilities Request • Maintenance • Light Bulb Replacement		Lightbulb Outage Reported: Please replace the Lightbulb reported in the area mentioned in ...	J. Admin	Level 1	Reported and reassigned to Facilities.
<input type="checkbox"/>	39	3/16/11 12:35 pm	3/16/11 12:37 pm	On schedule	Medium	Open	IT Request • Hardware Support • Desktop • Repair Request	Demo Client	computer won't boot: boots to screen with error	J. Admin	Manager	
<input type="checkbox"/>	6	1/23/08 1:07 pm	2/5/08 1:14 pm	On schedule	Low	Open	Facilities Request • Maintenance • Light Bulb Replacement	Terry (client) Siddall	Lightbulb Outage Reported: Please replace the Lightbulb reported in the area mentioned in ...	J. Admin	Level 1	FYI - It is actually broken! Looks like some h... T. Siddall: Kev, I think
<input type="checkbox"/>	5	1/23/08 12:23 pm	2/5/08 1:13 pm	On schedule	Medium	Assigned	Facilities Request • Maintenance • Fixture/Office/Cubical Repair	Terry (client) Siddall	Office Shelf fell off...: One of the shelves in my office just fell apart on my cabinet. ...	J. Admin	Level 1	FYI - the shelving unit is a Hon, if you have a... Office #48 on the 11th Floor, Thanks!!! Ter...

5)

SG 1: Monitor project against the plan

CMMI Practice

Monitor Stakeholder Involvement

- periodically review status of stakeholder involvement
- identify and document significant issues and impacts
- document results of stakeholder involvement status reviews

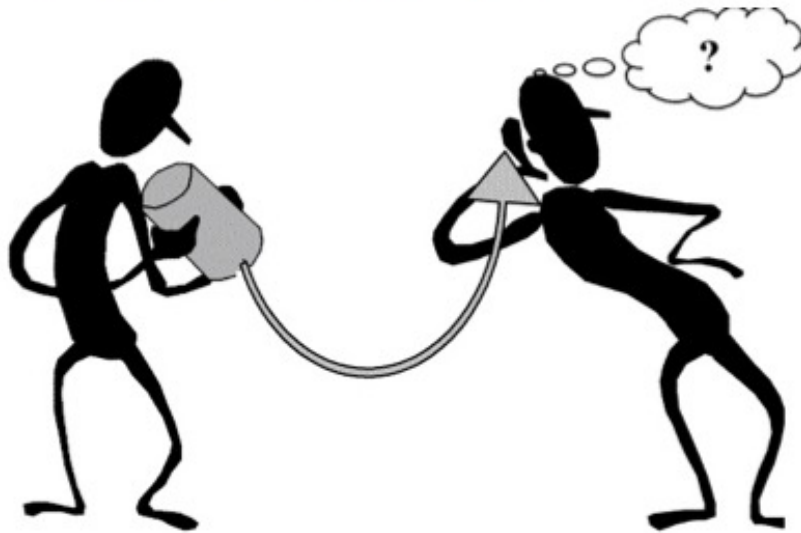
Scrum Practice



Discussions at the:

- Daily scrum meeting
- Sprint review meeting

Example



- Stakeholder meetings every second week
- Minutes of stakeholder meetings
- History for stakeholder meetings
- Contact via email or Skype to talk about important issues

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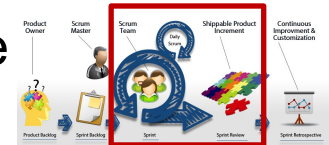
SG 1: Monitor project against the plan

CMMI Practice

Conduct Progress Reviews

- regularly communicate status on activities and work products to relevant stakeholders
- review results of collecting and analyzing measures for controlling project
- identify and document significant issues and deviations from plan
- document change requests and problems
- document results of reviews
- track change requests and problem reports

Scrum Practice



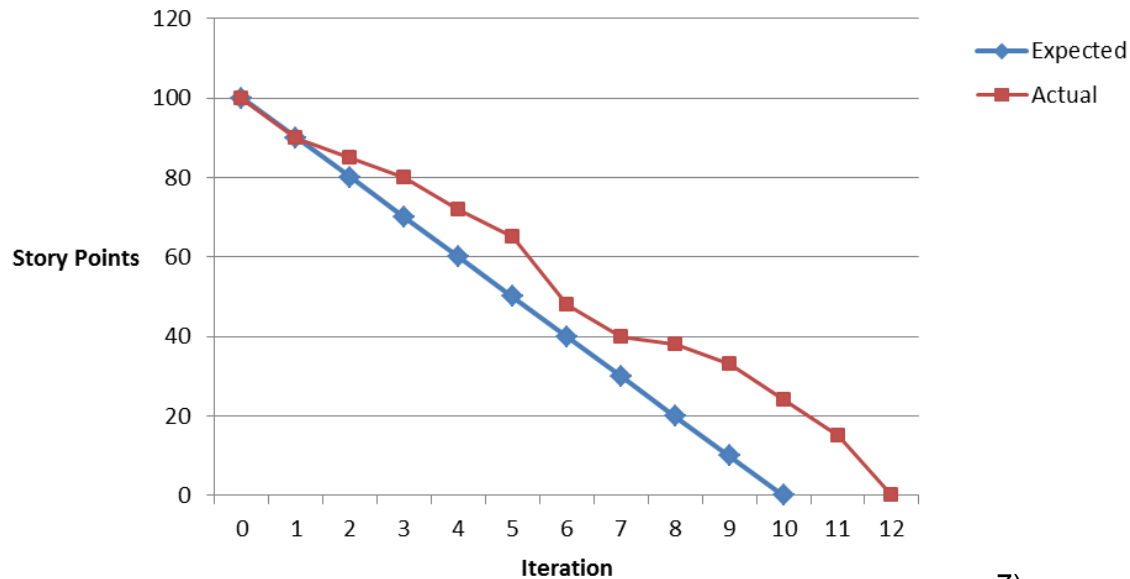
Discussions at the:

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Sprint burndown chart

Example

Burn Down Chart



- Used in agile software development
- Shows significant progress with deviations

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SG 1: Monitor project against the plan

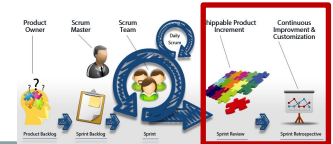
CMMI Practice

Conduct Milestone Reviews

- with relevant stakeholders at meaningful points in schedule
- review commitments, plans, status, and risks
- identify and document significant issues and impacts
- document results
- track action items to closure

Scrum Practice

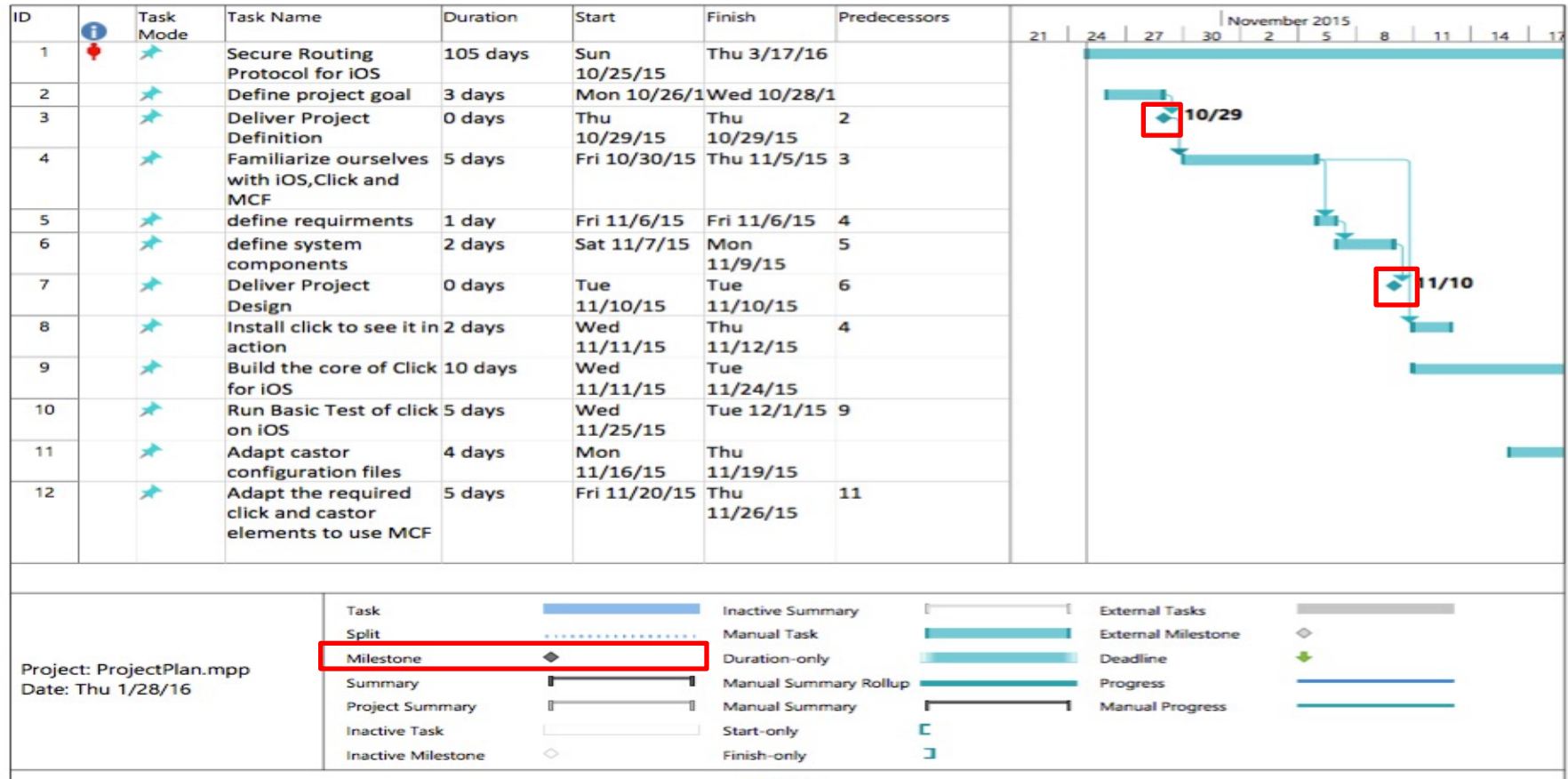
Sprint review meeting of accomplishments and results



Example



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SG 2: Manage corrective action to closure

CMMI Practice

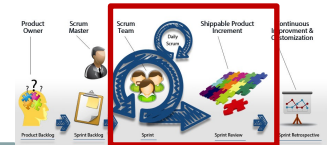
Analyze issues

- gather issues for analysis
- collected from reviews and execution of other processes
- analyze issues to determine the need for corrective action

Scrum Practice

Notes from:

- Daily scrum meeting
- Sprint review meeting



SG 2: Manage corrective action to closure

CMMI Practice

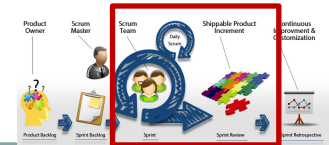
Take corrective action

- determine and document the appropriate actions needed to address identified issues
- review and get agreement with relevant stakeholders on the actions to be taken
- negotiate changes to internal and external commitments

Scrum Practice

Actions from:

- Daily scrum meeting
- Sprint review meeting



SG 2: Manage corrective action to closure

CMMI Practice

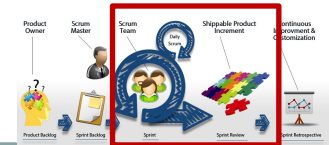
Manage corrective actions

- monitor corrective actions for their completion
- analyze results of corrective actions to determine their effectiveness
- determine and document appropriate actions to correct deviations from planned results to performing corrective actions

Scrum Practice

Traking of actions from:

- Daily scrum meeting
- Sprint review meeting



Source materials

- 1) Taken from *Chrissis/Konrad/Shrum*, CMMI for Development®, Guidelines for Process Integration and Product Improvement, 3rd Edition, Addison-Wesley Professional, 2011.
- 2) <http://www.scrum.as/academy.php?show=0&chapter=1>
- 3) http://www.luxoft.com/upload/main/57f/720x360xagile_simulator_05.jpg.pagespeed.ic.-j32RWzzCy.jpg
- 4) http://www.leadershipthoughts.com/wp-content/uploads/2013/06/risklog-1-01_mini
- 5) <http://www.webhelpdesk.com/webhelpdesk/media/images/screen-sla-track3.png>
- 6) <http://www.content-killer.com/kommunikation/kommunikation-im-digitalen-zeitalter/>
- 7) https://ixquick-proxy.com/do/spg/show_picture.pl?l=deutsch&rais=1&oiu=http%3A%2F%2Fblog.caplin.com%2Fwp-content%2Fuploads%2FFig12.png&sp=471a5d5f57b9cb9d9fee78f77998f799

Any questions?



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Thank you for your attention!