Scrum Process @Dealer Direct

IT Departement

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Process Flow

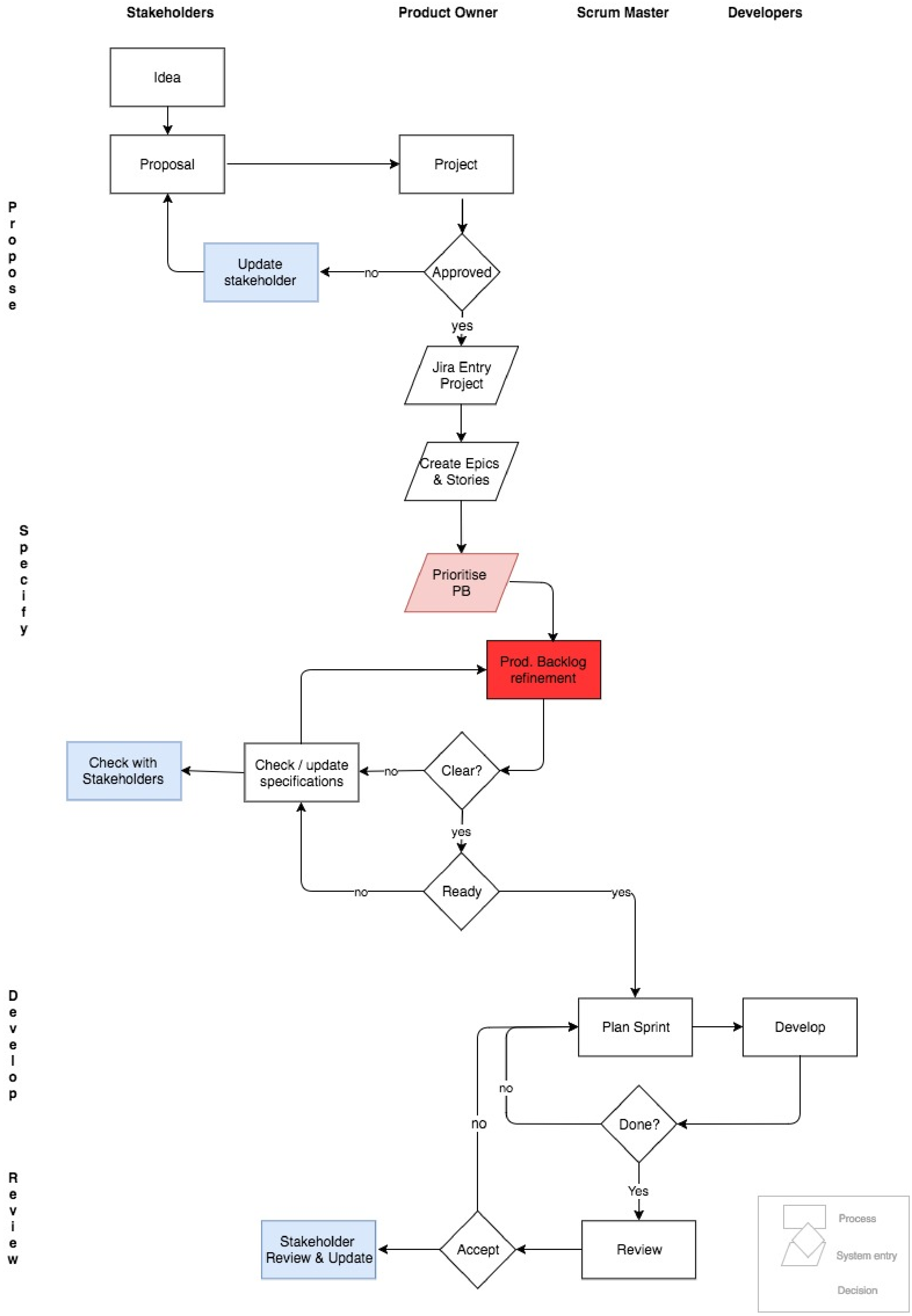

Figure 1

General

We are currently using Kanban for development

Responsibilities Scrum Master

Main tasks:

- Facilitate Scrum events
- Identify and help resolve impediments
- Be guardian of the Scrum process

- Help the team to resolve impediments
- Facilitate Scrum events (prepare, lead, write-up)
- Help the team to continuously improve the process.
- Maintain Scrum tools (board, backlog, process).
- Help the team to create maintain the definition of dine.
- Help to refine user stories / add technical tasks.
- Coach team members.
- Resolve Conflicts in the team.
- Help the team make decisions.
- Encourage team self organisation.
- Mediate communication between PO and team.
- Help with the release planning.
- Be familiar with the team's work / progress, feedback to stakeholders on team's progress.
- Bring right persons together for communication.
- Help the team keep focus.

Responsibilities Product Owner

Main tasks:

- Own Product backlog
- Prioritize work
- Accept / reject work

Other tasks

- Ensure that the team builds the right product.
- Manage ROI and make sure to deliver business benefits.
- Ensure what that the team is asked to built is aligned with what the stakeholders and users want.
- Communicate the product vision to the team
- Manage stakeholders expectations regarding requirements and project boundaries (time frames, quality and technical constraints).
- Create and maintain the PB
- Continuously refine the product backlog

- Prioritize user stories within the PB
- Define releases, their goals and sprint goals
- Continuously answer questions to add detail to requirements / user stories
- Accept / reject developed user stories at the end of the sprint
- Communicate about the project within the organisation

Product Vision

What? a short statement which describes end goals, objectives and benefits.
When? Before the product backlog is created.
Why? Product Vision is needed to ensure the product is moving in the right direction, strategies are aligned and that the development team spends time creating the right product.

Example: For <target customer> who <needs> the <product name> is a <product category> that <benefit or reason to buy> unlike <competitors> our product < differentiation or value propositions>.

Product Backlog

A product backlog is a single list of features / requirements for the product, prioritized by value.
Tools: Jira and Whiteboard.
Contains: Features, bugs, technical work, research items ordered by priority.
Prioritized by the Product Owner with help from the Development team and the Scrum Master.

Phase 1 - Propose

Proposal
Who? The Stakeholder.
What? Has an idea or a proposal.
When? Always.
Where? The stakeholder enters the proposal in the system.

Jira entry
The Stakeholder enters the idea in the system, there is a pre-defined system entry. The ticket will be assigned to the PO who will check the criteria.

Check acceptance criteria
Who? The PO
What? The PO will check ticket against the acceptance criteria.
When? Within a day (?) after the ticket was assigned to the PO's and picked up by the responsible PO.
Where? Ticket in Jira / Scrum board

Clear / Approved?
When the ticket is not clear or is missing info the PO will reach out to the Stakeholder and the missing information will be added to the ticket by the PO /Stakeholder (?).

The acceptance criteria for entering a ticket.

1. Tbd
2. Tbd

Phase 2 - Specify

Create Epics and Stories and add prioritise product backlog
When the ticket is approved the PO updates the Project to an Epic / User stories and adds them to the product backlog, there they will be prioritized according to the priority number.

Checklist user story's

What?	Who?	Header	Example	Comments
Epic	PO	Direct Sale / Phase 1 / Direct sale of the lot	After finishing the Eurotax project, it is possible to use this vehicle information service to retrieve valuations for cars. We want to use this Eurotax valuation tool to show customers a price range after application of the car, and make it possible to agree to a (non-committal) direct sale. Furthermore, dealerdirect wants to show all price ranges in the lots at Backoffice. We also want to show dealers the bottom price of the price range, if a consumer agreed to a (non-committal) direct sale.	If we add a header to the tickets then we can see in one blink of en eye where it relates to.
Epic / Story	PO	Direct Sale / show valuation page	As a (role) I can (goal) so that (business justify) > What? why? When? Describe the problem. Describe how it should look when its is being demo-ed. NOT HOW!	
Task	Scrum Master / DEV	Direct Sale / Valuation page / price range	Describe the HOW Fetch data from .. Show result of … Create ..	
Single Task	Scrum Master / DEV	Same as above		TBD We need to determine if we want single tasks to contain an epic.

Product Backlog Refinement (PBR)

What? Backlog refinement is an event to help the team to get user stories ready for future sprints.

Why? Providing more detail and ensuring that there is greater clarity in the requirements;

- Acceptance criteria
- Diagrams
- Process flows
- UI designs
- Examples etc.

Also?

- It ensures the team to look ahead at upcoming PBI's
- It allows queries over PBI's content to be raised at an early stage
- It insists the team's understanding of the the product backlog requirements
- It may reduce the length of the sprint planning sessions as the team will have the opportunity to query / clarify the backlog items prior to the planning session

When? A mid sprint session that allows for product backlog items (that are candidate for the next sprint) to be discussed, reviewed and revised by the scrum team.

Who? Product Owner, Scrum Master.

More info

Talk about the User Stories again and how to prioritize them. User story conversations are so important because these develop into tasks and items that are concrete parts of the backlog. When you refine them, you improve workflow and correct mistakes.

It's important that you always get a good detailed acceptance test for each item.

Always keep in mind and inform the team that the estimates aren't final until they've been added to the Sprint backlog as an actual item.

Preparations

Agenda

1. What PBI's will be discussed (communicate the timebox).

2. Who need to be present (apart from the usual) for the PBR and what is expected of them
3. What questions from the previous PBR were left unanswered

To-do:

- Set a timebox for each item that needs to be discussed.
  For items that need more time plan a follow-up PBR session with a specialist.
- Prioritize the PBR items
- Set and check the items with the definition of ready
- Make a report after the meeting: what information is missing on what PBR items and which risks do we know.
- The PO follows up on the actions and makes sure the necessary information is available before the next Sprint planning.

Clear / Approved?

When the PBI is not clear the ticket will be assigned back to the PO by the Scrum master. The Scrum master will add notes. The PO's need to check the specifications / comments and update the ticket accordingly.

Definition of Ready

For a ticket to be considered Ready to be added to the sprint it needs to:

1. Be written in English
2. Have been entered in Jira
3. Have a label
4. Has to be approved by the PO
5. Has to be estimated by the team
6. Have a post it on the Scrum board which contains the estimate and the ticket ID
7. Have all the relevant information for the developer to start working on the issue
8. Business value is clearly articulated
9. Details are understood by the development team
10. Dependencies are identified and no external dependencies would block the PBI from being completed
11. Team is staffed appropriately to complete the PBI
12. Acceptance Criteria are clear and testable
13. Scrum team understands how to demonstrate the the PBI at the Sprint review / Demo

Phase 3 - Develop

Sprint Planning

What? The sprint planning is an event to plan the work for the sprint.
Why? Plan the work, obtain commitments for the sprint, manage stakeholder expectations (through PO).
When? Bi-weekly event before the start of the sprint.
Who? Development team, scrum master, product owner.

Note: PBI's need to be ready and PO needs to be prepared to talk about 2 sprints worth of work.

Sprint Goal

What? Sprint goal is a short description of what the team plans to achieve during the sprint. The goal is placed above the Scrum board. Goal must be realistic and SMART. Goal must not be forced upon the team.
Why? So the team knows what to focus on during the sprint.
When? Sprint goals is decided during sprint planning.
Who? Whole team decides the sprint goal together with the Scrum Master and the Product Owner.

Develop / Sprint (Kanban)

Duration: 2 weeks
Dont's: Extend or shorten the sprint. Add or change stories that might endanger the sprint goal. Decrease quality of work to achieve sprint goal. Split testing or QA checks in another sprint.
Do's: Create sprint goals for each project. Create separate Scrum boards for projects with different goals. Schedule recurring meetings for all events.

Definition of done

A checklist of the types of work that the team is expected to successfully complete by the end of the sprint, before it can declare its work to be potentially shippable. A bare-minimum definition of done should yield a complete slice of product functionality, one that has been designed, built, integrated, tested, and documented and will deliver validated customer value. Contrast with *definition of ready*.

1. Code produced (all 'to do' items in code completed)
2. Code commented, checked in and run against current version in source control
3. Code reviewed and meeting development standards
4. Builds without errors
5. Unit tests written and passing
6. Deployed to system test environment and passed system tests
7. Passed UAT (User Acceptance Testing) and signed off as meeting requirements
8. Any build/deployment/configuration changes implemented/documented/communicated
9. Relevant documentation/diagrams produced and/or updated
10. Pushed to repository (at least once a day)
11. Have a pull request which is approved by at least 2 developers
12. Has been merged to the master branch after the change have been tested and approved
13. Have the hours spent on the ticket

Phase 4 - Review

Retrospective

What? The reto is an event for the team to reflect on current progress and find improvements.
Why? Reflect on current progress and find improvements.
When? Bi-weekly after the sprint for a maximum of one hour.
Who? Development team and the Scrum Master. Optional is PO.

Note: Add all the post-its to a Scrum Board to be able to track them.

Review

What? Event for the team to show what they have accomplished during the sprint and reflect on the current state of the project.
PO closed the sprint and accepts functionality.
Why? demonstrate the results of the sprint; discuss the product and adjust PB, collaborate on the next goals. Review timeline and release plan.
When? Bi-weekly, after the sprint closes.
Who? Development team, Scrum Master and PO

Note: in this meeting the upcoming sprint can be discussed and the backlog can be reprioritized. PO can move and split stories.
Incomplete stories can be discussed.