**Mohan Palukuri**

Scrum Master / Sr. Business Systems Analyst

**Summary**

* **Scrum master** and **Business Systems Analyst** with **7+ years** of experience in **Business Development Process** and **Systems** and **Data** **Analysis** experience with working in the **Banking, Mortgage & Insurance** domain.
* **Certified Scrum Master** with proven ability to work with self-organizing and cross-functional teams in **Banking, Mortgage & Insurance**.
* Experienced in working in various software development methodologies such as **SAFE, Agile Scrum and Hybrid of Waterfall** **and Agile Methodologies**, also have fair understanding of other industry standard methodologies like **Extreme Programming, Waterfall, Spiral and Kanban.**
* Adept at working with senior leaders to **define strategies and organizational structure to support Agile transformation**. Competent in **stakeholder management** in an organization and **negotiations** for the project.
* Expert at driving the **adoption and enforcement of Scrum rules** at **Program/Portfolio** level, creating self-sustaining teams. Conversant with creation and management of Agile **reporting artifacts like Release/ Product Burndown Charts, Sprint Burndown charts, Velocity and Earned Value Management analysis.**
* Facilitate **PI Planning readiness** by fostering the preparation of **Vision and Backlogs**, and through **Pre and Post-PI Planning** meetings. Summarize Team PI Objectives into and assisted in **Program PI Objectives** (the RTE) and publish them for visibility and transparency.
* Extensive experience working in a **Scaled Agile Framework (SAFe) environment as a Scrum Master** and Mastered the art of facilitating Scrum Meetings such as **Sprint Planning, Daily Scrums, Sprint Review and Sprint Retrospectives ensuring timely completion and delivery of the project to the client.**
* Facilitated **technical coordination between scrum teams** by participating in the "**scrum of scrums**" and proactively coordinating between inter-related work teams
* Participated in train ceremonies including **PI Planning, Scrum of Scrums, System Demo and Inspect & Adapt**
* Expertise in **prioritizing techniques such as MoSCoW, KANO model, value stream mapping, walking skeleton, business value based, technology-risk based, 100-point method**
* Robust experience on **estimation techniques such as planning poker, t-shirt size, relative mass-evaluation, bucket system, dot-voting and affinity mapping.**
* Able to assess **risks and impediments** efficiently and determine effective **courses of action,** resulting in successful implementations and continuously developing enterprise Agile practices.
* Multiple years of experience facilitating/coaching **Scaled Agile and Scrum ceremonies** including **Program Increment (PI) planning, sprint planning, retrospective and backlog grooming; prioritization at portfolio/program/team level; cross team dependency management; features and user story writing workshops.**
* Proponent of adopting **Extreme Programming (XP)** best practices such as **Pair programming, Test Driven development (TDD), Acceptance Test Driven Development and Behavior Driven development (BDD)** for improved software quality.
* Facilitated use of **Continuous Integration, Continuous Refactoring, Automated Testing and Small Releases** for faster code releases and better infrastructure management
* Collaborated on creating **Work Breakdown Structure (WBS)** using **MS Project**, tracking schedules and milestones.
* Helped business in decision making by providing **SWOT** Analysis, **Feasibility study**, **Root cause analysis**, **Cost- Benefit Analysis**, **AS-IS To-Be** business analysis.
* Facilitated discussions for **decision making** and **conflict resolution** to ensure good work environment
* **Rendered hands-on supervision** and mentorship to a team which was entirely new to Agile Scrum methodology
* Successfully implemented changes to **Business Processes**, **Systems and Technology**, **Job Roles** and **Organizational Structure**
* Facilitated **tracking of Sprint and Release** by using **Burn-down charts** and tracked and **managed product backlog, burn-down metrics, velocity, and task break-down**
* Strong experience in working with agile lifecycle, and/or tracking, and process management tools like **JIRA**
* Extensively used **JIRA** for maintaining **User Story Hierarchy, Backlog Grooming, Updating Tasks**
* Excellent **interpersonal**, **collaboration**, and **problem-solving skills** combined with excellent written and verbal communication skills
* Helping the team to maintain their **Scrum tools (Story board, Action board, charts, backlogs)**
* Radiated information and ensured the team's progress and successes are **highly visible to all stakeholders**, including the team itself.

**Technical Skills**

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| --- | --- |
| SDLC Methodologies | Traditional/Waterfall, Agile/Scrum, SAFE, Waterfall-Scrum Hybrid |
| Business Skills | Change Management, Problem & Incident Management, Impact Analysis, JAD Sessions, SWOT Analysis, Risk Management, Conflict Management. |
| Business Intelligence tools | Tableau, IBM Cognos, Power BI, MS Excel. |
| Business Modeling tools | MS Visio, Balsamiq, Unified Modeling Language (UML) |
| Project management tools | MS Project, MS SharePoint, MS Office 365 online |
| Requirement management tools | JIRA, HP ALM, CA Agile Central (Rally), Confluence, SharePoint |
| Reporting tools | Tableau Desktop, IBM Cognos, QlikView |
| Architecture/Framework | Service Oriented Architecture (SOA), N Tier Architecture, |
| Cloud Platform (SaaS & IaaS), Apache Tomcat Web Server. |
| Testing tools | HP ALM, QTP, Postman, Selenium, Cucumber |
| Databases | MS SQL Server, Oracle, IBM DB2, MS Access. |
| Languages | HTML, CSS, XML, SQL, JavaScript, JSON, SOAP. |

**Experience**

**Barclays, Wilmington, DE**

**Sr. Scrum Master Feb 2018 -Till Date**

The scope of my project was to enhance customer experience in the account management systems by providing an access-delegation/authorization framework called OAuth 2.0 that can be employed without using multiple user name and passwords for different bank accounts using SOC 2 and FFIEC compliances. Also appending features like controlling internet traffic for bank applications, real time payments and remote check deposits.

**Responsibilities**:

* Carried thorough understanding of **Agile Values and principles** as outlined in **Scaled Agile Framework (SAFe)** and conducted trainings on it.
* **Mentored** and **coached** the teams on Agile methodology and Scrum values and process.
* Initiated and participated in **cross-organization dependencies** for/from other scrum teams monitored and tracked **PI milestones** and facilitated mitigation of issues and risks.
* Worked with leadership to assess and launch **Agile Release Trains (ART):** ensured team roles are staffed with the right people; ensured suitable Agile framework is used; measured need for scalability and appropriate Agile framework. Worked with **onsite** and **offshore** development teams on **prioritizing user stories** and **creation of sprint backlog**
* Conducted **time boxed daily scrum meeting,** facilitated **Sprint Planning meeting**, **tracked team velocity** and Sprint progress using **Sprint Burn Down Chart** and **Product Burn Down Chart** using **Jira**.
* Architecture, development and deployment of **mobile/Cloud-based** apps.
* Enhancing iOS, Android and UWP development infrastructure to optimize Mobile/Cloud-based App delivery.
* Worked with **Release Train Engineer (RTE)**, to facilitate **Scrum of Scrum** **(SoS)** meeting and participated to update the project status and to work on the progress of the project.
* Responsible for ensuring User Stories meet the **INVEST** Criteria and tasks meet **SMART** criteria
* Assisted the **Product Owner** and business users with providing detailed requirements for the team to start the implementation. Helped the team in estimating story points and deciding the sprint backlog for every sprint.
* Implemented **Moscow**, **Business value-based technique** for **user story prioritization** in **Product Backlog** and **Scrum poker, T-shirt sizing** for **user story estimation** in **Sprint backlog** and assisted in drafting the **Scrum Artifacts** by collaborating with technical teams and stakeholders
* Facilitating continuous integration (CI) and continuous delivery (CD) via Azure DevOps.
* Worked with the product owner and development team in deciding and negotiating the **definition of done** and **acceptance criteria** for **Potentially Shippable Product Increment (PSPI)**.
* Tracked Sprint progress using **Sprint Burn Down Chart** and **Burn up Chart**. As an experienced Scrum Master, **anticipated and removed impediments** from project team's path and pushed them to deliver quality results based on schedule.
* Effectively handled the **Requirement Churn** during the **sprint cycle** and added the **PBI** to the next sprint.
* Improved the Teams efficiency through retrospective feedback by conducting **Happy Histogram**, **Silent Writing** **Technique** and made sure that the necessary improvements are been made for further sprints.
* Assisted in **removal of impediments** and **monitoring defect logs**, which in turn assist in **velocity calculation** for superior planning of upcoming sprints.
* Knowledge and experience with Agile techniques - **Automated Testing**, **User Stories, TDD, Continuous Integration, Testing, Pairing, Agile Games**
* Used MS Office extensively (Word, Excel, Access, PowerPoint, Outlook, Project) **for calculations, graphs, analysis, presentation and documentation** throughout the project.
* Proficient using **Jira** for creating individual/group **dashboards**, **making user stories**, **creating defects**, **updating tasks** and **tracking team's work**. Coordinated with Scrum Masters to **relegate dependencies** during the sprint.

**Environment:** Agile/Scrum, N-tier Architecture, MS Visio, JIRA, Tableau, Swagger, Informatica, UML, SAAS (Software as a Service), IaaS (Infrastructure as a Service), PaaS (Platform-as-a-Service),Devops tools, Jenkins, Github, FaaS (Function-as-a-Service), GDPR, Google Cloud Platform (GCP) and UAT Testing.

**Citi Group Warren, NJ**

**Sr. Scrum Master Nov 2016 - Jan 2018**.

Citi, as a part of its KYC (Know your Customers), conducts an Anti-Money Laundering (AML) analysis which includes PTR (Periodic Transaction Review), a process to generate a detailed analysis of the production data for all its TRP (Targeted Review Program) to identify negative activities on the clients' transactions. In its process, Citi makes sure the analysis highlights all the concerns in AML and reports to the respective department for further activities.

**Responsibilities:**

* **Mentored** and **coached** the team members on **Agile practices** and standards at **Team level**
* Involved in identifying the problem definition as part of continuous process improvement using **Define, Measure, Analyze and Improve** to support the business community of the organization
* Effectively communicated **weekly project status**, **burn down charts** to executive and business leadership
* Created bulk tasks for the developers to work on tasks, conducted sync up calls with offshore team and conducted most of the ceremonies over **Skype or WebEx**
* Assisted PO in writing user stories, use cases and managed **product backlog** and adding **approvals, moving stories, tracking defects, impediments, retrospectives, monitoring burndown chart**
* Worked with Program Leaders and key executive stakeholders to drive ongoing **clarity of strategy**, **decisions**, and **execution alignment**
* Drove **visibility and transparency of dates, milestones, and dependencies** throughout the **PI Process**, **effective teamwork, communication, collaboration and commitment** across multiple disparate groups (programs) with competing priorities
* Made sure **User Stories** are **fulfilling INVEST criteria**, tasks fulfilling **SMART Criteria** and assisted the Product Owner in **prioritizing the Product Backlog Items (PBIs)** using techniques like **MoSCoW**, **Paired comparison** and **estimated Story Points** using **Planning Poker**
* Facilitated all scrum ceremonies such as **Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective and Backlog Grooming**
* Constantly monitored development work, **SPIKE Stories**, **TECHNICAL DEBTS** and worked on removing the impediments to improve team's performance to meet sprint goals
* Fostered constructive and pro-active communication across organizational boundaries to ensure **PI goals and priorities**, **key decisions**, and status is clear to all
* Advocated and educated **Agile and SAFe Best Practices**. Maintained a strong connection with resources outside the organization to bring in recent research, data, and tools that can continue to **mature Agile**
* Defined **best-of tooling and automation to optimize data flow** and accessibility through Program Teams and the **PI Process**
* Successfully conducted various **retrospective techniques** such as **Silent writing, mad/sad/glad, Happiness Histogram** to understand team opinion on improvements
* **Optimized PI Planning** readiness by **fostering preparation of Vision, Backlogs, and Ideation** processes
* **Facilitated synchronization** meetings such as **mid-PI assessments** or **Scrum of Scrum meetings**
* Established **strong partnership** with the **Agile team**, **work stream leads** and product owners and conducted coaching sessions regarding Agile development methods
* Participated and hosted in **meetings, technical discussion, reviews** and **release planning**
* Extensively used **Jira** to **create** and **manage sprint** and **product backlogs**, **to track issues, trace requirements and team collaboration**

**Environment:** Agile/SAFe, Service Oriented Architecture (SOA), MS Visio, JIRA, QlikView, Swagger, Informatica, UML, UAT Testing, Selenium, Cucumber, HP ALM.

**State of Washington, Seattle WA**

**Scrum Master Jan 2015 - Nov 2016**

The main scope of the project involved development of a new 'Know Your Client System' which made it easier to complete and update new account forms. The new system replaced the existing system and provided a more secure way to enter account information online, including automatic edit checks on many fields, as well as archiving of forms with time stamps. We also migrated data from the 'old' eStatements system to support the new system.

**Responsibilities:**

* Defined project scope and objectives through internal project management methodologies.
* In addition to typical Scrum ceremonies, responsible for: **Roadmap planning, Release planning, Resource planning, Product Backlog Grooming, Team Building**.
* Prepared **sprint metrics** and **removed impediments** towards the **delivery of work** and **executed** and **monitored** the planned work.
* Kept Product Owners and the Stakeholders transparent in **Sprint success and blockers**.
* Looked out for **improvement opportunities** to **increase team velocity**, **quality assurance** and **quality control** of the work undertaken, and delivery of new features as agreed upon during sprint planning.
* Helped the product owners to come up with set of stories for better understanding for estimate and development.
* **Worked closely with agile teams** to understand their needs and **make sure that the JIRA** tool meets those needs.
* Empowered teams to **self-organize** and **grow cross-functionality**.
* Protected team from **over-commitment**, **manage backlog**, and **prioritized resolution of defects/bugs** as evidenced by the on-time delivery of initiatives
* Worked with various contributors of the project for **communications, negotiations and setting realistic expectations** on the **deadlines and tracked assigned tasks**
* Revised and prioritized the Product Backlog by **conducting requirement churning** sessions with various Business / Product Teams
* Made sure all the **Quality assurance tests** were carried out as per the **release criteria** and had **enough time for hardening.**
* Assisted team with **making appropriate commitments** through **story selection, sizing** and **task definition** and **participated proactively** in **developing** and **maintaining** **team standards**, **tools** and **best practices** reducing development time.
* Improved the **team's engineering practices** and tools as required. Fully facilitated productivity, and make sure teams have the tools and know-how they need to succeed.
* Representing the team to **report overall project status** and **upcoming risks** and **suggest solutions.**
* **Monitored** the performance of the application or solution and **collecting feedback** from users

**Environment:** Agile/Scrum, SharePoint, XML, Agile Scrum, Rational Requisite Pro, Cognos, MS Office Suite, MS Project, MS Visio, HTML, MS Windows

**HCL Technologies Pvt. Ltd, Bengaluru, India**

**Client: Wells Fargo Bank**

**Business System Analyst/ Scrum Master Mar 2012 – Nov 2014**

The scope of the project was to create a DWH by integrating data from traditional database systems and other multiple sources of data for enterprise wide BI reporting. As the existing infrastructure was outdated and was no longer capable of managing the increased information, we implemented an integrated environment which provides a transparency, ease of access, analysis and enhanced reporting capabilities.

**Responsibilities:**

* **Established a Waterfall-Scrum hybrid analysis and development methodology. Conducted user interviews**, gathering requirements, analyzing the requirements using Requisite pro.
* Assisted teams with **transition to Scrum while remaining Agile** in discovering and exploring what best works for each team.
* **Promote application of Agile principles** and values and their application through popular **methodologies and frameworks (Scrum, Kanban)** at the team and management levels.
* Act as the **bridge** between the **Product Manager and the scrum delivery team** and align both parties to a common goal while managing stakeholder expectations.
* **Coach and Guide Scrum teams** towards improving the way they work and facilitate the **agile ceremonies** including **sprint planning, daily scrums, retrospectives, stakeholder meetings, software demonstrations**.
* Heavily involved in the **agile transformation** of the company by providing new innovative ideas within the company. Introduced **ideas & practices** to create **better collaboration & transparency between multiple scrum teams.**
* Facilitated **sprint planning, daily scrums, retrospectives, stakeholder meetings, and software demonstrations.**
* Ensure the development teams are **practicing the core agile principles** of collaboration, prioritization, team accountability, and visibility.
* Kept a track on **inter-dependencies** between the teams and **blockers** and guided the team to handle them accordingly. Removed roadblocks for successful iterations, which led to the transition of releases on time
* **Organized and Facilitated Scrum meetings** twice weekly to tracks dependencies and blockers across domain teams and resolve them. Conducted **end user business process discovery** and **process improvement**.
* Created and maintained **business and process documentation** **(Business Requirements Documents (BRDs), Requirements Specifications Documents (RSDs), business process maps, user guides).**
* **Identified/documented data sources** and **transformation rules** required to populate and maintain data warehouse content. Responsible for **indexing** of the tables in the data warehouse.
* **Wrote** multiple SQL queries using functions such as **joins, aggregate, order by, union, group by, like, triggers.** Created stored procedure for frequently used queries.
* **Data mapping, logical data modelling, created class diagrams and ER diagrams and used SQL queries to filter data** within the database.
* Performed **source system analysis, data transformation, loading, validation for data marts, operational data store and data warehouse**.
* Played a key role in the planning, testing, and implementation of system enhancements & conversions. Developed the **ETL Informatica Mappings** for importing data from **ODS**.
* **Co-ordinated** with the **data modelers and data architects** regarding the architecture and schema (**Star schema or snowflake schema).**
* Ensured lessons learned are **carried forward appropriately, Resource loading / unloading / leveling, Manage Risks & Issues** effectively through life cycle of the project, **facilitate and chair weekly meetings** with the Sr. Management and Vendors

**Environment**: Waterfall-Scrum, SharePoint, XML, Rational Requisite Pro, MS Office Suite, MS Project, MS Visio, HTML, MS Windows, HP Quality Center, Bugzilla, Tableau.

**Pramati Technologies, Bengaluru, India**

**Quality Analyst/ Business Analyst June 2011 – Feb 2012**

The scope of the project was to test the Escrow Analysis application. The analysis focused on the areas like tax and insurance amount, escrow account balance, monthly payment amount, and minimum required balance, shortages, overages.

**Responsibilities:**

* Elicited clear and thorough business requirements that meet the **business scope** and **objectives.**
* Worked with **SME’s, Stakeholders** to elicit requirements using techniques like **Brainstorming, interviews, Focus groups, JAD sessions.** Created the **BRD, SRS** and storedit on the **SharePoint 2010**.
* Designed and documented **Test Plans, Test Cases, Test Scenarios, and Test Strategies** based on business requirements and Design documents using **HP QC** tool.
* Prepared **Test Data** for **positive and negative test scenarios** for **functional testing** as documented in the test plan.
* Performed **System Integration Testing** and assisted in **User Acceptance testing**.
* Developed automated test process using **Quick Test Professional** to create reusable scripts for **Regression testing.**
* Validated the database using various **SQL queries** like **Joins, group by, order by**.
* Validated the data in the Mainframes **iSeries AS400** against the SQL database after the batch processing.
* Used **HP Quality Center** to develop Test cases, Test scripts and logging the **Defects.**
* Prepared **Requirements Traceability Matrix (RTM)** to help the stakeholders trace the requirements**.**
* Documented the **Bug Report** and Categorized them based on **severity**.
* Used Quality Center to store all **test results** and for **defect Tracking and Reporting**.

**Environment:** Waterfall, Microsoft SQL server, HP ALM, iSeries AS400, MS Office (MS Excel, MS Word), QTP, SharePoint 2010.

**Education and Certifications**

Bachelor of Technology (Computer Science Engineering), JNTUniversity, India

Professional Scrum Master Certification (PSM I)

Scrum Master Accredited Certification (SMAC)