Sprint Planning

Timebox = 2 hours per Sprint week

Purpose

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.

**Questions to be Answered**

What can be delivered in the Increment resulting from the upcoming Sprint?

How will the work needed to deliver the Increment be achieved?

# Roles & Responsibilities

## Scrum Team

* Create the Sprint Goal
* Collaborate on understanding the work of the Sprint
* Raise outstanding questions & concerns

## Scrum Master

* Ensures that the event takes place and that attendants understand its purpose
* Teaches the Scrum Team to keep the Sprint Planning within the time-box

## Development Team

* Solely responsible for the number of items selected from the Product Backlog for the Sprint
* Forecast the functionality that will be developed during the Sprint
* Assess what can be accomplished over the upcoming Sprint
* Invite other people to attend to provide technical or domain advice
* May renegotiate the selected Product Backlog items with the Product Owner if they determine they have too much or too little work

## Product Owner

* Discusses the objective that the Sprint should achieve and the Product Backlog items (PBIs) that, if completed in the Sprint, would achieve the Sprint Goal
* Helps to clarify the selected PBIs and make trade-offs

# Inputs

The inputs to this meeting are the Product Backlog, the latest product Increment, projected capacity of the Development Team during the Sprint, and the past performance of the Development Team.

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| Product Backlog - ordered list of everything that is known to be needed in the product |
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| Product Increment - sum of all the PBIs completed during a Sprint and the value of the increments of all previous Sprints |
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| Projected Capacity - any changes which can be reasonably assumed to reduce Dev Team capacity (e.g. time off, holidays) |
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| Prior Dev Team Execution - estimate of the effort the Dev Team can typically accomplish within any given Sprint |
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| Calculated Forecast - estimate of the effort the Dev Team can take on for the Sprint calculated by subtracting the capacity changes from the prior execution estimate |
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# Outcomes

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| Sprint Goal - the objective that will be met within the Sprint through the implementation of the Product Backlog, which provides guidance to the Development Team on why it is building the Increment and causes them to work together rather than on separate initiatives. |
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| Sprint Backlog - forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a “Done” Increment. It is comprised of PBIs selected for this Sprint plus the plan for delivering them. |
| PBIs |
|  |
| Delivery Plan |
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# Common Disfunction

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| Disfunction + Indicators | Impact | Recommendations |
| PO creates the Sprint Backlog | Creates an environment of disengagement wherein Dev Team opinions are not valued.  Forecasting, capacity, discovery, etc. may not be considered resulting in excessive WIP, rollover and poor decisions due to false forecasting. | Teach/Review with the PO the importance of the roles and responsibilities within Scrum highlighting Sprint Planning. |
| Development Team is seeing the candidate PBIs for the first time in Sprint Planning | Creates undue delay for the Scrum Team as the PBIs will require refinement. | Review and update product backlog refinement cadence to ensure the Scrum Team has the opportunity to discuss, understand and estimate PBIs.  When this occurs the Dev Team should enforce adherence to their Definition of Ready and move the PBI to the appropriate ranking within the product backlog for future refinement.  If the PBI is emergent value the PO decides is important enough the team should discuss and, if agreed upon, refine the item for inclusion into the Sprint Backlog. The Scrum Team should capture information regarding the incident as inputs to a retrospective discussion on prevention in the future. |
| PO is seeing the candidate PBIs for the first time in Sprint Planning | Warning flag that the Product Owner is actively disengaged and doesn’t take ownership of the Product Backlog.  Typically leads to weak Sprint Goals or wasted effort by focusing on work which may not be delivering customer value. | Teach/review with the PO their responsibilities and give guidance on what owning the Product Backlog means.  If using a digital backlog management tool, create alerts which info the PO should PBIs get created without their oversight.  Establish working agreements that the PO creates all PBIs or must be consulted prior to being created by anyone else (Dev Team, stakeholder, etc.). |
| Not enough of the Product Backlog has been refined to at least start the Sprint | Waste. The Dev Team will not have identified value with which to plan and/or refinement will need to happen during Sprint Planning. | Refine enough of the Product Backlog for the first days of the Sprint. Schedule a refinement session immediately to build enough ready backlog for the remainder of the Sprint.  Retrospect with the Scrum Team on ways to ensure minimum responsible refinement takes place in the future. This may vary but a good guide would be at least one additional Sprint worth of ready backlog beyond the current Sprint. |
| Definition of Done(DoD) is not reviewed, used or otherwise understood by the Scrum Team | With no agreed-upon standards of what “done” is amongst the team, the Increment may not be in a usable state conducive to empiricism.  Quality issues can arise due to the lack of accountability.  Poor estimating can occur when the effort necessary to meet a DoD is not considered. | If a DoD exists for the organization this should be used at a minimum and enhanced as the Scrum Team sees fit. In the absence of an organizational DoD, the Scrum Team should create their own.  Create an information radiator for the DoD and post it in the collaborative space where the team meets to conduct Sprint Planning and other Scrum events. |
| PBIs are not estimated prior to Sprint Planning | Causes undue delay during Sprint Planning in order to discuss and estimate.  The Dev Team is likely to take on more effort than forecasted capacity would allow, potentially causing rollover and/or heroics. Rollover and heroics both cause losses in velocity. | Increase the team’s refinement cadence to ensure a hygienic and responsible level of ready backlog exists prior to Sprint Planning.  Retrospect on the root cause as this can be symptomatic of a variety of dysfunctions. |
| PBIs are estimated by someone other than the Dev Team | Only the team doing the work can estimate the effort. Anyone else estimating PBIs likely will cause wide cones-of-uncertainty in forecasting.  The Dev Team is likely to take on more effort than forecasted capacity would allow, potentially causing rollover and/or heroics. Rollover and heroics both cause losses in velocity. | Identify those outside the Dev Team who are estimating PBIs and investigate root cause all while maintaining a benefit of the doubt.  Train/Review the roles and responsibilities with all involved (including the Scrum Team) emphasizing the reasons for the Dev Team owning the estimation of PBIs. |
| Scrum Team does not discuss all PBIs, questions, and concerns | Lagging indicator that there may be an engagement issue.  Limits the effectiveness of swarming strategies if the entire team is not involved.  Denies the team the opportunity to learn.  Impedes emergent architectures which may have otherwise been explored as part of discussion. | Warrants further exploration as a team with healthy refinement practices may not need much conversation during Sprint Planning.  Remind the Scrum team of the importance of everyone’s participation. |