ScumMaster Notes

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Sprint Initiation

Sprint initiation focuses on preparation for Sprint Planning and distributing the Sprint Planning Event report. There are also some administration, housekeeping tasks in Miro and ADO and, of course, naming the sprint.

Sprint Capacity Planning

All time off is tracked in the Team Calendar.

1. Update the Sprint Leave calendar in the Stand Up Miro Board to reflect the dates of the new sprint and overlay time off form the Team Calendar.
2. Determine the target velocity for the upcoming sprint.

Option 1: Azure DevOps provides velocity trend reporting. The care-apps overview dashboard provides status information on the current sprint as well as historical trend analysis. For sprint planning, one can simply use the average velocity reported in this dashboard to set the velocity goal for the upcoming sprint.

Option 2: Even though the average velocity charts in ADO account for time off as a blended average over time, this approach is not as accurate if time off requests are more or less than average. Furthermore, it is not helping if there are resource changes or holidays that need to factored in. Therefore, a Sprint Capacity Planner is available in Microsoft Teams if you want to get more granular.

There is a tab per sprint in the spreadsheet. Navigate to the tab of the upcoming sprint.

1. Make sure that Historic Metrics are up-to-date.
    a. add Delivered points metrics for the previous sprint and apply formulas
    b. Update formulas in the Last 3 Sprints section so the ranges are for the last 3 sprints.
    c. All calculations throughout the rest of the spreadsheet are based upon this table
    d. If you want to continue sub-classification by Core vs. PowerApps vs. QA only it is done manually by looking at ticket assignments, tags, etc. All KTLO should be tagged as Unplanned, but you can also tell if something was after after sprint planning and following up to confirm.
2. Validate the resource plan for the current sprint
    a. Resource +/-
    b. capacity is based upon the assuming that resources are fully allocated (8 hours/day). Make any formula adjustments if that is not the case.

3. Pull planned time off from the Team Calendar and subtract from individual working days.
    a. Note that holidays are already accounted for
        i. Holidays tab
        ii. Networking Days formula based upon company, country
4. Check the Velocity Forecast tab for calibrated pessimistic, likely, and optimistic velocity metrics based upon resource plan and time-off
    a. Make sure to flip the Time off Planned for the upcoming sprint form 'N' to 'Y' to remove the unplanned Time Off risk buffer.

Sprint Naming

1. Setup Sprint Naming Miro Board for new nominations.
    a. Create a new nominations area by copying the template and updating with the latest Letter/theme.
    b. Start requesting nominations during stand up 2-3 days prior to sprint close
2. Facilitate the vote
    a. Setup Miro voting to kick-off sprint planning and announce the winner at the end of sprint planning.
    b. Up to 2 votes
    c. 30 min duration
    d. One vote per object
    e. Selected objects only, select the stickies specifically for the upcoming sprint name nominations
3. Update the Sprint name in ADO
    a. Navigate to Project Settings → Project Configuration (or Team Configuration) → Iterations
    b. Rename the new sprint based upon the winning nomination
    c. Rename the next sprint to "Next Sprint"

ADO Note - you can create as many sprints as you want in Project Configurations under CareApps; however, they won't display to the team unless you add them via Team configuration. This is actually a nice feature to keep the iteration dropdown menus limited to only recent or upcoming sprints.

Sprint Planning

Preparation

- Sprint Capacity Planning
- Previous Sprint Rollover Velocity Impact Assessment and ADO rollover activities
    - All rollover items should be at the top of the list
- Gather Sprint Name Nominations

Facilitation

- Kick-off my setting the Sprint Name vote
- Confirm time off and velocity targets with the team
- Gather sprint goals from Product Owner and Delivery Manager
- Make sure that that the sprint plan does not exceed the velocity target unless tagged as stretch goals
- Make sure demo tags are set in preparation for the Sprint Review agenda
- Announce the sprint name

ADO Tips:

- Facilitate the conversation using ADO Boards → Sprints → Next Sprint. Make sure your Columns Options display Order, ID, Title, State, Assigned To and Story Points
- The Planning Side Pane (accessed through the hamburger menu in the top right) is useful for velocity spot checking

Follow Up Activities

Except for Rollover items, set the state of all Bugs and Stories from New to Ready. The ADO Board To Do column is configured based upon the Ready state. This is the offical setting of the

sprint commitments

Sprint Planning Event Report

Go to the CAPs → Current Sprint Backlog Query. Export the sprint backlog immediately after sprint planning.

Add Carryover column

- Planned Carryover = stretch goal that is rolling over to next sprint
- Unplanned Carryover = sprint commitment that is rolling over to next srpint

Add Remaining Work column

- Gather remaining work in story points for each carryover item from the team

Add Velocity Impact column

- =Story Points - Remaining Work
- Use this information to adjust the projected velocity of the spirnt
    - Forecasted Velocity based upon resource + velocity impact = sprint velocity goal

Add Stretch Goal column

- If tagged as StetchGoal than Yes

Make sure that you remove StretchGoal tags from rollover items from previous sprint

Make sure that demo tags are added to all items to help with Sprint Review agenda preparation. This can be done by a volunteer after sprint planning, time permitting.

Insert pivot table.

Rows = Stretch Goal

Values = Sum of Story Points

Make sure that commitments are within team capacity, with velocity impact adjustments.

Insert pivot table

Rows = Carryover

Values = Sum of Story Points

Save as Excel (not CSV) as CAPs-Sprint Name-Change Log. This is used for reporting later.

Create a copy of the previous sprint planning report/email and set up same recipients list (add/remove team members as applicable).

Update sprint name and dates

Gather sprint goals, if not done during sprint planning.

Update the link to the current sprint backlog.

Note Stretch Goals

Sprint Velocity and Capacity Planning metrics are derived from the Sprint Capacity Planning and the final plan established after Sprint Planning.

Sprint Closure

Sprint Rollover Assessment and Velocity Adjustments

Sprint Closure Report

Create a copy of the previous sprint closure report/email and set up same recipients list (add/remove team members as applicable).

Find the Sprint Planning report for reference

Update Subject to reflect the date of the last sprint, example, "Care Apps - Sprint Closure Event - 2/22/2022"

Update Sprint name, dates and goals from Sprint Planning report.

Delivered

Update link to point to the correct sprint.

Use the Previous Sprint Backlog query to export a copy of the sprint backlog and insert the table into the report. Make it look pretty. I was including a Category column, but this was a manual effort, so I would just stop sub-classifying to make it easier.

Change Log

I would just not do this going forward until you get a new ScrumMaster assigned. In ADO if is very manual. I was capturing a snapshot of the backlog upon sprint planning and using Excel formulas to compare to the snapshot of the backlog upon sprint end.

Stretch Goals

Copy stretch goals notes from sprint planning report into the sprint closure report. Format and make it look pretty.

Add stretch goals that were pulled in mid-sprint. The easiest may to manage this is to note them as you do do sprint rollovers to next sprint.

Sprint Rollover

- Planned Carryover = stretch goals than are rolling over
- Unplanned Carryover = commitments that are rolling over.
- Gathering remaining work in story points

Sprint Velocity and Capacity Planning

Copy Planned velocity metrics from sprint planning report.

Use the Previous Sprint Backlog query to tally total story points delivered. In addition, add

- # points stretch goals completed
- # points of Unplanned Carryovers (Committed this Sprint)
- # points of Planned Carryovers (Not committed this Sprint)
    - Started as stretch goals but did not complete
    - Known blockers that were accounted for during sprint planning

Copy capacity related call outs from sprint planning report.

Sprint Review

Preparations

1. Run the the Sprint Review Demo Agenda query
2. Export to CSV.
3. Since this team changes the owner of tickets as they progress through the workflow from development to QA, review the history (ADO State Graph) of each ticket and update he Assigned To back to the original developer to identify who would be the most likely presenter. Also clear out all the A-ID information to clean up the formatting.
4. Agenda flow
    a. Sort the list by parent and then Assign To. Make any adjustments to flow to minimize presenter transitions.
    b. Business stakeholder demo items should be first, followed by technical demos items for just the team
5. Post the agenda to the team and review during the daily stand up to continue content, flow, etc. Make sure to add reminder sticky to Stand Up Miro for Parking Lot.
6. Once the agenda has been confirmed by the team, update the Sprint Review meeting instance to publish the agenda.

Facilitation

1. Once the team is ready to start, make sure that you record the meeting
2. The Product Owner should kick-off the meeting with a review of the sprint goals
3. Help facilitate presenter transitions based upon the agenda
    a. Politely excuse the business stakeholders before running through technical demo items

Follow Up Activities

After the Sprint Review, make sure to re-open this query and remove all demo tags from items that were demoed.

Retrospective

Preparations

1. Create copy of retro board based upon template.
2. Review and organize actions items from previous retrospectives for review with the team

Facilitation

- Ensure safe environment is maintained
  - Ensure everyone has equal voice of respect and is heard
  - Feedback is constructive
  - Feedback is team-level, not personal
- Timebox and help move along conversation, parking lot as needed
  - If there is not enough time to go through Kudos, review during the next Daily Stand Up parking lot

Follow Up Activities

The value of Retrospectives is in the follow through.

- Debrief Gurinder on performance improvements and action items that he could help with
- Track action items and continue to follow up on them with the team individually, during parking lot, etc.

Daily Stand Up

Preparation

- Update Stand Up Miro Board every morning
  - Date
  - Clean parking lot items from previous stand up
- Review the sprint backlog for potential parking lot discussion topics
  - Scan for sprint push/changes
  - Scan for blockers
  - Review the health of the sprint in alignment with delivery deadlines

Facilitation

- Present the Board during round-table
  - Iteration = Current Sprint, Iteration = Current Sprint + Next Sprint on transition day
  - During a developer update, filter Assigned To = developers name
  - During QA update, filter Tags = their tester tag
- Chandra provides update after everyone else has gone
- ScrumMaster Q&A Time
  - Blockers
  - Hand-off Q&A to drive completion process
  - Friendly reminders
    - Retro action items
      - Kudos if spill over from retro
    - sprint closure/initiation actions (nominations, etc.)
- Present the Stand Up Miro Board during parking lot. Gurinder facilitates parking lot.

ADO Board Note

- If you set the filter to @curreniteration you can set it and forget it and the board is just up-to-date.
- Or you can set the filter specifically the named sprint.

  - We have fun names for our sprints, so it may be nice to display it
  - Also, when you are presenting on the last/first day of the sprint you may want to select both the current and next sprint if the ScrumMaster has already done the sprint rollover prior to the daily stand up, which was usually my goal.

3 Amigos

After the 3 Amigos event, review the Next Sprint backlog with the Solution Architect to ensure there is a healthy backlog for Grooming.

Grooming

Preparation

- After the Grooming event, review the Next Sprint backlog with the Solution Architect to ensure there is a healthy backlog for Sprint Planning. If the number for "Groomed" items is less than the anticipated upcoming sprint capacity, then schedule an hoc grooming session.
- The Planning Poker game is already configured in ADO and should roll over from game to game since it is query (not sprint) based
- Follow up with the Solution Architect to make sure the agenda is distributed ahead of time to the team

Facilitation

- Remember, in planning poker, the story pointing process is simply a tool to facilitate the conversation to ensure we have all the information necessary to build and test the ticket. As the facilitator is a delicate balance to keep the conversation moving, but also ensure that everyone agrees that we have enough details to officially state that it satisfies the Definition of Ready. If there is a stale mate, go with the majority after everyone has stated their case.
- Make sure to update the tags from "Grooming" to "Groomed" as they are reviewed and validated with the team.

Recommendation:

Other teams are using Approved state vs. Grooming tag and Ready state vs. Groomed tag. Please review to the Azure DevOps State Definitions and Process if you want to refine the process to align with other teams that are using ADO. This will eliminate the need for the ScrumMaster to remember to update the state of all tickets from New to Ready after sprint planning so they display in the To Do column in the board.