Agile Software Requirements

Software Requirements Engineering – 40688

Computer Engineering department

Sharif university of technology

Fall 402

1

Chapter 16:

Release Planning

Planning Attendance

- Planning should be done **face-to-face**.

- This is consistent with both the **Agile Manifesto** and **lean principles**.

- One such planning session can **replace thousands of e-mails**.

- Continually **refactor teams** and **assignments** to support ever higher degrees of co-location.

- Move entire projects, features, components, or subsystems to locales where a critical mass already exists or can quickly be assembled.

Release Planning Facilitator

- Release planning is a strategic event.

- It is replete with the challenges and inherent **conflicts** of **Vision** (what we'd like to accomplish) versus **reality** (what we actually can accomplish).

- Engenders a creative friction between product management and development.

- Either product management isn't stretching far enough or the team is overcapacity.

- **Program manager** may be a good candidate.

Release Planning Checklist

- Strategic alignment and organizational readiness for planning

- Management and development team preparedness for the event itself

- The actual logistics for the event

- Careful consideration of all three factors is warranted.

Checklists in Appendix C

Release Planning Narrative, day1(1)

Release Planning Day 1 Agenda

Time	Subject	Description	Presenter
8–8:30	Opening	Introductions. Schedule and objectives for the day. Review of release cadence (iterations and PSI).	Release planning facilitator.
8:30–9	Business context	State of the business. Objectives for upcoming periods.	Executive.
9–10:30	Solution Vision	Vision for content of solution, product, or service. Vision of solution components, features, and so on.	Product management. Individual product, component, feature content managers.
10:30–10:45	Break		
10:45–11:30	Architecture Vision	Vision for architecture. New architecture epics. Common frameworks. Security, usability, performance, reliability, requirements.	Technology office, system architects.
11:30–12	Development practices	Updates on project setup, agile tooling and infrastructure, engineering practice improvements.	Development management.

Release Planning Narrative, day1(2)

Release Planning Day 1 Agenda

Time	Subject	Description	Presenter
12–1	Lunch break		
1–4	Team planning breakouts I (Scrum of Scrums planning checkpoints every hour to assess progress, interdependencies)	Teams break out and plan iterations. Break features into stories. Plan release.	Architects and product managers circulate with teams.
4–5	Draft plan review	Each team presents plan to group: logic of plan work in process, draft objectives, identified risks, and impediments.	Individual teams.
5–6	Manager's review and problem solving	Discussion of scope, challenges to plan, impediments, and risks. Decision making. Resource and scope adjustments as necessary.	Line management, product management, architects, team representatives.

Final Release Plans Review (1)

- **All iterations are planned**. Hardening iterations have only hardening stories. Work fits in the time (team velocity) available.

- **Out-of-scope work** has been identified on a backlog sheet.

- Team has a final set of **release objectives**.

- Business owners have reviewed and agreed to the team's objectives and ranked them by business value.

Final Release Plans Review (2)

- Teams have also identified all **critical dates**.

- Teams have identified the **key risks** and **impediments** that are outside of their local control but have the potential to cause the team to fail to meet the objectives.

- This process continues until all teams have had a chance to present their plan.

Addressing Risks and Impediments

ROAM categories.

- **R**esolved: The teams agree that the issue is no longer a concern, and the item moves to the **Resolved sheet**.

- **O**wned: The item cannot be resolved in the course of the meeting, but someone (usually a manager or a specific team) takes ownership of the item.

- **A**ccepted: Some risks are simply facts or potential occurrences that must be understood and accepted.

- **M**itigated: However, we want to accept as few as possible. Often, the teams can identify a plan to mitigate the impact of a risk.

The Commitment

1 = No confidence; **will not** happen

2 = Little confidence; **probably will not** happen

3 = Good confidence; **the team should be able** to meet the objectives

4 = High confidence; **should happen**

5 = Very high confidence; **will happen**

If the average is **three** to **four** fingers or more, that's about as **good as it gets.**

Retrospective format with example comments

What went well
- Good time box management
- Teams collaboration
- Group review of plans
- Management of interdependencies
- Hourly Scrum of Scrums
- Risks being addressed
- Scope management

What didn't
- Key stakeholders not present
- Backlog not clear for Team A
- Couldn't hear well enough
- Not enough time for lunch
- Scope management
- Didn't restart on time

Do better next time
- Get key stakeholders here for plan review
- Pass out vision briefing ahead of meeting
- Better backlog grooming prior
- Better audio
- More time for lunch
- Restart on time