

# CSM Practicing Certification Renewal Assessment

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Scrum depends on the inspect and adapt mechanisms of process control to manage the complexity of projects. For inspection to work, everyone must know what is being made visible. To implement the Scrum process, such regulating mechanisms as defined roles, involvement versus commitment, time-boxes, and regular cycles are used.

1. Describe one project on which you have used Scrum over the last twelve months. Describe:
  - Purpose - what business goal was the project intended to deliver?  
*Automation of Order Entry process for VoIP products.*
  - Length - what was the duration of the project?  
*The total project length will be 6 months of which 3 is complete.*
  - Cost - what were the budgeted and actual costs?  
*The budget for FTE's will be in excess of \$1,000,000 – this is excluding the cost of the COTS Order Management package – actuals is not known yet since project is not completed.*
  - Value - what were the projected benefits and actual (if measured) actual benefits?  
*The non \$ value was that we had no idea about the product and what automation will look like and after the first Sprint we had a pretty good idea and people that participated on the sprint had confidence on what the architecture need to be going forward.*
  - Size - how many people were on the project team(s), how were they organized into teams?  
*24 People – team consisted of SM, on-shore dev team lead and 3-4 off-shore developers, onshore architect and analyst.*
  - Teams - were the teams cross-functional and self-organizing? Yes
  - Were the teams collocated in an open space? *For the first Sprint which was our proof of concept from Scrum we collocated teams and had off-shore resources on-shore.*
  - Were the teams physically separated within one location, or located in more than one physical location? *Now teams are just on same floor and then rest of team is off-shore.*
  - Initiation - how was the project initiated? How was the team trained to use the Scrum process?  
*The team started with introduction to the product and next day into 4 hour planning session. I trained the team on Scrum process in less than 2 hour session – coaching happened on as needed basis, but it was rarely needed.*
  - Reporting - how did you report progress to management and the customers?  
*We are using the Sprint backlog and most important we post the burn down chart – every day.*
  - Change - what difficulties were surfaced by Scrum that had to be resolved? How were these resolved? *Extreme resistance from lead architect that wanted to follow RUP process and wanted development to happen by component and not cross functional. Careful negotiation with architect – using what was designed already and architect on the Scrum team filled in the undefined components and just the interfaces we needed to complete the functionality end-to-end. The lead architect had the option to change the latter and that will be reworked on next sprint. He was satisfied with the arrangement. Project management resisted as well, but they were overwhelmed by the entire project any way that we had chance to complete first sprint and they could no longer resist the concept on account of the good results we had.*
  - Management - what was the previous role of the ScrumMaster? *Development Manager*  
Who took on the role of Product Owner? *Initial sprint the SM played role of Product Owner, but now we have Sales team member as Product Owner for Order Entry, Operations representative for Order management, etc.* To what degree were they successful in fulfilling their roles? *This is very new concept for them and analyst “translate” between team and business, however they do enjoy the demo and feedback*

*opportunity.*

- Engineering - what software engineering practices or environment had to be changed?  
*We came up with a standard defined setup for the project that all developers had to use to make sure there is no issues due to different configurations. We also isolated the team from regular development environments so they do not get trapped in issues in these environments. They innovatively came up with something they called SDE (single development environment configuration) that they could set up from one set of instructions.*
- Stabilization - for how long did the software have to be stabilized before it could be released? How did you structure this stabilization process?  
*The sprints are producing components up to interfacing with Order Manager. Since we are still working on acquiring the COTS package the deliverables just get to log the results until it can interface with the OM.*
- Success - to what degree was the project successful? To what degree was the Scrum process instrumental in the success of the project?  
*The first Sprints produced results visible to all that months of requirements definition and restarts could not accomplish. The product took on a character and for the first time visible to the business and software. It forced the analyst to go get just the necessary requirements to produce a prototype instead of spending months trying to define every little detail. Other areas of the project suddenly took shape faster due to the now "stake in the ground" that was created.*
- Scrum Process - to what degree was the Scrum process implemented "out of the box?"  
*The process was implement right out the box with no adjustment and in it's simplest form – it is really very simple. I used the spreadsheet, but make my own in the end so I can show optimal burn down vs. actual burn down. This helped with inspect and adapt because deviation can be spotted much easier.*
- To what degree did you have to modify the Scrum process for this project? *Not modified the process.*
- For each modification, how did you formulate the modification so that the basic inspect/adapt mechanisms continued to function? What parts of Scrum couldn't be implemented, or failed, and why?  
*The 15min scrum meeting with off-shore is very hard to implement as well as initial planning session. We worked around it by getting email updates and one of the on-site member had to represent them in meeting. The planning session was split in two. High level design and task identification that was then discussed via video conferencing for better estimates and resource allocation.*

2. How do you cause the accuracy of Product Backlog estimates to improve? To what degree does their accuracy matter?

*We came up with a matrix that reflect the "done" list of deliverables and then every task maps to that. Every mapping then get estimated in time and resources. We are still practicing estimation and learn every sprint.*

3. How do you cause the accuracy of what a team commits to for a Sprint to what the team actually delivers?

*See 2. We just continue to learn from experience and continuously updating the matrix.*

4. What metrics do you use to track the development process? Which metrics have been changed, removed, or newly implemented as a result of using Scrum?

*We were not big on metrics before, but now we measure the final deliverable against the "done"-list and see how close we came to deliver on all the aspects.*

5. What type of training, resources, or tools would best help you successfully employ Scrum in the future?

*Scrum should be used in its simplest form because that was the idea when it started. Cut down on the "red tape" and get the team to figure out how they get to the solution. At this time I would only send more people to Scrum Master training.*

6. (Optional) Scrum and Extreme Programming are sometimes used together. What must be considered when this is done? n/a

