

CSM Practicing Certification Renewal Assessment

Boris Gloger

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?

We used the Scrum Methodology

- A) in a trial during the development of the website www.one.at.
- B) in the phase after a launch of a big webportal for the ONE GmbH. www.one.at. So we used the Methodology on from the 1. of July. 2003.

- Length - what was the duration of the project?

As we used Scrum to manage our maintenance team we used it during the whole year.

- Cost - what were the budgeted and actual costs?

The overall budget of the project before launch were 680.000 Euro. The costs of the current development environment are about 20.000 Euro/month.

- Value - what were the projected benefits and actual (if measured) actual benefits?

The benefit was that ONE get a full working portal.

- Size - how many people were on the project team(s), how were they organized into teams?

- a) six consultants - developers
- b) two fix stuff (Scrum Master and Lead Architect)
- c) four marketing people
- d) additional people from DB Admin, Network, Unix, Security (on request)

- Teams - were the teams cross-functional and self-organizing?

- Yes the team was a cross functional team

- Were the teams collocated in an open space?

Yes, we had one war room.

Were the teams physically separated within one location, or located in more than one physical location?

Were all co-located

- Initiation - how was the project initiated? How was the team trained to use the Scrum process?

During Phase a) there was only a doing and a more directive approach

In Phase b) we the team was trained by the Scrum Master. Talking Talking Talking.

- Reporting - how did you report progress to management and the customers?

We had a weekly status report that we passed over to the management. The Sprint Backlog was part of this status report.

- Change - what difficulties were surfaced by Scrum that had to be resolved? How were these resolved?
 - The motivation of the team was very bad do to the fact that we had big problems after Launch of the portal.
 - The most interesting thing was, that we discovered by using Scrum in the post-launch phase that one consultant was not able to deliver good code. Two Sprint goals were not hit because of the worse deliverable of this consultant.
 - Unfortunately it was not possible to work with him. He did not see that he needed to improve. He was the opinion that he was the only one who did good work. And all the problems we had were not caused by him. So he was not responsible. I had to fire him.

- Management –
 - what was the previous role of the ScrumMaster?

My role before and during all activities was first Project Manager and afterwards I became the Team Leader.
 - Who took on the role of Product Owner?
 - As we had several clients for the work we needed to do, we had several product owner. But each project or service had his own product owner. Sometimes I played Proxi for them in case they were not able to attend to the meetings.
 - To what degree were they successful in fulfilling their roles?

That depends – The Portal Product Owner was very successful. She was able to understand all issues, worked with the team to resolve problems and she was able to priorities tasks. She was not able to introduce features before a sprint planning, but that was only a small issue.

- Engineering –
 - what software engineering practices or environment had to be changed?
 - We did change a lot, but we did not change it because we used Scrum. Scrum enabled us to do the changes in a structured and organized manner. We figured out that our deployment process was not good enough. So we spent one Sprint only for creating a stable deployment process.
 - We had problems with configuration management, so we spent a sprint on configuration management aciivties.
 - We improved the engineering techniques of people by assigning time for coaching and teaching.

- Stabilization –
 - for how long did the software have to be stabilized before it could be released?

Not applicable. – we had not problems with this. Because we used a standard product, but we had tons of performance issues. We were able to resolve this by changing some approaches, get help from the organization and and and.
 - How did you structure this stabilization process?
- Success - to what degree was the project successful?

- After introducing Scrum, changing the team, getting new people, doing retrospectives the whole working environment, the awareness of the company, the motivation of the team, the deliverables ... all things went to a great success, in comparison to the time before.
- To what degree was the Scrum process instrumental in the success of the project?
 - Scrum was the management Methodology that gave me the certainty to have a process that I could follow. It gave the whole team a framework, which enabled them to see: Wow, we make progress, cools, we deliver, oh, we do have some problems, lets fix them. I made everything transparent.
 -
- Scrum Process - to what degree was the Scrum process implemented "out of the box?"
 - I used for the implementation of Scrum, a modified Version after I came back from the ADC in 2003.
 - I introduced Heartbeat Retrospectives
 - I change the Sprint Length from 4 to 2 weeks.
 - We had Tuesday at noon our Retrospective
 - ON Wednesday morning we did the Sprint Planning
 - We shorten the time for the meetings
 - We introduced daily Meetings.s
 - To what degree did you have to modify the Scrum process for this project? 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 only thing that could not be implemented correctly was the time tracking mechanism. That did not worked out, because I could not get the team to write down the hours on a daily basis. But we did not need this.

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

Buy analyzing this estimates during the Heartbeat Retrospectives. The issues were not the fact that the estimates were wrong, but the problem that we had developers that did not stick to scope of the tasks they were to do. Especially one of them always programmed for the sack of programming. And it is still a problem to change him.

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

By continuously discussion, by teaching that we do only deliver what the customer want to have, by forcing them to give their best, a lot of small things every day.

2. 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?

a. Non. We do not use metrix. I find this concept of collecting numbers is wrong.

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

a. That is not a question I can give here a short answer for. I am writing several articles dealing with this questions. See agile time newsletter.

b.

6. (Optional) Scrum and Extreme Programming are sometimes used together. What must be considered when this is done? I am not familiar enough with XP to give a comment so far.

