

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?

The project purpose was to deliver a new broker system, where brokers associated with PFA (my company) can follow the development of progress of pension deals brokers have arranged between Customers and PFA, on a PFA web site.

- Length - what was the duration of the project?

The project was intended to last 4 months where core activities was a sprint. Vision and goal for the sprint was to build the fundament of the system.

- Cost - what were the budgeted and actual costs?

The sprint was not measured in costs, but merely whether it could be delivered on schedule.

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

The projected benefits, where for the sprint team to build a fundament. The fundament have proved to be a very strong fundament and at sprint presentation, business congratulated the team upon the good strong result.

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

The sprint team consisted of 5 developers and 2 users. The sprint was organized with business presenting their idea for 2 hours. The team was thereafter left alone for 2 days, to work out a Sprint log. Nobody was allowed to enter the Scrum room, except for Scrum Master, unless they were invited by the team.

- Teams - were the teams cross-functional and self-organizing? Were the teams collocated in an open space? Were the teams physically separated within one location, or located in more than one physical location?

Developers came from IS development and the 2 users came from 2 different departments. To optimize the teams possibility of success, they were given their own room.

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

The team was educated in Scrum for a day and a half, by an external consultant (Poul Staal Vinje – certified Scrum Master).

- Reporting - how did you report progress to management and the Customers?
Progress from the team were reported to project manager / steering committee via visits to daily scrums and via Scrum Master.

- Change - what difficulties were surfaced by Scrum that had to be resolved? How were these resolved?
Business wanted more control of progress in the sprint, but as Scrum Master I stopped as much as I could. However, once management insisted upon talking to the team, and project manager where given half an hour with the team.
The team almost gave up at one point. They had a rather difficult time figuring out a problem concerning full history of data. As Scrum Master I insisted they should try for a few days more and told them nobody could do it better than them. The team continued for a few days and made a strong solution.

- Management - what was the previous role of the ScrumMaster? Who took on the role of Product Owner? To what degree were they successful in fulfilling their roles?
I as Scrum Master had previously been Scrum Master and is by far, in my c ompany, the most knowledgeable about the Scrum theories.

- Engineering - what software engineering practices or environment had to be changed?
No relevant

- Stabilization - for how long did the software have to be stabilized before it could be released? How did you structure this stabilization process?
One of the team members made a few change requests in the month afterwards. Otherwise the system was stable.

- Success - to what degree was the project successful? To what degree was the Scrum process instrumental in the success of the project?
The close collaboration between users and developers made the strong fundament. Daily Scrum, Sprint log and burn-down chart helped business, and the team, to follow progress.

- Scrum Process - to what degree was the Scrum process implemented "out of the box?" 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 product log was not in place before the sprint. As for other sprints, a workshop for 2 days has so far been successful. This makes it hard for me to argue for the necessary of a Product Backlog. I keep telling business that a proper Product Backlog will optimize the method. I will most certainly come there in the future and PFA keeps getting better and better Product Backlogs. Also project with more than one sprint, the team itself has made a Product Backlog and forced business to prioritize activities.

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

I keep telling them that activities that have a high priority, should have no more that 10 days in estimates. If estimates are bigger I tell them break down activities into several activities. I explain

that this process forces them to think more about an activity and thereby getting a better accuracy.

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

Same as Product Backlog, with the exception that no activity should exceed 16 hours, and preferably no more than 10 hours. Otherwise I can not do much, except for supporting the team in there decisions and keep outside noise away from the team. They are the experts and take responsibility for the Sprint.

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?

A Sprint log and a burndown chart show progress in a sprint. We will probably make them fully available on our Intranet in the future. My concern would be if it will be to much peer pressure. Maybe it should be up to the team? Do not know about best solution yet.

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

Education about the Scrum process. Most people find that the theories make so much sense, when they learn about them. I have a power point presentation I have run a few times.

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

First of all I would say that it is up to the team to decide what practices they would be interested in using. If the team decide to use some of the practices from XP (that are not already in Scrum) I would advice them to go slow. As Scrum Master I would make certain that the process for the practice, worked as intended.