

CSM Practicing Certification Renewal Assessment

Jeff Pink

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 – Enable multisite functionality of the Allworx 10x server
 - Length – 1 month
 - Cost – budgeted \$100K, actual \$80K
 - Value – Increase in sales by at least 20%?
 - Size – 6, 3 dev; 2 QA; 1 PM?
 - Teams - self-organized, co-located but with separate offices. Project initiated with a scrum workshop trained by a CSM
 - Reporting – Sprint burndown, daily Scrums open to chickens (CEO attended at least once per week).
 - Change – team felt company was small enough not require daily huddles. Resolved their hesitancy by making it humorous through the use of the late and “skipped” penalty. The skipped penalty was added (\$2) for anyone who never showed for the huddle and who did not notify the SM in advance with their 3 report items.
 - Management – Having a PM was new to this company so no previous role. Marketing manager took role as Product Owner
 - Engineering – There was a daily build already in place so no additional engineering changes were made.
 - Stabilization – The SW took 1 week to stabilize by a combination of ICAT (Internal customer acceptance testing) and a fixture which exercised the SW under extreme load in hopes to expose memory leaks.
 - Success – The project was a great success. This was the first launch that came under budget, 3-days ahead of schedule and the actual release worked without any customer complaints. Everyone is sold on Scrum
 - Scrum Process – Implemented most of Scrum but backlog was not as important. We had to implement a “skip” fee for those who thought not attending the huddle at all would mean they got out of the “late” penalty. No problem implementing Scrum
2. How do you cause the accuracy of Product Backlog estimates to improve? All engineers were familiar with the SW so estimates were very accurate. To what degree does their accuracy matter? It is important that the estimates be accurate as we have customers scheduling with outside entities (i.e. phone companies) in hopes that we deliver in time to mesh with out entities schedule.
3. How do you cause the accuracy of what a team commits to for a Sprint to what the team actually delivers? Motivation, creative problem solving, re-scoping within the established goal.
4. What metrics do you use to track the development process? Daily scrum obstacle removal (running list), sprint burndown graph, bug banana charts. Which metrics have been changed, removed, or newly implemented as a result of using Scrum? Bug banana charts.
5. What type of training, resources, or tools would best help you successfully employ Scrum in the future? Perhaps having recommended phased rollout of Scrum (i.e. do these for the first sprint, then introduce these other practices after...)
6. (Optional) Scrum and Extreme Programming are sometimes used together. What must be considered when this is done?

1. why and how you did the different aspects of Scrum in the project

ANSWER: The daily scrums involved development, QA, and customer support to be sure everyone was in synch with our path forward. Management attended intermittently as chickens but often asked many questions to me (Scrum Master) following the huddle.

2. when you had to deviate:

ANSWER: Involving customer support was important as they often felt out of the loop. Further into the project they behaved more like chickens, coming when they could. The backlog was not as important because all developers are very senior and being a small company the work gets done whether it requires an all nighter or not. So tracking was less important than communication and coordination. That being said I am going to rollout the backlog for the client part of our program because this has been the most challenging in terms of nailing down exactly what will be completed at the end of a Sprint.