

# SCRUM GUIDE



## CONSCIRES AGILE PRACTICES

Building great teams. Delivering great value.

### FOUNDATIONS

#### Empiricism

Detailed up-front planning and defined processes are replaced by just-in-time inspect & adapt cycles

#### Self-Organization

Small teams manage their own workload and organize themselves around clear goals

#### Prioritization

Work on the most important thing first

#### Rhythm

Sustainable Pace

#### Collaboration

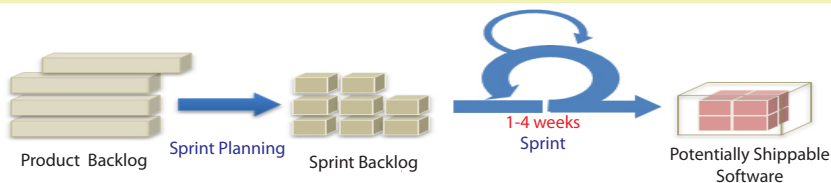
Scrum Leaders, Product Visionaries, Customers & Teams collaborate with each other. No one is in charge.

### TOOLS

#### Task Board

- White Board containing teams Sprint goals, backlog items, tasks, tasks in progress, "DONE" items and the daily Sprint
- Burndown chart.
- Scrum meeting best held around task board
- Visible to everyone

### FRAMEWORK



### ROLES

#### Scrum Team

Team is cross-functional and consists of 5-9 people  
There are no set project roles within the team  
Team defines tasks and assignments  
Team is self-organizing and self-managing  
Maintains the Sprint Backlog  
Conducts the Sprint Review

#### Product Owner

Accountable for product success  
Defines all product features  
Responsible for prioritizing product features  
Maintains the Product Backlog  
Insures team working on highest valued features

#### Scrum Master

Facilitates daily 15 minute team meeting (Daily Scrum)  
Removes obstacles  
Shields the team from external interference  
Maintains the Sprint Burndown Chart  
Conducts Sprint Retrospective at the end of a Sprint  
Is a facilitator not a manager

### ARTIFACTS

#### Product Backlog - (PB)

List of all desired product features  
List can contain bugs, and non-functional items  
Product Owner responsible for prioritizing  
Items can be added by anyone at anytime  
Each item should have a business value assigned  
Maintained by the Product Owner

#### Release Backlog - (RB)

Same as the Product Backlog. May involve one or more sprints dependent on determined Release date

#### Sprint Backlog - (SB)

To-do list (also known as Backlog item) for the Sprint  
Created by the Scrum Team  
Product Owner has defined as highest priority

#### Burndown Chart - (BC)

Chart showing how much work remaining in a Sprint  
Calculated in hours remaining  
Maintained by the Scrum Master daily

### MEETINGS

#### Sprint Planning – First Half

Product backlog prepared prior to meeting  
First half – Team selects items committing to complete  
Additional discussion of PB occurs during actual Sprint

#### Sprint Planning – Second Half

Occurs after first half done – PO available for questions  
Team solely responsible for deciding how to build  
Tasks created / assigned – Sprint Backlog produced

#### Daily Scrum

Held every day during a Sprint  
Lasts 15 minutes  
Team members report to each other not Scrum Master  
Asks 3 questions during meeting  
"What have you done since last daily scrum?"  
"What will you do before the next daily scrum?"  
"What obstacles are impeding your work?"  
Opportunity for team members to synchronize their work

#### Sprint Review

Team presents "done" code to PO and stakeholders  
Functionality not "done" is not shown  
Feedback generated - PB maybe reprioritized  
Scrum Master sets next Sprint Review  
"DONE"= Potentially Shippable!

#### Sprint Retrospective

Attendees – SM and Team. PO is optional  
Questions – What went well and what can be improved?  
SM helps team in discovery – not provide answers

### FAQ

Who decides when a Release happens? *At the end of any given Sprint the PO can initiate a Release.*

Who is responsible for managing the teams? *The teams are responsible for managing themselves.*

What is the length of a task? *Tasks should take no longer than 16 hours. If longer then the task should be broken down further.*

Who manages obstacles? *Primary responsibility is on the Scrum Master. However, teams must learn to resolve their own issues. If not able then escalated to SM.*

What are two of the biggest challenges in Scrum? *Teams not self-managing, Scrum Master managing not leading.*

### ESTIMATING

#### User Stories

A very high level definition of what the customer wants the system to do.  
Each story is captured as a separate item on the Product Backlog  
User stories are NOT dependent on other stories

#### Story Template:

"As a <User> I want <function> So that <desired result>

#### Story Example:

As a user, I want to print a recipe so that I can cook it.

#### Story Points

A simple way to initially estimate level of effort expected to develop  
Story points are a relative measure of feature difficulty  
Usually scored on a scale of 1-10. 1=very easy through 10=very difficult  
Example:  
"Send to a Friend" Story Points = 2  
"Shopping Cart" Story Points = 9

#### Business Value

Each User Story in the Product Backlog should have a corresponding business value assigned.  
Typically assign (L,M,H) Low, Medium, High  
PO prioritizes Backlog items by highest value

#### Estimate Team Capacity

Capacity = # Teammates (Productive Hrs x Sprint Days)  
Example – Team size is 4, Productive Hrs are 5, Sprint length is 30 days.  
Capacity = 4 (5 x30) = 600 hours  
NOTE: Account for vacation time during the Sprint!

#### Velocity

The rate at which team converts items to "DONE" in a single Sprint – Usually calculated in Story Points.

### SCRUM VALUES

**Transparency** – Visibility to everyone

**Commitment** – Willing to commit to a goal

**Courage** – Courage to commit, act, open, and to embrace change

**Focus** – Focus on the work you've committed

**Respect** – Respect and trust people