Agile Approach for GSA Pilot Teams

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Goals

Provide a high-level overview of...

- Agile

- Scrum

- JIRA

and most importantly, our approach for GSA Pilot Teams!

What is "Agile?"

Agile is...

- A value-based, iterative approach
- An attitude of "servant leadership"
- Not just for developers!
- Team-focused
- A solution for complex problems
- "Be" versus "Do" Agile

Agile is not...

- A software-development framework
- Scrum (or Kanban, TDD, etc.)
- Tools (i.e. JIRA, Rally, etc.)
- Lacking in accountability or ownership
- Something you "do"

Agile Values

Individuals and interactions
over processes and tools.

- Agile is more about transparent interactions than technology.

Working software

over comprehensive documentation.

- Create something usable quickly to enable faster customer feedback.

Customer collaboration
over contract negotiation.

- Ensure customer buy-in between Business & IT, with marketable visibility.

Responding to change

over following a plan.

- Leave room for emergent solutions and better respond to change.
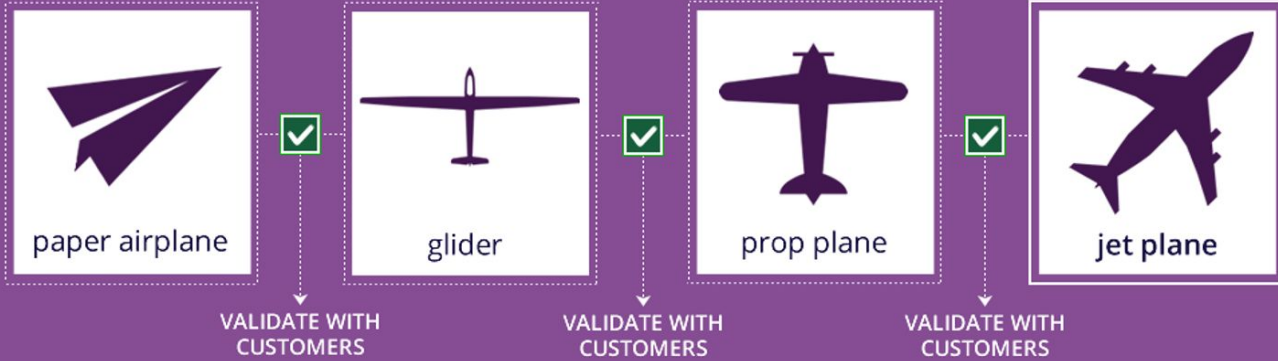
Agile Principles

- Satisfy the customer

- Welcome changing requirements

- Deliver working software frequently

- Business people and developers must work together daily

- Build projects around motivated individuals

- Face-to-face conversation

- Working software is the primary measure of progress

- Promote sustainable development

- Continuous attention to technical excellence

- Maximize amount of work <u>not</u> done

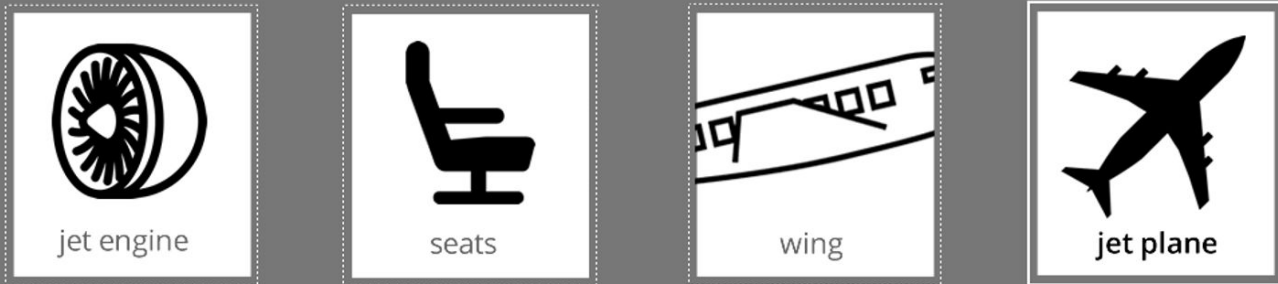- Self-organizing teams

- Reflect…and tune

Agile Vocabulary

Common Agile terms...

- Iterations

- Epics

- User Stories

- Vertical Slicing, "Chunks"

- Minimum Viable Product (MVP), or (MMP)

ITERATIVE & INCREMENTAL

paper airplane

VALIDATE WITH CUSTOMERS

glider

VALIDATE WITH CUSTOMERS

prop plane

VALIDATE WITH CUSTOMERS

jet plane

NON-AGILE

jet engine

seats

wing

jet plane

EK

Agile Beyond Software Development

MANUFACTURING

LEGAL

MARKETING

CUSTOMER SUPPORT

Benefits of an Agile Culture

Benefits

- Customer-focused

- Increases communication

- Enables change

- Improves quality of delivery

- Responsive environment

- Transparency

- Visibility

"What's in it for me?"

- Cost-savings / Informed spend

- Greater visibility with executive leadership

- Empowered, self-organized teams

- Work is broken down into smaller, achievable increments

- Shared responsibility between Business and IT

What is "Scrum?"

Scrum is...

- Just one approach to Agile

- A framework for complex projects

- "Deceptively simple"

- Encourages high-performing, cross-functional teams

Scrum is not...

- Synonymous with Agile

- Not a methodology, but a process

- Sprint, or Iteration

- Tools (i.e. JIRA, Rally, etc.)

Scrum Values

Focus

Because we focus on only a few things at a time, we work well together and produce excellent work. We deliver valuable items sooner.

Openness

As we work together, we express how we're doing, what's in our way, and our concerns so they can be addressed.

Courage

Because we work as a team, we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges.

Commitment

Because we have great control over our own destiny, we are more committed to success.

Respect

As we work together, sharing successes and failures, we come to respect each other and to help each other become worthy of respect.

Scrum Ceremonies

Include...

- Release Planning (Pilot Kickoff)

- Sprint Planning

- Sprint Review

- Sprint Retrospective

- Daily Standup

- Sprint (Iteration) Demo

- **Lessons Learned

Scrum Ceremonies

Sprint Planning Meeting

Daily Scrum

Backlog Refinement Meeting

Sprint Review Meeting

Sprint Retrospective Meeting
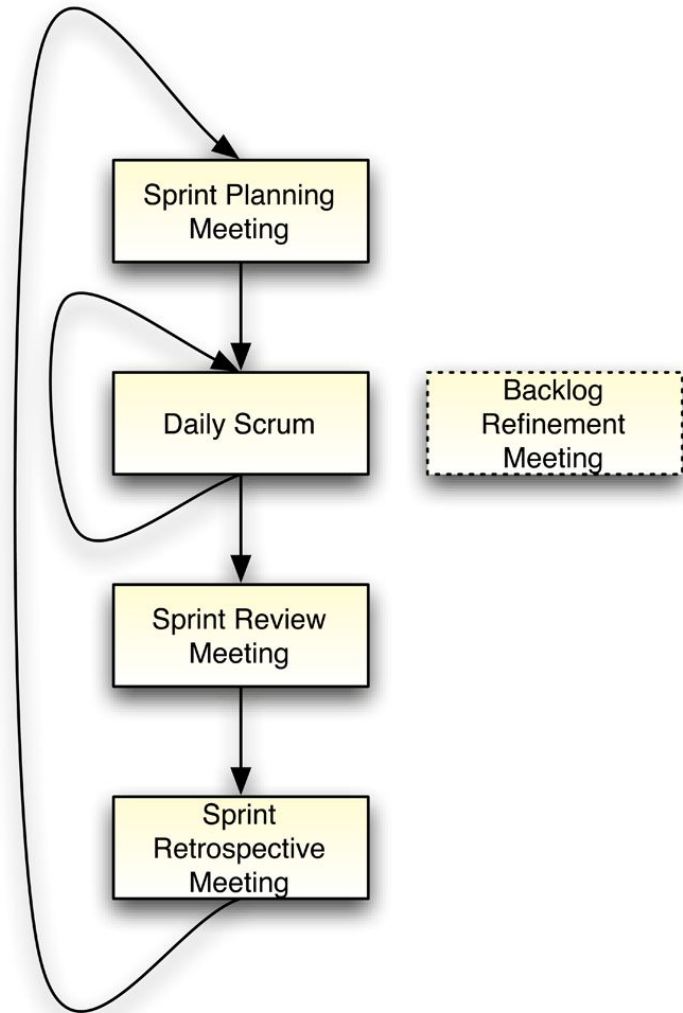
Scrum Vocabulary

Common Scrum terms...

- Release Trains

- Sprint

- Product Backlog

- Sprint Backlog

- Story Cards (depends on the tool)

- Potentially Shippable Product

Scrum Process

PRODUCT BACKLOG

SPRINT PLANNING

SPRINT BACKLOG

DAILY SCRUM MEETING

2-4 WEEK SPRINT

POTENTIALLY SHIPPABLE PRODUCT INCREMENT

ScrumAlliance®
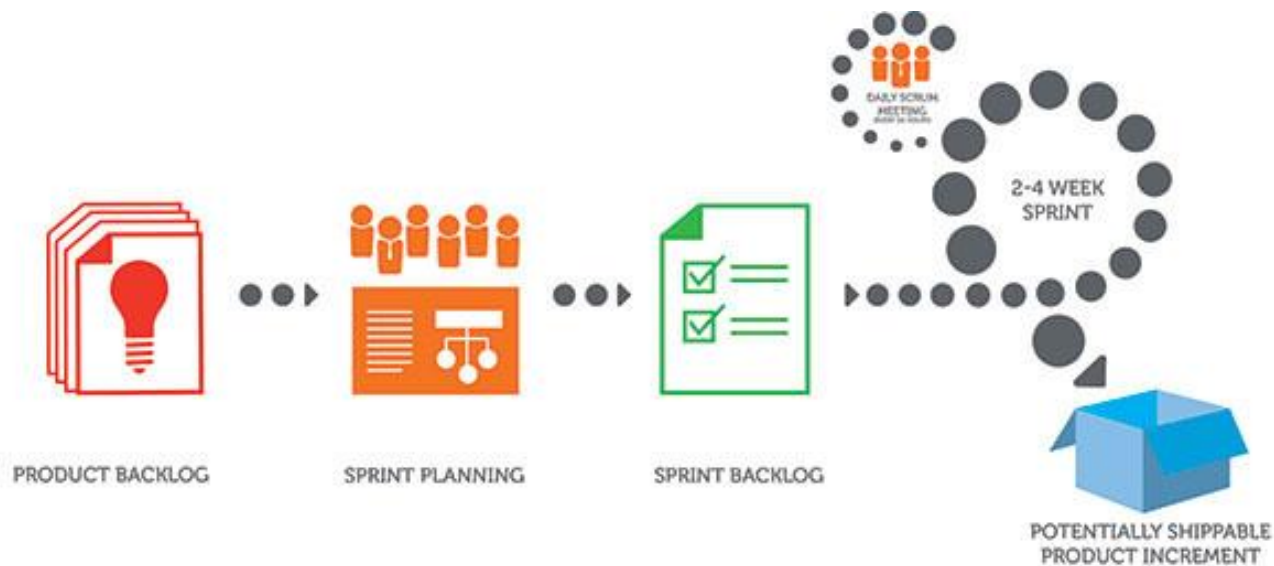
Scrum Roles

Scrum Master

- Facilitator for the project team; allows a team to self-organize and make changes quickly; manages the process for how information is exchanged; "The Coach"

Product Owner

- Responsible for communicating product vision; prioritizes the Product Backlog; clarifies requirements; accepts / rejects each product increment; decides whether to ship

Scrum Team

- Cross-functional; negotiates commitments with the Product Owner; has autonomy regarding how to reach commitments; intensely collaborative; 3-9 members

Getting Started with Scrum

Step #1: Get your backlog in order!

Step #2: How to estimate your product backlog

Step #3: Sprint Planning/clarify requirements

Step #4: Sprint Planning/estimate tasks

Step #5: Create a collaborative workspace

Step #6: Sprint!

Step #7: Stand up and be counted!

Step #8: Track progress with a daily burndown chart

Step #9: Finish when you said you would

Step #10: Review, reflect, repeat...

- **REFERENCES**:
  HOW TO IMPLEMENT SCRUM...: http://www.allaboutagile.com/how-to-implement-scrum-in-10-easy-steps/
  JUST GETTING STARTED WITH SCRUM?: http://scrumreferencecard.com/scrum-reference-card/

What is "Kanban?"

- A process that can be thought of as a pipeline with feature requests entering one end and improved products from the other

- **KEY ROLES**: Scrum Master**, Product Owner**, & Kanban Team

- **REFERENCES**:
  EVERYDAY KANBAN: http://www.everydaykanban.com/what-is-kanban
  KANBAN EXPLAINED: http://kanbanblog.com/explained/
  LEANKIT: https://leankit.com/learn/kanban/what-is-kanban/

Not required.

Getting Started with Kanban

Step #1: Map your value stream (your development process)
- *Where do feature ideas come from? What are all the steps that the idea goes through until it's sitting in the hands of the end-user?*

Step #2: Define the start and end points for the Kanban system
- *These should preferably be where you have political control. Don't worry too much about starting with a narrow focus, as people outside the span will soon ask to join in.*

Step #3: Agree:
- *Initial WIP limits and policies for changing or temporarily breaking them*
- *Process for prioritising and selecting features*
- *Policies for different classes of service (e.g. "standard", "expedite", "fixed delivery date"). Are estimates needed? When choosing work, which will be selected first?*
- *Frequency of reviews*

Step #4: Draw up a Kanban board
- *All you need is a whiteboard and some Post-It™ notes. Don't spend too much time making it look beautiful because it will almost certainly evolve.*

Step #5: Start using it

Step #6: Empirically adjust

Taking an Agile Investment Approach

Agile Investment

- An agile, phased approach to piloting potential solution investments

- Identify strong product owners (business-side) with available time commitment

- Stagger release of funding dollars and inform investment decision-making

Result

- Creates a partnership between the Business and IT that increases collaboration, provides faster solution delivery & increases transparency, reduces risk, and improves IT investments

Pilot Assumptions

Before we begin…

- Approved concept for investment

- "Problem" must be clearly defined

- Assigned Product Owner from the Business Team

- Committed Pilot Team members

- Support assigned from the CTO Office

Expectations of the Pilot Team

What do we need to be successful?

- Team Members are committed to the success of the pilot

- Prioritize attendance for Scrum Ceremonies

- Enter and update pilot tasks in JIRA

- User engagement for acceptance testing, etc.

Understanding Pilot Team Roles

Scrum Master

- Fulfilled by the CTO Office; facilitates the discovery and scope definition process with the Business Team; provides Agile guidance

Scrum Team

- Composed of Business Team subject matter and/or technical experts; CTO Office may also fulfill UI/UX, API & other development expertise

Product Owner

- Point-of-contact for Business Team; be available to the Team; provides clarification of requirements; has (or obtains) authority for decision-making

Stakeholders

- Includes the Project Sponsor, overall Business group/customer; participates in Sprint Demos; provides UAT

Pilot Team Ceremonies

During the pilot...

- Pilot Kickoff

- Standups

- Sprint Planning

- Sprint Demo

- Sprint Retrospective

- Lessons Learned

Atlassian JIRA

Introducing... JIRA!

- First and foremost, JIRA is simply a tool that supports Agile project management processes

- Allows a team to manage project work from beginning to end (i.e. from requirements gathering to development to testing, etc.)

- Create a Kanban (or Scrum) board to manage "cards"

- Supports the prioritization of work

- Supports the assignment & management of project work

- Ensures the visibility of work

Using JIRA

Definition of Ready (DoR)

Before you pull a card out of the Backlog, it should be prioritized and have the following:

- Description
  - *"Why are we doing this?"*
- Acceptance Criteria
  - *"What are the steps necessary to achieve this?"*
  - *In some cases, the user/group has been identified for testing*
- Assignee
  - *Who is responsible for completion*
  - *This can change based on the work needed at the time*
- Label
  - *Relates it to the sprint release*
- Priority
  - *For the card, not the business value*
  - *Highlights impediments*

Using JIRA

Definition of Done (DoD)

Provides for:

- Getting feedback and improving your product and process
- Better planning
- Minimizing the delay of risk
- Improving team quality and agility
- Creating transparency for stakeholders

A statement of what we can accomplish during the sprint and includes all of the steps necessary to deliver the request.

In order to call a card "done", it must:

- Be achievable within the sprint cadence
- Satisfy the acceptance criteria
- Card must reflect an updated status within JIRA

Questions?