

Roles

Scrum Team

- Team is cross-functional and consists of 5-9 people
- There are no self-proclaimed 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 (PO)

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

Scrum Master (SM)

- Holds 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



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 held first around task board
- Visible to everyone

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

Sprint Backlog - (SB)

- To-do list also known as Backlog items for the Sprint
- Created by the Scrum Team
- Product Owner has defined or signed priority

Burndown Chart - (BC)

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

Release Backlog - (RB)

- Same as the Product Backlog. May move one or more items dependent on determined Release date

DONE = Potentially Shippable!

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 team? The team is responsible for managing themselves
- What is the length of a task? Tasks should take no longer than 16 hours. If longer than 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

Meetings

Sprint Planning - Day 1 / 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 - Day 1 / 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 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 may be re-prioritized
- Scrum Master sets next Sprint Review

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

Visibility + Flexibility = Scrum

Glossary of Terms

- Time Box** - A period of time to finish a task. The end date is set and cannot be changed
- Chickens** - People that are not committed to the project and are not accountable for deliverables
- Pigs** - People who are accountable for the project's success
- Single Shippable Neck** - This is the Product Owner

SCRUM CHEAT SHEET

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 single way to visually estimate level of effort expected to be done
- Story points are a relative measure of feature difficulty
- Usually scored on a scale of 1-10. 1 being easy through 10 being difficult
- Example**
 - "Send to a Friend" Story Points = 2
 - "Shopping Cart" Story Points = 5

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 in Sprint Cycle
- Example - Team size is 4. Productive hrs are 3. Sprint length is 30 days
 - Capacity = 4 (3 * 30) = 360 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