

Standups, Demos, and Retrospectives, Oh My!

Agile Development at VSP
(and maybe in your shop, too)



Today's Agenda

Where VSP Is Today

Agile Values and Principles

Agile Flavors

Scrum Roles

Scrum Events

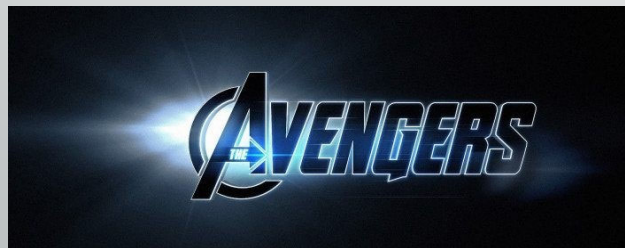
what we do

- Manage a portfolio of over thirty applications for various departments
 - Criminal History, Firearms Background Check, Applicant Background Screening, Sex Offender Registry, Mental Health
 - Motor Vehicle Inspection Program
 - Human Resources, AP/AR and General Ledger
 - LEAMS, ATRS, and many others
 - vsp.virginia.gov, coldcase.virginia.gov, fusion.virginia.gov, vatrooper.com, and others
- Develop, publish and support the agency's Data Warehouse reporting and analysis solution
- Provide project management and business analysis support for the selection and implementation of commercial software packages
 - CRIS, AFIS, LiveScan, VSOMS, Photo Speed Enforcement

how we're organized



how we're organized



why do we do it this way?

- The Agile Manifesto was written in 2000
 - Contains “Agile” values and principles
- Recognized and emphasized a different way of behaving to bring about more successful outcomes:
 - Building Relationships
 - Ongoing Conversations
 - Building Understanding
 - Frequently Delivering Business (or Agency) Value
- Now used by more than 71% of all companies and for 80% of Federal IT Projects
- Agile teams are 25% more productive, 50% faster to market, and produce less than half the defects
- Since 2019, Agile adoption in non-IT lines of business has doubled

Bottom line: IT WORKS.

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Feb 11-13, 2001
Snowbird, Utah

Agile Values



INDIVIDUALS AND
INTERACTIONS

> OVER >



PROCESSES
AND TOOLS



WORKING
SOFTWARE

> OVER >



COMPREHENSIVE
DOCUMENTATION



CUSTOMER
COLLABORATION

> OVER >



CONTRACT
NEGOTIATION



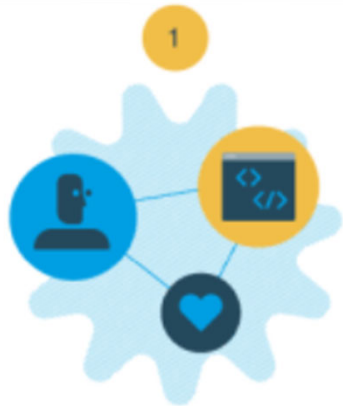
RESPONDING
TO CHANGE

> OVER >

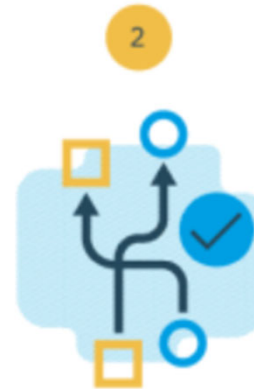


FOLLOWING
A PLAN

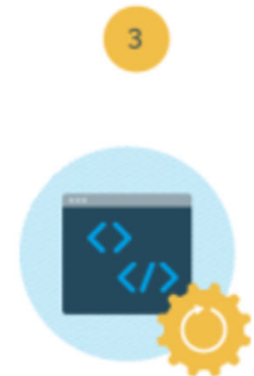
Agile Principles



Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.



Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Agile Principles

4



Business people and developers must work together daily throughout the project.

5



Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6



The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Agile Principles

7



Working software is the primary measure of progress.

8



Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9



Continuous attention to technical excellence and good design enhances agility.

Agile Principles

10



Simplicity--the art of maximizing the amount of work not done--is essential.

11



The best architectures, requirements, and designs emerge from self-organizing teams.

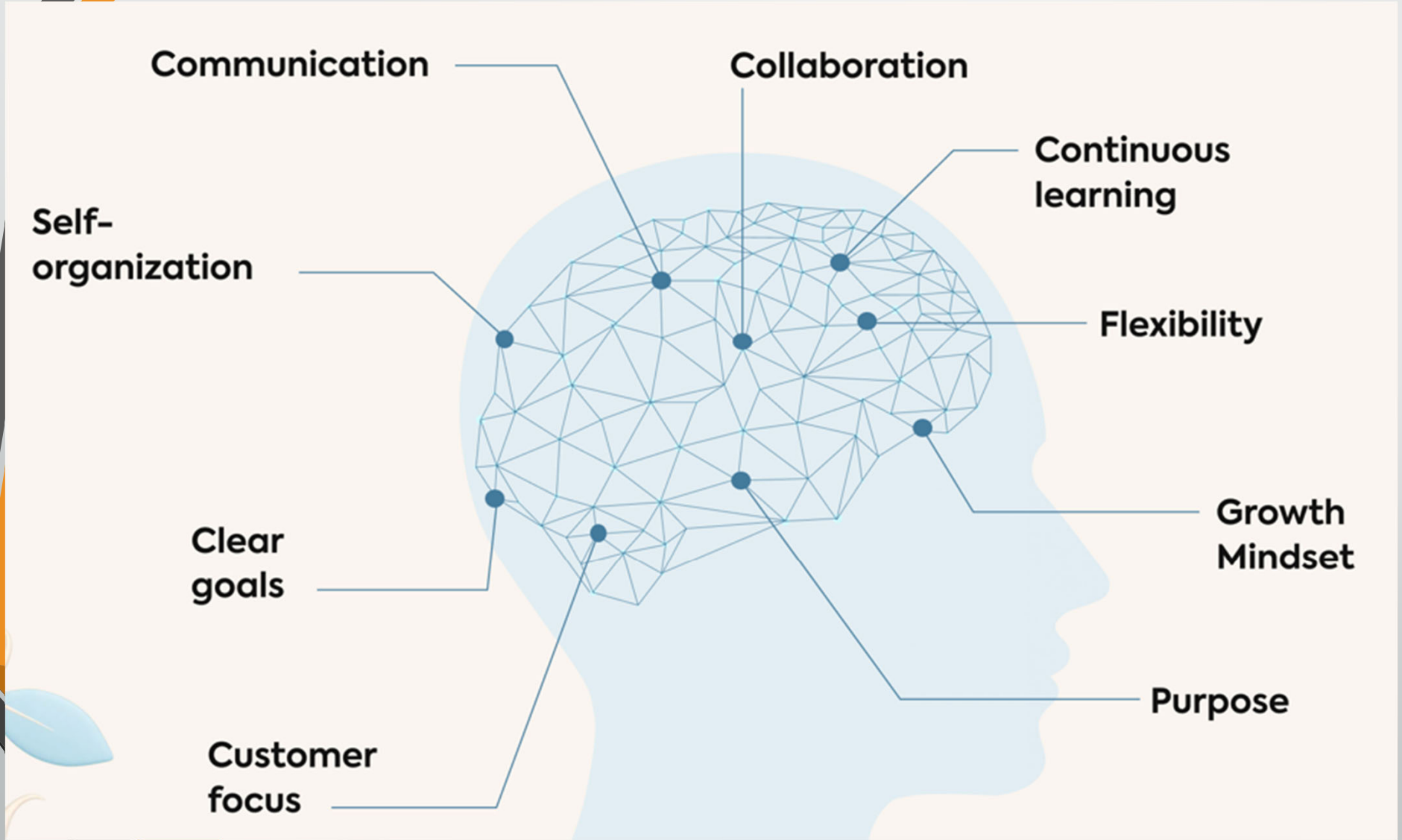
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At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

AGILE MINDSET





Communication

Collaboration

Continuous learning

Self-organization

Flexibility

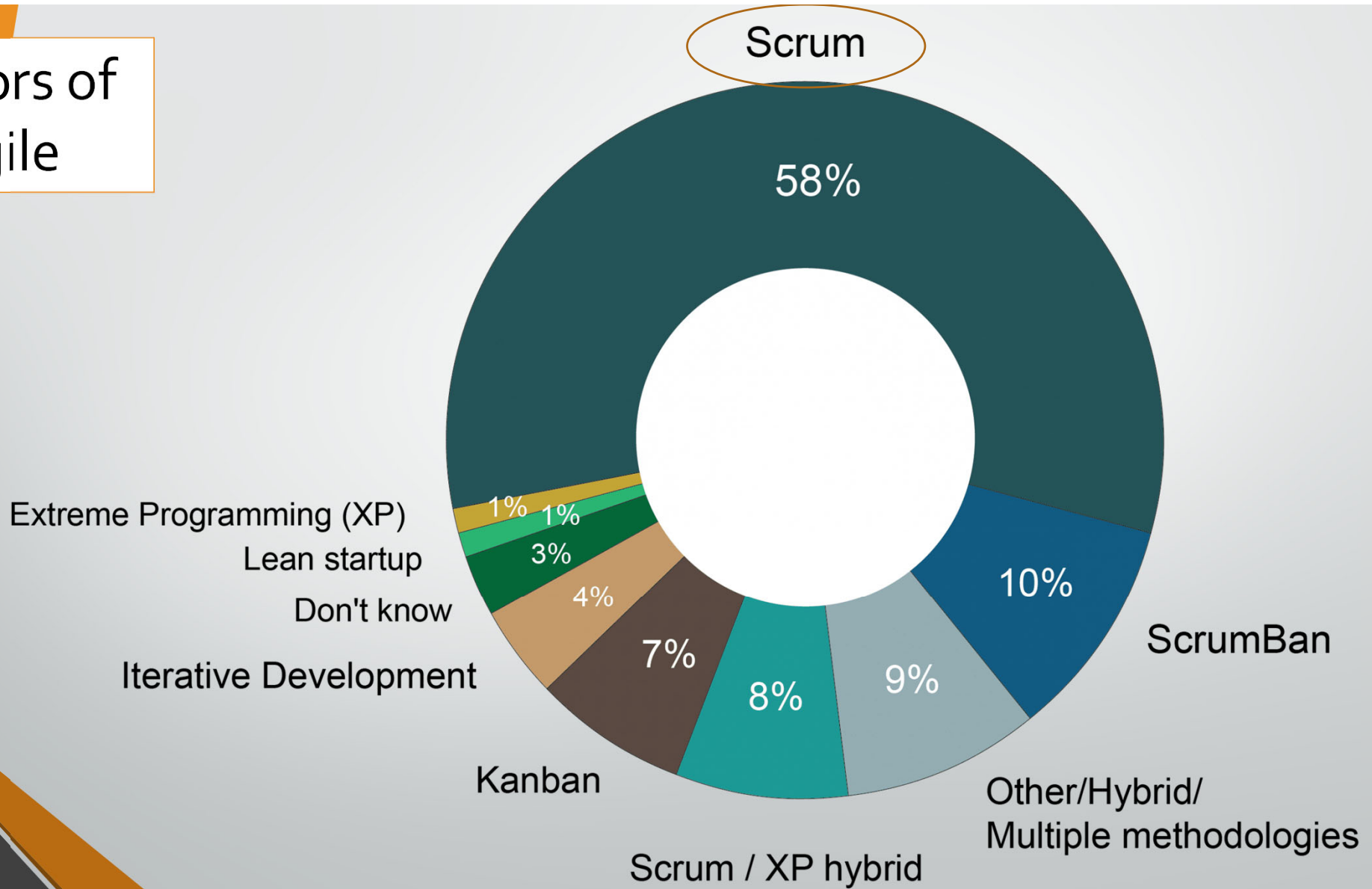
Clear goals

Growth Mindset

Customer focus

Purpose

Flavors of Agile



Scrum Roles



Product Owner



Scrum Master



Developers

Product Owner	Scrum Master	Developers
<ul style="list-style-type: none"> ▪ Shares the Vision with the Scrum Team 	<ul style="list-style-type: none"> ▪ Champions the Scrum process with the team and the agency 	<ul style="list-style-type: none"> ▪ Works together to build the Product
<ul style="list-style-type: none"> ▪ Orders Product Backlog Items based on business value 	<ul style="list-style-type: none"> ▪ Facilitates ceremonies as needed 	<ul style="list-style-type: none"> ▪ Is self-organizing
<ul style="list-style-type: none"> ▪ Creates and “refines” the Product Backlog with the Dev Team 	<ul style="list-style-type: none"> ▪ Encourages collaboration between Product Owner and the Team 	<ul style="list-style-type: none"> ▪ Is cross-functional
<ul style="list-style-type: none"> ▪ Collaborates with the Scrum Team at all times. 	<ul style="list-style-type: none"> ▪ Encourages disciplined engineering practices 	<ul style="list-style-type: none"> ▪ Is accountable as a Team
<ul style="list-style-type: none"> ▪ Accepts or rejects Backlog Items during the Sprint. 	<ul style="list-style-type: none"> ▪ Removes impediments and barriers for the Team 	<ul style="list-style-type: none"> ▪ Is typically three to nine members
<ul style="list-style-type: none"> ▪ Participates in all Scrum events. 	<ul style="list-style-type: none"> ▪ Works with other Scrum Masters to coordinate shared resources 	<ul style="list-style-type: none"> ▪ Participates in all Sprint Ceremonies ▪ Demonstrates the product ▪ Self-manages to execute the Daily Scrum and create/update Sprint Backlog

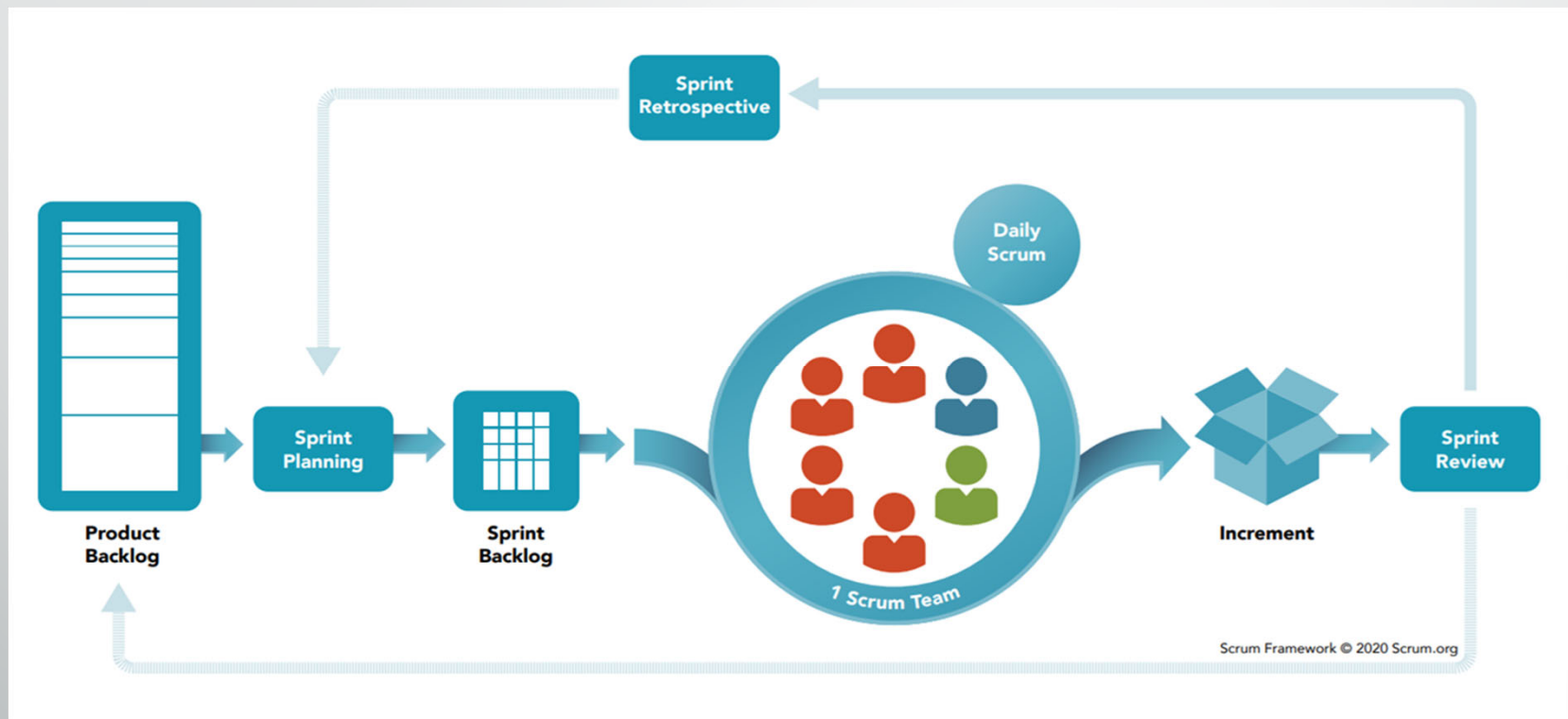
Scrum Events

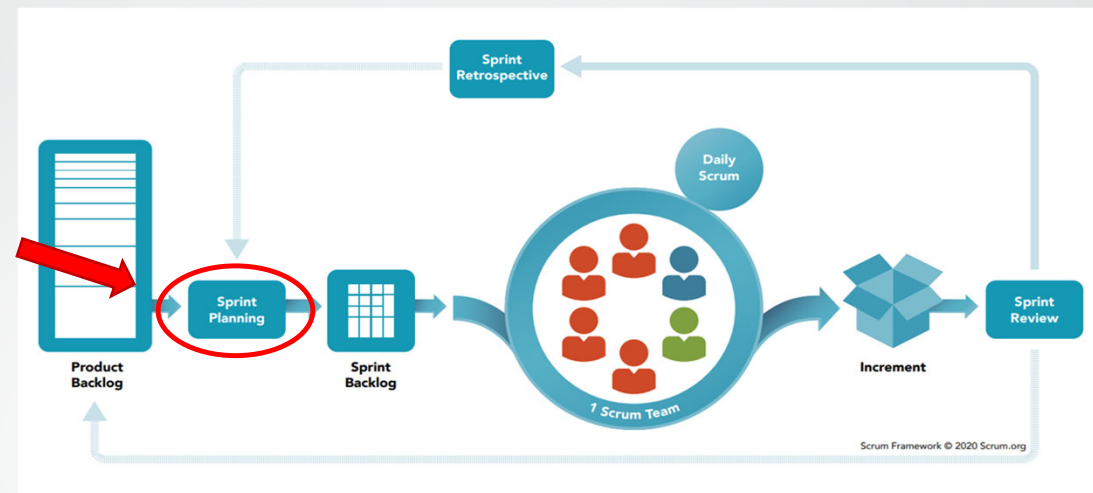
- The Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

Scrum Non-Events

- Product Backlog Refinement:
- Roadmap Review

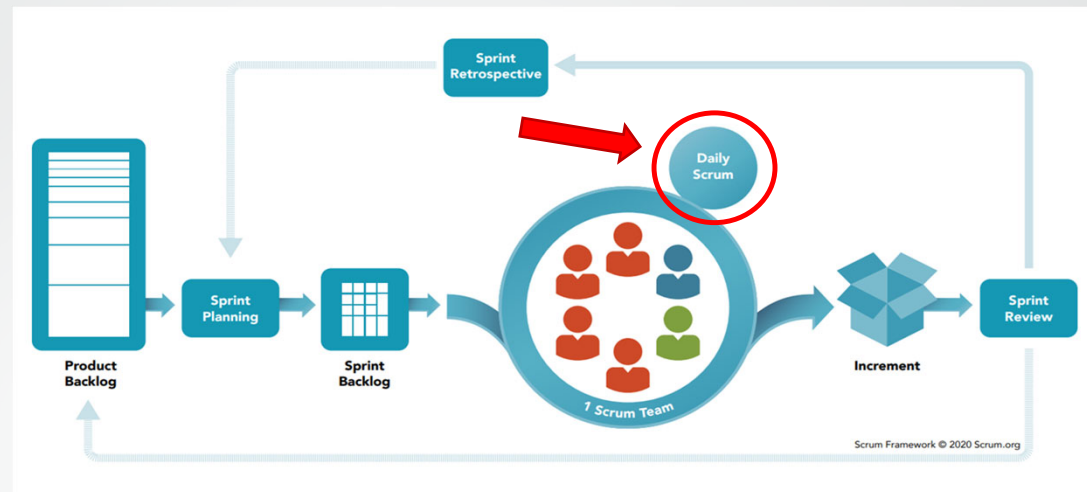
The Sprint





Scrum Event: Sprint Planning

- Lays out the work that will be done



Scrum Event: Daily Scrum

- What are we doing today?

Daily Scrum/Stand-up

Agile Value #1:

Individuals and Interactions over processes and tools

Agile Principles:

4: Business people and developers must work together daily throughout the project

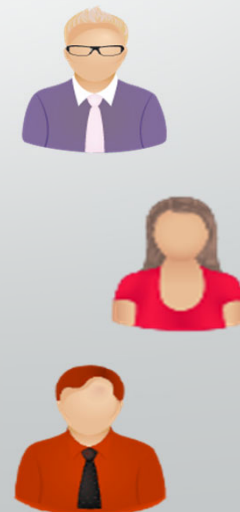
6: The most effective means of communication is face-to-face conversation

11: Self-organizing teams generate the most value



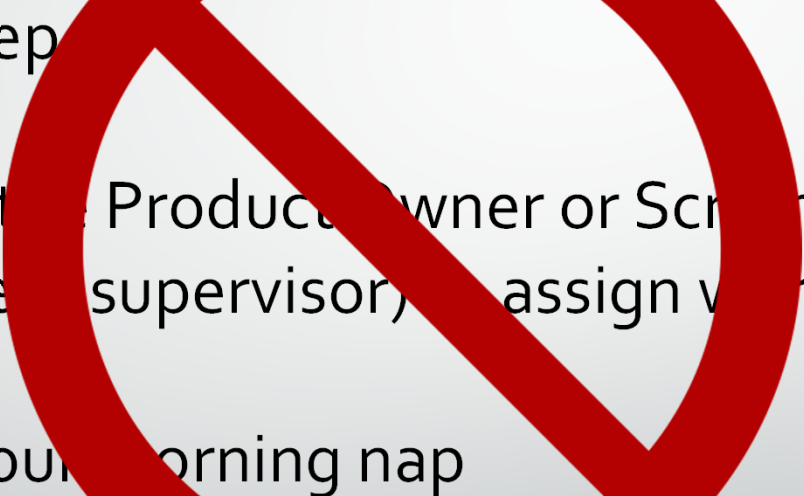
Daily Scrum

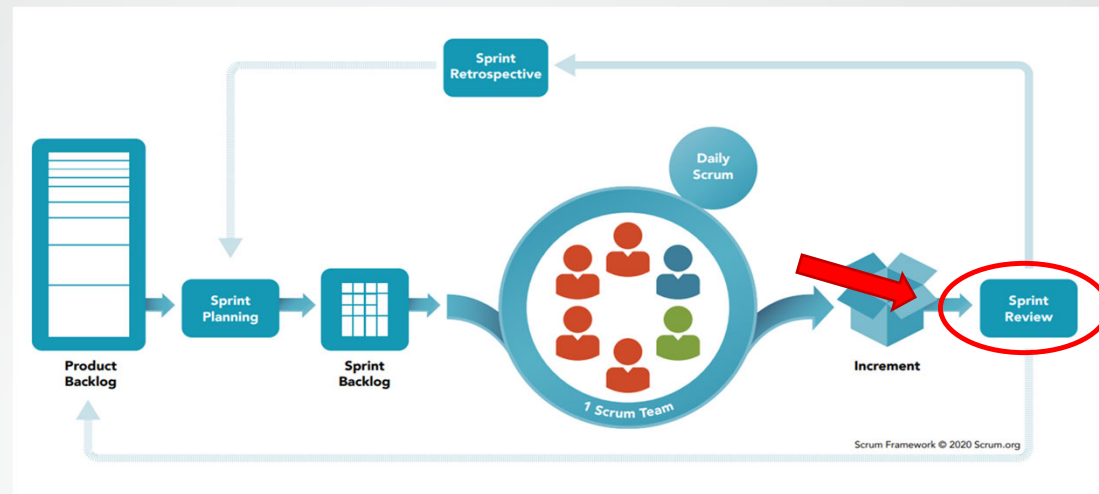
1. What are we going to do today to advance the Sprint Goal?
2. What obstacles have you encountered, and how can the team help?





What the Scrum IS NOT

- A Status Report
 - A time for the Product Owner or Scrum Master (or development supervisor) to assign work
 - Time for your morning nap
- 



Scrum Event: Sprint Review

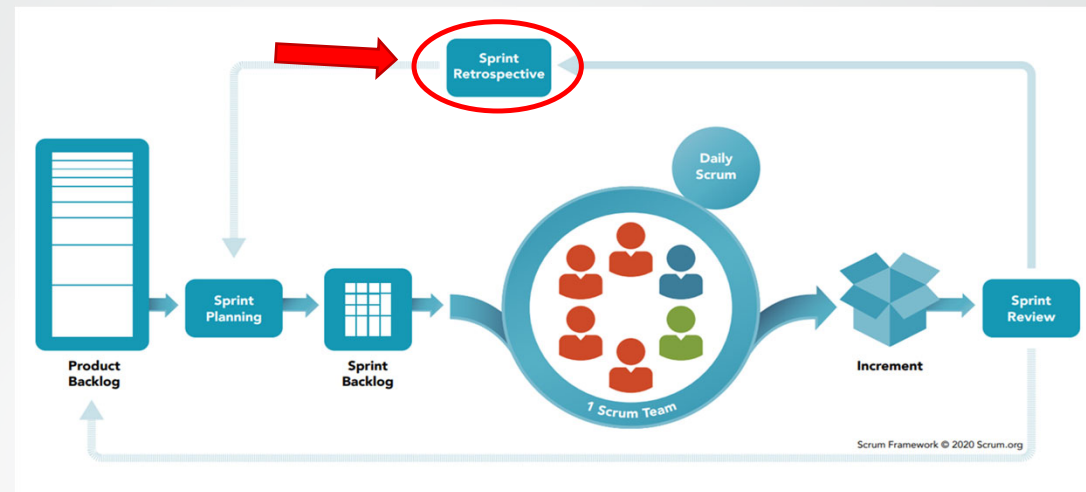
- What have you done for me lately?

Agile Values:

2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan







Scrum Event: Sprint Retrospective

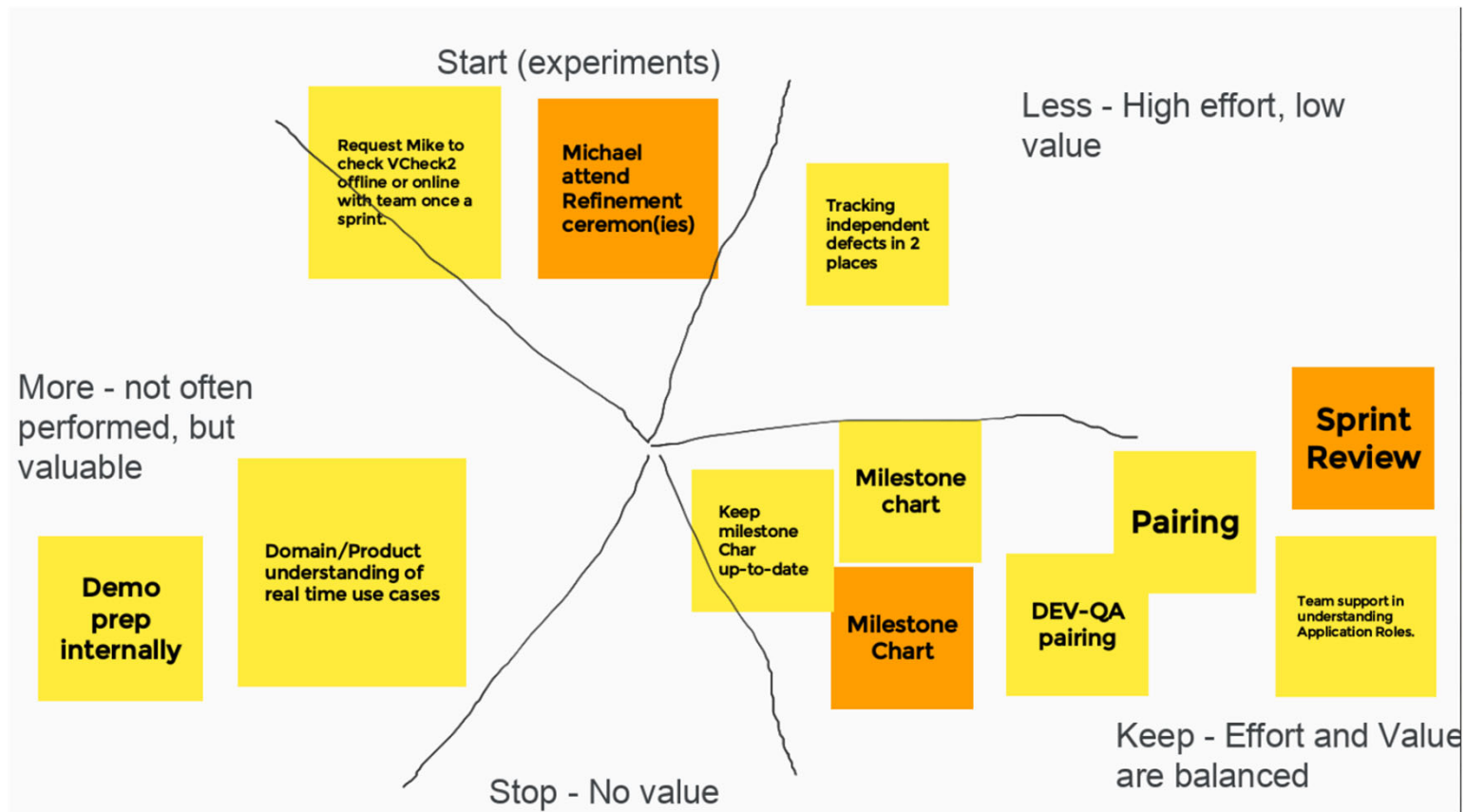
- How's that working for you?

Retrospective

Scrum Guide Definition: the purpose of the Sprint Retrospective is for the Team to plan ways to *increase quality and effectiveness*.

During the **Retrospective**, the team discusses:

- What Went Well
- What Could Be Improved (not so well)
- *What Will We Commit to Improve*

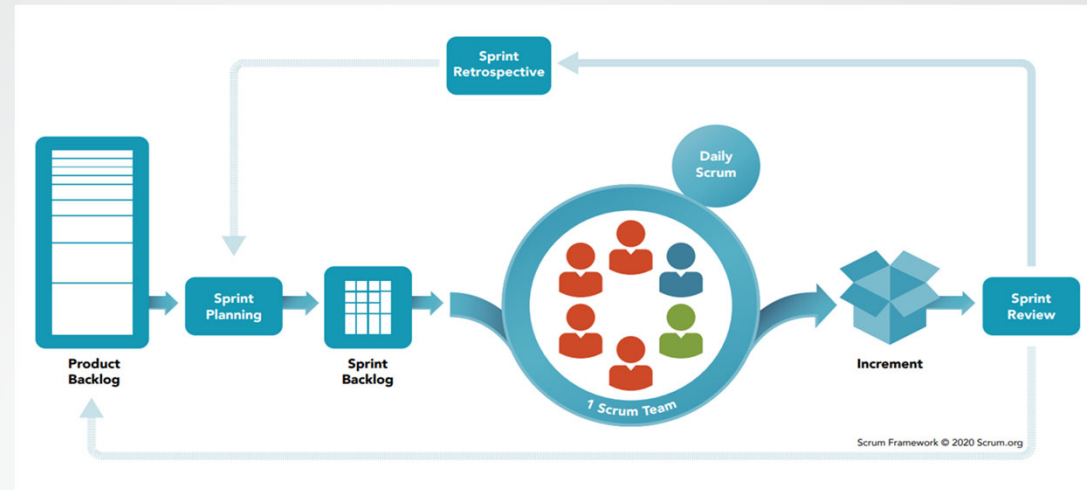
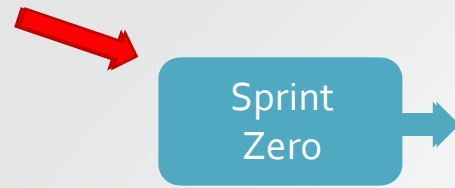


Retrospective (Sprint/Scrumban/Kanban)

Sprint Retrospective at a Glance

Event	Inspection	Adaptation	Participants	Timebox
Sprint Retrospective	Sprint, Definition of Done	Actionable improvements, Definition of Done	Scrum Team	3 hours for a 1 month Sprint

- Don't wait for Retrospective to I & A!
- Create a Story to fulfill A!
- Fine Tune DoR and/or DoD to fulfill A!
- *Adaptation is the Value in Retrospective*



Scrum Non-Event: Sprint Zero

- What was your name again?

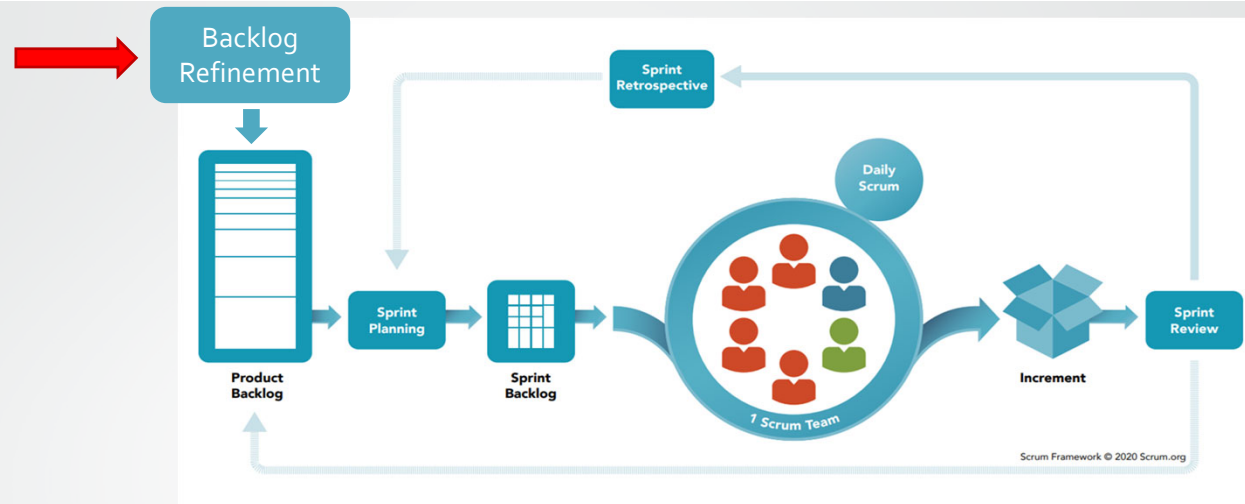
TIMEBOXING SPRINT MEETINGS

to do in progress done



ON
E

Task 4



Scrum Non-Event: Product Backlog Refinement

- You want it to do WHAT?

Refinement (Grooming)

Scrum Guide Definition: Product

Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items

This is an ongoing activity to add details, such as a description, size (DoR/INVEST) and order (prioritization)

Refinement (Grooming) - 'Tools'



Independent

- Of order of user story delivery
- Of internal and especially external dependencies

Negotiable

- Flexible scope
- None specific language
- Explain the intention, not the implementation

Valuable

- Value is clear to everyone
- Persona matches Benefit & Goal will deliver the benefit.
- Avoid technical / role specific language

Estimatable

- Clear and concise explanation
- Avoid technical / role specific language

Small

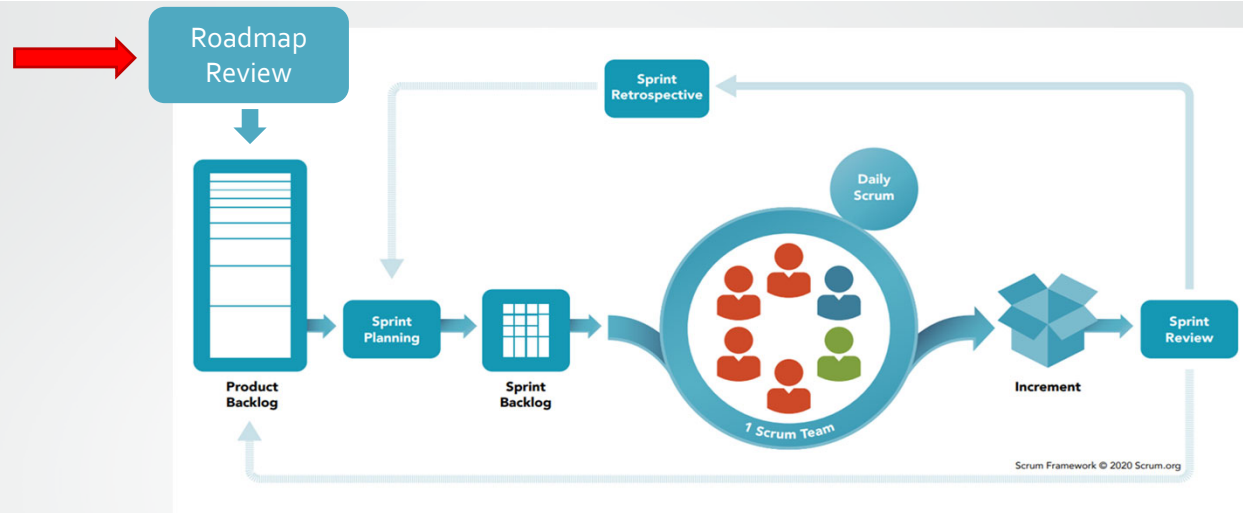
- Easily fits into a Sprint. i.e. < 20% of velocity.
- Definitely not > 33% of velocity

Testable

- Can be automated
- Avoid external testing / long test suites

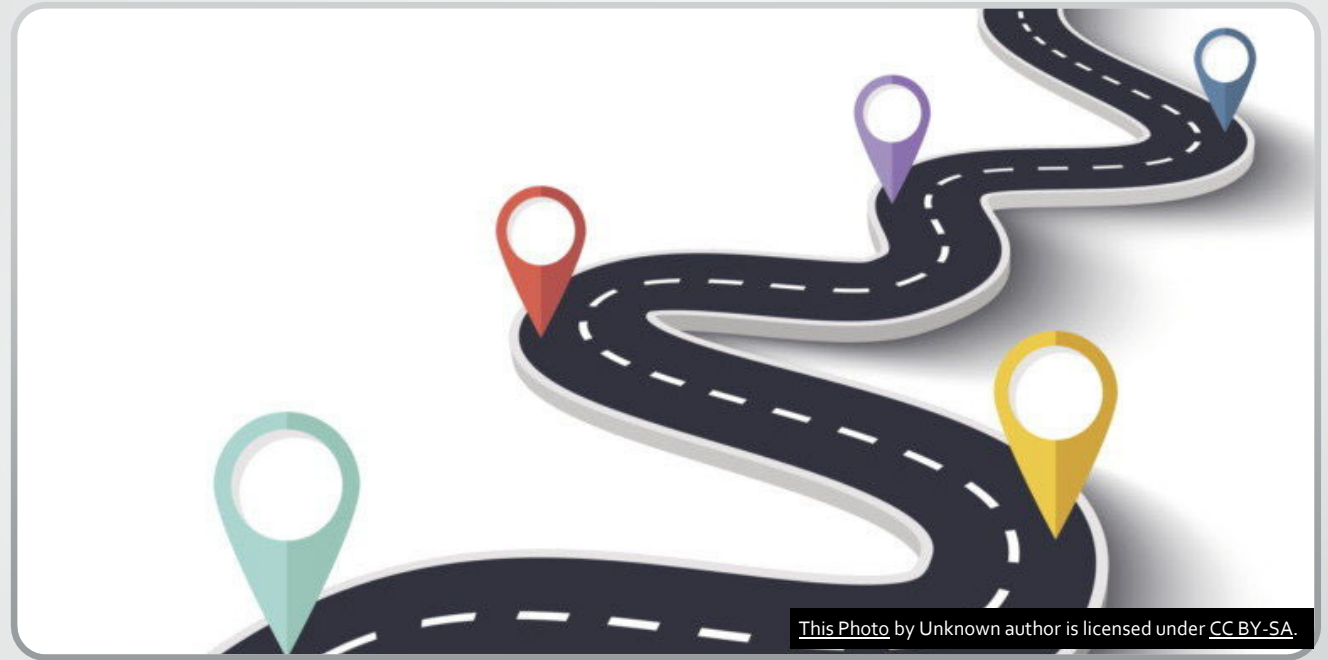
Refinement (Grooming) - Tips!

- Determine # of Times per Week
- Utilize Co-location for ad hoc 'refinement'
- Focus on the next Goal (Sprint)
- Trim the Backlog – Marie Kondo - Sell Buy Date?
- 'Refine' Tune-up
- Groom AC – add notes!



Scrum Non-Event: Roadmap Review

- Where are we now?



What's a Roadmap?

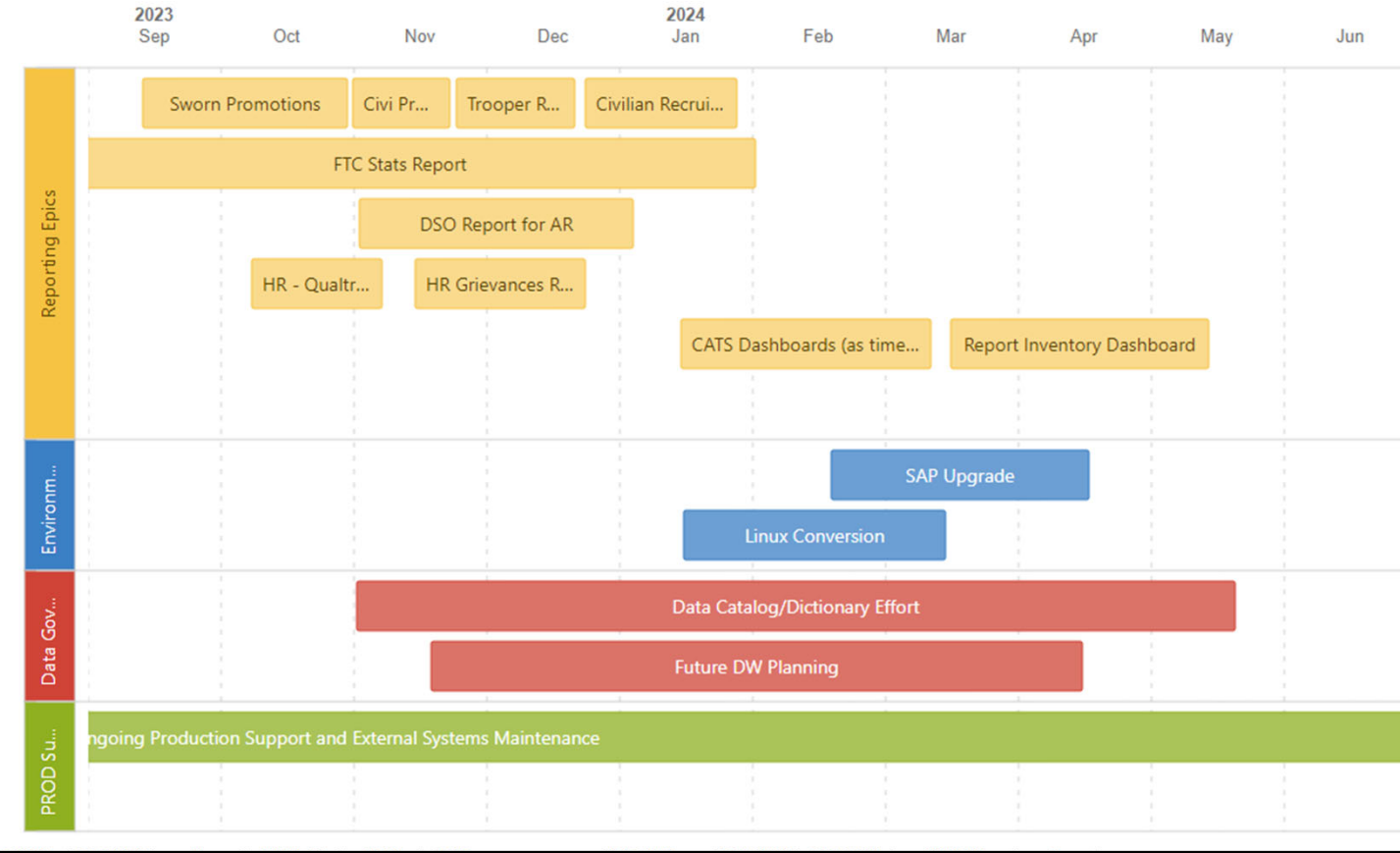
COMPLETE - Infrastructure - Architecture JAN 2020- FEB 2020 COMPLETE UNHIDE Rows 13 - 25 for completed Stories

Architecture Design & POC - VCHK-2

Infrastructure & Environment Setup VCHK-98

Auto Testing Strategy VCHK-4

DW Projects Roadmap



Complete	Story	Sprint
2023-09-20	VCHK-158 VCHK-162 VCHK-173	1, 2

Complete	Story	Sprint
2023-09-20	VCHK-39	5

Complete	Story	Sprint
2023-09-20	VCHK-71 VCHK-73 VCHK-72	9 6

Additional RGC - Sellers VCHK-91

FingerPrint Card Scan for Sellers VCHK-2407

Regression Testing for Sellers - VCHK-

1. Did we get as much done as we thought we would this past month, or more?
2. Have we learned anything that needs to be added to the roadmap?
3. Have we learned anything that needs to be removed from the roadmap?
4. Is everything still in the correct order?





Questions, Answers, & Comments