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Sprint Planning – for ProjectManagement.com
October 11, 2019

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM

Agenda

1. Introductions and Expectations

2. Sprint Planning
   a) Intro to Scrum – Roles and Ceremonies
   b) Challenges in Sprint Planning – Survey 1
   c) Sprint Planning Goals
   d) Sprint Planning Activities
   e) Sprint Capacity Planning
   f) Sprint Planning Outputs
   g) Backlog Grooming
   h) Sprint Planning Implementation – Survey 2

3. Summary / Q&A

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Your Expectations

- What are your expectations from this webinar?

- Why are you here today?

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Helping organizations turn their project management capability into a *competitive advantage*
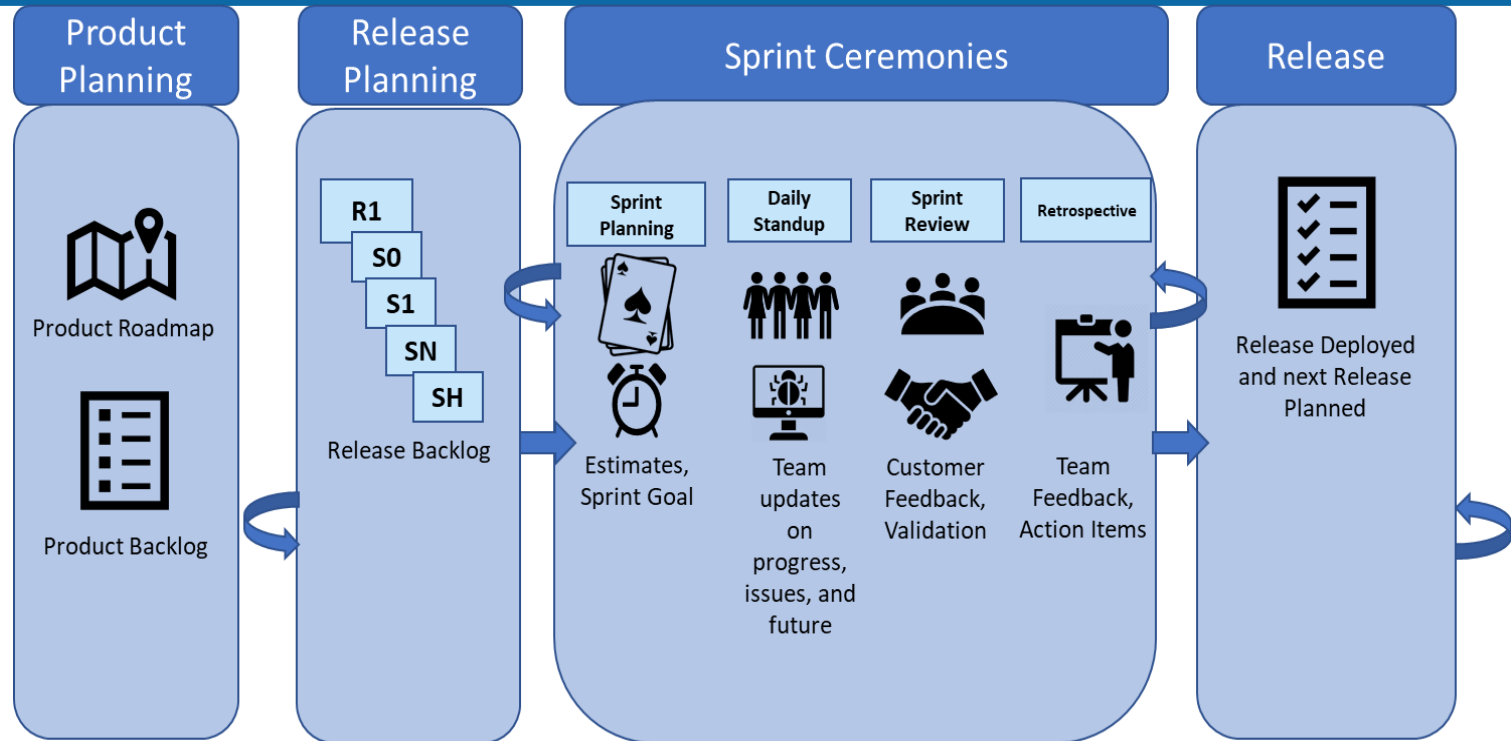
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    - ✓ Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training
  - Products for Project/ & Agile Professionals
    - ✓ Essential Gear for Project Managers
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- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

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Sprint Planning

- Intro to Scrum – Roles and Ceremonies
- Challenges in Sprint Planning
- Sprint Planning Goals
- Sprint Planning Activities
- Capacity Planning for Sprints
- Sprint Planning Outputs

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Intro to Scrum: Roles and Ceremonies

Product Planning
- Product Roadmap
- Product Backlog

Release Planning
- R1
- S0
- S1
- SN
- SH
- Release Backlog

Sprint Ceremonies

Sprint Planning	Daily Standup	Sprint Review	Retrospective
Estimates, Sprint Goal	Team updates on progress, issues, and future	Customer Feedback, Validation	Team Feedback, Action Items

Release
- Release Deployed and next Release Planned

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Scrum

- Scrum is an iterative and incremental Agile software development framework that focuses on delivering the highest business value in the shortest time.

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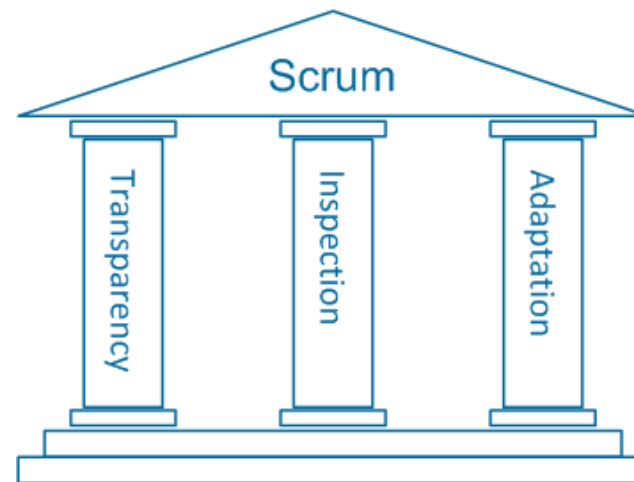
Scrum Artifacts

- Product Increment
    - During each sprint, team builds an increment of the solution.
    - This increment plus all previous is the total product increment.
    - In sprint review, team demos the increment and gets feedback.
    - Team and product owner agree on definition of "done"

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Scrum Artifacts

- Product Backlog
    - Created from initial requirements and constantly updated.
    - Backlog is prioritized by product owner and sorted by priority.
    - Team works on top-priority items first (most details/refinement).

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Scrum Artifacts

- Sprint Backlog
  - Created by development team as a result of sprint planning
  - Forecast of next increment's functionality and the work required to deliver it
  - Serves as a highly visible view of the work
  - May only be updated by the development team

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Scrum Roles

- Product Owner – represents the stakeholders and is the voice of the customer. Responsible for ensuring the team delivers value to the business. Develops and maintains product backlog.

- Scrum Master – responsible for helping the team follow the Scrum process. Accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables.

- Agile/Cross-functional Teams – formed mostly of generalizing specialists.

  - **What about roles such as BA, PM, QA?**

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Scrum Ceremonies: Sprint Planning

- If sprint duration is 2 weeks then the sprint planning meeting is 2*2 = 4 hours

- If sprint duration is 4 weeks then the sprint planning meeting is 4*2 = 8 hours

- Sprint Planning is done on 2 parts;

- *Part 1* focuses on what the team is being asked to build and is attended by both the Product Owner and the team.

- *Part 2* focuses on how the team plans to build the desired functionality. Attendance by the Product Owner is optional.

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Challenges in Sprint Planning – Survey 1

- Which of the following challenges do you face in your sprint planning?
  1. Sprint backlog too big or too small
  2. Sprint planning meetings take too much time
  3. Team is not skilled in estimating
  4. Product backlog is not prioritized
  5. Backlog is not groomed to the detailed level for the sprint
  6. Other

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Sprint Planning Goals

- By the end of Sprint Planning, the following questions are answered:

1. What is the key theme/goal for the Sprint?
2. What can be delivered in this Sprint? Or What is the scope?
3. How will the work be delivered?

Who is responsible for these answers?

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Sprint Planning Activities

What	Who
Discuss objective of the Sprint	Product Owner
Clarify and prioritize the work and make tradeoffs	Product Owner
Groom the Product Backlog	Product Owner
Understand what needs to be done during the Sprint	All
Finalize the Sprint Goal	All
Evaluate Sprint Capacity	All
Forecast what will be delivered at the end of the Sprint	Development Team
Create Definition of "Done"	Development Team
Estimate the Work	Development Team
Facilitate Sprint Planning	Scrum Master

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Sprint Planning Inputs

1. Product Backlog – fully groomed
2. Latest product Increment
3. Development Team's Sprint Capacity
4. Past performance of the Development Team – for forecasting purposes

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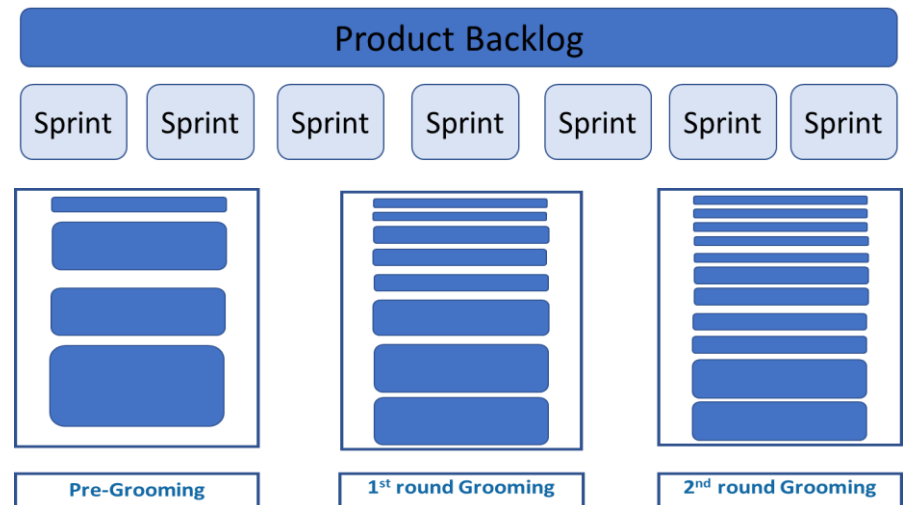
Sprint Capacity Planning

- Useful activity to aid Development Team in planning a "just-right" product increment – not too big or too small

- Use a sprint capacity planning sheet to sum total available hours and measure against available work across different skill sets

- Sprint capacity planning also includes a technique known as focus factoring.

  - Focus factoring means adjusting capacity based on availability, skill, or experience.

  - For example, a senior developer is likely to spend less time on a story than a developer.

  - It is a powerful tool to adjust available hours against external factors.

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Sprint Capacity Planning Sheet

| <Project> Resource Plan-Sprint # 0 | | | Start | | 10/9/2019 | End | | 10/22/2019 | Days | | 10 | Holidays | | 0 | | | | |

#	Team Member	Role Played During the Sprint	Vacation Days during Sprint	Capacity (After Vacations)	Days for non-project/non-sprint work				Capacity (Available for Projects)	Days for Work Categories in Current Sprint						Over/ Under Allocation
					Admin/ Training/ Meetings	Production Fixes	Backlog Grooming/ Story Estimation	Total		Dev (UI/ Front-end)	Dev1	Dev2	QA1	QA2	Total	
Totals			0.0	80.0	4.5	6.5	10.0	21.0	59.0	2.5	10.0	0.0	12.0	3.0	27.5	31.5
1	Dev1	Developer	0.0	20.0	0.0	4.5	0.0	4.5	15.5	1.0	5.0				6.0	9.5
2	Dev2	Developer	0.0	20.0	0.0	2.0	0.0	2.0	18.0	1.0	5.0				6.0	12.0
3	QA1	QA	0.0	10.0	0.0	0.0	0.0	0.0	10.0				9.0		9.0	1.0
4	QA2	QA	0.0	10.0	0.0	0.0	0.0	0.0	10.0				3.0	3.0	6.0	4.0
5	SM	Scrum Master	0.0	10.0	0.5	0.0	6.0	6.5	3.5	0.3					0.3	3.3
6	PO	Product Owner	0.0	10.0	4.0	0.0	4.0	8.0	2.0	0.3					0.3	1.8

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What is Backlog Grooming?

- Backlog Grooming is the practice of revisiting high-level or "coarse-grained" requirements in the product backlog and adding details so they are ready for the development team.

- The resulting groomed requirements/stories are known as "fine-grained" because they have enough detail for the team to move forward.

- The product owner typically grooms the backlog.

Who else can groom the backlog?

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Why is Backlog Grooming essential?

- Without backlog grooming, the team might get stuck during the sprint more often because they have to spend time refining requirements instead of implementing them.
  - ✓They may have to spend more time with the customer in order to understand the requirements.
  - ✓Lack of timely backlog grooming at an appropriate level may skew velocity metrics, making it difficult for the team to gauge their progress toward meeting the sprint goal.
  - ✓Lack of backlog grooming can be a sign of an inexperienced product owner and/or team.

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Benefits of Backlog Grooming

- Helps the team stay on top of sprint goals
- Improves productivity by reducing rework
- Keeps velocity tracking consistent for better visibility
- Improves the experience for development team and customer
  - ✓ Developers can prepare to build a better product
  - ✓ Customers have more flexibility to get their needs fulfilled
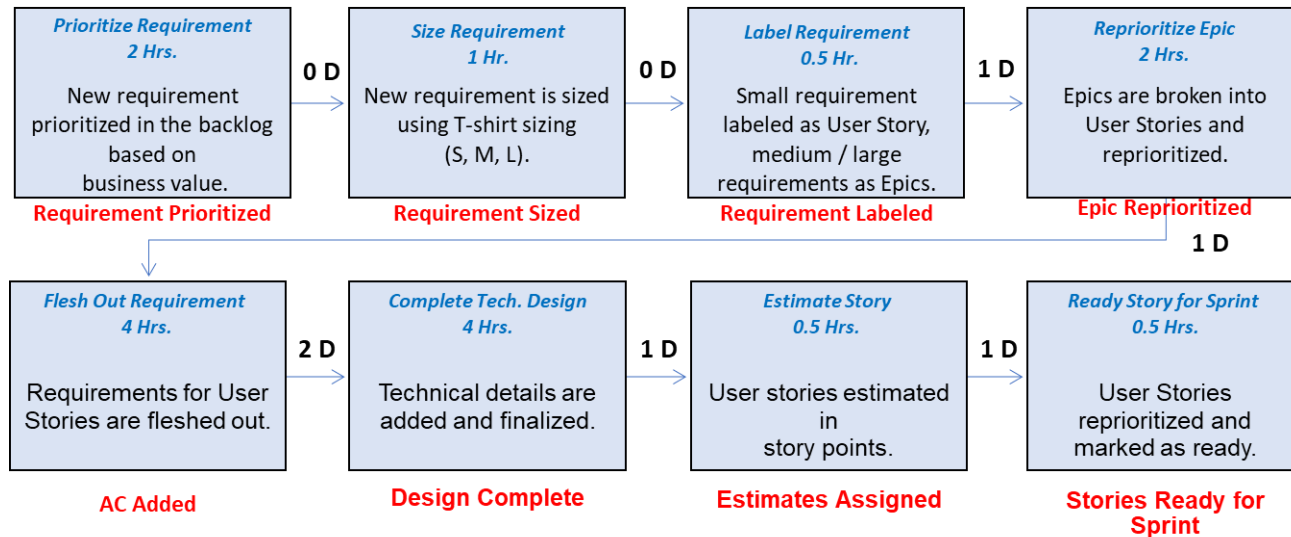
- **Any others?**

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Backlog Grooming / Refinement Steps

Steps in Backlog Grooming/Refinement

1. New requirement goes into the backlog prioritized based on business value
2. New requirement is sized using T-shirt sizing (S,M,L)
3. Small requirement is labeled as a User Story, medium and large requirements are labeled as Epics
4. Epics are broken into User Stories and reprioritized
5. Requirements for User Stories are fleshed out; details and acceptance criteria are added
6. Technical design completed
7. User Stories are estimated in story points
8. User Stories are reprioritized based on story points and value and marked as ready for Sprint.

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Steps/Value Stream Map for Backlog Grooming

Prioritize Requirement
2 Hrs.

New requirement prioritized in the backlog based on business value.

Requirement Prioritized

0 D

Size Requirement
1 Hr.

New requirement is sized using T-shirt sizing (S, M, L).

Requirement Sized

0 D

Label Requirement
0.5 Hr.

Small requirement labeled as User Story, medium / large requirements as Epics.

Requirement Labeled

1 D

Reprioritize Epic
2 Hrs.

Epics are broken into User Stories and reprioritized.

Epic Reprioritized

1 D

Flesh Out Requirement
4 Hrs.

Requirements for User Stories are fleshed out.

AC Added

2 D

Complete Tech. Design
4 Hrs.

Technical details are added and finalized.

Design Complete

1 D

Estimate Story
0.5 Hrs.

User stories estimated in story points.

Estimates Assigned

1 D

Ready Story for Sprint
0.5 Hrs.

User Stories reprioritized and marked as ready.

Stories Ready for Sprint

Activity Time (AT): 14 hours
Wait Time (WT): 48 hours
Cycle Time (CT): 62 hours

Process Efficiency (PE) = AT/CT = 23%

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Sprint Planning Outputs

1. Sprint Goal
2. Sprint Backlog
3. Definition of Done (updated)

Release	Sprint	Story/Task	Hour	Priori	Status
2	1/6/2017	Bring the content over from the Essential Gear Level 1 page and test.	1	1	Done
2	1/6/2017	Integrate the E-Commerce plugin with the Products pages.	2	2	In Progress
2	1/6/2017	Bring the content over for main blog posts and test.	2	3	In Progress

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Sprint Planning Implementation – Survey 2

Which of the following do you think will be the hardest to implement on your teams?

1. Sprint Planning Meetings
2. Backlog Grooming
3. Sprint Review
4. Sprint Capacity Planning
5. Other

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Conclusion

1. Sprint Planning is made more effective with entire team in the room doing the planning along with the Product Owner and Scrum Master.
2. Having a properly groomed backlog before sprint planning will make planning more accurate
3. Paying attention to available capacity across different skills will make planning more accurate
4. Agreeing on Definition of Done is important

Prepare for success by planning your sprints

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Questions?

NK Shrivastava, MBA, PMP, RMP, ACP, CSP, SPC4

CEO/Consultant, RefineM

Morrisville, NC

nks@refinem.com, www.refinem.com

http://www.linkedin.com/in/nkshrivastava

@justrightpm

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