

ACE 103

Ceremonies and Activities



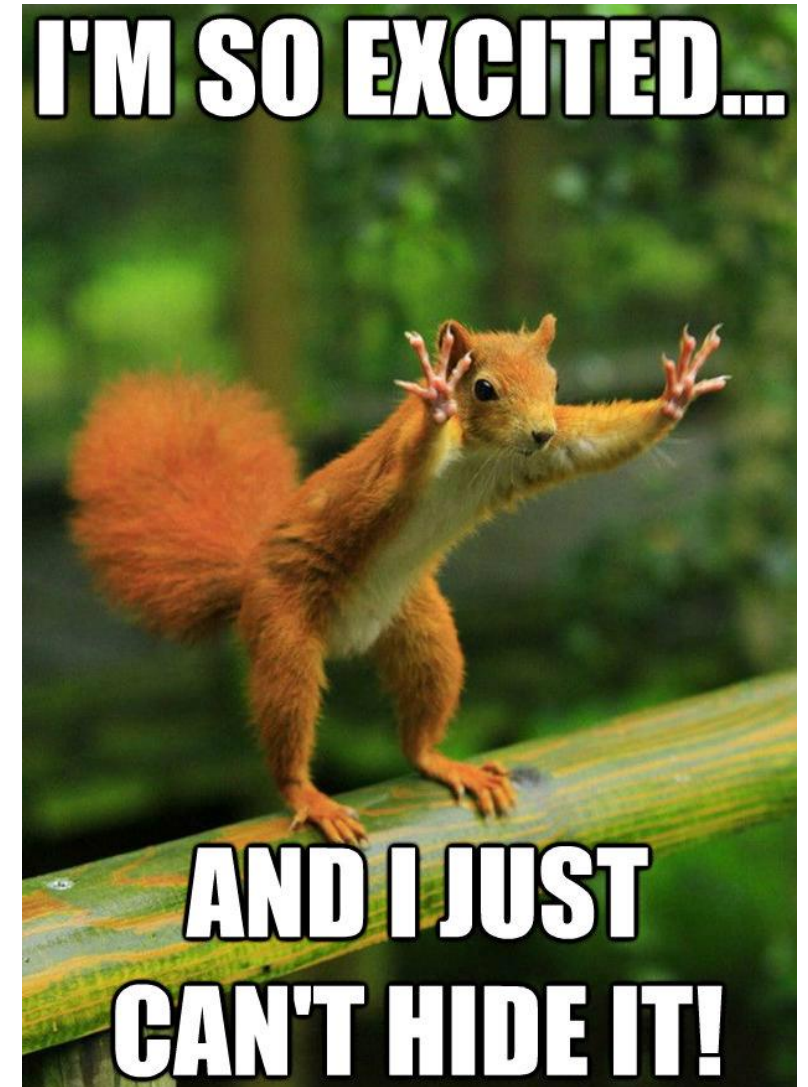
Agile Center of Excellence

June 2020

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Overview:

- Software Delivery Framework
- Glossary
- Roles
- Responsibility Matrix
- Ceremonies



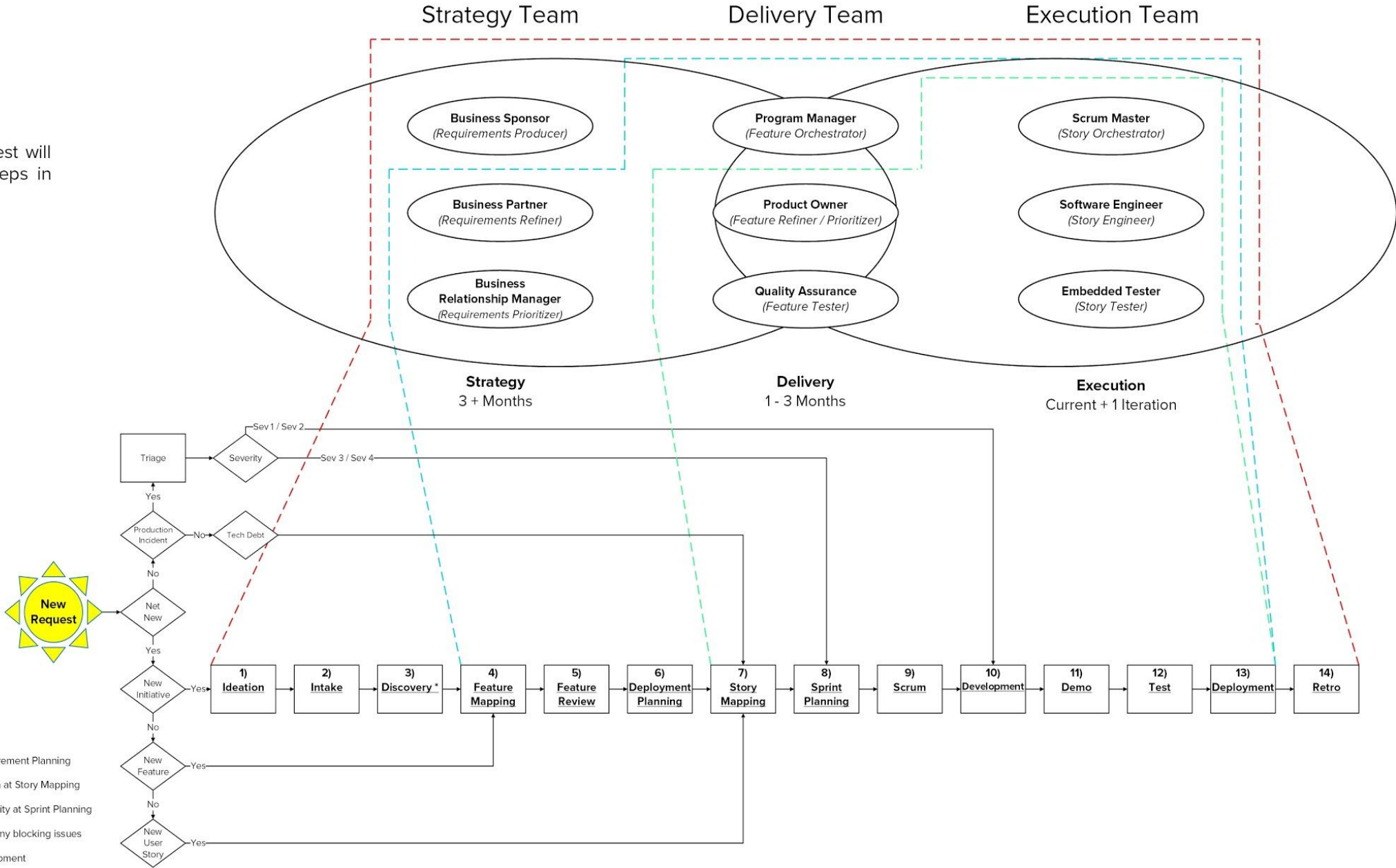
Software Delivery Framework

The type, size, and complexity of a request will determine who is impacted and what steps in the process need to be followed

- Legend**
- **New Initiative**
 - Impact 1+ Product
 - Impact 1+ Team
 - Deployed in 1+ Milestone
 - **Existing Initiative**
 - New Feature**
 - Impact 1+ Team
 - Deployed in 1 Milestone
 - >300 Hours of Development
 - Existing Feature**
 - Impact 1 Team
 - Deployed in 1 Milestone
 - >20 Hours of Development
 - **Existing Initiative**
 - Existing Feature**
 - Impact 1 Team
 - Deployed in 1 Milestone
 - >20 Hours of Development
 - New Story**
 - Impact 1 Team
 - Deployed in 1 Milestone
 - >20 Hours of Development

Process Steps by Project Phase

- 1) New Projects created in Ideation
- 2) Impacted Teams identified at Intake
- 3) Requirements identified in Discovery
- ● 4) Features defined in Feature Mapping
- ● 5) Feature Scope accepted in Feature Review
- ● 6) Incremental Feature delivery priority finalized at Production Increment Planning
- ● 7) Required Stories identified to meet Feature Acceptance Criteria at Story Mapping
- ● ● 8) Execution Team commits to top priority Stories based on capacity at Sprint Planning
- ● ● 9) Review of what has been completed, what is in progress, and any blocking issues
- ● ● 10) Execution Teams completes committed Stories during Development
- ● 11) Features are presented for approval at Demo
- ● 12) Features pass TQA / UAT / DIT testing during Test
- ● 13) Code Deployed to Production
- 14) Teams utilize Retros for continuous improvement



Glossary

- **Acceptance Criteria** - Specific conditions, with clearly defined pass / fail results, that must be met, before a Feature can be Accepted
- **Artifact** - Theme, Initiative, Feature, User Story, or Task
- **Assumption** (*a.k.a. Pre-Condition*) - Specific criteria that must be met before the end user is eligible to achieve the desired outcome identified in the Requirements or Acceptance Criteria
- **Backlog** - Stack-ranked, prioritized list of work items to be completed
 - **Portfolio Backlog** - Project / Initiative artifacts prioritized by the Business Sponsor or Business Partner
 - **Product Backlog** - Feature artifacts prioritized by the Product Owner
 - **Team Backlog** - User Story artifacts prioritized by the Scrum Master
 - **Iteration Backlog** - User Story artifacts for a specific team, for a specific Iteration, prioritized by the Scrum Master
- **Bug** - Error found in the Development environment
- **Business Case** - Issue or opportunity to be solved and expected outcome the solution will provide
- **Capacity** - Maximum amount of work a team is capable of delivering in a given time period
- **Customer Journey Mapping** - Exercise of visually documenting the process a customer goes through to achieve the desired outcome specified in the Requirements or Acceptance Criteria
- **Cycle Time** - Time between when work begins on an Artifact and when work is complete on an Artifact
- **Defect** - Error found in the Test environment
- **Definition of Done** - All Acceptance Criteria has been met, Testing is complete, code is deployed into Production, and all Artifacts are updated
- **Dependencies** - Completion of one Artifact is reliant upon the completion of another Artifact
- **Deployment** - Artifact has met the Definition of Done and is deployed into the Production environment

Glossary

- **Dev-Ready** - Both the Business and IT agree upon the Value Statement, Scope, and Acceptance Criteria of an Artifact and there is sufficient detail for development to begin
- **Feature** - Independently deployable functionality that satisfies the Definition of Done for the Requirement
- **Impacted Teams** - Individual teams that will be required to complete work in order to meet the Definition of Done for the Artifact
- **Incident** - Error found in Production
- **Initiative** - Group of one or many Features that collectively deliver a specific outcome for the end user
- **Iteration** (*a.k.a. - Sprint*) - Pre-defined consistent time box, during which Impacted Teams develop and deliver User Stories, typically between 1 - 3 weeks
- **Lead Time** - Time between when an Artifact is created and when work is complete on an Artifact
- **Level of Effort** (*LoE*) - Estimated time (+/- 25%) required to deliver an Artifact
- **Milestone** - Used to track the completion of a set of functionality
- **Release** - Pre-defined consistent time box, during which Impacted Teams develop and deliver Features, typically between 1 month - 1 quarter
- **Requirement** - Desired outcome, output, or functionality requested by the Business on behalf of the End User
- **Return on Investment** (*RoI*) - Benefit (*Sales / Savings*) divided by the Expense (*Labor / Resources*) required to deliver an Artifact
- **Roadmap** - Strategic plan that identifies the key priorities major milestones required to deliver specified outcomes
 - **Portfolio Roadmap** - 6 - 18 month plan that identifies critical Business outcomes, typically at the Project or Initiative level
 - **Product Roadmap** - 1 - 6 month plan that identifies critical Product outcomes, typically at the Feature level
- **Roadmap** - Desired outcome or functionality that a specific Artifact will deliver

Glossary

- **Spike** - A type of User Story used to track the work to research a solution to a Feature or Story when the Impacted Team does not know how to meet the Definition of Done
 - **Story Point** - Abstract metric used to measure the complexity, risk, and time required to deliver a User Story. Is used as the baseline to determine a team's Capacity and Velocity. Modified Fibonacci Sequence is one of the more popular methods
 - **Task** - Smallest unit of work, owned by an individual, and typically no smaller than 2 hours and no larger than 4 hours
 - **Technical Debt** - Rework incurred for the future due to implementation of the easier, but not the best solution in the present
- **Test** - Ensure the execution of the Artifact satisfies the Acceptance Criteria and Steps to Test
 - **Automated** - Test cases are executed automatically with the assistance of a software tool
 - **Manual** - Tests cases executed manually by an individual
 - **Regression** - Ensure that deployment of new Feature does not negatively impact existing functionality
 - **Functional** - Ensure the deployment of new Feature satisfies the functional specifications of the Feature
 - **User Story** - Unit of work for a specific Impacted Team that satisfies specific Acceptance Criteria within a Feature, completed within one Iteration

Glossary

- **Value** - Objective measure used to prioritize an Artifact based on:
 - Business Rank
 - Return on Investment
 - Dependencies
 - Legal Requirements
 - Market Conditions
 - Other Factors
- **Value Statement** - Describes the intended outcome or value received by the end user as a result of a specific action
 - As a _____(*End User*)
 - I want to _____(*Action Performed*)
 - In order to _____(*Outcome / Value Received*)
- **Velocity** - Rolling average number of Artifacts delivered over a given number of Iterations (*User Stories*) or Releases (*Features*)

Roles

- **Business Sponsor (BS)** / Requirements Producer
- **Product Manager (PdM)** / **Business Partner (BP)** / Requirements Refiner
- **Business Relationship Manager (BRM)** / Requirements Prioritizer
- **Program Manager (PgM)** / Feature Orchestrator
- **Product Owner (PO)** / Feature Refiner & Prioritizer
- **Quality Assurance (QA)** / Feature Tester
- **Scrum Master (SM)** / Story Orchestrator
- **Software Engineer (SE)** / Story Engineer
- **Embedded Tester (ET)** / Story Tester

Ceremonies

- Participants / (Owner)**
- Responsible for setting up the meeting, inviting the correct people, and ensuring the Entry Criteria is met
 - Involved Party

- Entry Criteria:**
- Specific conditions which must be satisfied before the Ceremony may begin

- Key Activities:**
- Specific activities that must be completed by participants

- Exit Criteria / Output:**
- Specific outcome or deliverable that is produced at the conclusion of the meeting

- Metrics:**
- Measurements to determine if the Ceremony was successful



* Recommended if appropriate

Ceremonies

- Ideation
- Intake
- Discovery
- Feature Mapping
- Feature Review
- Deployment Planning
- Story Mapping
- Sprint Planning
- Scrum
- Development
- Demo
- Test
- Deployment
- Retro

Ceremony Cadence

Roles	Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
Business Sponsor	Monthly	Weekly *	As Needed *								End of Sprint *			
Business Partner / Product Manager	Monthly	Weekly	As Needed	Weekly	Weekly	Weekly *			Scrum of Scrums 3 X Weekly *		End of Sprint		Weekly *	Weekly *
Business Relationship Manager	Monthly *	Weekly	As Needed *		Weekly	Weekly			Scrum of Scrums 3 X Weekly *		End of Sprint *			Weekly *
Program Manager		Weekly	As Needed *	Weekly *	Weekly	Weekly			Scrum of Scrums 3 X Weekly		End of Sprint	Daily	Weekly	Weekly *
Product Owner		Weekly	As Needed	Weekly	Weekly	Weekly	Weekly *	Day Before Sprint Begins *	Scrum of Scrums 3 X Weekly	Daily *	End of Sprint	Daily *	Weekly	Weekly
Quality Assurance		Weekly	As Needed *	Weekly *	Weekly	Weekly			Scrum of Scrums 3 X Weekly		End of Sprint	Daily	Weekly	Weekly
Scrum Master			As Needed	Weekly	Weekly	Weekly	Weekly	Day Before Sprint Begins	Scrum of Scrums 3 X Weekly + Daily Scrum	Daily	End of Sprint	Daily	Weekly	Weekly
Software Engineer					Weekly *		Weekly	Day Before Sprint Begins	Daily Scrum	Daily	End of Sprint	Daily	Weekly	Weekly
Embedded Tester					Weekly *		Weekly	Day Before Sprint Begins	Daily Scrum	Daily	End of Sprint	Daily	Weekly	Weekly

Ideation

Participants / (Owner) <ul style="list-style-type: none">• <u>Business Sponsor</u>• Business Partner / Product Manager• Business Relationship Manager *	Entry Criteria: <ul style="list-style-type: none">• Request has been submitted	Key Activities: <ul style="list-style-type: none">• Create Business Case• Define Project Value• Submit Demand in ServiceNow	Exit Criteria / Output: <ul style="list-style-type: none">• Demand created in ServiceNow• Demand submitted for VP Sponsor Approval• Demand communicated to BRM	Metrics: <ul style="list-style-type: none">• Initiative Lead Time
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* Recommended if appropriate

Intake

Participants: (Owner)

- Business Sponsor *
- Business Partner / Product Manager
- **Business Relationship Manager**
- Program Manager
- Product Owner
- Quality Assurance

Entry Criteria:

- Business Case has been created
- Demand has VP Sponsor approval

Key Activities:

- Business Case reviewed to identify potentially Impacted Teams
- Impacted Teams (including Business Units) provide estimated t-shirt size LoE

Exit Criteria / Output:

- Estimated LoE added to Resource Plans on Demand in ServiceNow for Impacted Teams
- Impacted Teams identified on the Initiative in Rally

Metrics

- % of Top 10 Business Ranking Projects
- % EPL (ITPL) Projects
- % of Projects with Resource Plans
- % of Initiatives with Impacted Teams identified

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
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Discovery *

Participants: (Owner)

- Business Sponsor *
- **Business Partner / Product Manager**
- Business Relationship Manager *
- Program Manager *
- Product Owner
- Quality Assurance *
- Scrum Master

Entry Criteria:

- Impacted Teams (including Business Units) have reviewed the Business Case

Key Activities:

- Conduct Customer Journey Mapping session (Appendix)
 - Customer segments and touch points identified
- Review Product Risks
 - Value Risk
 - Usability Risk
 - Feasibility Risk
 - Business Viability Risk
- Business Requirements / Outcomes clarified and refined
- Business Requirements / Outcomes stack-ranked based on priority

Exit Criteria / Output:

- Business Requirements / Outcomes documented as Features at the Business branch in Rally stack-ranked based on priority
- Impacted 'Decision Makers' identified
- Potential high level Features identified
- Submit Demand for Development Approval
- Customer Journey Map or Customer Journey Flow

Metrics:

- TBD

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
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Feature Mapping *

Participants: (Owner) <ul style="list-style-type: none">• Business Partner / Product Manager• Program Manager *• <u>Product Owner</u>• Quality Assurance *• Scrum Master	Entry Criteria: <ul style="list-style-type: none">• Demand has been approved for Development and converted to a Project in ServiceNow• Business Requirements stack-ranked based on priority	Key Activities: <ul style="list-style-type: none">• Functionally identify the unique steps required to deliver the outcome of each Business Requirement• Differentiate between new or existing functionality• Identify Impacted Teams required to develop and deliver new functionality• Identify functional dependencies between Features or Impacted Teams	Exit Criteria / Output: <ul style="list-style-type: none">• Documented Features at the Business branch in Rally that deliver the desired outcome for each Business Requirement• Impacted Teams identified on the Features in Rally	Metrics <ul style="list-style-type: none">• Feature Lead Time• % of Features created at least 8 weeks prior to Deployment• % of Requirements Defects compared to number of Features Deployed
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* Recommended if appropriate

Intake - Feature Mapping

1. **What issue are you trying to solve with your house** (*Ideation*)
 - a. Ex. - Entertaining, Raise a family, or Grow food
2. **Decide on type of house** (*Intake*)
 - a. Ex. - Condo, Suburbs, Farm
3. **Identify 2 - 3 Features** (*Discovery / Feature Mapping*)
 - a. Ex. - Number of floors, unique architecture (pool, spa)



Feature Review

Participants: (Owner)

- Business Partner / Product Manager
- Business Relationship Manager
- Program Manager *
- Product Owner
- Quality Assurance
- Scrum Master
- Software Engineer *
- Embedded Tester *

Entry Criteria:

- Impacted Teams have reviewed Features at the Business branch

Key Activities:

- Review each Feature to get Scope Agreement between Business and IT on:
 - Value Statement
 - Assumptions / Pre-conditions
 - Acceptance Criteria
 - Steps to Test
- Identify Research Spikes or Technical Dependencies
- Impacted Teams provided updated LoE

Exit Criteria / Output:

- Features stack-ranked based on priority in the Product Backlog in Rally
- All Features have Acceptance Criteria
- Scope Agreement Date added to Feature in Rally
- Features are 'Dev-Ready'
- Feature State is 'Backlog'
- Resources updated in ServiceNow to reflect revised LoE
- Time critical Features have Milestones

Metrics:

- Feature Design Time
- % of Features with Scope Agreement Date at least 6 weeks prior to Deployment

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
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Deployment Planning

Participants: (Owner)

- Business Partner / Product Manager *
- **Business Relationship Manager**
- Program Manager
- Product Owner
- Quality Assurance
- Scrum Master

Entry Criteria:

- Projects have been reviewed at Intake
- Projects have gone through Discovery, if required
- Features have been reviewed at Feature Review
- Time critical Features have Milestones
- Projects have Planning Milestones in ServiceNow
- Project Backlog stack-ranked based on priority

Key Activities:

- Review each Project and / or Feature based on Business Ranking, Time Criticality, Priority List, LoE, and Dependencies
- Impacted Teams commit to Go-Live Milestones based on Value and Capacity

Exit Criteria / Output:

- Deployment Milestones assigned to Features in Rally
- Go-Live Milestones assigned to Projects in ServiceNow
- Changes to previous assignments are approved by and communicated to all Impacted Stakeholders and Teams

Metrics:

- % of Go-Live Milestones assigned to Projects in ServiceNow 6 weeks prior to Deployment
- % of Features with Milestones in Rally 6 weeks prior to Deployment

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
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Story Mapping

Participants: (Owner)

- Product Owner *
- **Scrum Master**
- Software Engineer
- Embedded Tester

Entry Criteria:

- Refined, Prioritized Product Backlog with Features in a 'Dev-Ready' state

Key Activities:

- Identify (technical) User Stories required to satisfy Feature Acceptance Criteria
- Create User Stories using: *
 - Value Statement
 - Gherkin Method
 - Acceptance Criteria
 - Steps to Test
 - Request / Response

Exit Criteria / Output:

- Product Owner, Quality Assurance, and Scrum Master agree that completion of all child User Stories will satisfy Feature Acceptance Criteria

Metrics:

- TBD

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro
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Sprint Planning

Participants: (Owner)

- Product Owner *
- **Scrum Master**
- Software Engineer
- Embedded Tester

Entry Criteria:

- Prioritized User Story Backlog

Key Activities:

- Review previous Iterations to determine Velocity
- Review current and future Iterations to determine capacity
- Pull list of User Stories, based on priority, the team may be able to complete in next Iteration
- Review each User Story and get consensus from team on Story Points

Exit Criteria / Output:

- Based on capacity, team commits to delivering specific User Stories in the next Iteration
- User Stories are stack-ranked in the Iteration Backlog based on priority

Metrics:

- % of User Stories with an Iteration Assigned
- % of User Stories with Planned Estimate
- % of Scope Creep during an Iteration

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	20
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Feature Review - Sprint Planning

1. What issue are you trying to solve with your house (*Ideation*)
2. Decide on type of house (*Intake*)
3. Identify 2 - 3 Features (*Discovery / Feature Mapping*)

Select one Feature

4. **What questions would you want to know** (*Feature Review*)
 - a. Ex. - Size, shape, color
5. **Who is impacted** (*Feature Review*)
 - a. Ex. - Landscaper, pool builder
6. **How long do you think it will take** (*Deployment Planning*)
7. **Identify 3 - 5 User Stories** (*Story Mapping*)
 - a. Ex. - For a pool, 1) Dig hole, 2) Pour the foundation
8. **Prioritize your user stories and decide how many you can complete in a week** (*Sprint Planning*)



Scrum

Participants: (Owner)

Scrum of Scrums

- Business Partner / Product Manager *
- Business Relationship Manager
- **Program Manager**
- Product Owner
- Quality Assurance
- Scrum Master

Daily Scrum

- **Scrum Master**
- Software Engineer
- Embedded Tester

Entry Criteria:

- Participants have access to current accurate data

Key Activities:

- Review what has been completed since previous Scrum
- Review what will be completed before next Scrum
- Review blocking issues and dependencies

Exit Criteria / Output:

- Program Manager / Scrum Master has a list of blocking issues to resolve

Metrics:

- # of Blocked Artifacts

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	22
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Development

Participants:
(Owner)

- Product Owner *
- Scrum Master
- **Software Engineer**
- **Embedded Tester**

Entry Criteria:

- User Stories are stack-ranked in the Iteration Backlog based on priority

Key Activities:

- Software Engineers develop code to satisfy the Acceptance Criteria for each User Story
- Unit Tests are passed for each User Story
- Story Testers create manual and / or automated test scripts for each User Story
- Story Engineers report blocking issues to Story Orchestrator, who is responsible for resolving
- Story Orchestrator mitigates interference and distractions for Story Engineers

Exit Criteria / Output:

- User Stories are complete, tested, and Accepted
- All Features are complete, tested, and ready for Production
- All Defects are ‘Closed Complete’

Metrics:

- Feature Cycle Time
- US Cycle Time
- Iteration improvement in Velocity
- % of Unit Test
- % of Automated Testing for US
- # of Code Defects vs. # of US
- % of US started 4 weeks prior to Deployment
- % of US Accepted before Drop to Test
- % of SCRs created and tagged after DTT
- % of SCRs pushed through BAU, Gated, or 1-Click Pipelines

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	23
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Scrum - Development

1. What issue are you trying to solve with your house (*Ideation*)
2. Decide on type of house (*Intake*)
3. Identify 2 - 3 Features (*Discovery / Feature Mapping*)
4. What questions would you want to know (*Feature Review*)
5. Who is impacted (*Feature Review*)
6. How long do you think it will take (*Deployment Planning*)
7. Identify 3 - 5 User Stories (*Story Mapping*)
8. Prioritize your user stories and decide how many you can complete in a week (*Sprint Planning*)
9. **What are some possible issues that can occur** (*Scrum*)
10. **Draw your house** (*Development*)



Demo

Participants: (Owner) <ul style="list-style-type: none">● Business Sponsor *● Business Partner● Business Relationship Manager *● Program Manager● <u>Product Owner</u>● Quality Assurance● Scrum Master● Software Engineer● Embedded Tester	Entry Criteria: <ul style="list-style-type: none">● Feature in ‘Test’ state and all child User Stories in ‘Accepted’ state● Feature and all child User Stories have successfully passed testing	Key Activities: <ul style="list-style-type: none">● Live, working demo of the Feature functionality is presented to the Business ‘Decision Maker’ and Impacted Stakeholders for approval● Based on feedback, decision is made:<ul style="list-style-type: none">○ Ready to Move to Production, no changes required○ Ready to Move to Production, changes to be deployed at a later time through a new Feature○ Not Ready to Move to Production, additional Features and User Stores to be created	Exit Criteria / Output: <ul style="list-style-type: none">● Approved Features are staged for Production	Metrics: <ul style="list-style-type: none">● TBD
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* Recommended if appropriate

Test

Participants: (Owner)

- Program Manager
- Product Owner *
- **Quality Assurance**
- Scrum Master
- Software Engineer
- Embedded Tester

Entry Criteria:

- All Development User Stories have been Accepted
- Features are in 'Test' state in Rally
- SCRs created, tagged to the Deployment, and in 'TQA Approval' or 'TQA / UAT Approval' state in ServiceNow

Key Activities:

- TQA and UAT complete automated and / or manual regression and functional Feature testing
- Defects created in ALM and assigned to appropriate Dev Work Group
- Dev Work Groups analyse, develop, and deploy code to fix the identified Defect

Exit Criteria / Output:

- 100% Run and Pass for all Test Scripts for DIT, TQA, and UAT
- SCRs in 'Deployment Manager Approval' state in ServiceNow
- Features are complete, tested, and ready for Production

Metrics:

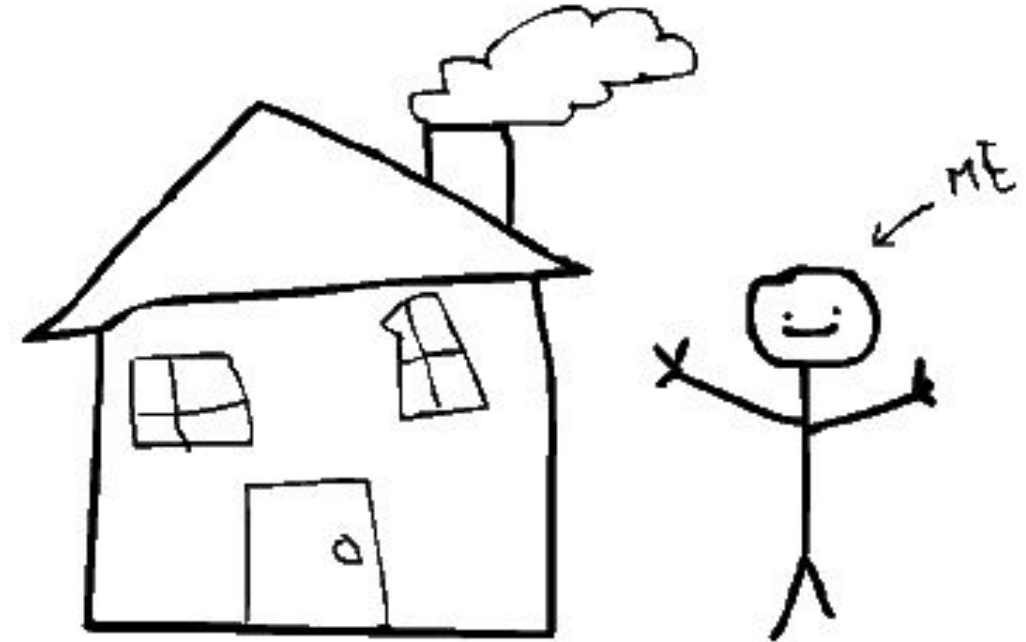
- % of Automated Testing for Features
- # of Days to Close a Defect
- % of Test Defects compared to total Defects identified during Test Cycle
- % of Preventable Production Day Incidents

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	26
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Demo - Test

1. What issue are you trying to solve with your house (*Ideation*)
2. Decide on type of house (*Intake*)
3. Identify 2 - 3 Features (*Discovery / Feature Mapping*)
4. What questions would you want to know (*Feature Review*)
5. Who is impacted (*Feature Review*)
6. How long do you think it will take (*Deployment Planning*)
7. Identify 3 - 5 User Stories (*Story Mapping*)
8. Prioritize your user stories and decide how many you can complete in a week (*Sprint Planning*)
9. What are some possible issues that can occur (*Scrum*)
10. Draw your house (*Development*)
11. **Who would like to share their house (*Demo*)**
12. **What was your original issue or objective (*Test*)**



Deployment

Participants: (Owner)

- Business Partner / Product Manager
- **Program Manager**
- Product Owner
- Quality Assurance
- Scrum Master
- Software Engineer
- Embedded Tester *

Entry Criteria:

- Features in 'Test' state and marked 'Ready'
- SCRs in appropriate state

Key Activities:

- Appropriate environment clusters are moved out of Production
- Code is deployed to appropriate cluster
- Clusters are turned back on in Production
- Code is verified in Production

Exit Criteria / Output:

- Successful validation of all code pushed into Production
- Code repositories, Rally, and ServiceNow are updated

Metrics:

- # of High Severity Production Incidents
- # of Low Severity Production Incidents
- Duration of Deployment Day Bridge

* Recommended if appropriate

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	28
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Retro

Participants: (Owner)

- Business Partner / Product Manager *
- Business Relationship Manager *
- Program Manager *
- Product Owner
- Quality Assurance
- Scrum Master
- Software Engineer
- Embedded Tester

Participants and Owner determined based on scope of Retro

* Recommended if appropriate

Entry Criteria:

- Entry Criteria and level of detail based on scope of Retro
- Examples:
 - Team Retro = Post Iteration
 - Product Retro = Post Feature Deployment
 - Project Retro = Post Initiative Deployment
 - Deployment Retro = Post Milestone Deployment

Key Activities:

- Review open items from prior Retro
- Team discusses what went well, what was acceptable, and what could be improved
- Each team member is expected to contribute at least one item in each category
- Team members may use checks to indicate they agree with another's input
- Each item is presented and reviewed by the individual who submitted the item

Exit Criteria / Output:

- Action items are created for areas of improvement and assigned to team members to follow up
- Action Item list that is shared with all team members

Metrics

- % of Action Items completed from previous Retro

Ideation	Intake	Discovery	Feature Mapping	Feature Review	Deployment Planning	Story Mapping	Sprint Planning	Scrum	Development	Demo	Test	Deployment	Retro	29
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Deployment - Retro

1. What issue are you trying to solve with your house (*Ideation*)
2. Decide on type of house (*Intake*)
3. Identify 2 - 3 Features (*Discovery / Feature Mapping*)
4. What questions would you want to know (*Feature Review*)
5. Who is impacted (*Feature Review*)
6. How long do you think it will take (*Deployment Planning*)
7. Identify 3 - 5 User Stories (*Story Mapping*)
8. Prioritize your user stories and decide how many you can complete in a week (*Sprint Planning*)
9. What are some possible issues that can occur (*Scrum*)
10. Draw your house (*Development*)
11. Who would like to share their house (*Demo*)
12. What was your original issue or objective (*Test*)
- 13. Draw the happy family out front (*Deployment*)**
- 14. What helped, what hurt, what would you change (*Retro*)**



Parking Lot

