Scrum Aide Memoire (v2013.4)

Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value

Roles

Product Owner (PO)
- Maximizes value & work of Development Team
- Manages Product Backlog, incl. order
- One person, not a committee

Scrum Master (SM)
- Mgmt position but does not manage Scrum Team
- Removes impediments
- Servant leader. Facilitates but does not manage

Development Team
- Cross-functional and self-organizing. Team size 3-9
- No titles or sub-teams within the team
- Responsible for updating work estimate during Sprint

Artifacts

Product Backlog
- Single source of requirements for a product
- PO solely responsible for content, avail & ordering
- Only one Product Backlog, even if multi Scrum teams
- PO sums work left every Sprint Review or sooner

Sprint Backlog
- Dev Team forecast PBI's for Sprint & plan to deliver
- Evolves during the Sprint
- Can only be modified by Development Team
- Dev Team sums work left at Daily Scrum or sooner

Increment
- Sum of all PBI's 'done' during this and prior Sprints

Events

The Sprint
- Time-box: <= A calendar month. Must be consistent
- Work on items until "Done" and create a usable & potentially releasable product Increment
- During Sprint:
- No changes made that will affect Sprint Goal
- Dev Team composition remains constant (If poss)
- Quality goals do not decrease
- Scope may be negotiated between PO & Dev Team
- Only PO can cancel Sprint before time-box over
- New Sprint starts immediately after end prior Sprint
- Sprint is a wrapper around all events below

Miscellaneous

Scrum Team
- Consists of PO, SM & Development Team
- Self-organizing and cross-functional
- Have all skills needed to accomplish the work

Definition of Done
- Varies per Scrum Team
- Everyone must understand what 'Done' means
- When multiple Scrum Teams integrate work it must result in definition of "Done" that is pot. releasable

Sprint Goal
- Defined before Sprint Backlog is devised
- Objective met by implementing Sprint Backlog

Sprint Planning
- For entire Scrum Team
- Time-box: 8 hrs (usually less for shorter Sprint)
- Consists of two topics:
- Topic One: What will be delivered
- Topic Two: How it will be delivered
- Plan only for Sprint and not for entire product

Daily Scrum
- For Dev Team. Usually held at same place & time
- Time-box: 15 minutes
- Team update each other on three questions:
- What I've done that helps meet Sprint Goal
- What I will do that helps meet Sprint Goal
- Any impediments that prevent meeting Sprint Goal

Sprint Review
- For Scrum Team and Stakeholders
- Time-box: 4hrs (usually less for shorter Sprints)
- Collaborate about what was done in Sprint
- Collaborate on the next things that could be done
- Get feedback that may affect Product Backlog
- PO Tracks total work remaining

Sprint Retrospective
- For Scrum Team
- Time-box: 3 hrs (usually less for shorter Sprints)
- Inspect for improvements to be made for next Sprint
- Adapt definition of "Done" as req'd

Other Definitions

Time-box
- The maximum time an event can consume

Product Backlog Item (PBI)
- An item from the Product Backlog

Product Backlog Refining
- Act of adding detail, estimates, and order to PBI's
- Done by PO & Development Team usually for <= 10% of Development Team capacity

Estimating (not formal part of Scrum Guide)
- Scrum Teams often use relative sizing
- Story Points are often used rather than hours or days
- Higher ordered PBIs need better estimates
- Development Team is responsible for all estimates

"Ready"
- PBIs that can be "Done" in one Sprint are deemed "Ready" for selection in Sprint Planning

Other Notes:

- Scrum does not have a role called "Project Manager"
- Scrum's roles, artifacts, events, & rules are immutable
- Scrum Teams should work at a sustainable pace ie: 7 to 8 hours per day
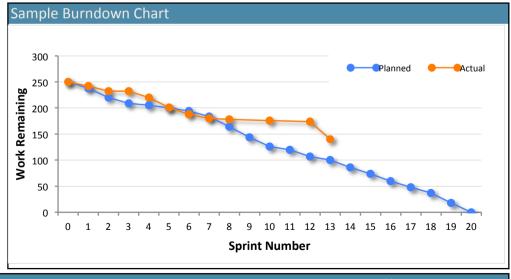- Scrum Teams are self-organizing and are responsible for Scrum Team composition
- All abbreviations on this page are the author's and not official Scrum terms

Scrum Guide
https://www.scrum.org/Scrum-Guide

Scrum.org Open Assessment link
http://www.scrum.org/scrumopenassessment

Sample Burndown Chart