Scrum Manual

Plankwalk Studio

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April 2020

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The Scrum Team

The scrum team consists of the following roles.

The Product Owner

Product owners/leads: Roy Bomhof (Design), Zandor Smits (Programming), … (Art)

Within Plankwalk studio the product owner role will mostly be fulfilled by the leads with supervision of the producer.

The product owner is not part of the development team, but will be able to help out with tasks of the development team.

The main role of the product owner is to set concise goals (EPICS) for each sprint and pass the goals to the scrum master. It is also the product owner's responsibility to go through the product backlog and set priorities for the tasks.

The Scrum Master

Scrum Masters: Ronny van Kuijk (Character), Gregor de Weger (Environment), Menno Verdonk (UX / Juice), … (Core Loop)

The scrum master is responsible that the scrum manual is followed within the scrum team. He will be in contact with the product owners, before and during the sprint, to make sure the sprint goals are understood and executed correctly by the development team.

The scrum master will be the chairman for the sprint planning and daily stand-ups. He will make sure the development team knows what to do and that everything is done according to the scrum manual. The scrum master will also be responsible for the scrum board and burndown charts.

This entails that the scrum master makes sure the development team regularly updates their tasks on the scrum board, the scrum board is cleaned up before the start of every sprint and the burndown chart is shared with the product owners and producer on a weekly basis.

At Plankwalk Studio the scrum master will have an additional role of presenting the development teams process during the sprint review.

The scrum master may be part of the development team.

The Development Team

The development team consists of professionals who do the work of delivering a potentially releasable increment of "Done" product at the end of each Sprint. A "Done" increment is required at the sprint review. Only members of the development team create the increment.

The development team works towards the goals as communicated by the scrum master. The development team will further define the increments, needed for reaching the goals, during the sprint planning.

Sprint Planning
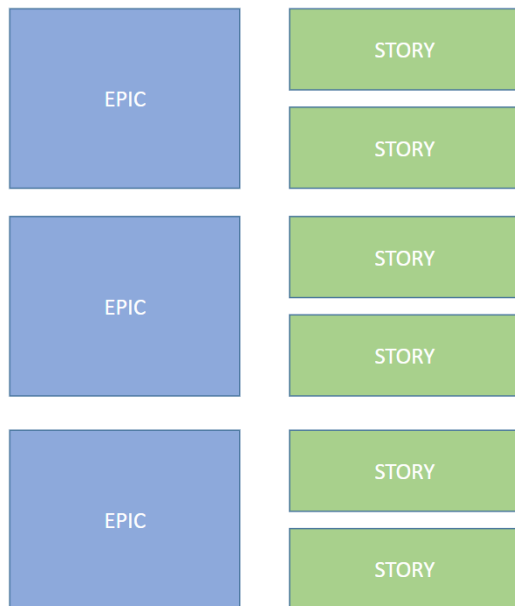
1.   Create a backlog of stories

Before the start of the sprint the Product owners and producer have set goals for the team. Unfinished goals from the previous sprint may be taken into the new sprint. The product owner makes epics (features) out of these goals together with the Scrum master. These will be defined in the product backlog.

Epic is a feature you want to complete and stories describe the work that needs to happen to reach your epic. A question you can ask yourself is ''By finishing these stories will I have achieved my epic?''.

Example:

Epic = Diva Character [functional]

Stories = Character model, Character texture, Character rig etc.

2.   Prioritise stories (Grooming)

The Product owner will prioritize the product backlog and discuss it with the scrum master.

3.   Assign estimates to stories going in the sprint

The scrum master assigns estimates to the epics, this should be done using story points.

The scrum master is responsible and has the final word for the estimations of the epics. He may ask the development team for advice.

– Use these set of numbers while sizing: 1, 2, 3, 5, 8, 13, 21

Note: we can use T-shirt sizes XS = 1, S = 2, M = 3, L = 5 , XL = 13, XXL = 21

Story points may not mean much in the beginning, but will eventually stand for what amount of work is needed to complete a story.

Trouble with story points? Decide what an average size story is for the team, give it a 3. Is a story a bit smaller then give it a 2. Is it a lot smaller, give it a 1.

4.   Create a sprint

The scrum master sets up a new sprint.

5.   Move stories into sprint

Move the made epics into the newly made sprint. The amount of story points for the sprint should be based on previous achieved story points.

The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

6.   Start sprint

START SPRINT PLANNING

7.   Features teams break their epics up into stories

The development team will review the epics together with the scrum master. The epics will be split up in stories. The stories will follow the prioritization of the epics.

The development may ask a change in epics through the change management pipeline.

Step 1 Internal Change Request	Step 2 Triage	Step 3 Internal Verification	Step 4 Internal Milestone Assesment	Step 6 Internal Review	Step 7 Execution of Change
In the internal change request the developer will describe the change and states the reason for the change	In the triage the change will be categorised and send to the relevant internal reviewer	The reviewer will review the change request and approve or deny the change request. Small changes may directly be approved and itterated on. When approved and major it will be passed on to the producer.	The Producer will review the change request and see what effect the change would have on the scope, milestones and cost	The assesment of the producer will be internally discussed and reviewed.	The change will be executed.

8.   Assign stories to team members

Stories will be assigned to team members. The assigned member will be the owner of the stories. The owner of the story is responsible for finishing the task. He may use someone's help for finishing the task. The ownership may also be transferred to a different developer if both parties agree.

9.   Assigned team member adds estimates to given stories

The assigned member will add estimates to the given stories.

– Use these set of numbers while sizing: 1, 2, 3, 5, 8, 13, 21

Note: we can use T-shirt sizes XS = 1, S = 2, M = 5, L = 13 , XL = 20, XXL = 40

Story points may not mean much in the beginning, but will eventually stand for what amount of work is needed to complete a story.

Is a story xl or bigger? Consider it splitting up in smaller stories.

Trouble with story points? Decide what an average size stories is for the team, give it a 3. Is a story a bit smaller then give it a 2. Is it a lot smaller, give it a 1.

10. Assigned member starts work and moves his first task into the 'In Progress' column…

The first task will be the task with the highest priority in the sprint backlog that the developer is assigned to.

Scrum of Scrums
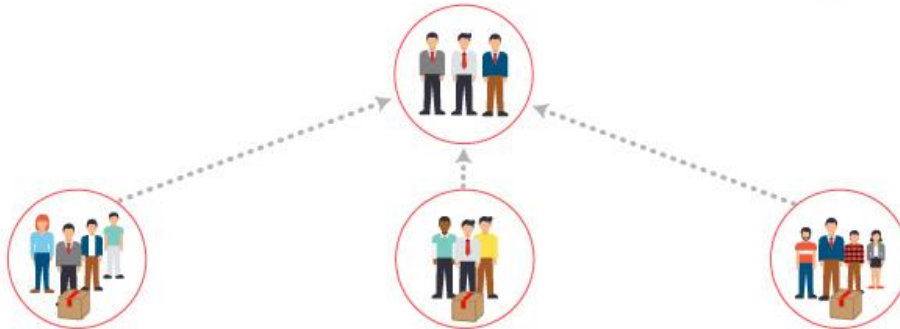
The scrum structure.

The scrum of scrums is there to make sure that all scrum masters, product owners and the producer are aware of the current state of the project. This meeting will be held, before every feature team stand-up, from 9.05 to 9.15 am.

The scrum masters, product owners and producer are expected to attend the scrum of scrums.

With the current setup of feature teams every scrum master will get 2 minutes to give an update of their teams progress!

Questions that will be answered, but are not limited to during the scrum of scrums are the following:

- What will the priority for the feature team be today?

- Is anything blocking the feature team? Is work checked out and needed by others?

- Is the feature team on schedule?

- Is the feature team going to be able to reach their goals as described in the sprint planning?

- Is a follow up meeting needed?

In order to have the questions fit in the time limit it is of importance to keep the answers short, concise and relevant.

Stand-Up

The stand-up will be held on every project day at 9.15 for a maximum of 15 minutes. During the stand-up the following will be told per person:

- What has that person done the previous working day?

- What will the person do today?

- Is anything blocking the persons process?

Any further discussions will not be held during the stand-up, but may be held afterwards.

When working from home, the stand-up may be held through a text channel on Discord. This is up to the scrum master to decide.

Stand Down

The stand-down is a daily occurring event. The stand down should last for a maximum of 30 minutes.

There won't be a stand down on the Fridays because of show & tells and sprint reviews.

At 16.30 pm every variation will get together separately (Art, Design & Programming) and showcase the work done that day per team member. The other participants of the stand down are encouraged to leave feedback on the work done.

Show & Tell

The show & tell will be held every first Friday of a two week sprint. The show & tell may last the maximum of an hour. Every feature team gets a portion of that time for their presentation and questions. This time slot depends on the amount of feature teams.

On Friday morning the scrum master will set up and share a template for the show & tell with his feature team. Every member, of the feature team, will take a slide to showcase the work he or she has done that week. The scrum master will communicate a deadline for filling in the slides.

At the show & tell every scrum master will present what his feature team has done that week and reflect on the progress made during the week.

The presentations are allowed to include humour and memes to keep it fun. The memes or humour should be created with respect for all team members in mind.

The creation of the presentation should not take more than an hour per person.

Sprint Review

Before the sprint review the scrum master finishes the sprint in Jira (this includes cleaning up the scrum board) and starts a new sprint. He or she also shares the burndown chart with the leads and producer.

The sprint review will be held every last Friday of a two week sprint. The show & tell may last the maximum of an hour. Every feature team gets a portion of that time for their presentation and questions. This time slot depends on the amount of feature teams.

On Friday morning the scrum master will set up and share a template for the show & tell with his feature team. Every member, of the feature team, will take a slide to showcase the work he or she has done that week. The scrum master will communicate a deadline for filling in the slides.

At the sprint review every scrum master will present what his feature team has done that week and reflect on the progress made during the week.

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Sprint Retrospective

Discipline based review (15-20m)

- Each discipline reviews every discipline in a separate document with their lead, who leads and timeboxes the meeting

- The leads assign a notetaker for their discipline that shares their screen and writes down the good, the improvements and suggestions for action points

- They also review the other disciplines from their perspectives

- They also fill in 'others'

- The producer will do his own document.

Once that is done, the leads colour their feedback in the colour of their variation (design yellow, production red, programming blue, and art green), and paste the points into the retrospective document. (10m)

We go over the points mentioned with the entire team and be sure to get any unclarities out of the way. Every lead watches over their own discipline so that they don't take up too much time. The producer timeboxes this strictly. (15m)

References

Jira Workflow - https://docs.google.com/presentation/d/1OQ-0bOObMaGDBDkIOr_DLB2NtfKwlKfhKZQF5VXli58/edit?usp=sharing

Y2 Scrum framework - https://docs.google.com/presentation/d/1V24YmEfQh1heA328y7n8_FYVOklqvpQN1Ca6rOPUFFI/edit?usp=sharing

Scrum Guidelines - https://www.scrumguides.org/scrum-guide.html#events-planning]

How to Estimate story points in agile development - https://www.tothenew.com/blog/how-to-estimate-story-points-in-agile/