iSupport

cross-border recovery
of maintenance obligations
pour le recouvrement transfrontière
des obligations alimentaires

Development phase

Project Name:	iSupport		
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Document Name:	HCCH iSupport Development phase project team[1]		

Revision History

Date	Version	Author	Reviewed by	Remarks
11-6-2015	0.1	Brigitte Voerman	Philippe Lortie	
24-6-2015	1.0	Brigitte Voerman	Philippe Lortie, Juliane Hirsch, Marie Vautravers	
10-7-2015	1.1	Brigitte Voerman	Marie Vautravers	Sprints start date changed into Fridays, end date into Thursdays.
20-7-2015	1.2	Brigitte Voerman	Marie Vautravers, Hannah Roots, Philippe Lortie	Chapter "Tests" added based on the Kick off meeting on 16-7-2015
6-8-2015	1.3	Brigitte Voerman		Sprint planning meeting takes place right after the Retrospective meeting

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[1] In this document, the project team consist of persons from the developer (Protech) and the iSupport project team (5 persons from HCCH side). They are called 'team member' here.

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1 Introduction

This document helps the iSupport team members to understand the Agile and Scrum terminology in relation to the iSupport project, and helps defining processes and roles including 'who is doing what'.

2 Roles

2.1 Product owner

Description: The product owner is responsible for maximising the return the business gets on this investment (ROI). One way that the product owner maximises ROI is by directing the team toward the most valuable work, and away from less valuable work. It means that the product owner controls the order (priority) of items on the product backlog, with the help of the team. See '3.1 The product backlog'.

The product owner makes certain that the team fully understands the deliverables. The product owner is responsible for recording the deliverables.

Nutshell: The product owner:

- holds the vision for the product,
- represents the interests of the organisation,
- represents the (future) users,
- owns the product backlog,
- orders (prioritises) the items in the product backlog,
- creates acceptance criteria for the backlog items, and
- is available to answer team members' questions.

Name(s): Philippe is the formal product owner. In practice Brigitte is the delegated product owner. Marie provides support for the work on the Product Back log and the Sprint backlog.

2.2 Scrum master

Description: The scrum master acts like a coach, guiding the team to ever-higher levels of cohesiveness, self-organisation, and performance. While a team's deliverable is a product, a scrum masters' deliverable is a high-performing, self-organising team. The scrum master is the team's scrum expert. The scrum master helps the team learn and apply scrum and related agile practices to the team's best advantage. The scrum master is not the team's boss.

Nutshell: The scrum master is:

- a scrum expert and advisor,
- a coach,
- an impediment bulldozer.

Name(s): Brigitte is the Scrum master.

2.3 Team member

Description: High-performing scrum teams are highly collaborative; they are also self-organising. The team members doing the work have total authority over how the work gets done. The team also decides which tools and techniques to use, and which team members will work on which tasks. The role of each and every team member is to help the team deliver products in each sprint (= time box, see '3.2 The sprint backlog').

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Nutshell: A team member:

- is responsible for completing user stories to incrementally increase the value of the product,
- is self-organised to get all of the necessary work done,
- creates and owns the estimates,
- owns the 'how to do the work' decisions,
- avoids thinking on the basis of silos 'not my job' thinking.

Name(s): Hannah, Philippe, Juliane, Marie, Brigitte and the developers are team members.

Marie, Hannah and Juliane deliver functional specifications, Brigitte technical and e-CODEX specifications.

All team members perform tests.

3 The sprint cycle

A sprint is a time-box. The sprint cycle is the foundational rhythm of the scrum process. It is an iteration, a time-box, a cycle. It is a fixed period of time within which we bite off small bits of the development phase and finish them before returning to bite off a few more. At the end of our sprint, we will demonstrate working software and/or show documentation *etc*.

Activities in Sprints includes meetings, development, tests, bug-fixes, drafting instructions and demonstrations.

Each sprint starts with a Sprint Planning Meeting and ends with Sprint Review and Retrospective meeting (see '5 Meetings').

4 The backlogs

4.1 The product backlog

The product backlog is the cumulative list of desired deliverables for the iSupport system. This includes the deliverables in the Deliverables document, bug fixes, documentation and anything else that might be meaningful and valuable to produce. Generally, they are all referred to as 'backlog items'.

The list of backlog items is ordered in such a way that the most important deliverable, the one that the team should do next, is on top of the list. Right below that item is the deliverable that the team should do second, and so on.

Since deliverables near the top of the product backlog will be worked on soon, they should be small[2] and well understood by the whole team. Deliverables further down in the list can be larger and less well understood, as it will be some time before the team works on them.

Each item in the product backlog should include the following information:

- A brief description of the desired functionality (what needs to be built)
- An estimate as to how much work the product requires to implement

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[2] Bigger deliverables should be divided into smaller ones to be more flexible and able to add details on the time this is needed.

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  • Acceptance criteria that will help us know when it has been implemented correctly

4.2 The sprint backlog

The sprint backlog is the team's to do list for the sprint. Unlike the product backlog, it has a finite life-span: the length of the current sprint. It includes all deliverables that the team has committed to delivering in a sprint.

In order to come to a well-defined goal for the deliverable, we can describe products in the form of user stories.

> *An example of a user story is: "As a <role>, I want <a feature>, so that I can <accomplish something>". See more examples here:*
> [*http://www.mountaingoatsoftware.com/agile/scrum/product-backlog/example*](http://www.mountaingoatsoftware.com/agile/scrum/product-backlog/example)

For each deliverable we must specify all associated tasks. Tasks are things that must be done, in order to deliver the deliverables, therefore tasks can be thought of as units of work.

A deliverable is something a team delivers; a task is a bit of work that a person does. Each deliverable will normally require many tasks.

5 Definition of 'Done'

Sometimes there is confusion about exactly what the word 'done' means. A programmer might call something done when the code has been written. The tester might think that done means that all of the tests were passed. A business person may think that done means that now the CA's can use it. This confusion about what 'done' means can cause plenty of misunderstandings.

In order to avoid confusion, we will create our own definition of the word 'done' when applied to a deliverable. We will decide together what things must be complete before the team declares a certain deliverable to be done.

Our team's definition may include things like: code written, code reviewed, unit tests passing, integration tests passing, documentation written, and so on. This list of things that the team agrees to always complete before declaring a deliverable done becomes the team's 'definition of done'.

6 Tests

6.1 Hierarchy in the Jira system

A release contains the content of one or more Sprints. (NB Protech might show this as an "Epic")

Each Sprint shows 1 description.

Each Sprint contains 1 or more requirements.

Each requirement contains 1 user story. (NB Protech might show this as "GIT": an user story that is connected to the code; Git-up will be used for more advanced version-maintenance).

Each user story can contain 0, 1, or more test results (NB Protech might show this as an "Issue").

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Test results (defects) can be connected to more than one requirement. A test result is not connected to a requirement when the test result is entered by a Pilot State or a Working Group tester. It is connected at a later date.

7 Meetings

7.1 Sprint Planning Meeting

When: At the start of each Sprint
At: Two weekly on Thursdays, right after the Retrospective meeting
Takes: 2 hours
With: Team members, product owner
Goal: 1. Commit to a set of deliverables for the Sprint
         2 .Identify the tasks that must be completed to deliver these deliverables, *e.g.* get additional input from WG members, design a new screen, add new columns to the database, perform tests, write help text, get menu items translated for our users.
Deliverables to do in this sprint will be described in more detail, and can be split in more deliverables.

7.2 Stand-up Meeting

When: First week of the Sprint: Tuesday and Thursday
         Second week of the Sprint: Friday and Tuesday
At: 16:30 NL time / 9:30 Arkansas time
Takes: 15 minutes
With: Team members. Product owner if needed.
Goal: Inspect and adapt the work the team members are doing, in order to successfully complete the deliverables that the team has committed to deliver.
         Each participant quickly shares:
         o   What tasks I've completed since the last meeting
         o   What tasks I expect to complete by the next meeting
         o   What obstacles are slowing me down
         The team does not need to solve problems in the meeting: surface the issues and deciding which team members will address them is usually sufficient.

7.3 Sprint Review

When: End of each Sprint
At: 15:00 NL time / 8:00 Arkansas time.
Takes: 2 hours
With: Team members, product owner and stakeholders such as Pilot States and Working group participants
Goal: Show the accomplishment, the stories that have met the team's definition of done. Stakeholders are invited to see how the product has been incrementally improved over the course of the sprint.
         Pilot States can see the new functionalities and test them by themselves in the next Sprint.
         This meeting is not a decision-making meeting; before this meeting we will decide if a story is done; what the team will do during the next Sprint is decided in the Sprint Planning meeting.

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7.4 Retrospective meeting

When: End of each Sprint
At: 17:00 NL time / 10:00 Arkansas time.
Takes: 1 hour
With: Team members
Goal: The retrospective meeting is dedicated time for the team to focus on what was learned during the sprint, and how that learning can be applied to make some improvement. The goal is not to generate a long laundry list of things that went well and things that went wrong, but to identify no more than one or two strategic changes to make in the next sprint. It's about process improvement.

8 Overview Scrum

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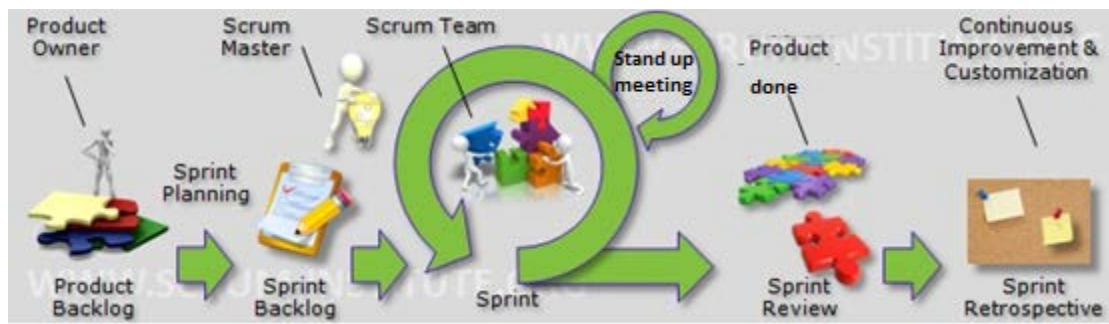
Part 2, for more interest

9 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

10 Benefits of Agile project management for iSupport

- The risk of building the wrong solution is greatly reduced
- The final solution is more likely to meet the users' requirements
- Deployment is more likely to go smoothly, because of the co-operation of all parties concerned throughout development.

Appendix A - Sprints (Time-boxes) dates

1	try out	5	Days	Friday 17 July 2015	Thursday 23 July 2015
2	Tbd	10	Days	Friday 24 July 2015	Thursday 6 August 2015
3	Tbd	10	Days	Friday 7 August 2015	Thursday 20 August 2015
4	Tbd	10	Days	Friday 21 August 2015	Thursday 3 September 2015
5	Tbd	10	Days	Friday 4 September 2015	Thursday 17 September 2015
6	Tbd	10	Days	Friday 18 September 2015	Thursday 1 October 2015
7	Tbd	10	Days	Friday 2 October 2015	Thursday 15 October 2015
8	Tbd	10	Days	Friday 16 October 2015	Thursday 29 October 2015
9	Tbd	10	Days	Friday 30 October 2015	Thursday 12 November 2015
10	Tbd	10	Days	Friday 13 November 2015	Thursday 26 November 2015
11	Tbd	10	Days	Friday 27 November 2015	Thursday 10 December 2015
12	last	5	Days	Friday 11 December 2015	Thursday 17 December 2015