

Scrum@Allianz.de

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Scherer IT Consulting?

- Freelance ScrumMaster, Scrum Coach
- CSM, CSP
- 02.2008 - 07.2009
Scrum Center ADAG
- Derzeit Uni St. Gallen
- Solution Focused Coach
- Kooperation mit Scrumcenter.com
 - Simon Roberts CST
 - Krishan Mathis CST

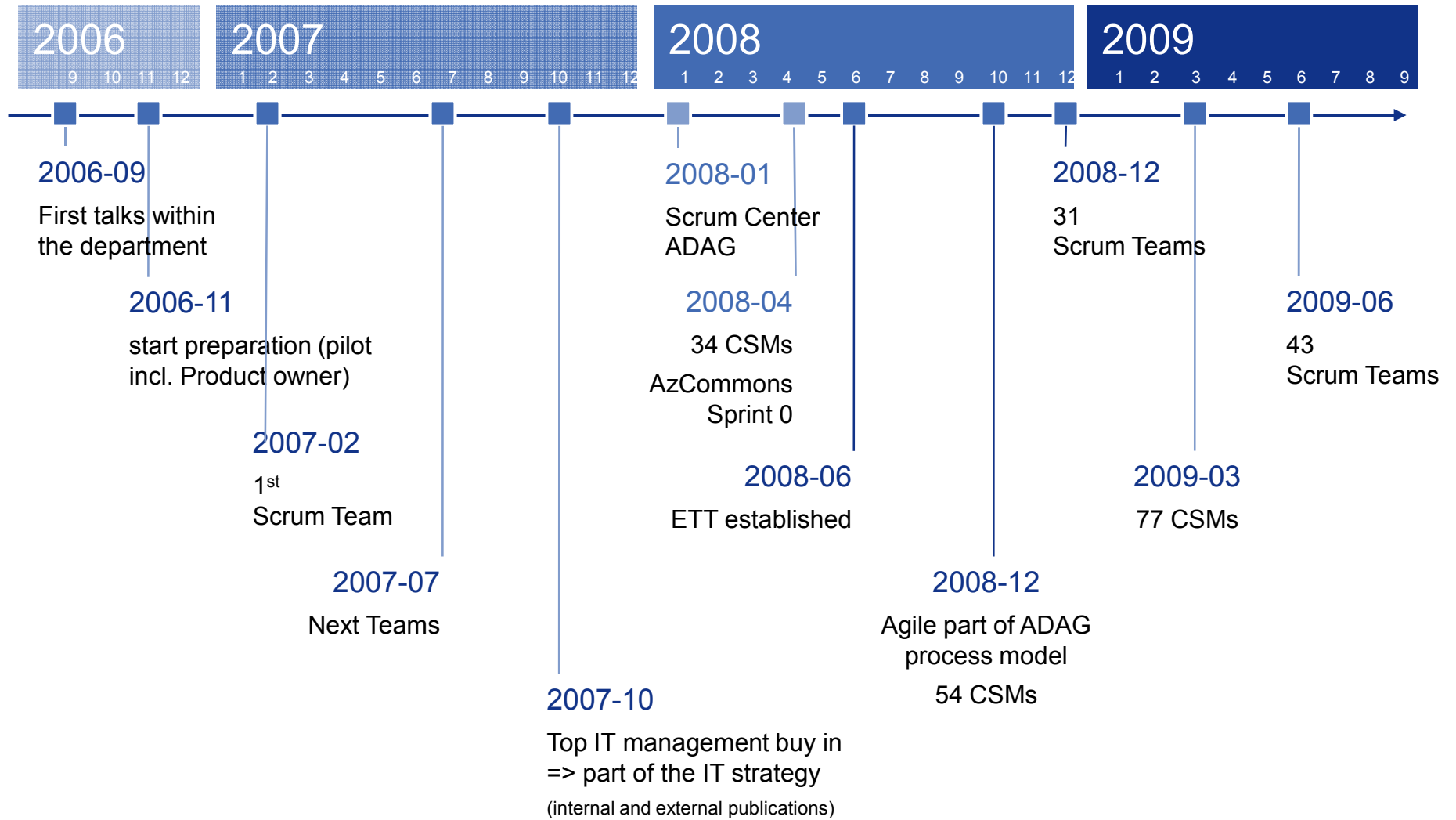


Agenda

- Context
- Goals
- First Steps
- Definition of Done & Engineering Practices
- Sprint Synchronisation
- Conclusion
- Backup:
Results from a Survey at Allianz Deutschland AG

Context

Scrum@Allianz



Goals

Goals

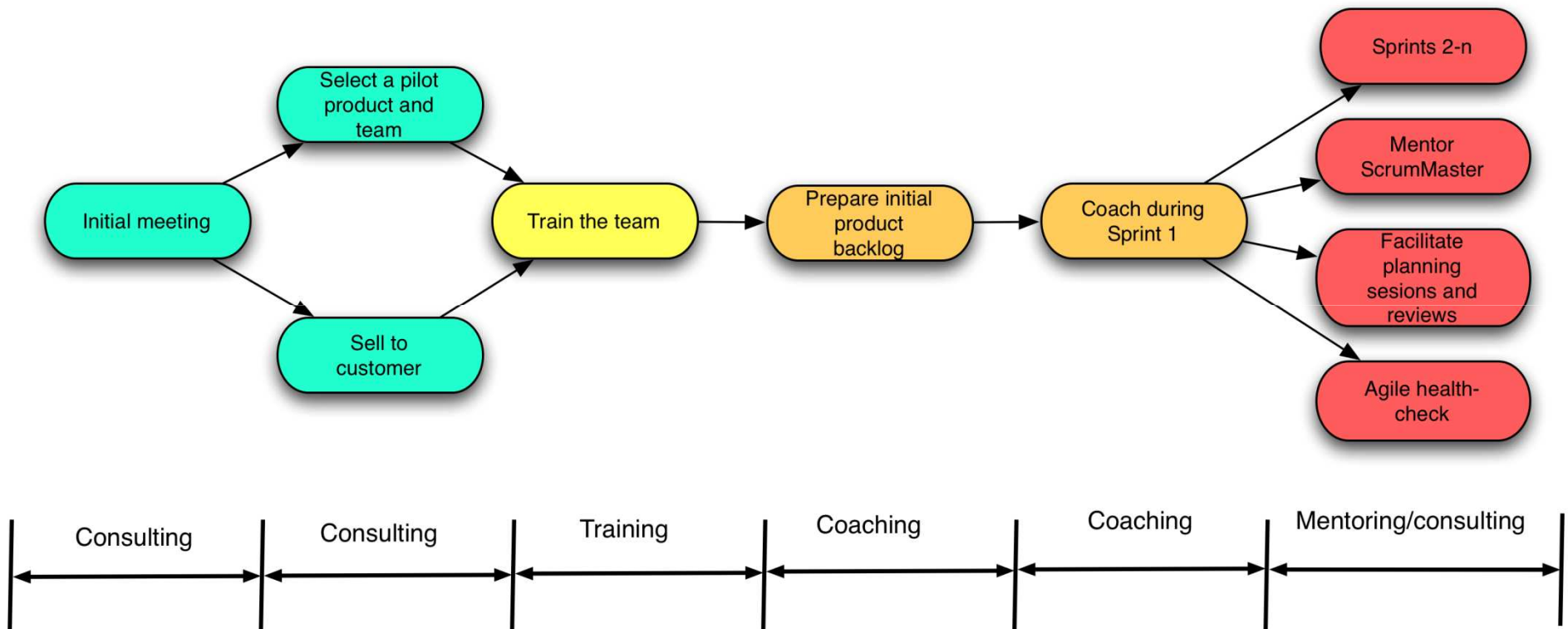
- Improved PO and customer satisfaction
- More frequent delivery
from twice a year to every Sprint
- Higher responsiveness to changing requirements
- More transparency and focus
- Improved code quality
- Continuous improvement of development process
- introduce Scrum and core agile practices like ...

Agile Practices and Tools

- User Stories, Planning Poker
- Estimation Meeting (via video conferencing)
- Synchronised Sprint Planning & Review
- Scrum of Scrums twice a week
- Task Board with User Stories and QA for tasks
- Peer Review and Pair Programming
- Regular short Sprint Retrospectives
- Test Automation with JUnit, Selenium, Shale
- Continuous Integration with Hudson & Maven build

First Steps

Pilot Scrum Team Blueprint



Hastreiter, Roberts, Mathis „Einführung von Enterprise Scrum bei der ADAG“ OBJEKTspektrum 1.2009, S. 54-60

Sprint 0 Activities

- Team Training covering
 - Agile values, principles and practices
 - Scrum flow, roles, meetings and artefacts
- **Team Chartering** including **Definition of Done**
- start working with **Task Board at Daily Scrums**
- Preparing a Product Backlog with the Product Owner
- **Estimation Meeting**
- Schedule first 3weekly Sprint

Task Board (V2)

PBL Items

Tasks To Do

Sprint 2003-15
Ziel: Migration nach SVN

Eclipse Distribution

Parameterübergabe

AsDukeWebRenderer optimieren

205 Trennung von Rec / AsCommons

234 Spring WebServices

242 Spring Custom Scopes

260 Codieren der DemoApp mit Fortify

262 Erweiterung OutputAmount

264 Abschließen prototyps

267 Anpassung Aufwands logging

268 Funktionen für PDF Druck

276 Test (JUnit) JUnit als Testfaher?

200 neuen Build-Prozess dokumentieren 16

211 SAML aufkommen (at common raus) 16

263 Wären, die eine Schulung über Distribution gemacht werden sollte 16

270 Bearbeitungen im Fortify on 16

264 Konzept erstellen 26

272-273 Erweiterungsleitung Code Review - welche konkrete Lösung? 26

276 - Konflikt in Werte nach - genaue Anforderung? - Implementierung? 26

Definition of Done

Task in Arbeit

Task QS (Test...)

fertige Tasks

Done completely locally
Code is checked in
Changes are made automatically (Continuous Integration)
Code is documented (in source + javadoc)
Code is unit tested
Final build does not show any severe problems
Release/Deploy only done for all OS components and is automatically released
Build is green
Build is deployed on ESB
Quality has been checked by a team member (see 100000000)

213 - Abstimmung des Verfahrens
- 2 Vork. in Demo App
- Schulung aktuel. JUnit
- Daten 21/3/2006

244 - Hudson Jobs definieren
- Site Daten 27/3/06

250 - Muster
- Notizen + dokumentieren 3/16/06

266 - Erweiterung + exempl. in
- Proj. Modell umstellen
(mit - Konstr.) 27/2/2006

268 - Erweiterung
- Output Amount 26/06

274 - Daten in UML
- Model erstellen 16

211 - Daten
- Link der Maschine
- Vergleich mit Link (to) Hubel 16

215-216 AsDukeWebRenderer
- refactoring 27/2/2006

217 - Migration
- at common nach SVN 16

267 Ergebnisse prüfen
- mit 27/2/06

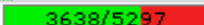

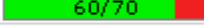



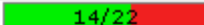
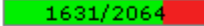





Definition of Done & Engineering Practices

Definition of Done

- Changed source code is documented (in line & JavaDoc)
- Changed source code is unit tested (high test coverage)
- **FindBugs** does not show any **severe problems**
- Local build is green
- Changes are checked in
- Continuous build is green (Hudson CI)
- Build is deployed on integration environment
- **Selenium Tests** run for the **Demo-Application**
- **Quality** has been **checked by a team member**

Code Coverage Report

Coverage Report - All Packages

Package [▲]	# Classes	Line Coverage
All Packages	200	68% 
de.allianz.azcommons.ui.bean	7	40% 
de.allianz.azcommons.ui.bean.action	4	85% 
de.allianz.azcommons.ui.bean.tab	3	95% 
de.allianz.azcommons.ui.components	51	75% 
de.allianz.azcommons.ui.converter	1	91% 
de.allianz.azcommons.ui.jsf12coex	1	38% 
de.allianz.azcommons.ui.locale	3	63% 
de.allianz.azcommons.ui.renderer	57	79% 
de.allianz.azcommons.ui.renderkit	11	54% 
de.allianz.azcommons.ui.tag	59	47% 
de.allianz.azcommons.ui.util	10	53% 
de.allianz.azcommons.ui.validator	4	55% 

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Sprint Synchronisation

Sprint Synchronisation

- 5 Scrum Teams in Munich, one in Stuttgart
- Most teams were component teams
- Each team had a Sprint Review and a Retrospective on its own
- Joint Review with integrated functionality and/or sprint end report
- Presentation of high level Product Backlog items
- Each team has a Sprint Planning on its own
- Joint Sprint Planning with resolution of dependencies

Conclusion

Conditions of Success

- Easy access to Product Owner and/or domain experts
- High quality User Stories (INVEST)
- Management of cross team dependencies
- Protected Sprints with no interruptions
- Willingness and ability to work as a cross functional team
- Discipline to follow agile practices and Scrum rules
- Definition of “Done”, good engineering practices
- Retrospectives, continuous improvement

Results

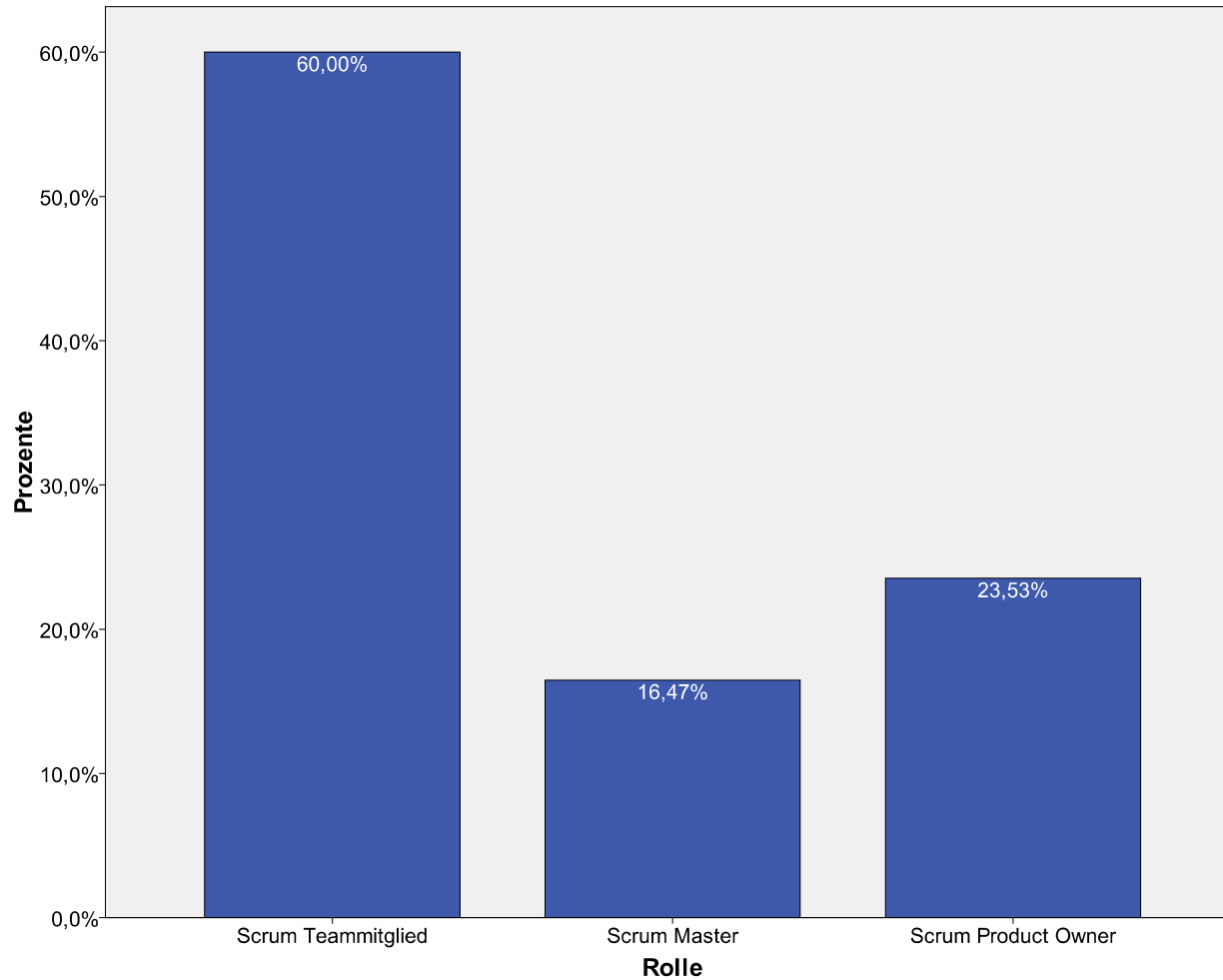
- More frequent delivery (and thereby higher responsiveness to changing requirements) twice a year → every second week
- Improved PO and customer satisfaction + 63%
- More transparency + 91%
- Improved code quality + 57%
- Would decide to adopt Scrum again 82%

Miller, Jonas 2009. Diploma Thesis, University of Augsburg

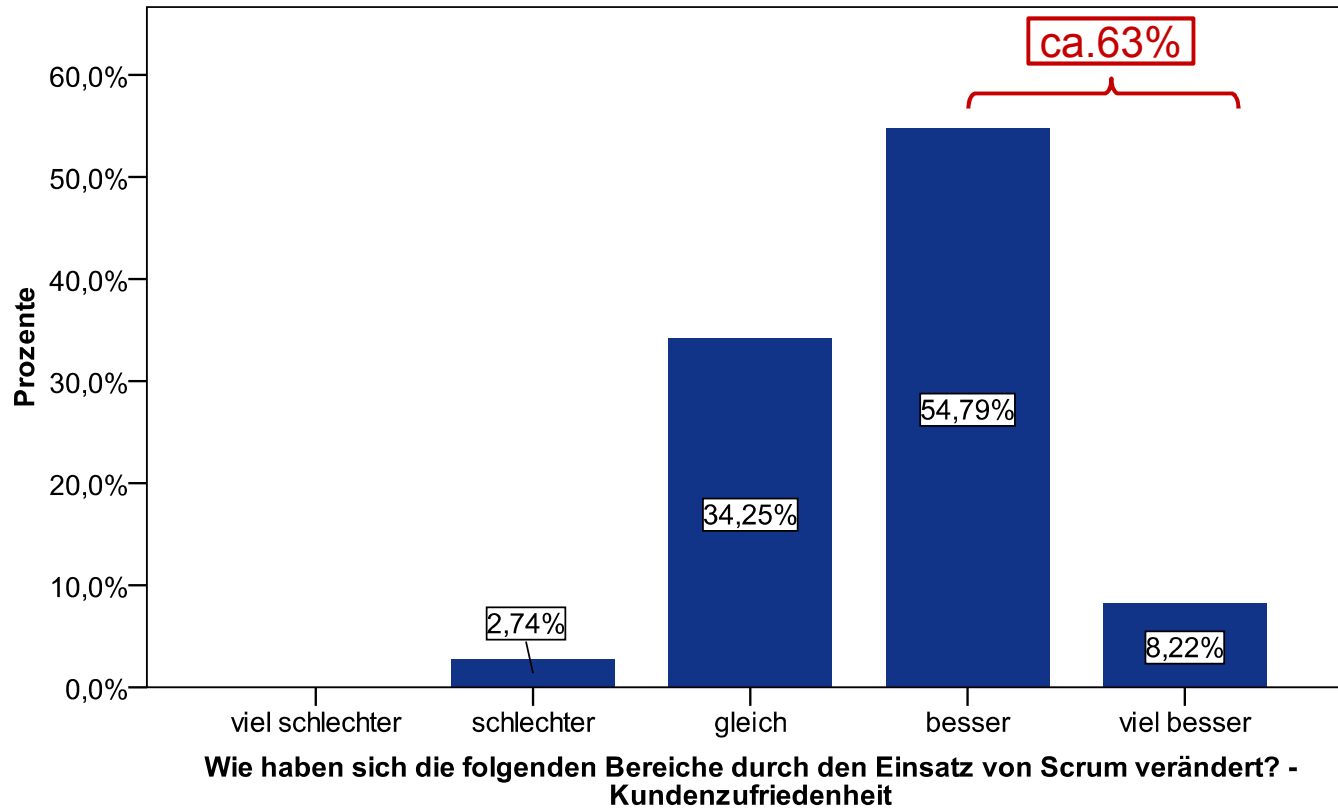
Survey at Allianz Deutschland AG

Miller, Jonas 2009. Diploma Thesis, University of Augsburg.

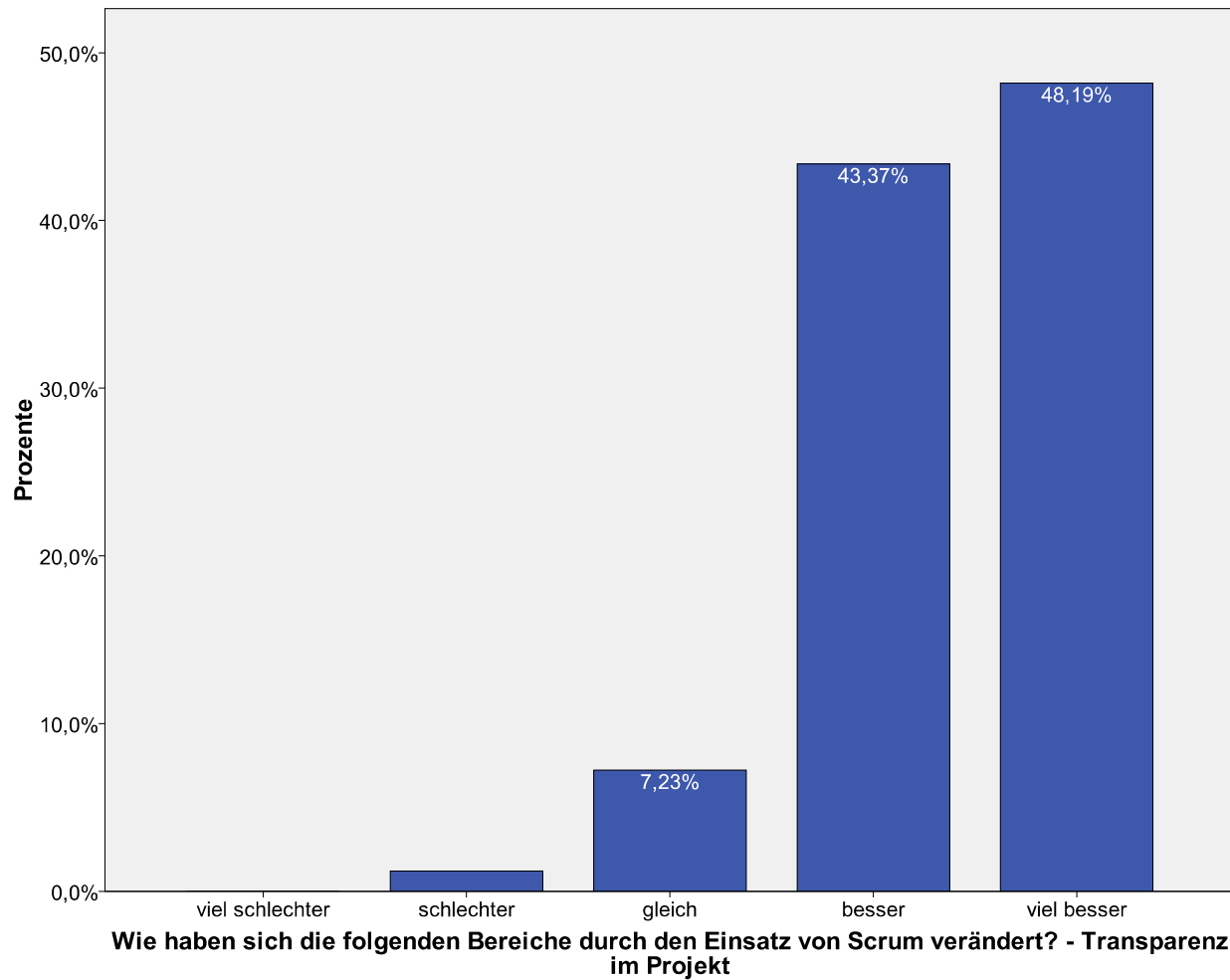
51 TMs, 14 SMs, 20 POs



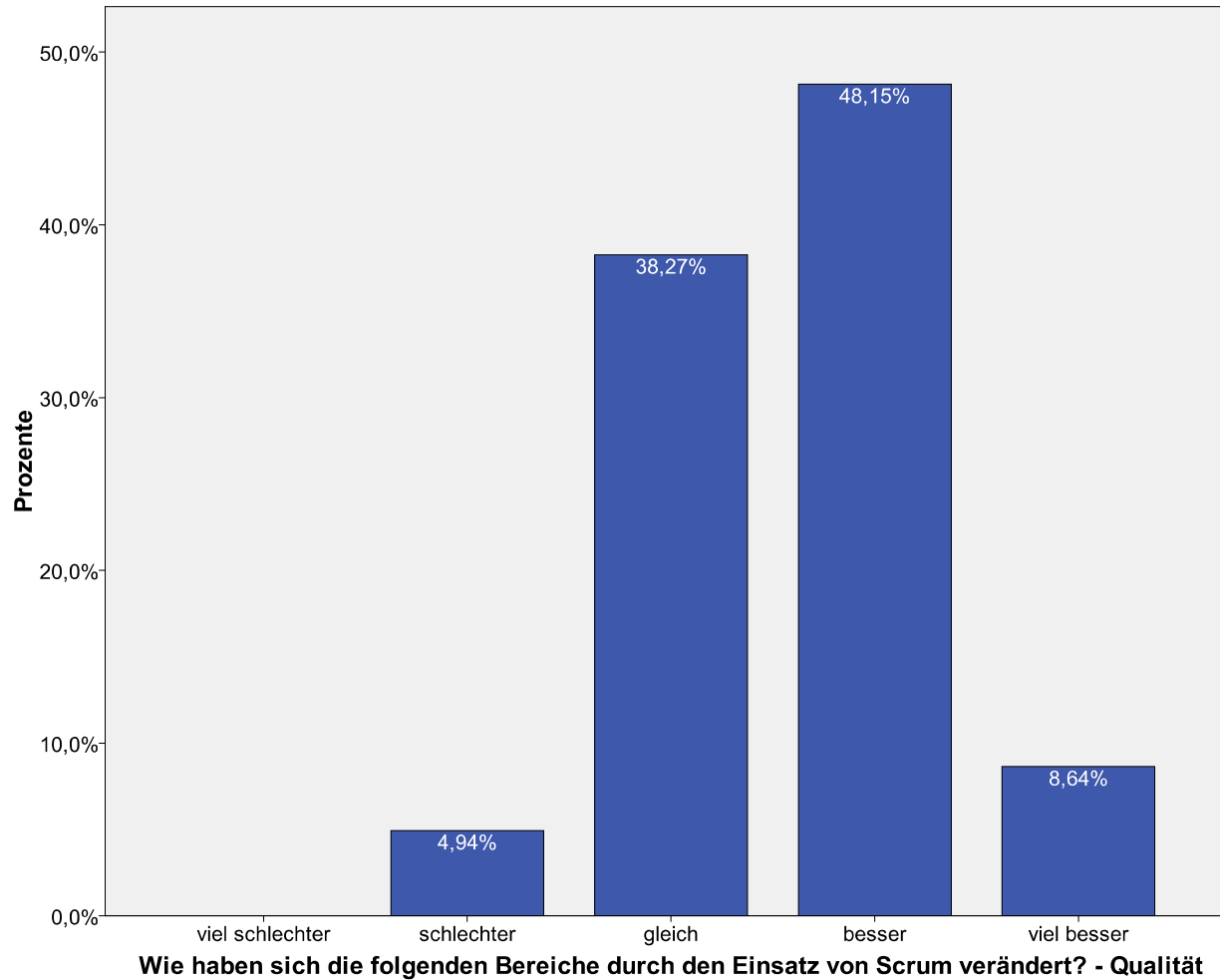
Customer Satisfaction: + 63%



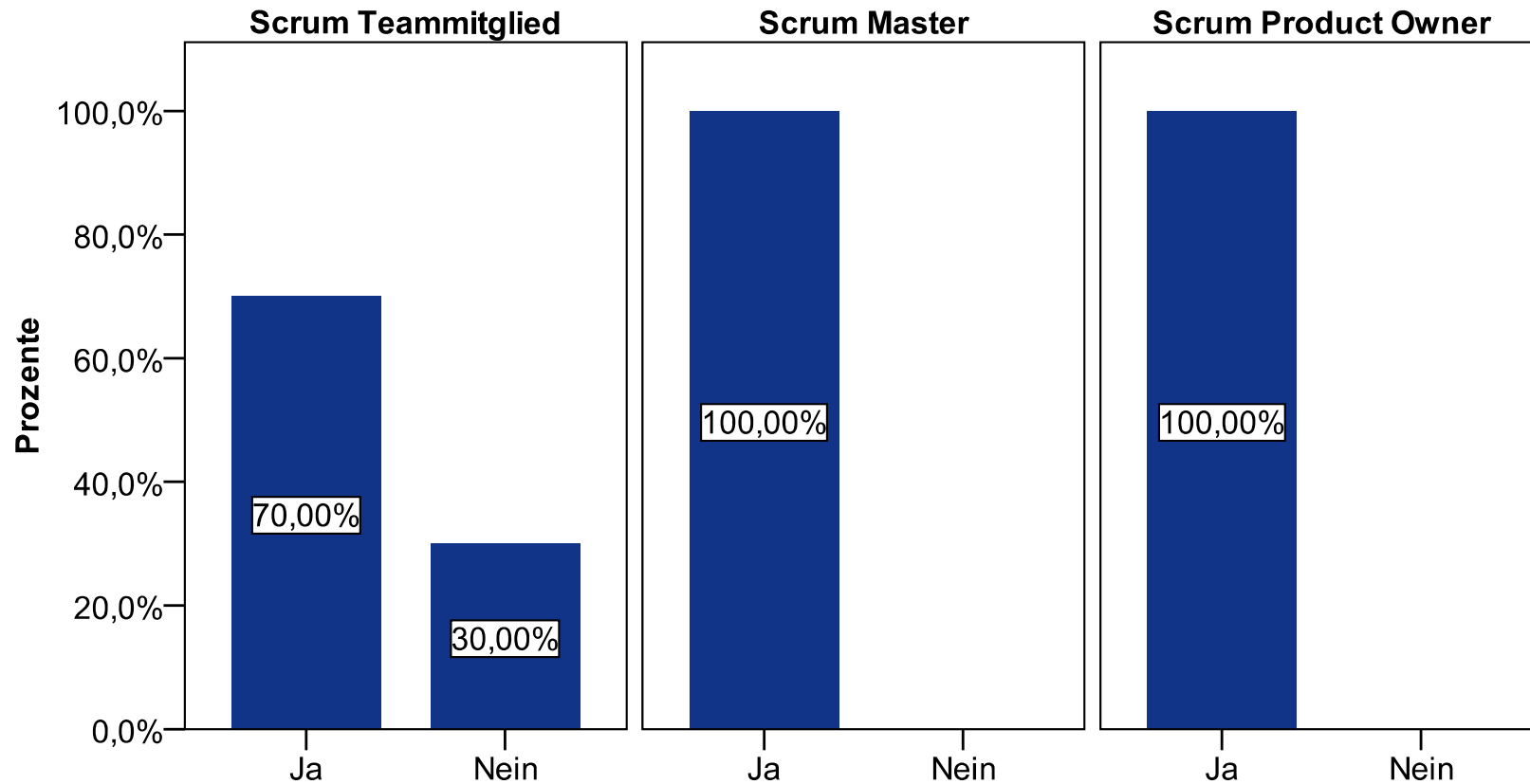
Transparency: + 91%



Quality: + 57%



82% would use Scrum again



Wenn Sie die Wahl hätten würden Sie sich wieder für Scrum entscheiden?