



## BRIEFING PAPER

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# SCRUM

Scrum is a lightweight, general-purpose Agile Project Management process that addresses complexity by enabling teams to self-organise and adapt rather than following pre-defined roles and plans. Developed by Jeff Sutherland and Ken Schwaber in the late 1990's, Scrum was first published in 2001 as "Agile Software Development with Scrum". Today Scrum is best known for managing software development, and may equally be applied to business and product-development projects. The Scrum Alliance was formed in 2004 to promote and manage Scrum training and certification ~ [www.scrumalliance.org](http://www.scrumalliance.org)

## The Scrum Process

### » Preparation

- Business case, funding and vision
- Initial Product Backlog and Release Plan
- Stakeholder buy-in
- Team assembled and logistics planned

### » Product Backlog

- Prepare work list to be performed on a product
- Anyone can contribute backlog items
- Prioritisation by Business Product Owner

### » Sprint Planning

- Items selected from Product Backlog
- Sprint Backlog task list created by team
- Commitment to deliver a potentially shippable product increment in 30 days

### » Daily Scrum Meeting

- 15 Minute Stand-up Status Meeting
- Progress since the last Scrum?
- What tasks from the Sprint Backlog will you do before the next Scrum?
- What issues have got in your way?
- For synchronisation not problem solving!

### » Development Sprint

- Collaborative, guided by Product Owner
- Integrated Testing

### » Sprint Review and Retrospective

- The shippable increment is accepted and the Product Backlog is updated
- The team improves its working practices





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## The Product Owner

- A single person who sets the schedule by prioritising the Product Backlog
- Single role-holder ensures that only one set of requirements drives development
- May be influenced by committees, management, customers, sales people, but is the only person that prioritises
- Works with the Scrum Master and team to estimate Product Backlog items

## The Scrum Master

- Team Manager and Facilitator
- Works with management to establish Scrum-friendly project governance
- Works with Product Owner and Scrum Team to create the Product Backlog
- Facilitates Sprint Planning and Reviews
- Facilitates Daily Scrum meetings
- Identifies and removes environmental and organisational impediments
- Eliminates confusion of multiple bosses, different opinions, and “interference”

## The Scrum Team

- Self-organising
- Cross-functional with flexible roles
- Seven people, plus or minus two
- Responsible for committing to work
- Authority to do whatever is needed to meet Sprint commitment

## Scrum Values

- Commitment: be willing to commit to achieving a goal
- Focus: do your job, don't worry about anything else
- Openness: everything about a Scrum project is visible to everyone
- Respect: respect the different people who make up a team
- Courage: have the courage to commit, to act, to be open and to expect respect

## Further information

### RADTAC

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## About RADTAC

RADTAC provides Consulting, Training and Delivery Services for Agile Methods, Project Management, Systems Development and Process Improvement.

We provide unique in-depth expertise across a full range of services; including Certified Training in Scrum, DSDM / Atern, XP, Lean, Agile Unified Process, PRINCE2 and ITIL.