

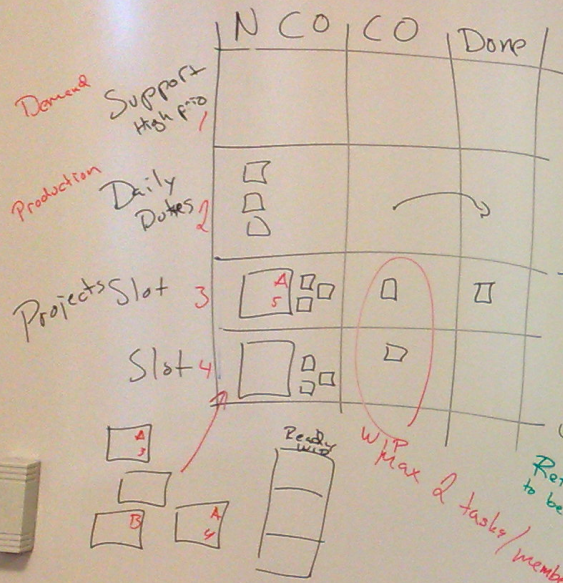
Scrum for Operations

Facilitated by

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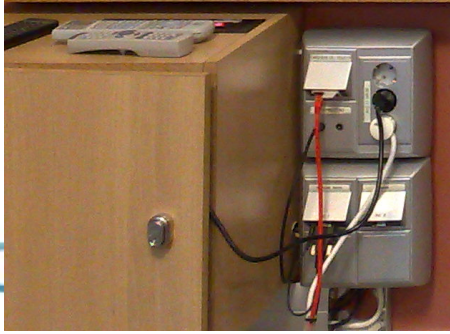
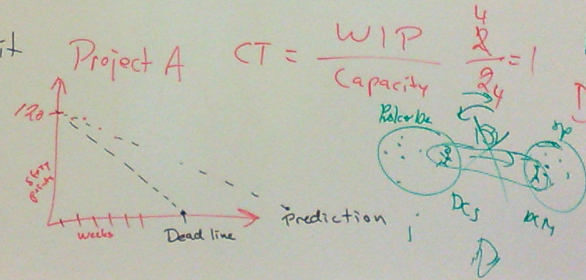


Approaches

- Kanban → transparency + focus
- rotating "Business as Usual" team (5%)
- each team has rotating designated member for support issues

Challenges

- Production
- Support - ability to commit ✓
- Parallel to projects/improvements
- Lead time
- Scrum for Ops? (OK learn)
- Maintenance-driven org
- Dev-Ops Boundary
- Joined planning meeting
- Scrum of scrum



Dev – Ops boundary

- Some alternatives
 - Scrum master from operation joins Scrum of Scrum.
 - Periodic joined planning meetings
 - Have release responsible persons on both teams communicating to get releases smoothly done
- Alternatively, don't have an operation team
 - Have a team of developers rotating
 - Rotation within a team
- Or, rotating “business as usual” team from development to support Operations



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Rick Simmons



Dev – Ops boundary challenges

- Kanban vs. planned iterations
 - Different planning cycles for Dev and Ops create synchronization issues
 - How does Ops make commitments to Dev outside its Kanban workflow?
- Unbounded support work in Ops
 - NO project work might potentially be done in a given time frame or iteration
- Approach: can support work be limited to a fixed percent of effort?
 - Allows Ops to work toward planned dependencies with Dev
 - But this is challenging because a large proportion of Ops's work is support/demand-based



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Scrum characteristics

- Transparency – *exposes* problems early and builds trust
- Strict prioritization – the fundamental for focus
- Empirical (invent/implement) & adaptive
 - Short feedback loop
 - Continuous improvement (Keizen)
 - Frequent & regular delivery of working software
 - Plans are needed, but they are always wrong
- Cross-functional self-organizing team
- Pull scheduling – ~~team chooses how much work to commit to~~
- Timeboxing
- Face-to-face communication
- Simple tools

LIMIT WORK-IN-PROGRESS
BALANCE DEMAND TO CAPACITY



But, operation can't commit, we don't know how much support there is



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Kanban characteristics

- Free translated : Limited queues
- Wanted elements
 - Clear priority
 - Focus (reduce work-in-progress)
 - Limit demand after capacity
 - Transparency
- Key metrics is cycle time rather than velocity

$$\text{Cycle time} = \frac{\text{Work in progress}}{\text{Capacity}}$$



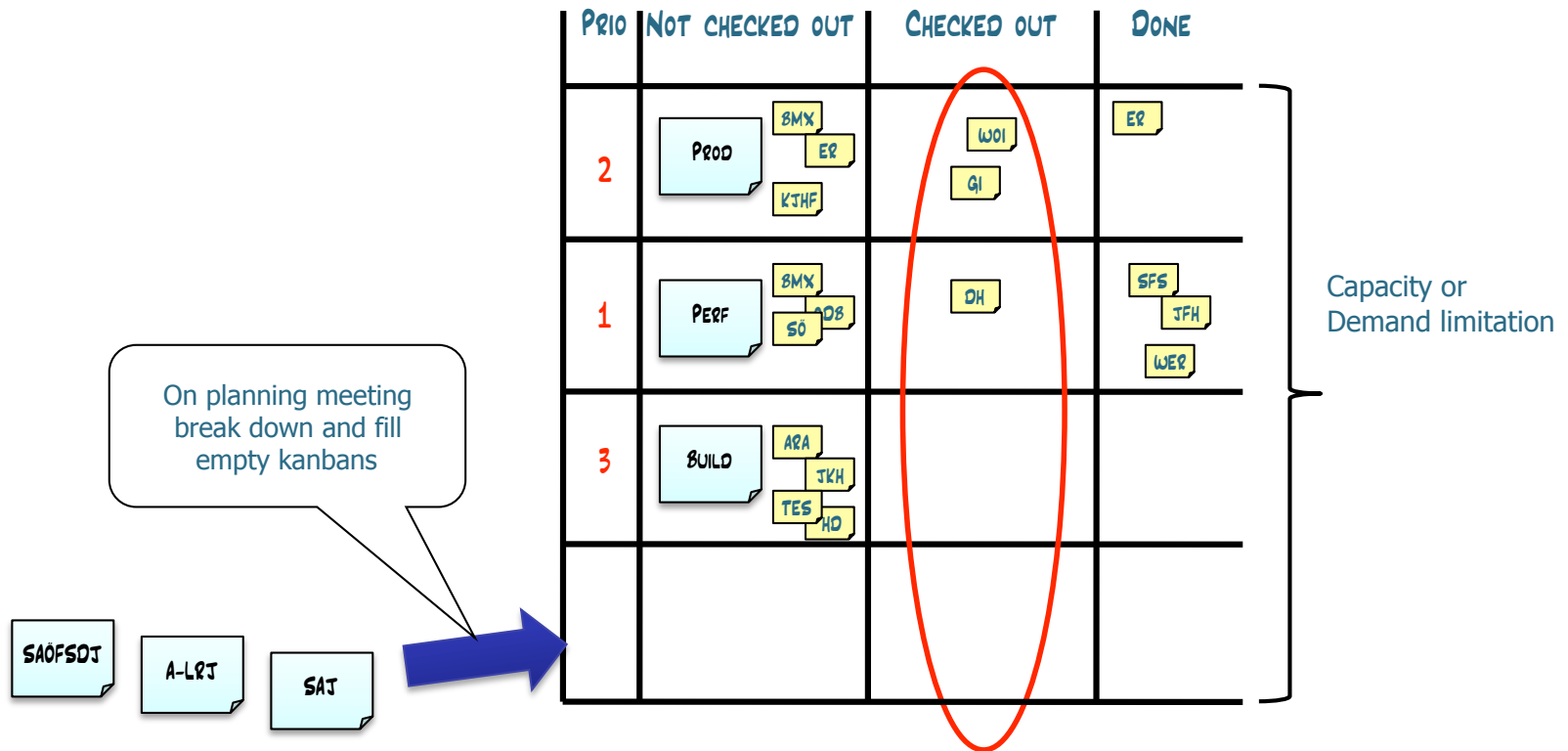
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Kanban board – Scrum look-a-like

- Used for improvement projects within support teams -



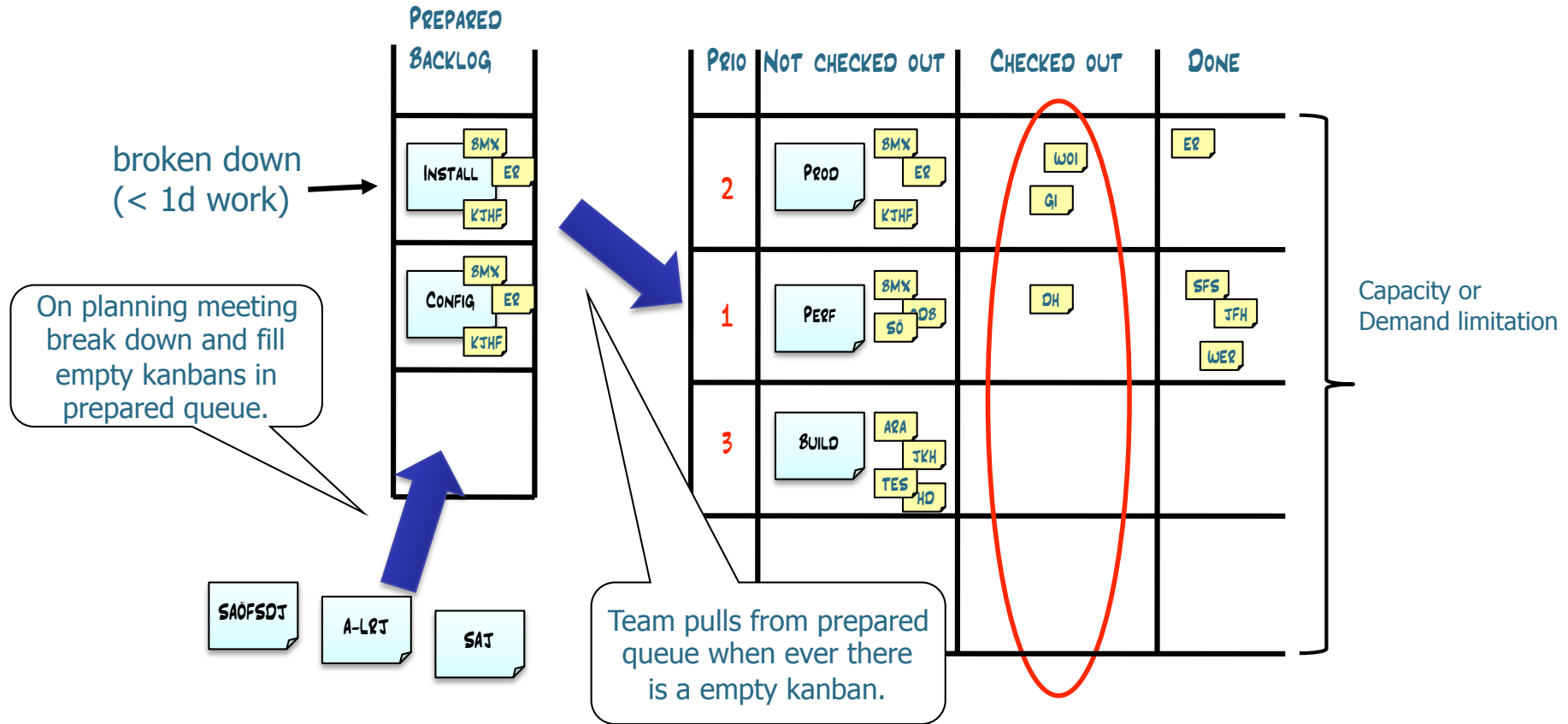
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Kanban board – For small stories (< 1w)

- Add a buffer -

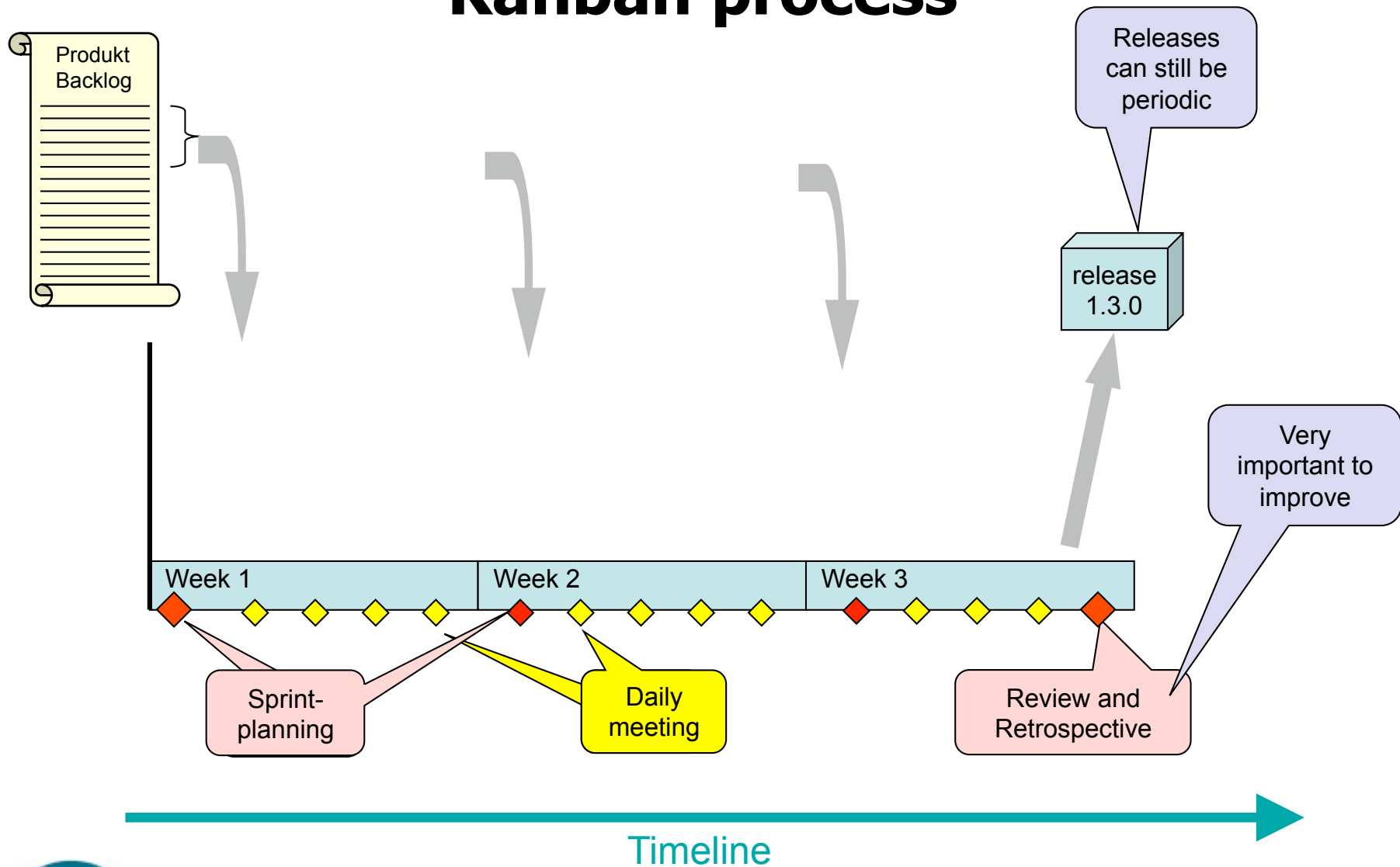


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Kanban process



Story card

Install new database	3
Description: Bla bla bla ...	
Part of project : New test environment	
Start date: 16 OCT 2008	

Helps to identify left-overs

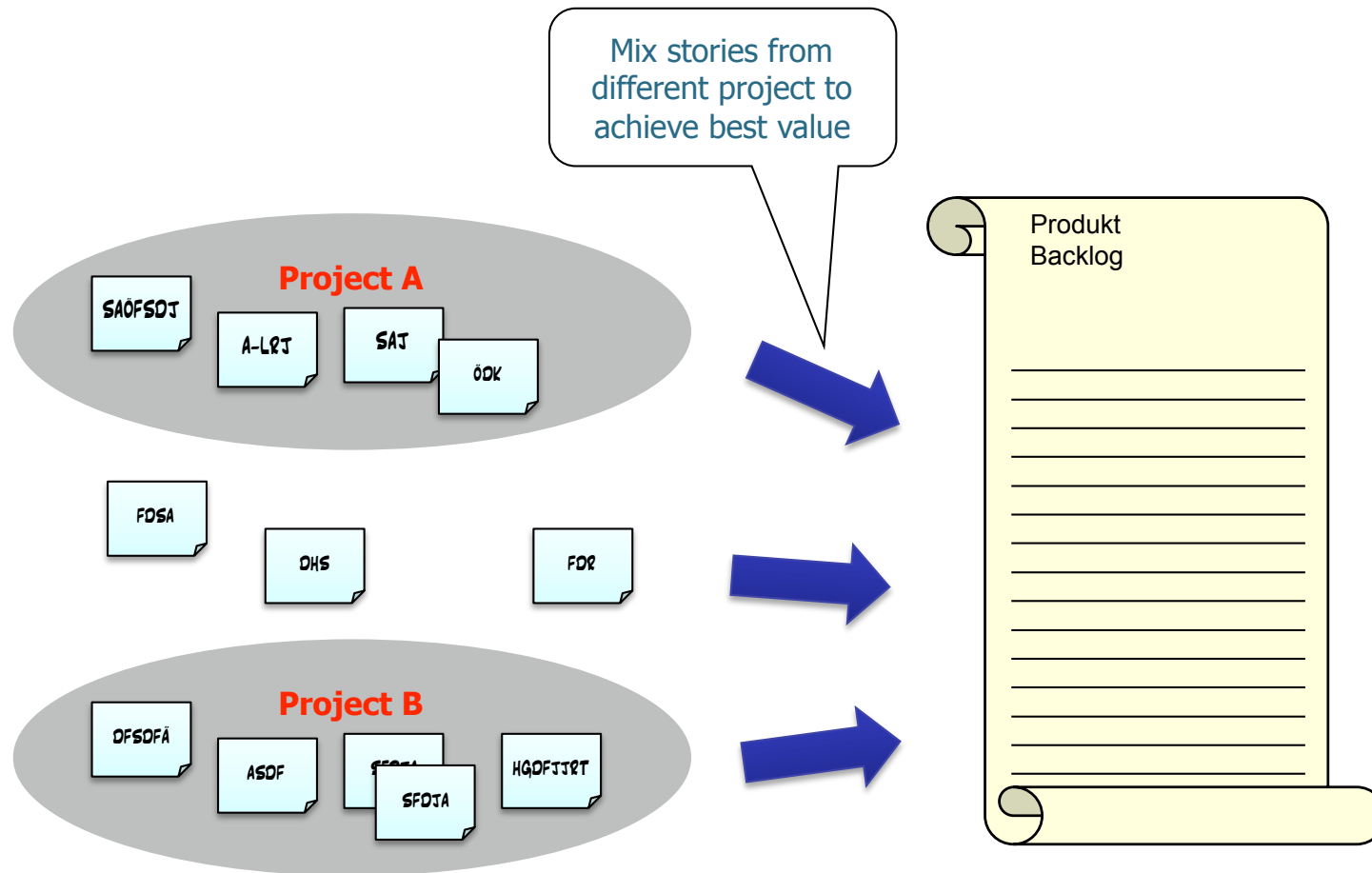


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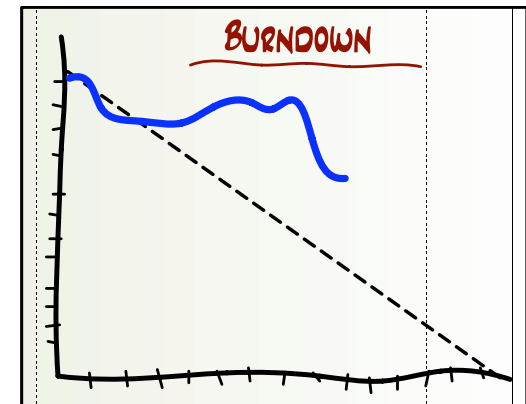
Projects



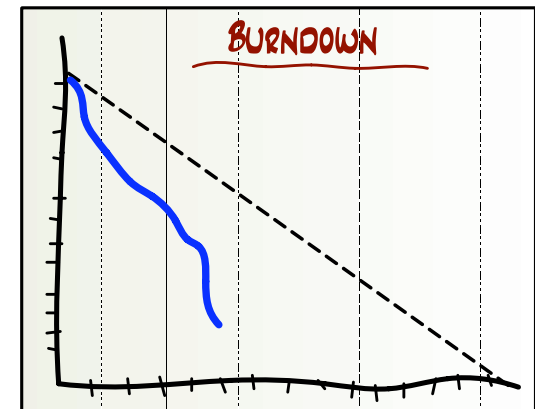
Keep track of projects

- Estimate all stories in project
- Plot how much is left weekly
- If you have a deadline
 - Draw a line ending that date
 - Change priority between stories if project is out of track
- If you don't have a deadline
 - Update line depending of outcome
 - The line helps you predict end date

Project A



Project B



When is estimating needed?

- To help project owner prioritize
 - Estimate only the stories PO asks for
- To keep track of projects
 - Estimate stories in projects
- To track improvements or avg. velocity
 - All stories needs to be estimated
 - Velocity varies allot since the amount of support varies



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Support and daily duties

- Why not have story boards for them as well
 - Easier to keep focus
 - Great for transparency
 - Make plastic cards for daily duties so they can be reused daily – move them back to “not checked out” every evening



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Increased transparency

- Different colours for different skill sets
- If not adding all tasks for daily duties, at least have one for each skill set to say, we're ready
- If support tasks are a mystery add every support task to the board. The small ones can go directly to the done-column.



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