

Scrum@Allianz.de

Josef Scherer, Berthold Schreiber
Scrum Gathering, Munich, 20 October 2009



Who we are?

Josef Scherer



- Freelance Scrum Coach
- 02.2008 - 07.2009
Scrum Center ADAG
- CSM, CSP
- Solution Focused Coach

Berthold Schreiber



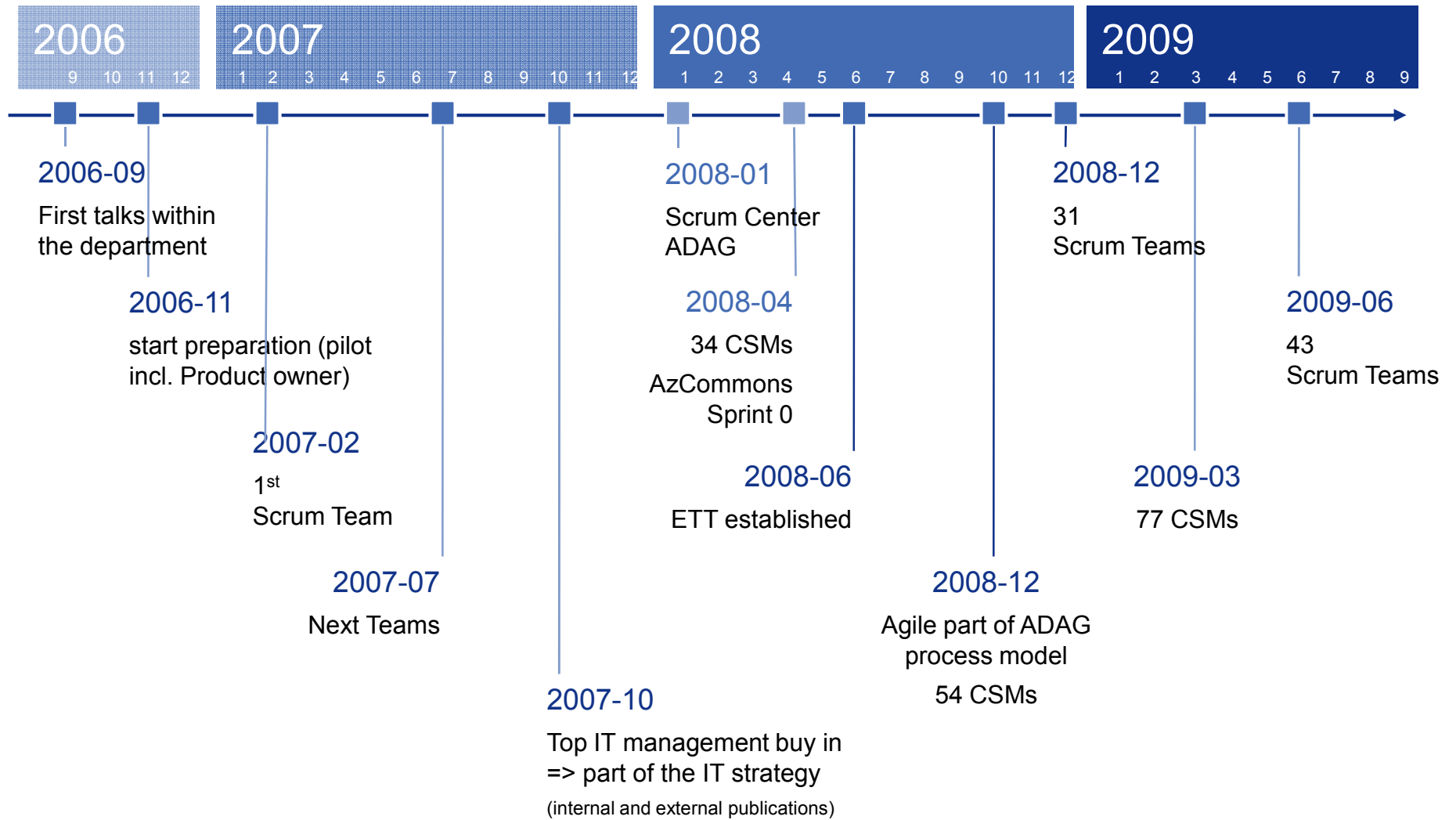
- Scrum Master at Allianz
Deutschland AG (ADAG)
- Portal Framework Department
- CSM, CSP

Agenda

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

Context

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- Portal framework team in Stuttgart
- Start with Scrum in 04/2008
- 5 other development teams in Munich
- Chief PO and PO at a different site in Munich
- PO introducing an “agile“ tool chain for portal development
- Team members working in neighbouring “mobile offices”
- Berthold as a full time ScrumMaster CSM with previous experience in agile software development
- Josef as a Scrum Coach in Stuttgart, being part of the Scrum Center Allianz Deutschland AG

Goals

Goals

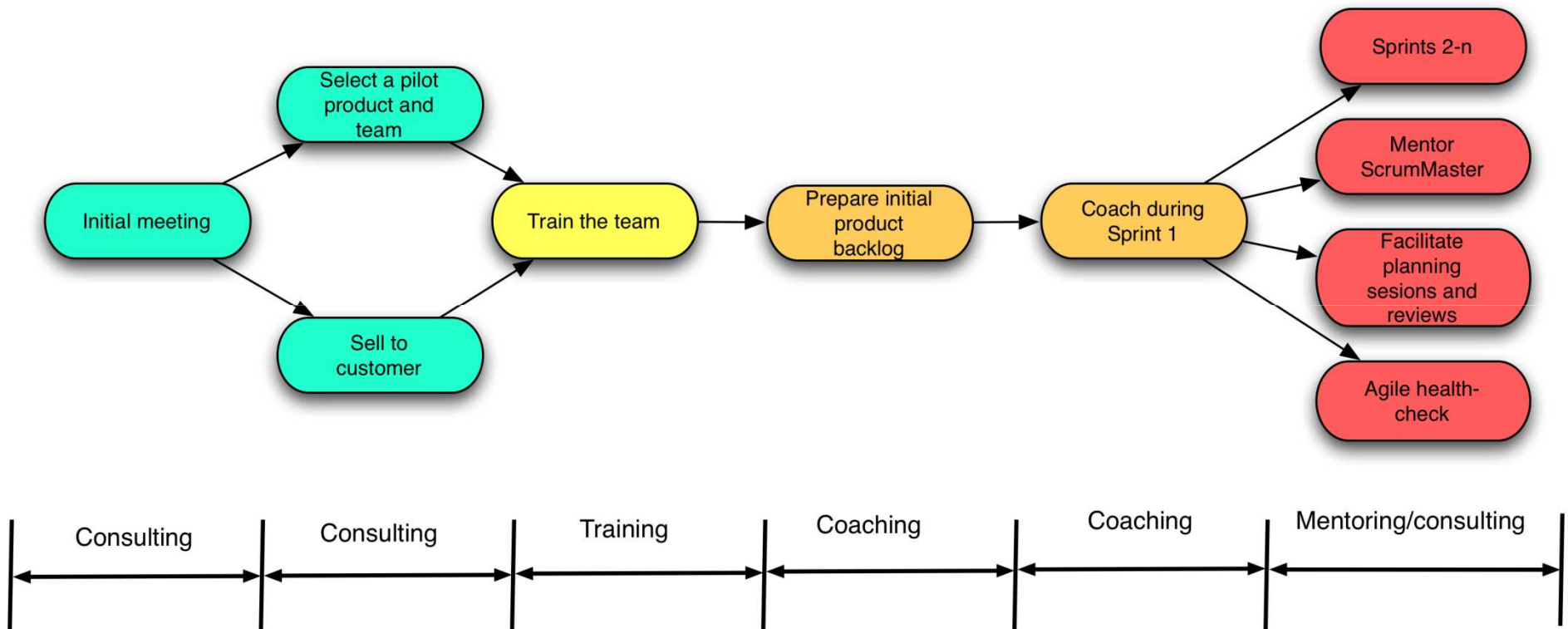
- Improved PO and customer satisfaction
- More frequent delivery
from twice a year to every Sprint
- Higher responsiveness to changing requirements
- More transparency and focus
- Improved code quality
- Continuous improvement of development process
- introduce Scrum and core agile practices like ...

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 (V1)



Task Board (V2)

PBL Items

Tasks To Do

Sprint 2003-15
Ziel: Migration nach SVN

100 Eclipse Distribution

101 Parameterübergabe

102 Asynchronous Renderer optimieren

203 Trennung von Rec / Asynchronous

204 Spring WebServices

105 Spring Custom Scopes

160 Codieren der DemoApp mit Factory

202 Erweiterung OutputAmount

164 Abschließen prototyps

107 Anpassung Ankommen logging

105 Test Funktionen für PDF Druck

106 Test Markt/Int- als Taskfelder?

100 neuer Build-Prozess dokumentieren 16

101 SAUI aufräumen (at common raus) 16

203 Wären, ob eine Schulung über Distribution gemacht werden sollte? 16

204 Berücksichtigung an folgen 16

164 Konzept erstellen 26

107-108 Einbettungsfähigkeit von Code-Block - welche konkrete Lösung? 107

106 - Konstante in Werte ändern - 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
Frontend does not show any severe problems
Backend only uses the API for components and is automatically generated
Build is green
Build is deployed on ESB
Quality has been checked by a team member (see 100/101/102)

103 - Abstimmung des Verfahr.
- 2. Teil in Demo App
- Schulung über JUnit, JUnit
- Daten 20/10/06

104 - Hudson Jobs definieren
- Site Data 20/10/06

105 - Update
- Updates + dokumentieren 20/10/06

106 - Aufgaben + exempl. in Prot. Modell umsetzen (mit - Update) 20/10/06

107 - Erweiterung Portfile Output Amount 26/10/06

108 - Daten in UML Modell erstellen 10/11/06

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

102-104 Asynchronous Renderer refactoring 20/10/06

103-104 - Vergleich mit Link (to) Hubel 16

105 - Vergleich mit Link (to) Hubel 16

106 - Vergleich mit Link (to) Hubel 16

107 - Vergleich mit Link (to) Hubel 16

108 - Vergleich mit Link (to) Hubel 16

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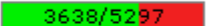



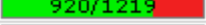








Definition of Done & Engineering Practices

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 in a cross functional team
- Discipline to follow agile practices and Scrum rules
- Retrospectives, continuous improvement

Results

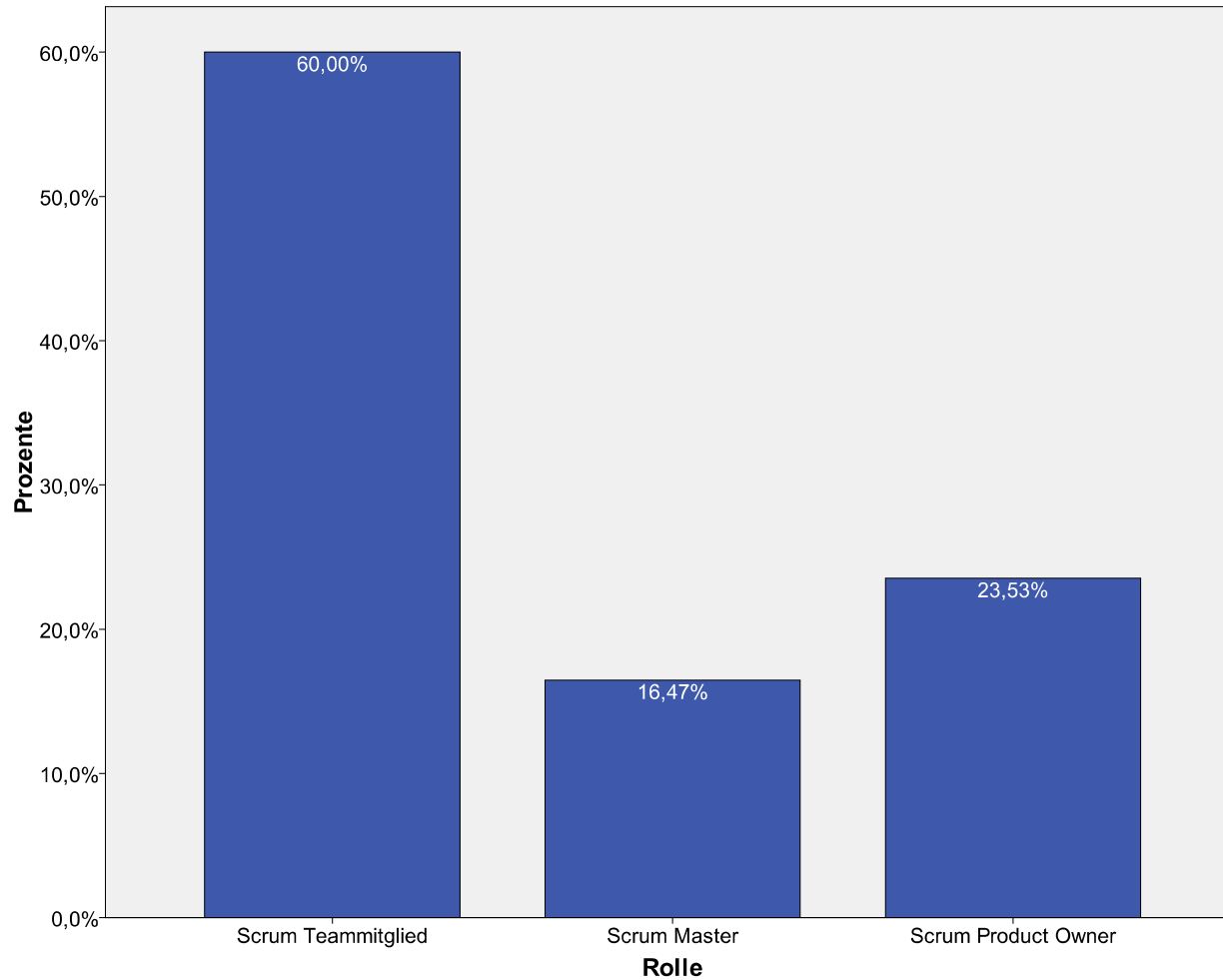
- More frequent delivery (and thereby higher responsiveness to changing requirements) twice a year → every second week
- Improved PO and customer satisfaction + 63%
- More transparency + 91%
- Improved code quality + 57%
- Would decide to adopt Scrum again 82%

Miller, Jonas 2009. Diploma Thesis, University of Augsburg

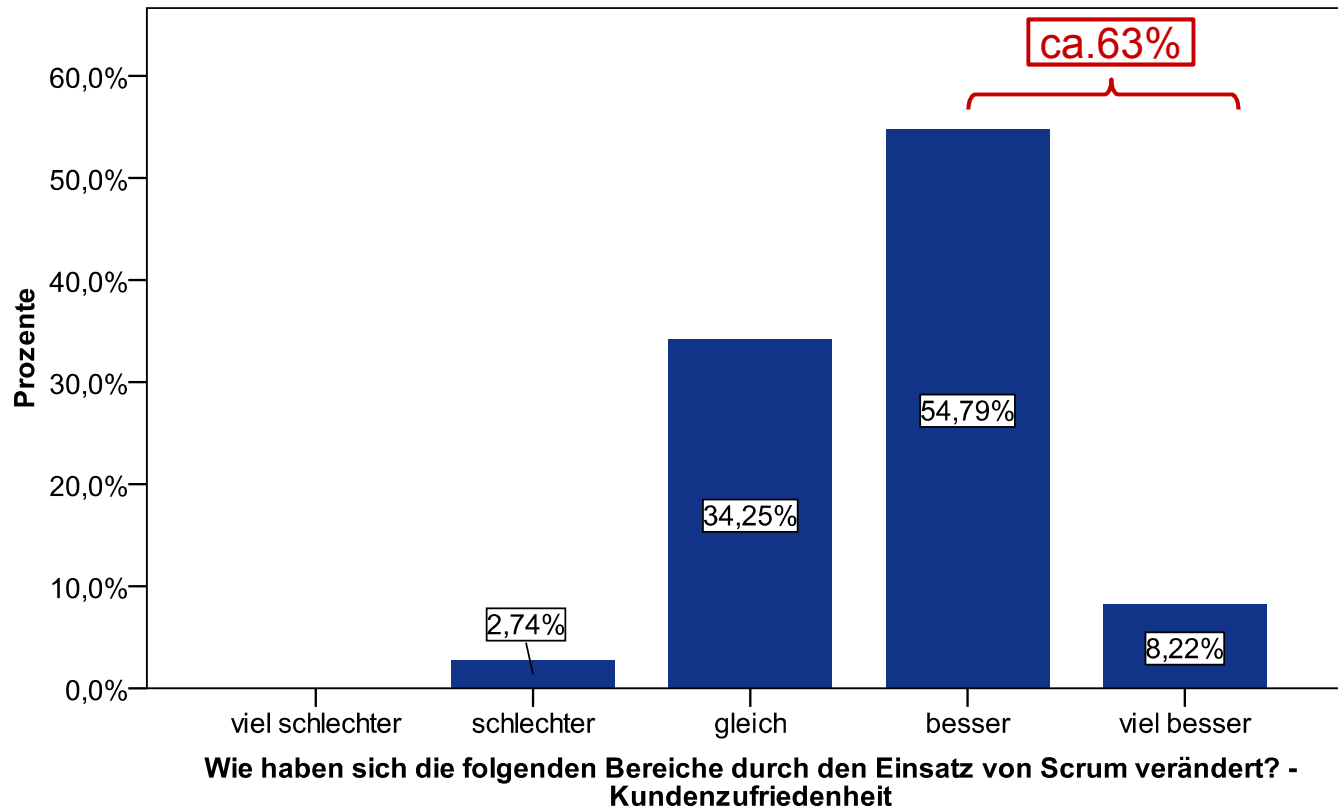
Survey at Allianz Deutschland AG

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

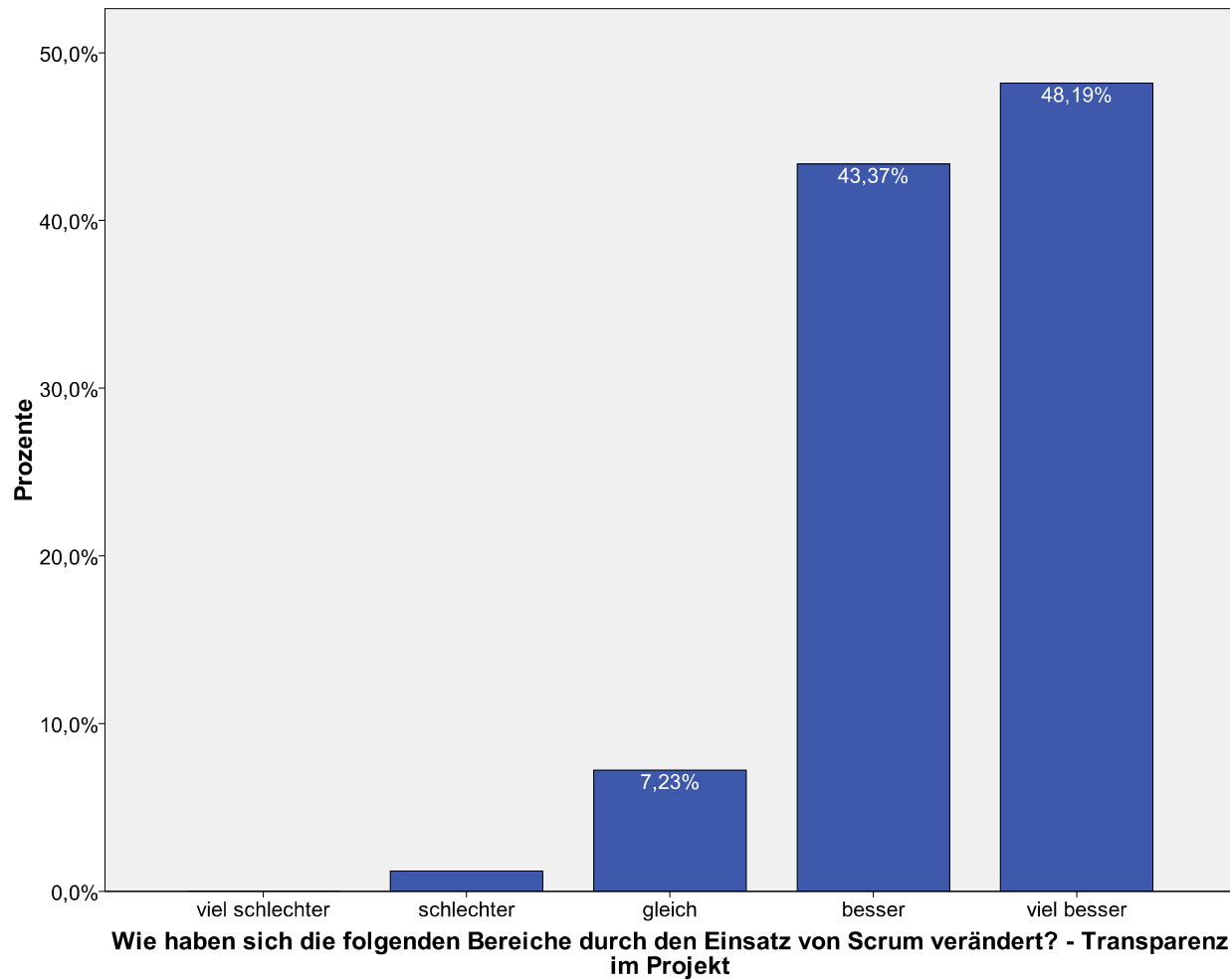
51 TMs, 14 SMs, 20 POs



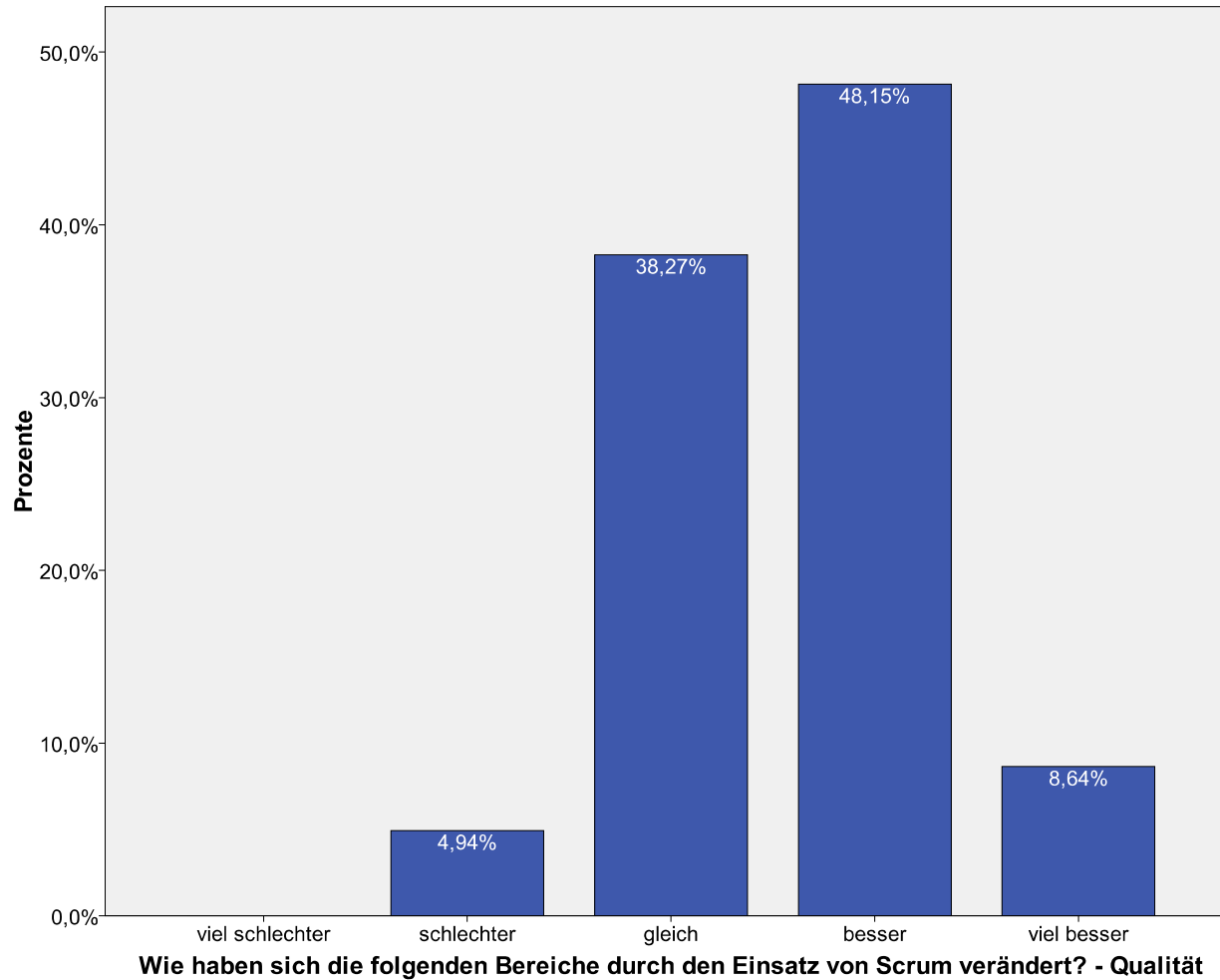
Customer Satisfaction: + 63%



Transparency: + 91%



Quality: + 57%



82% would use Scrum again



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