Centered on Solutions

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Agile PM 101: **The Project Schedule**

Michelle Russo

June 2012

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CSP ScrumAlliance CERTIFIED Scrum Professional

CSM ScrumAlliance CERTIFIED ScrumMaster

CSPO ScrumAlliance CERTIFIED Scrum Product Owner

PMI PMP SM

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The Agile Project Schedule

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The Agile Project Schedule

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As compared to Traditional PMBOK® Schedules

- Who's Responsible?
- What Does Schedule Look Like?
- How Is Schedule Developed?
- How Is Schedule Managed?

Traditional PM Responsibilities

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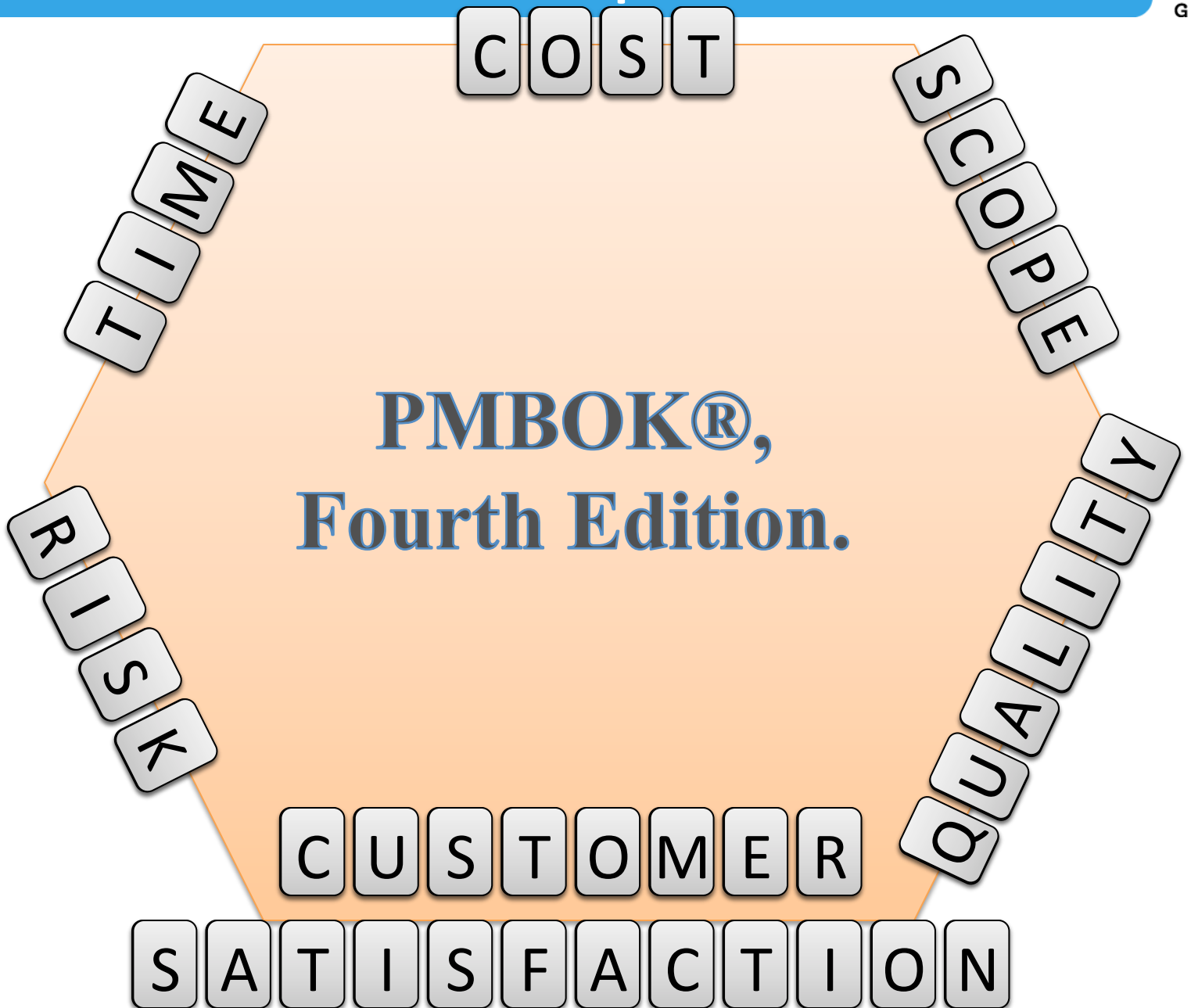

The Manager's Role in Agile

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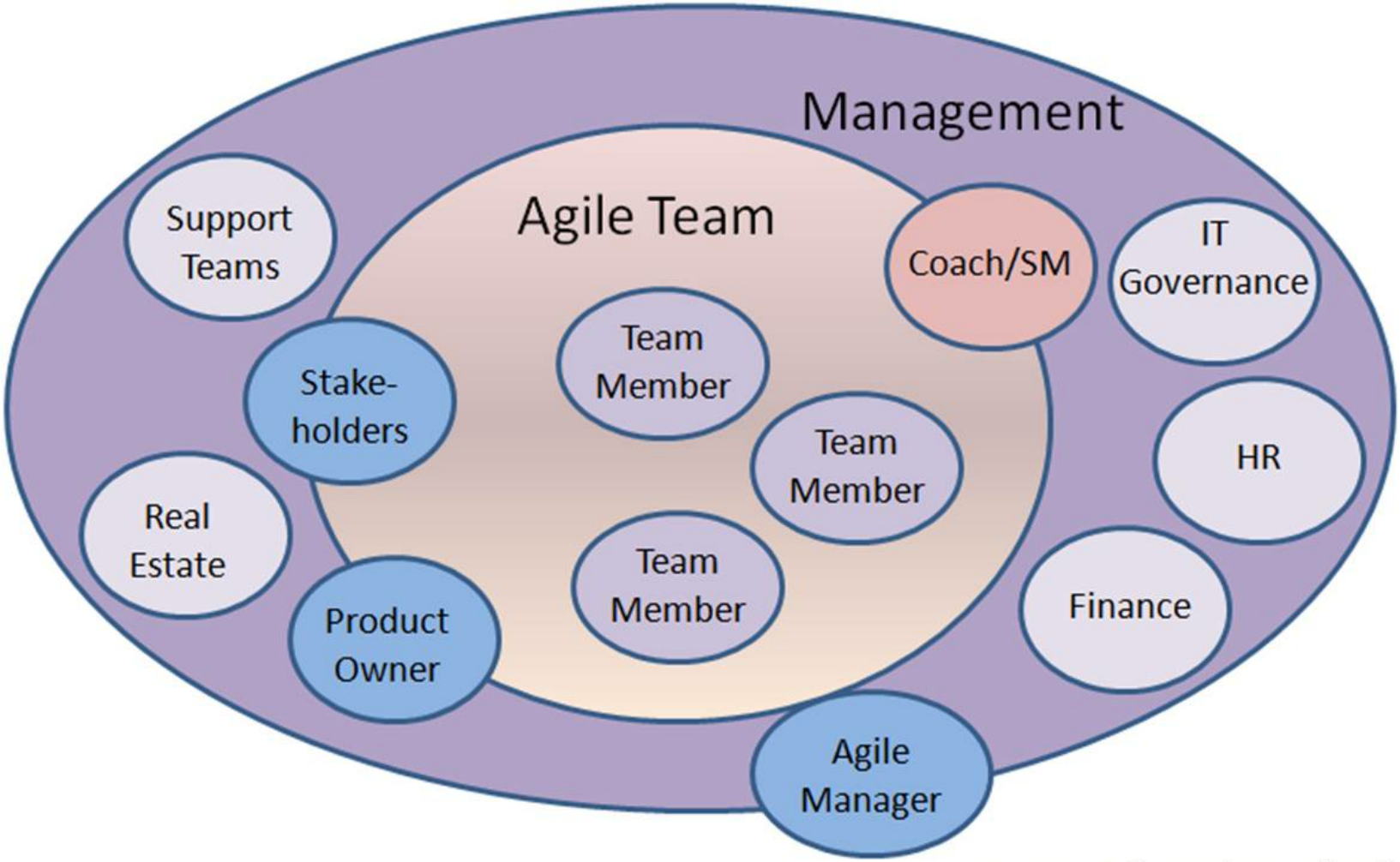

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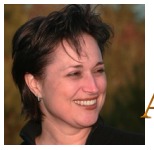

Lyssa Adkins

Michael Spayd

Agile Roles & Responsibilities

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	Time	Cost	Scope	Quality	Customer Satisfaction	Risk
Product Owner	☑		☑	☑	☑	
Coach / ScrumMaster	☑			☑	☑	
Delivery Team	☑			☑	☑	
Project Manager		☑				☑

*Mapping by Michelle Russo, based on numerous sources

Traditional PMBOK®

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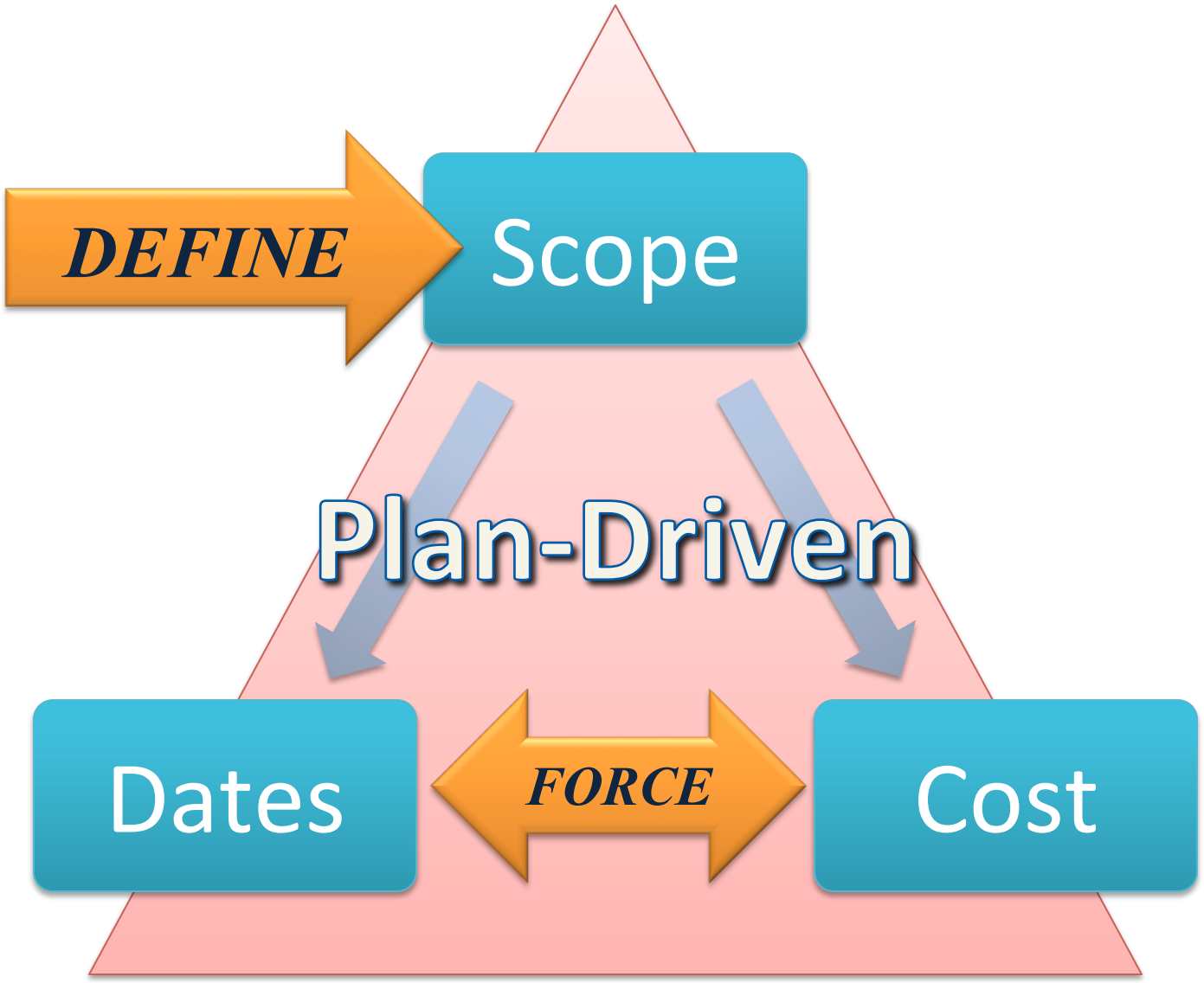
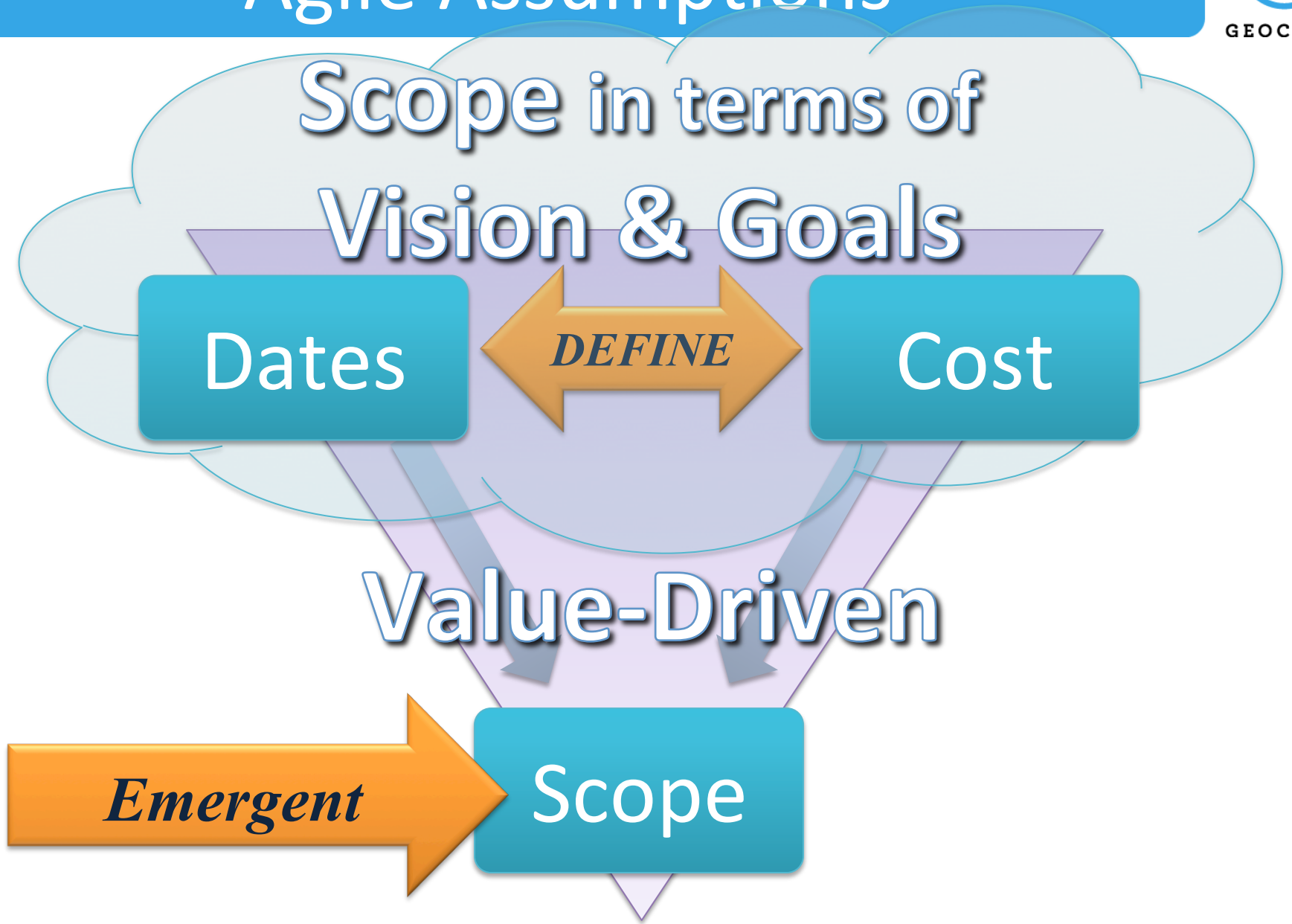


Agile Assumptions



Agile Execution & Control

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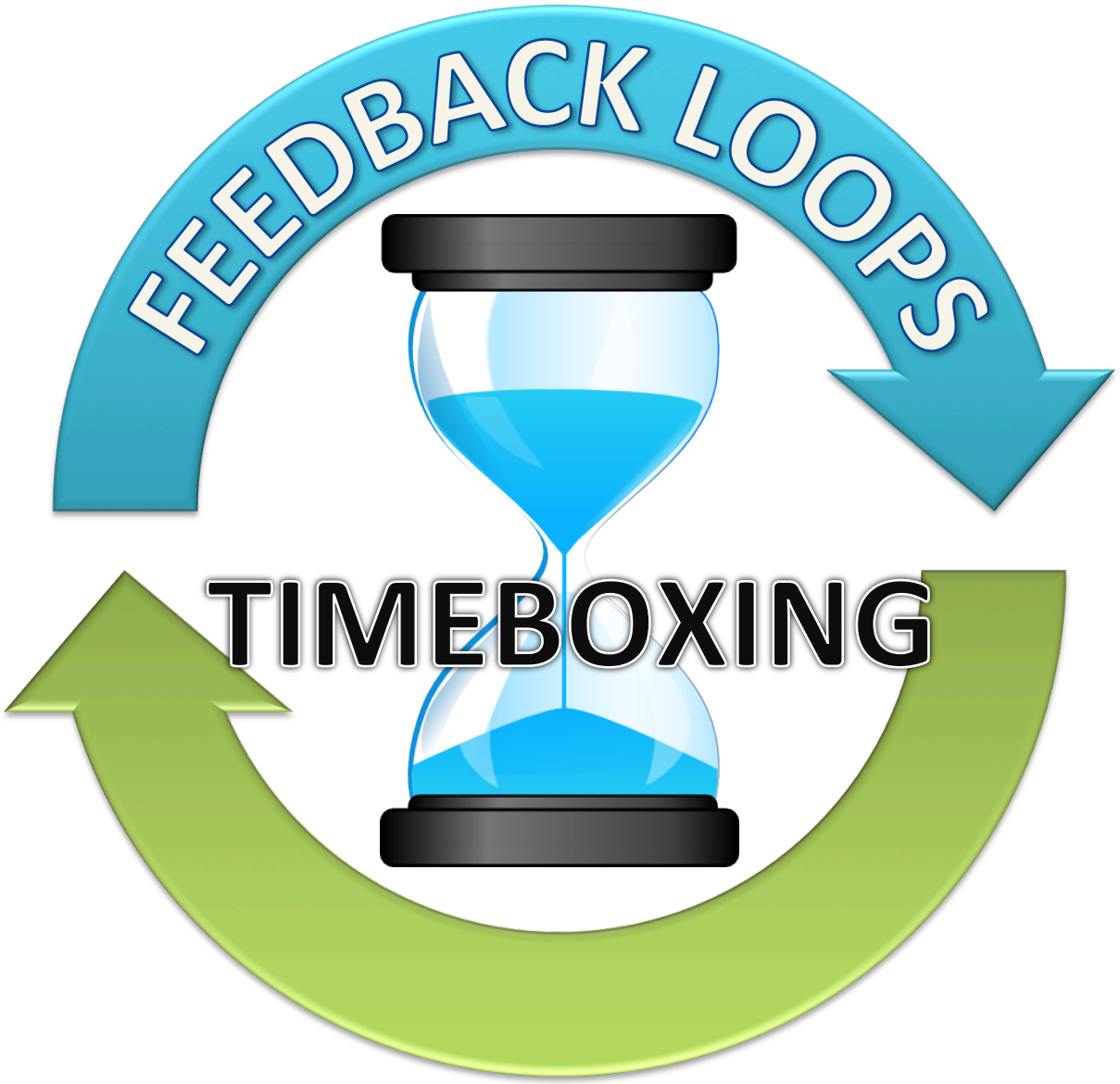

Agile Planning Onion

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Agile Schedule Timeboxes

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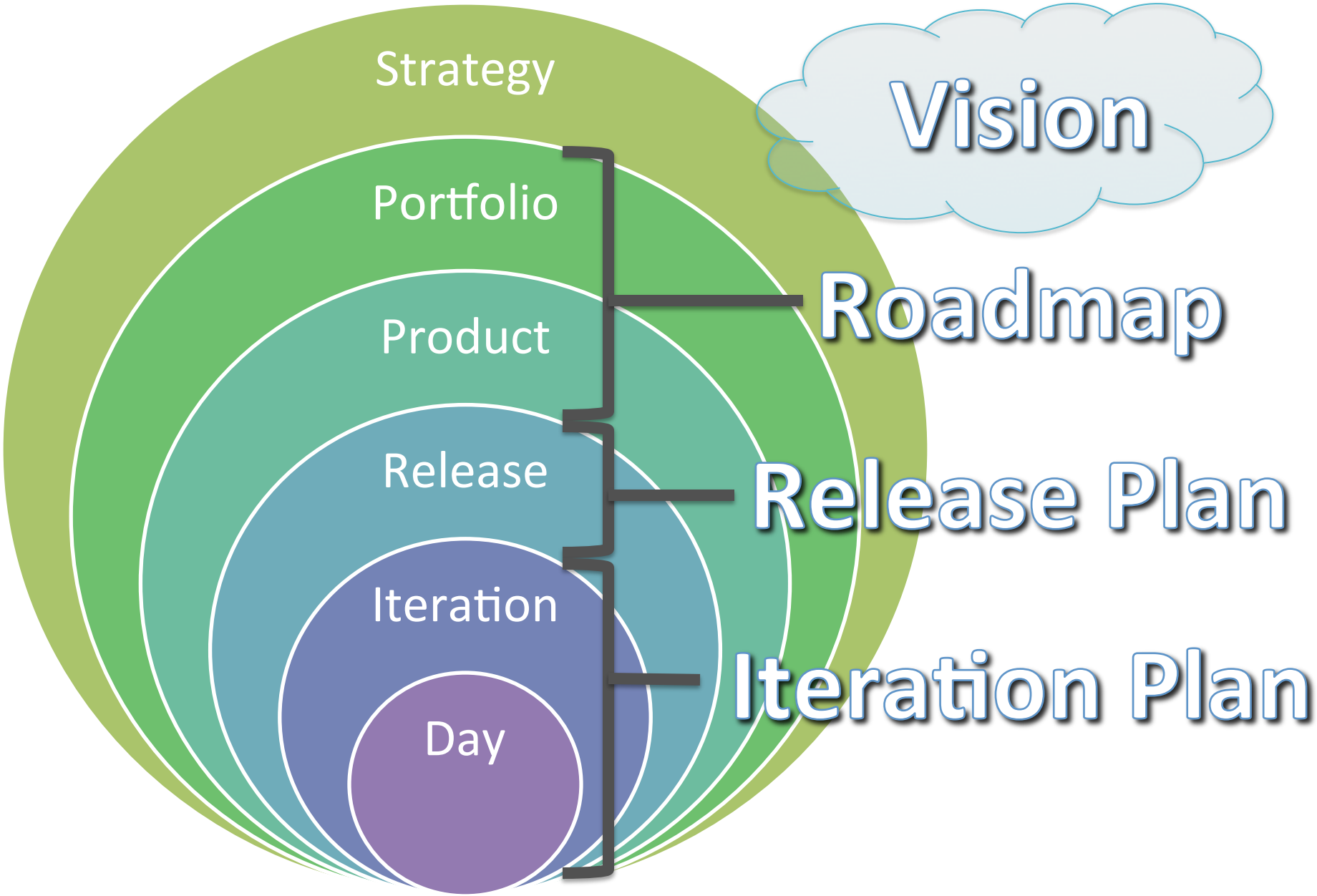

Rough Equivalents

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AGILE	Traditional
Vision	
Roadmap	Program Plan
Release Plan	Project Plan
Iteration Plan	*

Fundamental Difference

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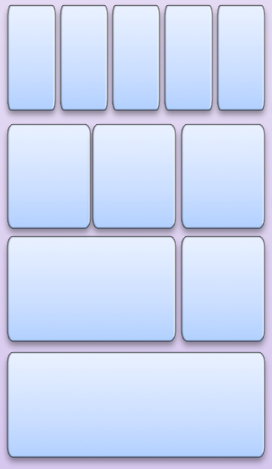
AGILE

Roadmap

- Release Plan
  - Iteration Plan



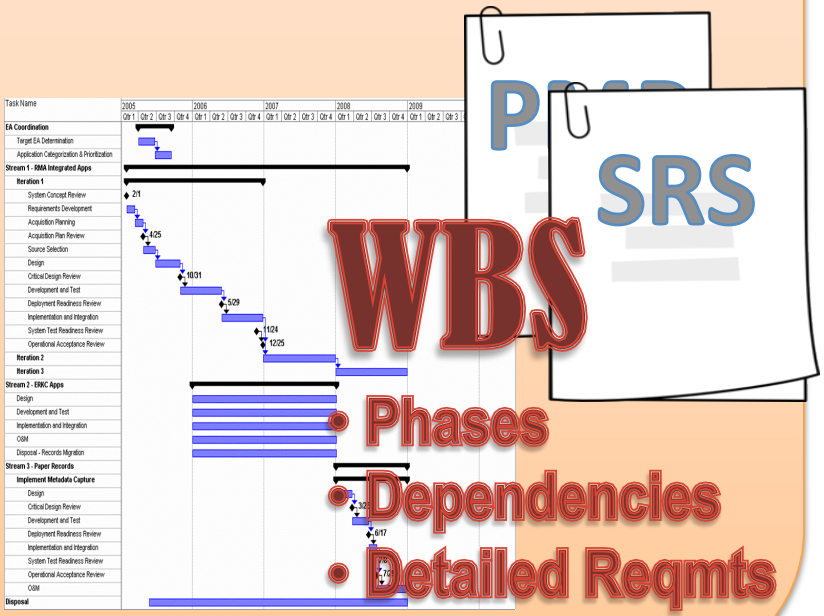
PRODUCT BACKLOG

- Prioritized
- Atomic
- Just in Time, Just Enough

Traditional

Program Plan

- Project Plan



Product Backlog

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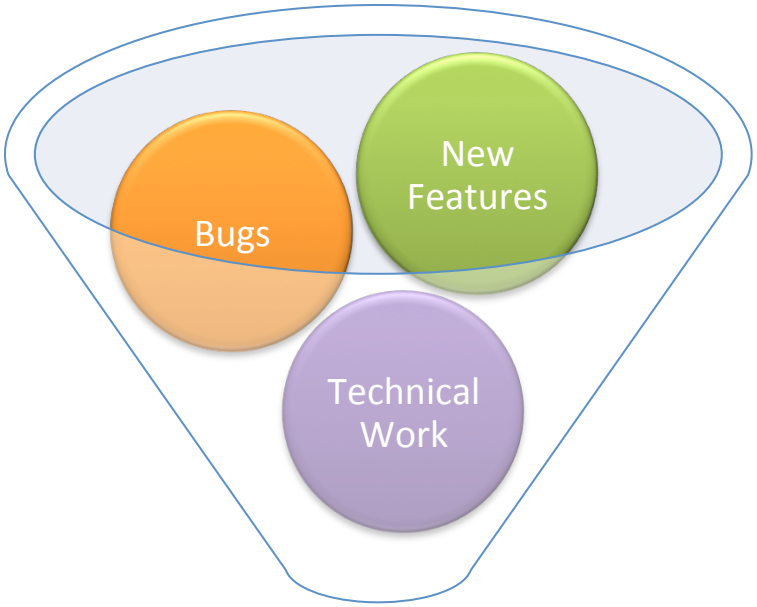
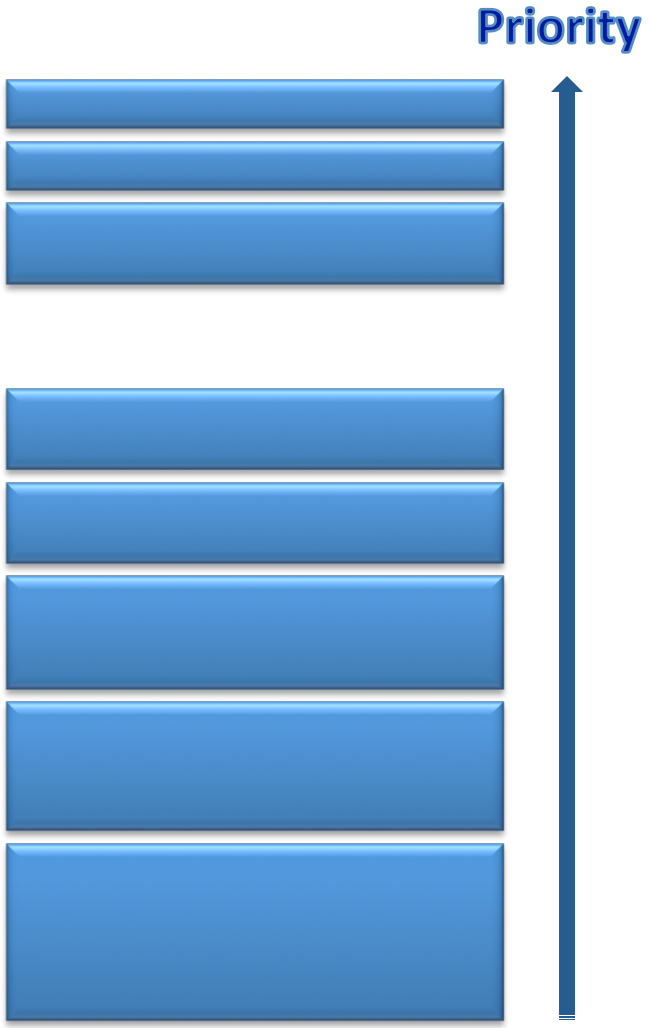


Product Backlog Items

PRODUCT OWNER
Inserts into Ranked List



Product Backlog: User Stories

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User Story = a brief statement of functionality told from the user's perspective

- Card (the actual artifact)

"As a [*user type*], I want to [*goal*] so that [*reason*]."

- Conversation
- Confirmation (Acceptance criteria)

Product Backlog

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Sample user stories

As a student, I want to see what classes will be offered next semester.

As a prospective student, I want to see how to arrange a tour, so that I can decide if this is the university for me.

As a prospective student, I want to see what it costs to attend this university.

A template

"As a <user role>, I want/can/am able to <goal> so that <reason>."

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Product Backlog

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Non-functional user stories

As one of 10,000 concurrent users, I want the system to perform adequately.

As a first-time user, I can complete common operations without using the help system.

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Backlog Items: Estimation

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- **"Story Points"** used as measure of the relative size of a Feature / User Story
  - Influenced by Complexity, Risk, Volume of work, as well as Duration/Effort

Every project sets their own point scale, then uses that scale through the duration of the project regardless of staffing changes

Velocity

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- Each Backlog Item (User Story) is sized in Story Points by the Team
- Velocity = the sum of all Story Points completed by a Team in a single Sprint
- Average Velocity provides a predictable metric for Release Planning
  - How many Sprints it will take to complete a set of features desired for Production Release

Product Backlog

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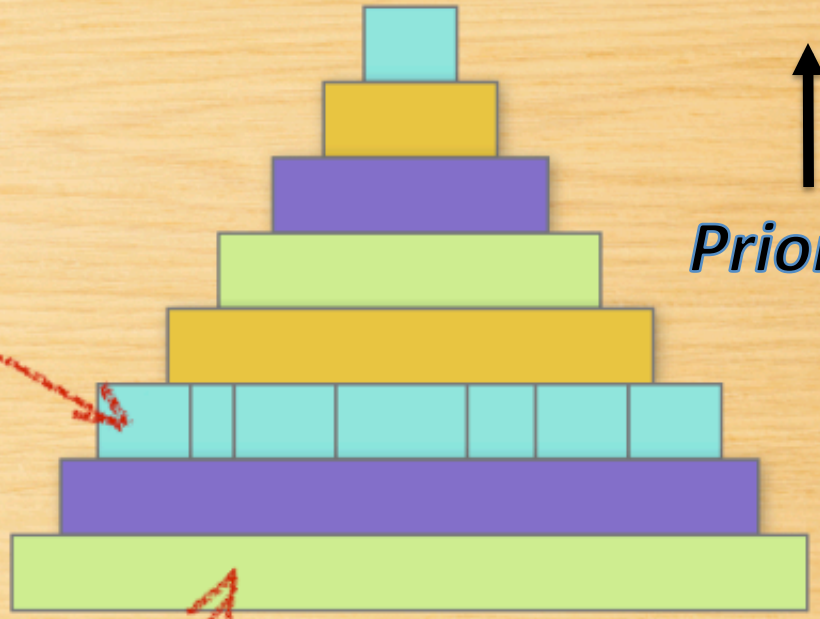
Some additional useful terms

Theme
A collection of related user stories



Priority

Epic
A large user story

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Agile Schedule Timeboxes

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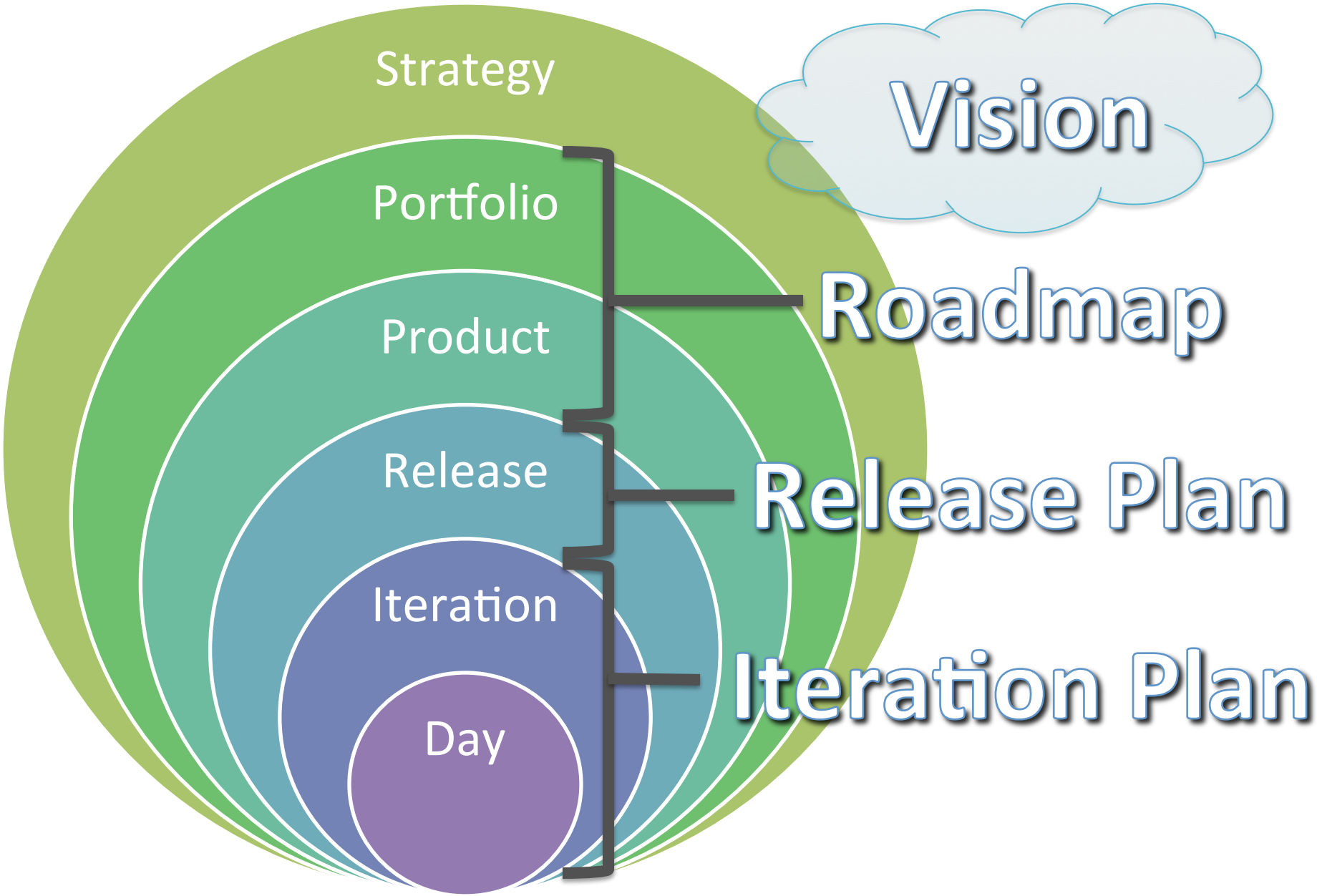

Release Roadmapping

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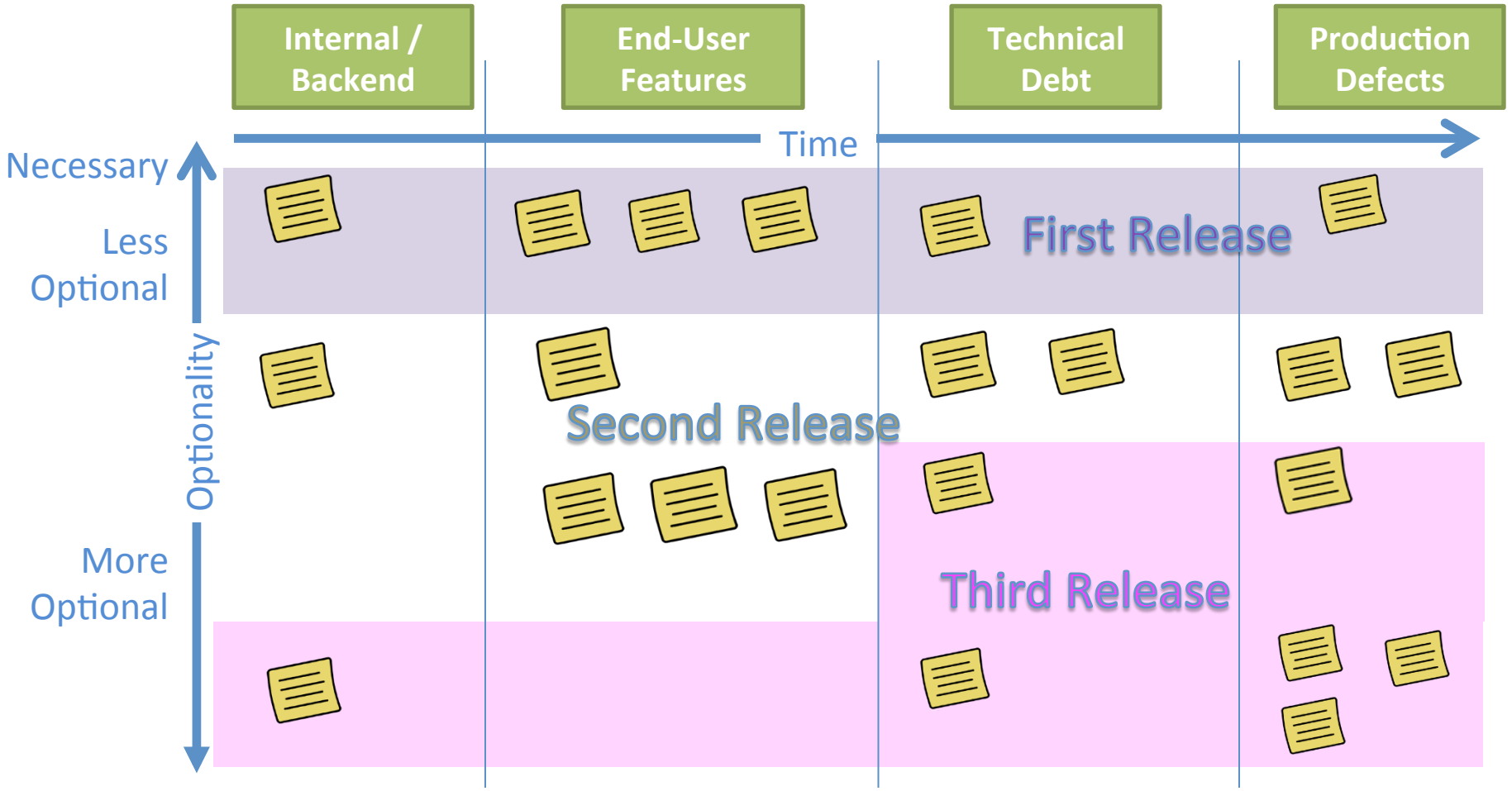

Highest Level Timebox

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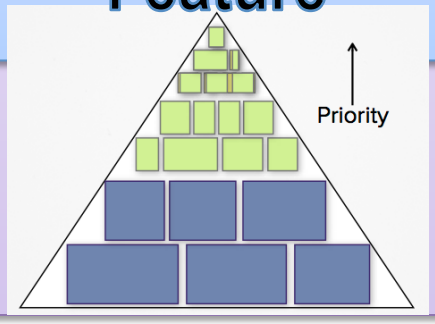
Roadmap

Release 1

- Feature
- Feature
- Feature
- Feature



Release 2

- Feature
- Feature
- …

Release 3

- Feature
- …
- …

Release Planning & Estimation

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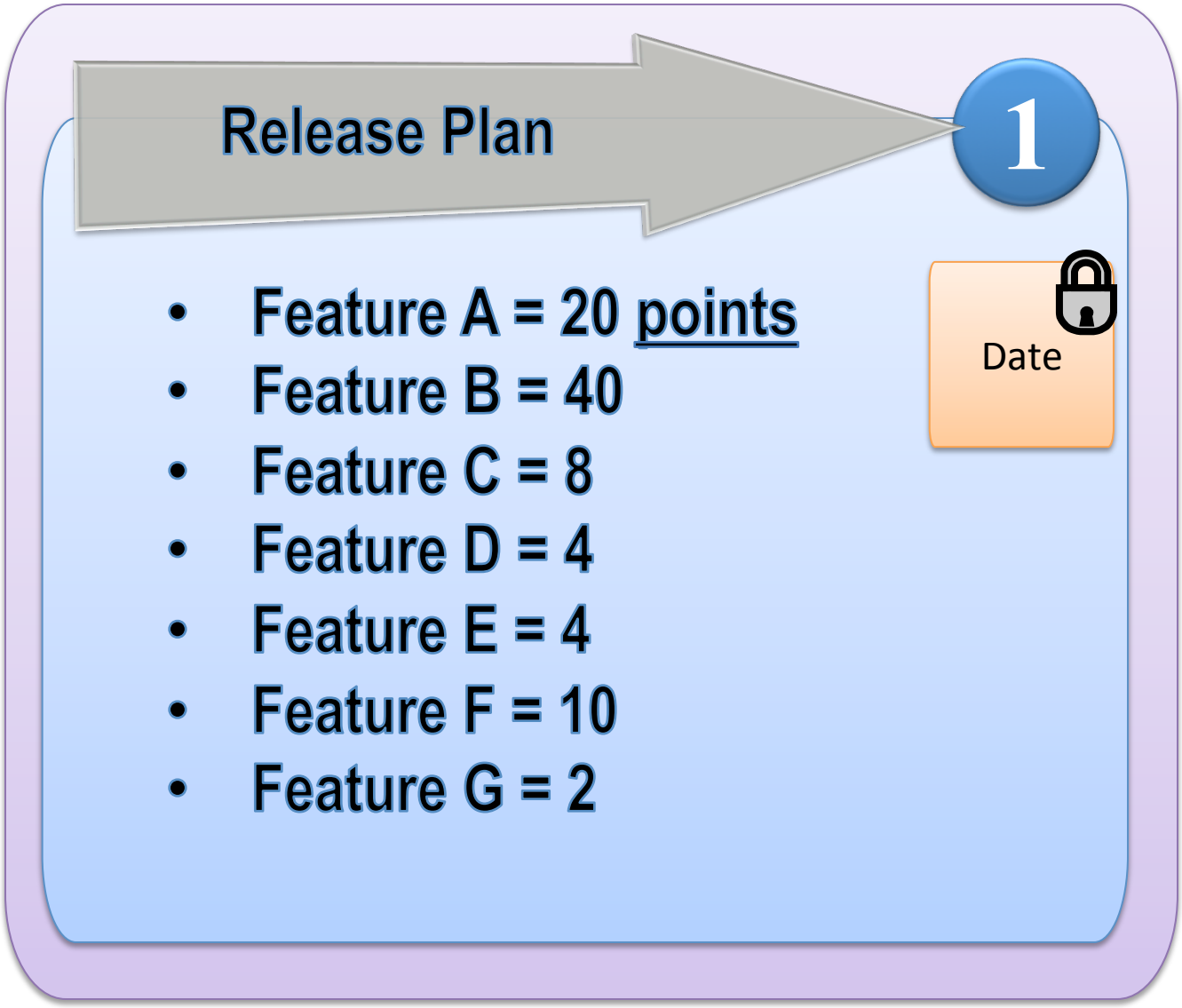

Release Timebox

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- Feature A = 20
- Feature B = 40
- Feature C = 8
- Feature D = 4
- Feature E = 4
- Feature F = 10
- Feature G = 2

Iteration 1.0	Iteration 1.1	Iteration 1.2	Iteration 1.3	Deploy
• Estimation • Grooming • Training • Prototype	• A = 20 • C = 8 • D = 4 • E = 4	• B = 40	• F = 10 • G = 2 • ?	
EXPECTED VELOCITY (35-40 points):	36 Points	40 Points	12 Points	

Iterations

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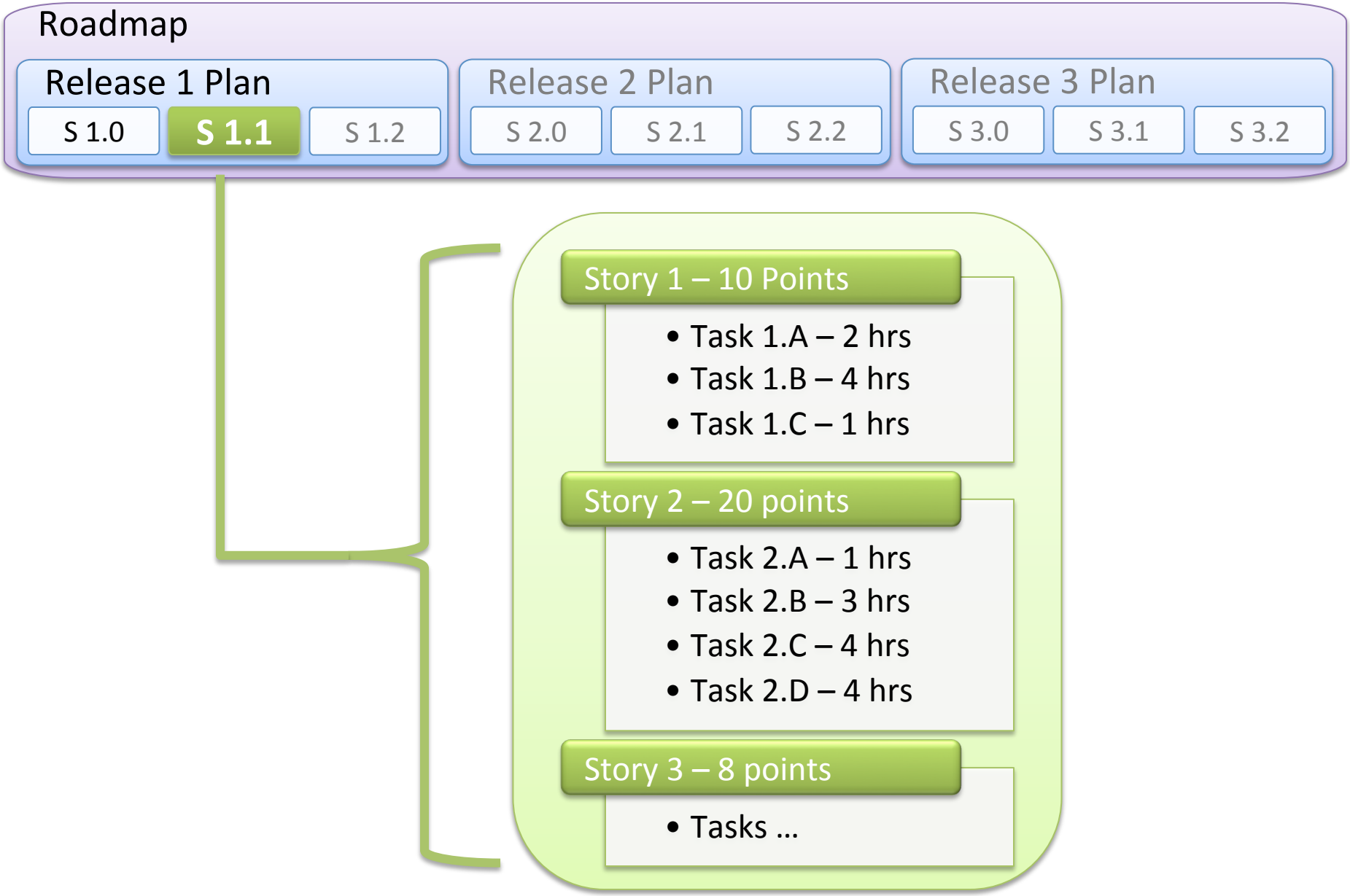

Feedback Loops

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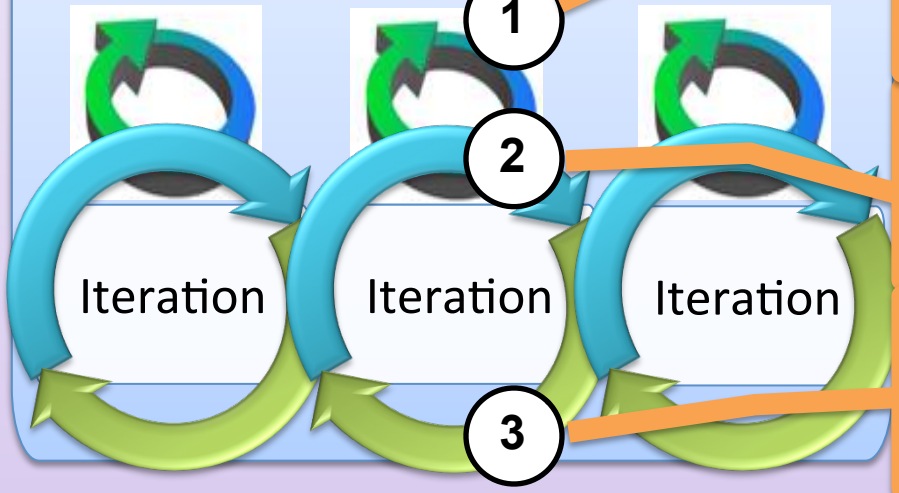
Roadmap

Release 1 Plan

Release 2 Plan



① Daily Standup – “PROGRESS”

② Sprint Review – “PRODUCT”

③ Retrospective – “PROCESS”

Iteration – Story Board

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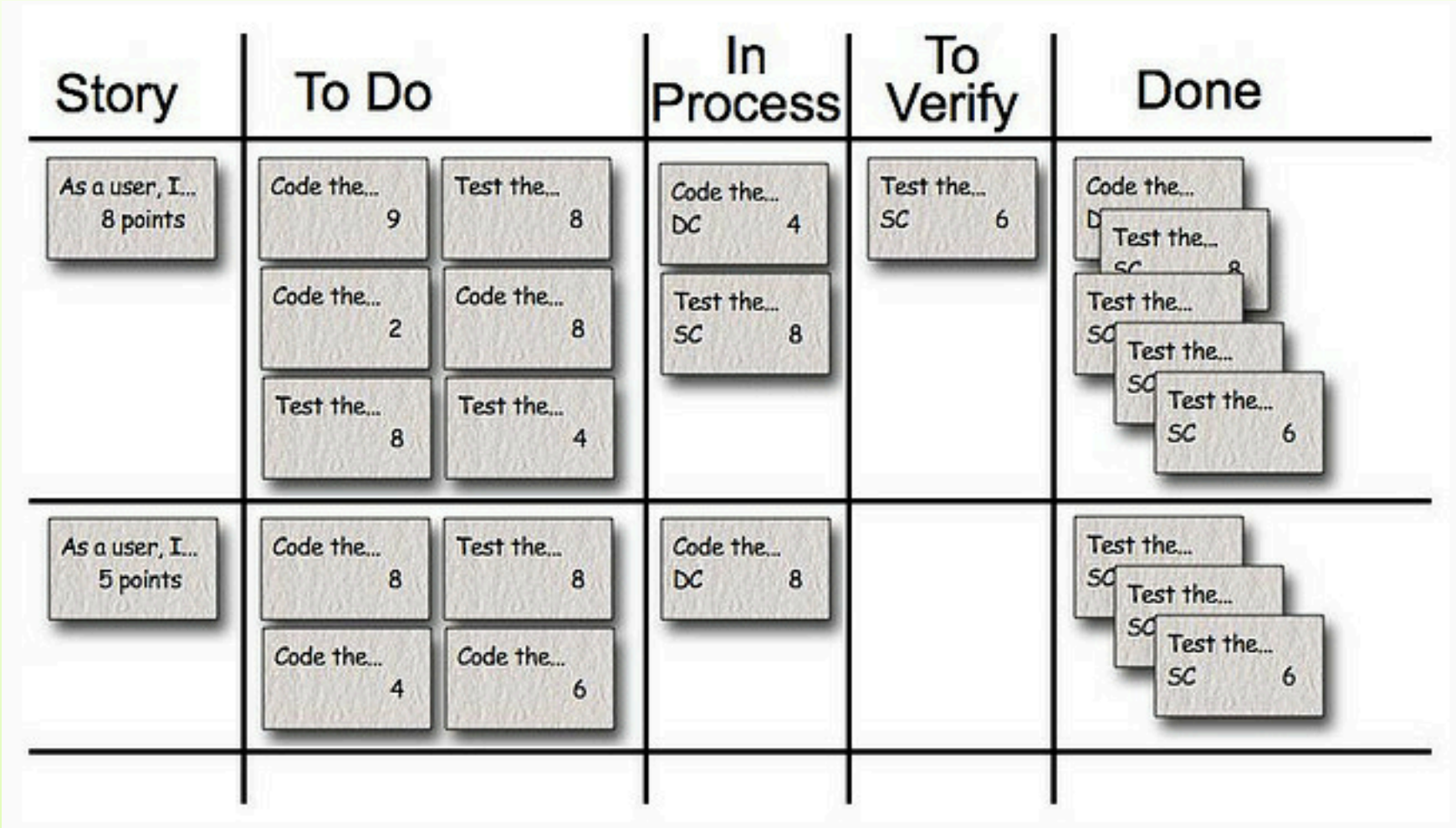

Iteration Execution & Control

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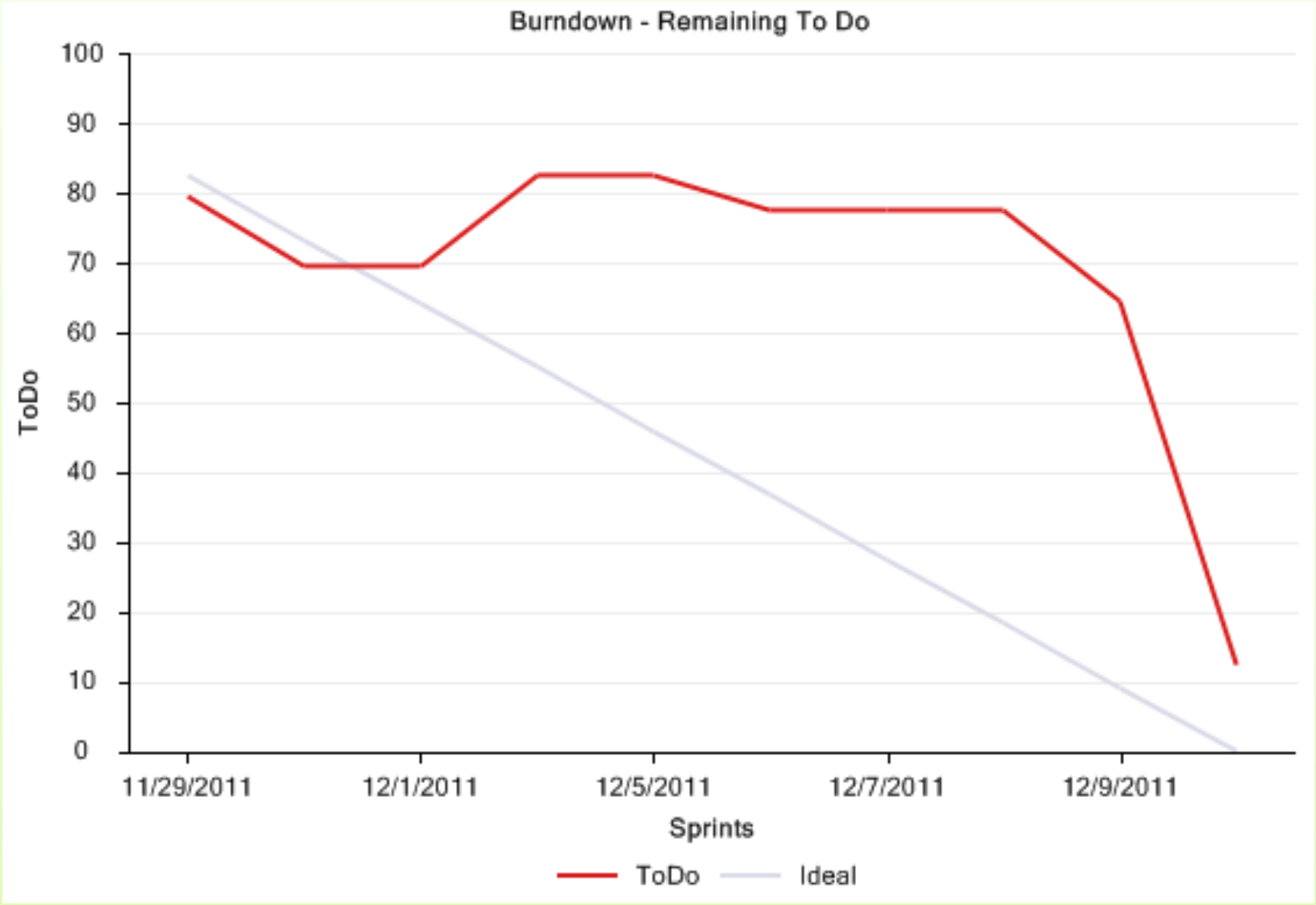

Sprint Review - Milestone

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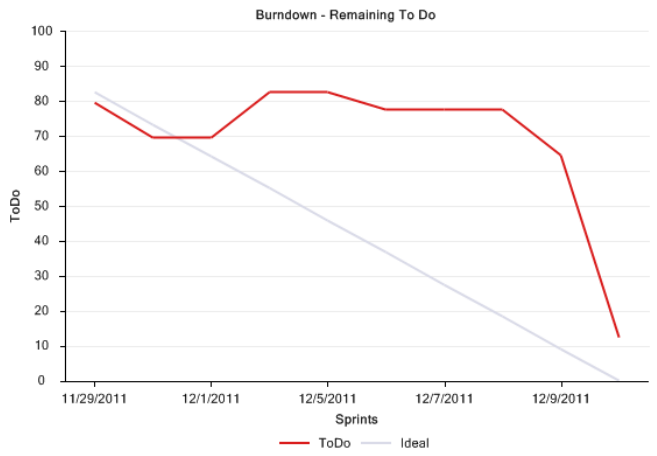
User Stories Completed

Burndown



Incomplete User Stories

User Stories Not Started

Impediments/Support Required/Risks

What's Not to Miss?

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What's Not to Miss?

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- Illusion of False Precision
- Outdated Schedule
- Resource Over-allocation
- Critical Path Analysis
- Microsoft Project

THE END

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QUESTIONS ?

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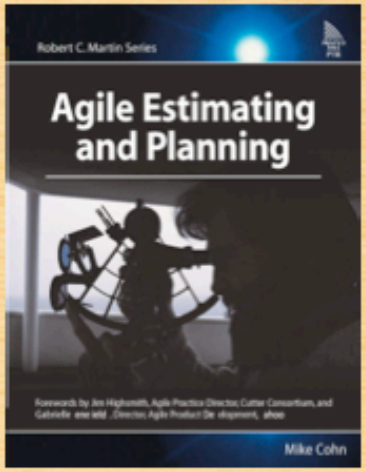

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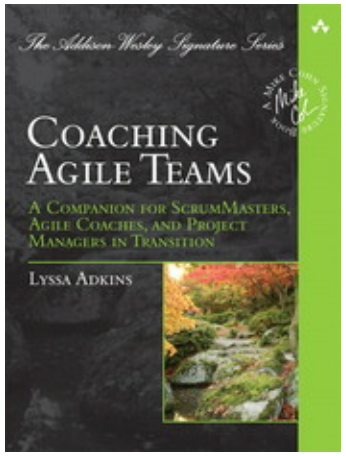

Lyssa Adkins,
author and co-founder

Michael Spayd,
co-founder

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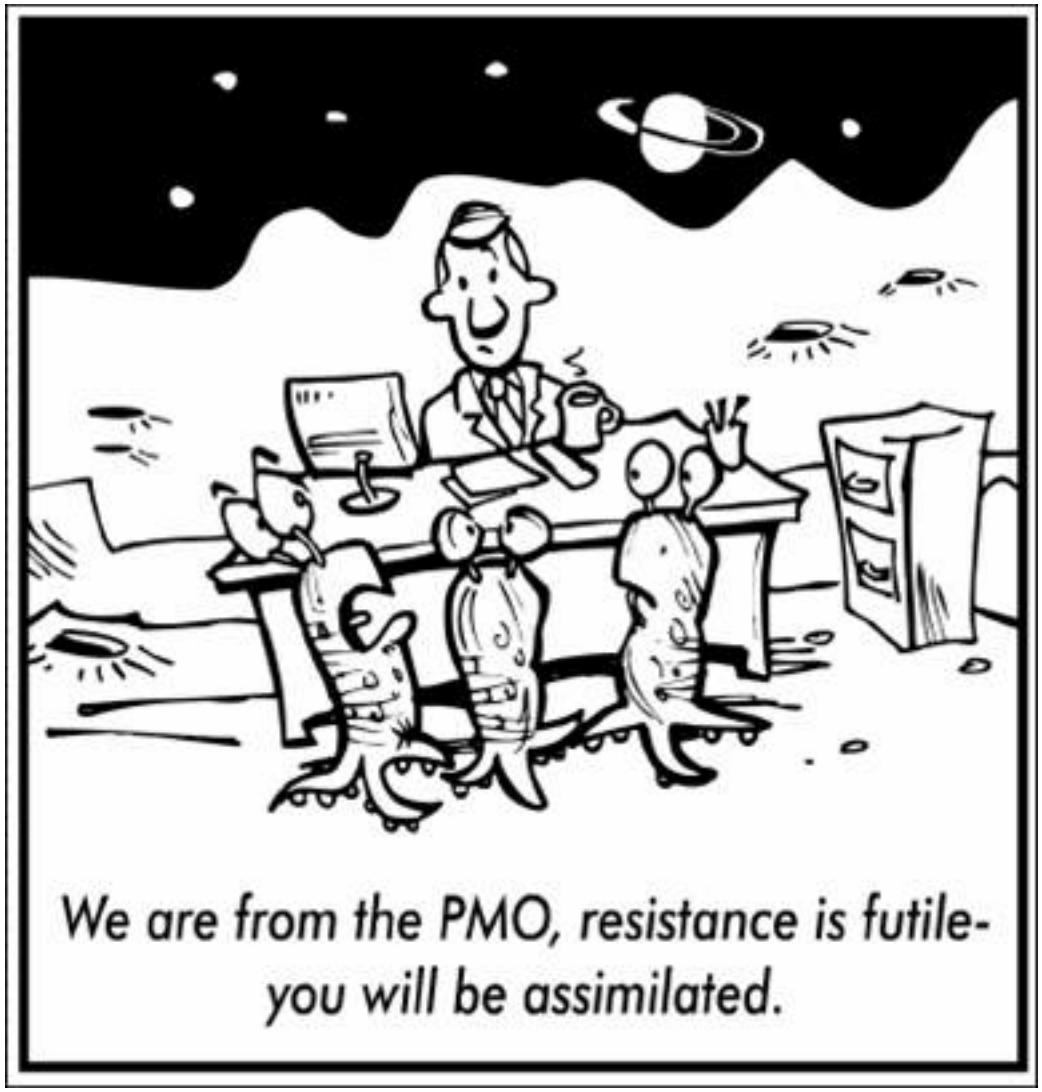
We are from the PMO, resistance is futile-
you will be assimilated.