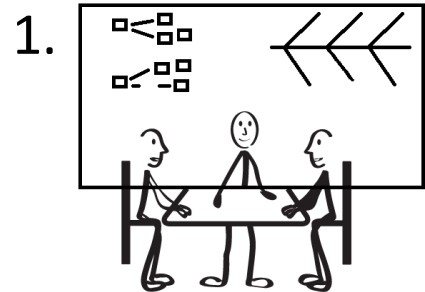
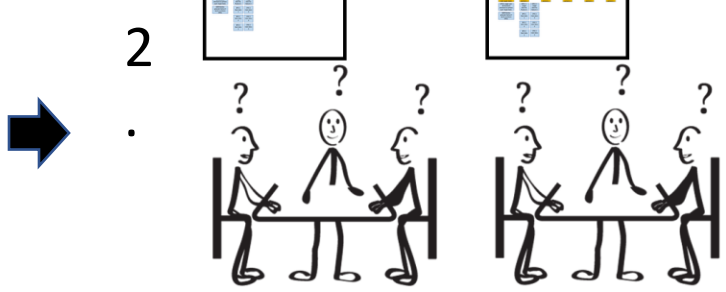


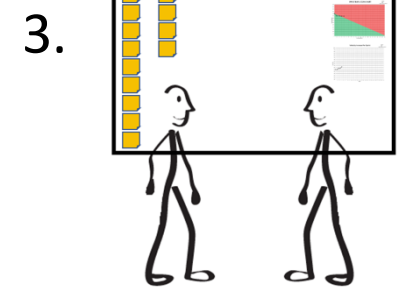
# AGILE SCRUM@SCALE FRAMEWORK



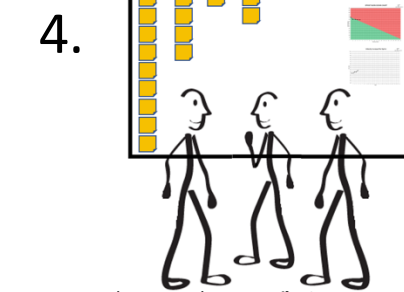
The organization captures Voice of Customer. The Executive Team form a meaningful vision and goals for the organization that service customers (External and Internal) as well as strategic focus areas to achieve these. They check these with the organization and adjust as needed. The executive review their team charter, adjusting any behavioral focus areas and related KBI's to help enhance culture and achieve the plan.



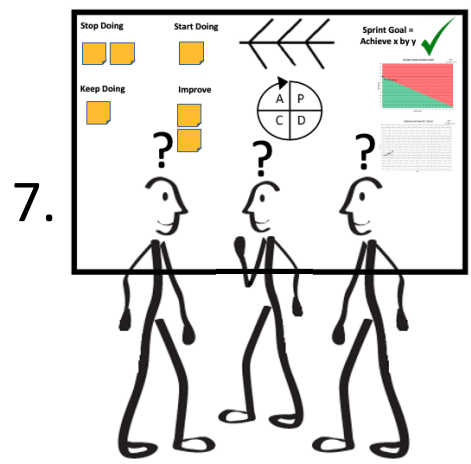
The executive work with the levels of product owners to capture the voice of their external and internal customers. They help teams form a longer term **Vision and Meaningful Challenging Measures (Lagging and Leading) that are aligned to customers**. They also work with product owners to break strategic project/improvement focus areas down into a backlog. This is done through **Large Scale Planning**. Breaking the strategic mountains into boulders, rocks and then pebbles. Team product owners define and prioritize their product backlog of user stories (pebbles). This process can be done collaboratively in big room planning. Note the initial prioritized boulders may be broken down initially. Other boulders of work may be left until more is learnt through initial sprints. It is important that user stories meet the criteria for Definition of Ready (DOR), meaning they are ready to be actioned through sprints with no barriers. The sprint also needs to have a clear definition of done (DOD), meaning a definition of sprint completion meeting all internal and external requirements. User stories are structured in a who, what, why format focused on internal or external customers.



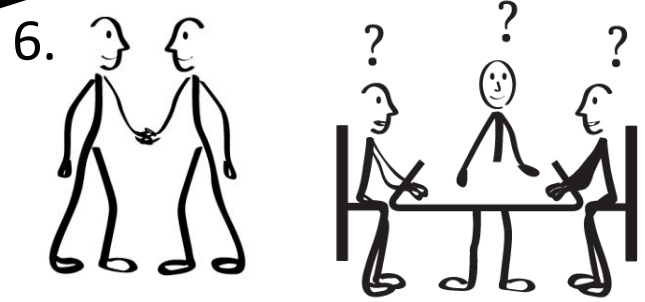
Each scrum team will meet to conduct **Sprint Planning**. They will define a vision for the outcome of the sprint and a clear meaningful goal. They will draw items from the backlog into the current sprint, assigning points and using yesterday's weather as a guide for how many points to bring into the sprint. The product owner will establish and manage an interrupt buffer using yesterday's weather. The team will be clear on the definition of done for each user story.



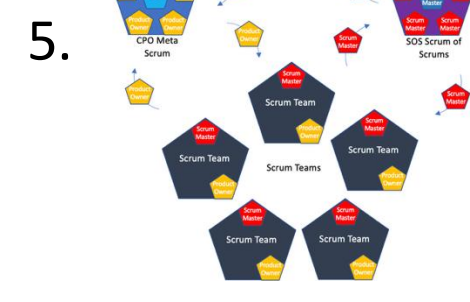
Team members conduct a **Daily Scrum** around a transparent board. The team inspect progress of the sprint using the sprint goal, monitoring Kanban, burndown charts and other key measures. They plan and adapt daily based on this inspection to ensure the sprint goal is achieved and an increment of improvement/product released. The Scrum Master leads the process of scrum. The scrum master is accountable for delivering the sprint goal and the performance and improvement of the process & team. Example Scrum agenda: 1. Team/Culture topic; 2. User story completion, challenges RCA and burn down update; 3. Sprint goal & lead measure progress & challenges RCA; 4. User stories to be completed before next scrum (move to doing).



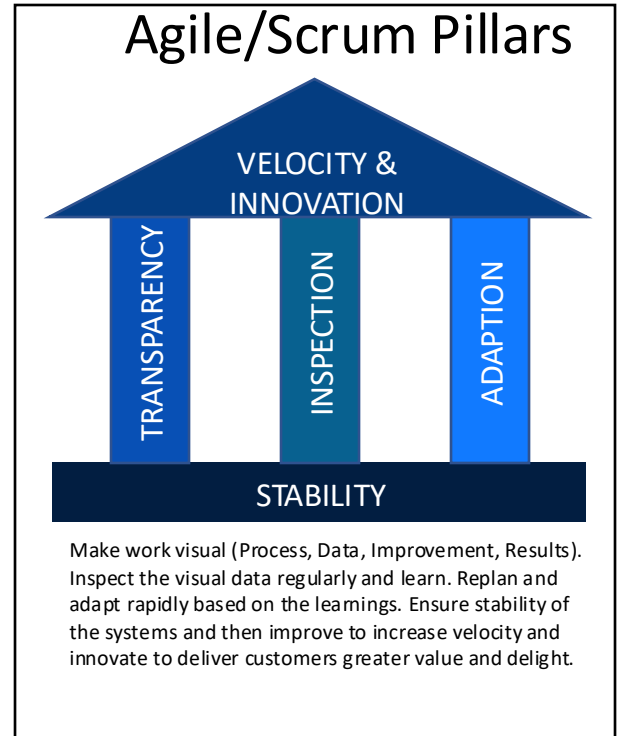
The scrum team conduct a **Sprint Retrospective** led by the scrum master. The focus of this meeting is improvement of the team and the process of scrum. The team review the last sprint and consider what they need to stop doing, start doing, keep doing and improve. Root cause analysis may be used with challenges or defects. It is important that the team consider culture and teamwork as much as the system of scrum to identify improvements. Improvement ideas will enter the product or sprint backlog depending on their priority. At least one improvement user story needs to be prioritized for the next sprint. The product owner is accountable for prioritizing and updating the backlog based on improvement ideas generated. Note team then jumps to step 3. The Product Owner in line with this refines and prioritizes the backlog ready for sprint planning.



Product owner collaborates with internal stakeholders and some customers to gain feedback on the improvement/product increment. This information is then used by the team as part of a **Sprint Review** to learn and adapt. Ideas for improvement are added to the product backlog. Learnings may also lead to product backlog adjustments and potential additions to upcoming sprint backlogs.



Escalating **Scrum of Scrums** and **Meta Scrums** will vary depending on the size of your organization and number of scrum teams. The Scrum of scrums is focused on sprint goal delivery & scrum team performance & improvement. The Scrum of Scrums team works to remove impediments and overcome challenges. The Meta scrum meeting is focused on backlog coordination and progress. All higher-level meetings will help with the overcoming of challenges and larger level improvements that can't be executed by front line teams. The executive action team is the top-level executive support meeting focused on impediment removal, team performance & improvement. The Executive Meta Scrum (EMS) is the top-level executive meeting focused on backlog coordination, planning, delivery and adaption if needed. Both meetings occur at least once a sprint.



# AGILE SCRUM CYCLE

(Note the sprint cycle can vary as you mature i.e. 1 week, 2 weeks, 1 day or ½ day)

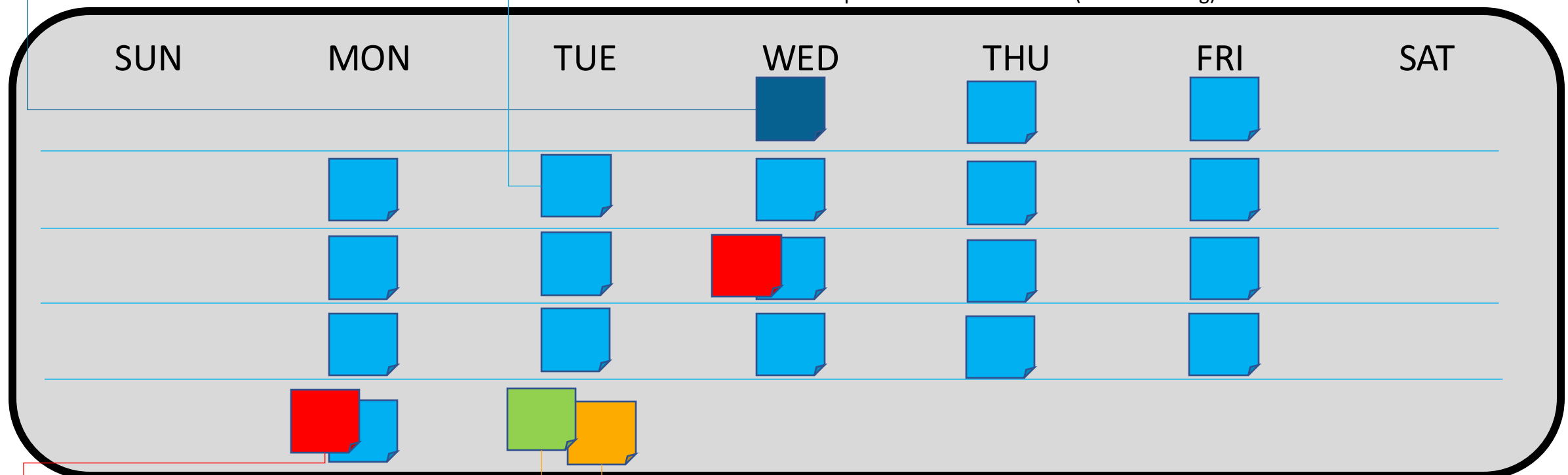
## Sprint Planning

The whole team defines a sprint goal & vision in line with their longer-term vision & challenging goal. The team plans a sprint by selecting user stories from the product backlog that will help them achieve the sprint vision, goal and MVP produce an iteration of value for customers. This process is supported by the Product Owner who provides feedback and prioritization based on customer and stakeholder feedback.

## Scrum Meeting

Team members conduct a **Daily Scrum** around a transparent board. The team inspect progress of the sprint using the sprint Vision, goals, monitoring Kanban, burndown charts and other key measures (1 3 10 transparency). They plan and adapt daily based on this inspection to ensure the sprint goal is achieved and an increment of improvement released. The Scrum Master leads the process of scrum. The scrum master is accountable for the performance and improvement of the process & team. Example Scrum agenda: 1. Team/Culture topic; 2. User story completion, challenges RCA and burn down update; 3. Sprint goal & lead measure progress & challenges RCA; 4. User stories to be completed before next scrum (move to doing).

SCRUM 4-WEEK SPRINT CYCLE EXAMPLE



## Backlog Refinement & Prioritization

Prioritization of the product backlog is conducted by the Product Owner individually or together with the Scrum team. The Product Owner will collaborate with Chief Product Owners and Executives as part of Meta Scrums for this process.

## Sprint Review

Product owner collaborates with internal stakeholders and some customers to gain feedback on the improvement/product increment. This information is then used by the team as part of this meeting to learn and adapt. Ideas for improvement are added to the product backlog. Learnings may also lead to product backlog adjustments and potential additions to upcoming sprint backlogs.

## Retrospective

This meeting is focused on improvement of the team/culture and the process of scrum. The team review the last sprint and consider what they need to stop doing, start doing, keep doing and improve. Root cause analysis is used with challenges or defects. Identified ideas for improvement go into the user story backlog and may be considered for the next sprint.