That’s not a Scrum

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National Software Academy
School of Computer Science and Informatics
Cardiff University
That’s not a Scrum

what we do now
why we chose that
what we regret
what we can keep and
what we’re thinking now...
Our Programme

BSc Applied Software Engineering (ASE)
BSc Applied Software Engineering

• More typical...
  • 3 year programme
  • 60 students/year
  • 2 semesters/year
  • 3 modules/semester

• Less typical...
  • 3 days/week
  • Few exams
  • Team project/semester
  • Work-like facilities
  • Industry-led in a research-led university
Agile in the programme

Year 1

Software Development Skills 1

Agile Project Management

Software Development Skills 2

DevOps

Year 2

Managing Change...

Large Team Project

Year 3
Agile in the programme

Year 1

Software Development Skills 1

Year 2

Agile Project Management

Year 3

DevOps

Managing Change...

Large Team Project
## Semester Structure

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- **11 teaching weeks**
- **1 revision week**

### 3 modules (e.g.)
- Java
- Databases
- Software Skills

### Individual summative assessments

### Cross-module project
- C=Client meeting
- R=Review meeting

### Reflective portfolio based on project contribution
Reflection throughout

Concepts

Experience

Reflect

Software Development Skills 1

Agile Project Management

DevOps

Managing Change...

Large Team Project

Concepts...

Experience

Reflect
## Current allocation of topics

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
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<tr>
<td><strong>Software Development Skills 1</strong></td>
<td><strong>Year 1 “Scrum”</strong></td>
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<td><strong>Year 2 Kanban+</strong></td>
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<td><strong>Software Development Skills 2</strong></td>
<td><strong>Managing Change...</strong></td>
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<td><strong>Large Team Project</strong></td>
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<tr>
<td><strong>Year 1 “XP”</strong></td>
<td><strong>Year 2 DevOps</strong></td>
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### Week 7

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#### Client meeting

- All teams meet clients
- Client leaves
- Teams plan & prioritise work
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<th>Weeks 8 &amp; 10</th>
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- All teams present
- Staff advise
- Teams plan & prioritise work
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- All teams present to client
- Client provides feedback & leaves
- Teams plan & prioritise work
# Week 11

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<td>Client meeting &amp; review x5</td>
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<td>Client provides feedback &amp; leaves</td>
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Are the students really experiencing Scrum?
Scrum is a process framework [...] 

Scrum **is not a process, technique, or definitive method**. Rather, it is a *framework* within which you can employ various processes and techniques.

The Scrum *framework* consists of Scrum Teams and their associated roles, events, artifacts, and rules. Each component within the framework serves a **specific purpose and is essential** to Scrum’s success and usage.

https://www.scrum.org/resources/scrum-guide
Is this Scrum?

Yes
- Sprints
- Sprint review
- Retrospectives
- Increments

No
- No Scrum Master
- No Product Owner
- No estimated PBIs
- Not a X-functional team
Options

Adapt to ‘proper’ Scrum
- In-house projects
- More time from clients
- Staff as PO Proxies

Adapt for agile experience
- Validate what we do
- Agnostic vocabulary
- Re-think outcomes
Is it agile enough?

• Frequent delivery of useable code.
• Reflective improvement.
• Osmotic communication.
• Personal safety. Focus.
• Easy access to expert users.
• Technical environment

• Crystal Clear & Heart of Agile, Alistair Cockburn
Is it agile enough?

- In the first week of the product effort, produce a running, tested, working Increment of the product...
- Every week thereafter, update the Increment... Behaviors are customer-visible and selected by the team’s business-focused planning process...
- The Increment must always be fully tested...
- The Increment’s code is always clean. Names are clear and consistent...

- ronjeffries.com

Twelve™

Complete Team
A self-organizing diverse community working together in close proximity, including all necessary capabilities and skills, using

Bracketed Intervals
to provide, at every level, a rhythmic focus on goals bracketed by prospective and retrospective consideration, to deliver a

Continuous Flow of Working Software
consisting of a continuous, sustainable, ideally accelerating delivery of an ever-improving product, providing

Example-Based Planning, Building, And Review
to give the team, and all stakeholders, full visibility into the outcomes of the team’s work, using a consistent set of real working examples
Stimulate thinking about agility

What do I mean by principles?

1. Obsess about lead time
2. Obsess about feedback
3. For software, obsess about engineering principles. XP matters
4. Obsess about collaboration
5. All specialist roles act as coaches: Product Managers, Testers, SMEs, etc.

Stuff like that.
Map out a progression path...

THE AGILE FLUENCY™ MODEL

PRE-AGILE
SHIFT Team Culture

FOCUSING

SHIFT Team Skills

DELIVERING

SHIFT Organizational Structure

STRENGTHENING

SHIFT Organizational Culture

OPTIMIZING

AGILE FLUENCY PROJECT
agilefluency.org

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Evidence from assessment

- Our final students complete a 10 week project
- Free choice of approach

- Student proficiency
  ✓ Client focus
  ✓ Target the risks
  ✗ Some teams slow to stabilise
  ✓ Better students spots the gaps, but...
  ✗ Average students think they’ve done Scrum
Start with the goal in mind

• Map the journey
• Provide options
• Provide reading
• Provide experiences & feedback

• Assess on knowledge, skills and attitude
Summary

- Scrum is reasonable as the “shu”, but...
- Scrum has rules. It’s worked and it deserves respect
- Be honest about the learning experiences we create
- Scrum offers a way that students can learn & consider

- Our challenge...planning the steps

Module 1  Module 2  Module 3  Module 4  Module 5  Team Project
Thank you
Merci
Diolch

https://www.walesonline.co.uk/sport/rugby/exhilarating-three-half-minutes-34-15878152

Happy #TowelDay