

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



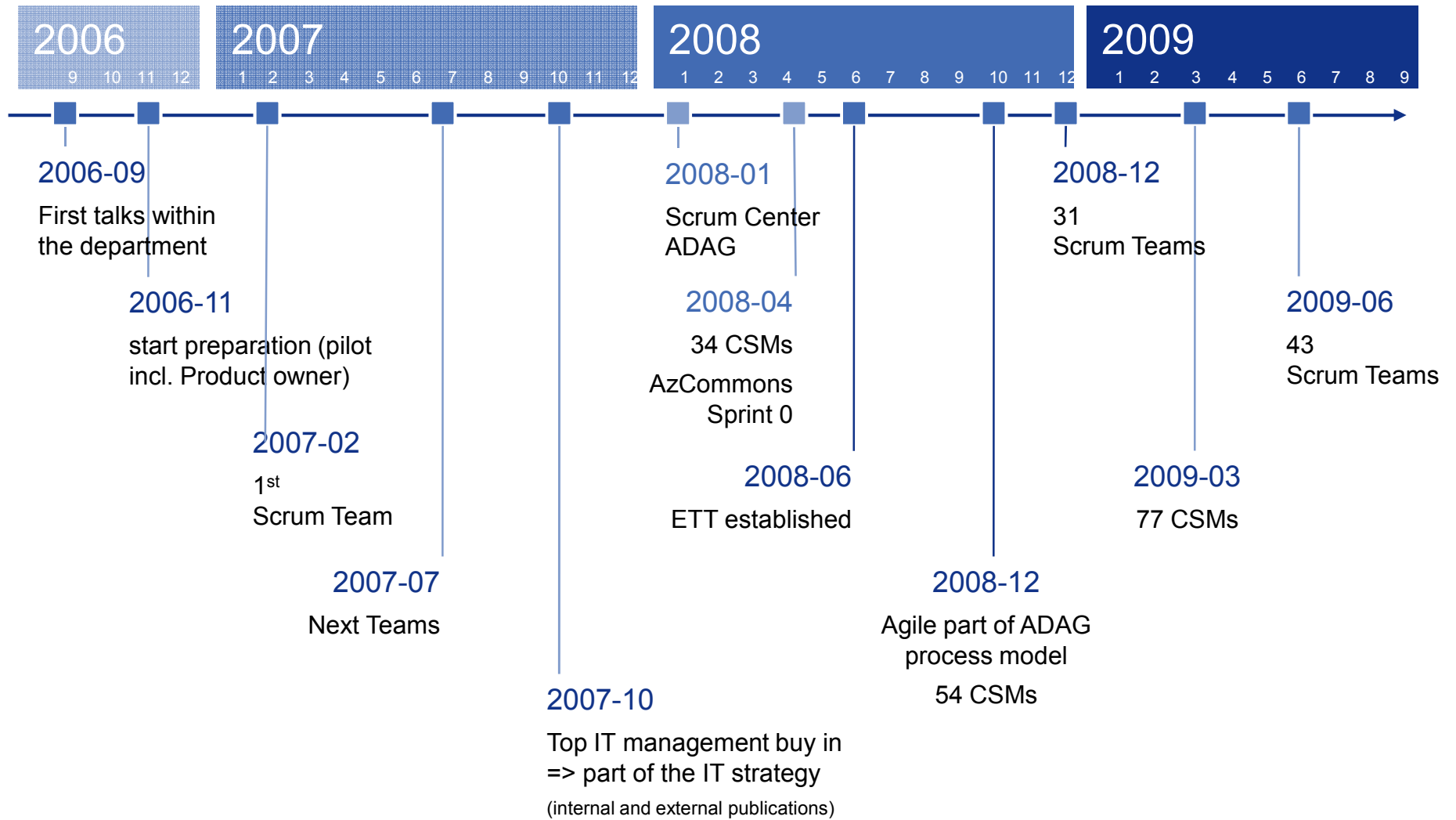
- Scrum Master at Allianz
Deutschland AG (ADAG)
- Portal Framework Department
- CSM, CSP

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

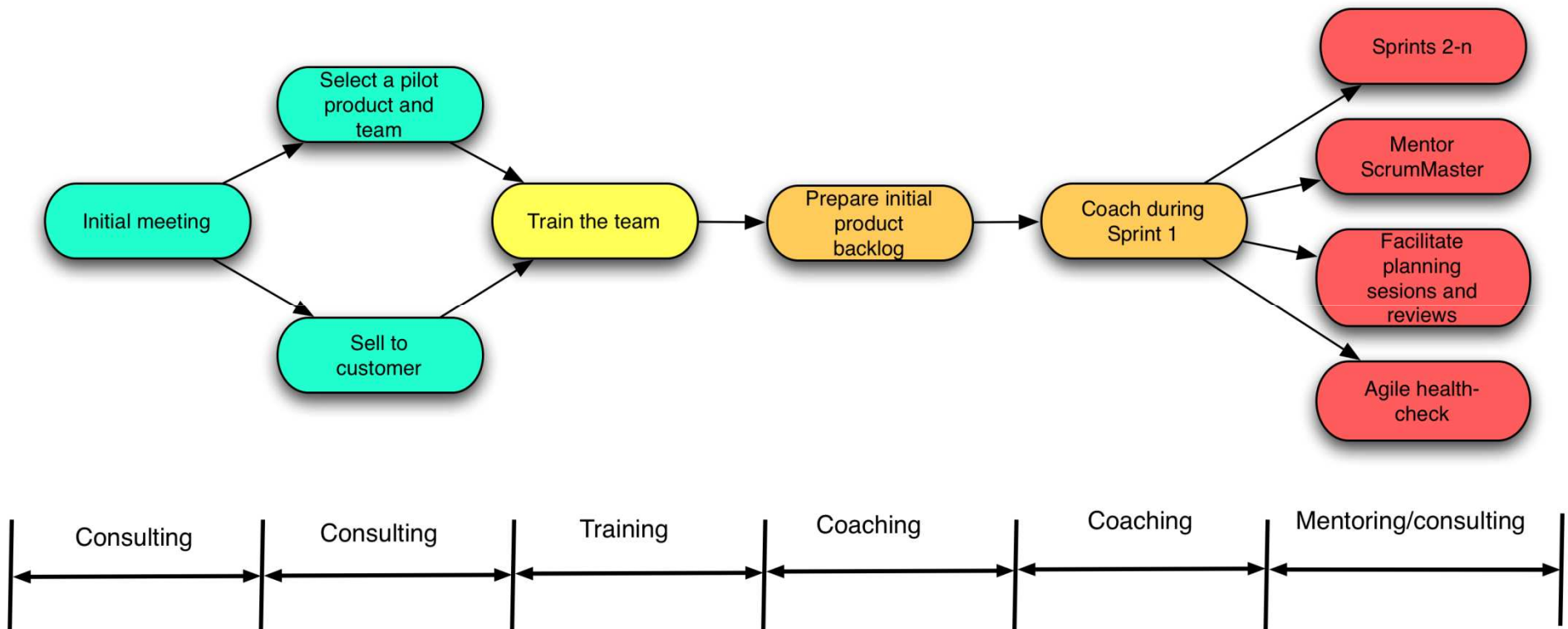
- Improved PO and customer satisfaction
- More frequent delivery
from twice a year to every Sprint
- Higher responsiveness to changing requirements
- More transparency and focus
- Improved code quality
- Continuous improvement of development process
- introduce Scrum and core agile practices like ...

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



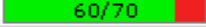
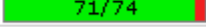
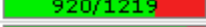








Definition of Done & Engineering Practices

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

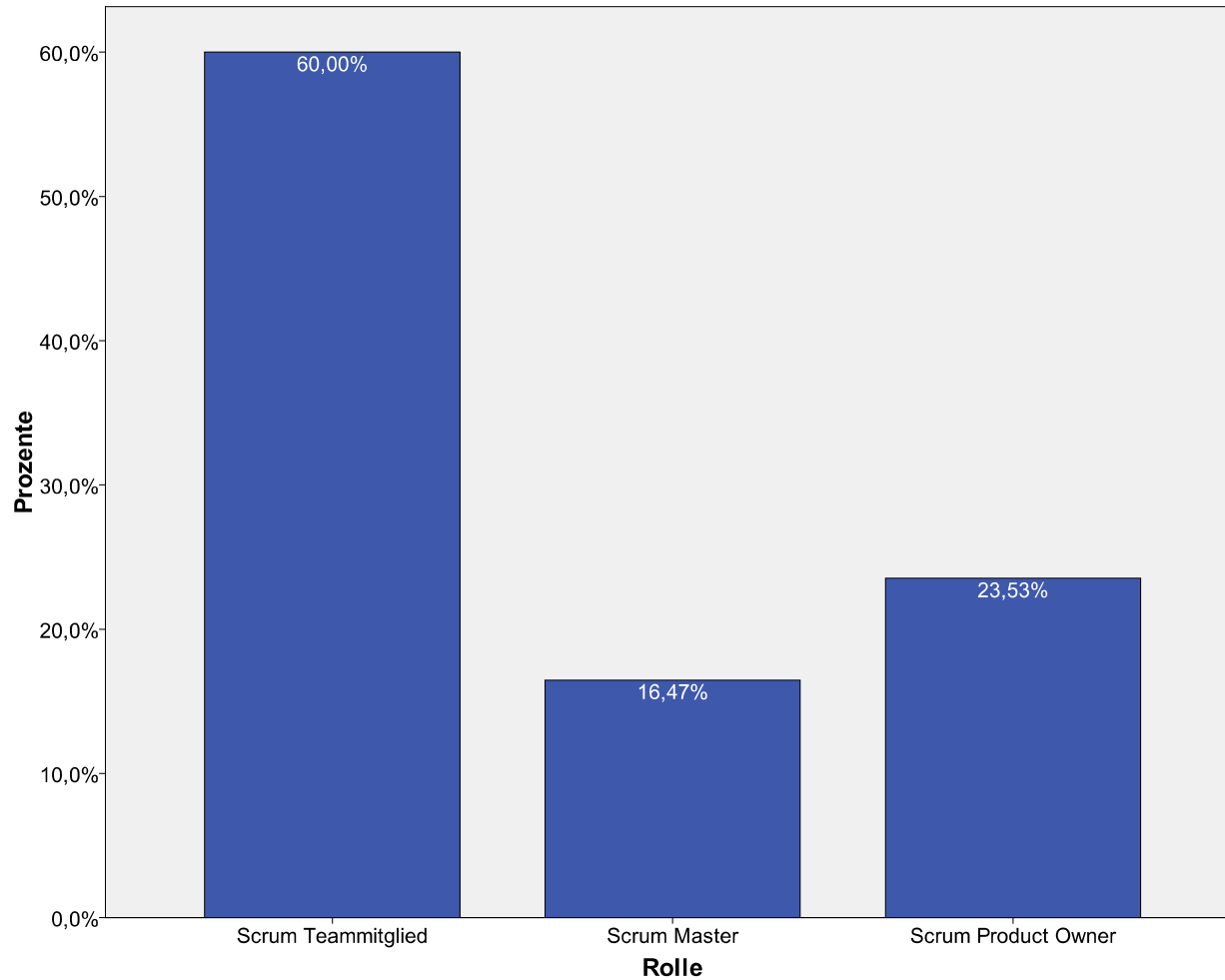
- More frequent delivery (and thereby higher responsiveness to changing requirements) twice a year → every second week
- Improved PO and customer satisfaction + 63%
- More transparency + 91%
- Improved code quality + 57%
- Would decide to adopt Scrum again 82%

Miller, Jonas 2009. Diploma Thesis, University of Augsburg

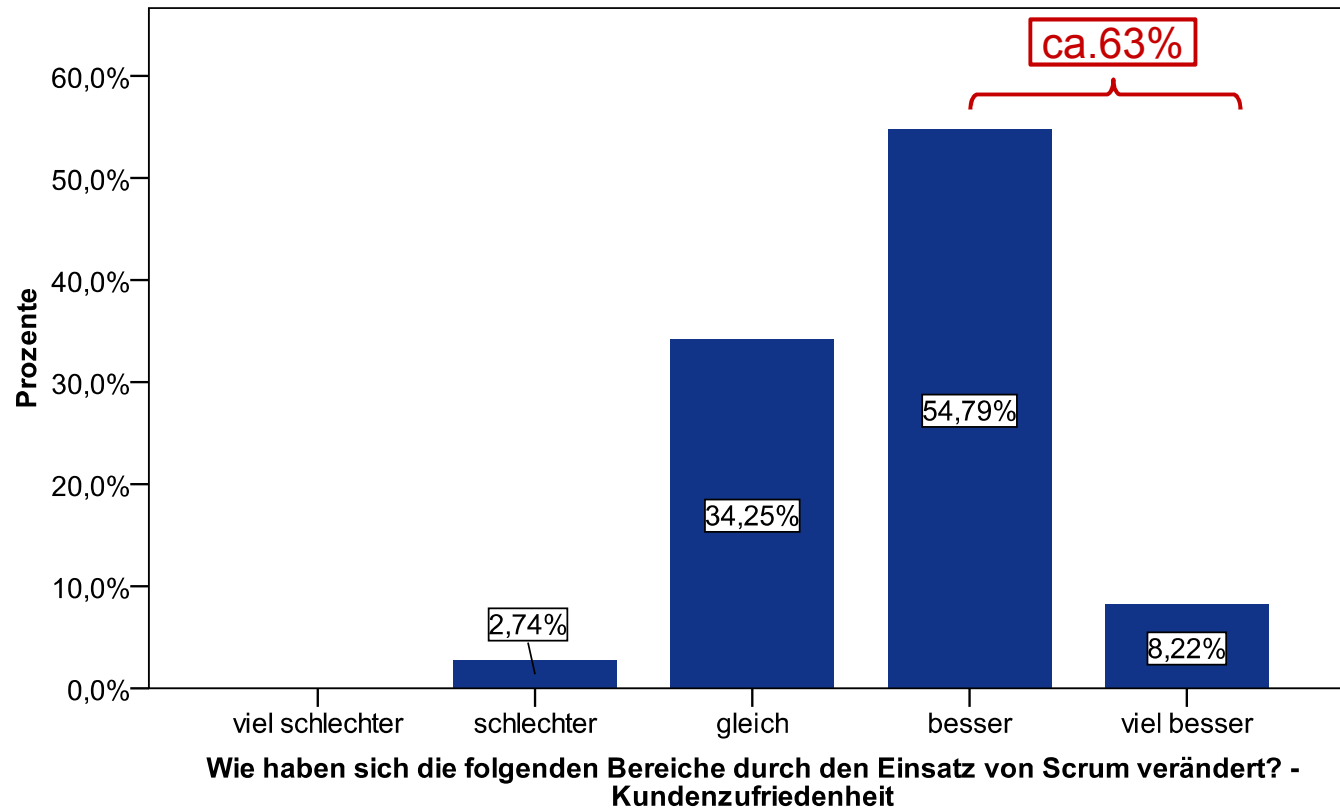
Survey at Allianz Deutschland AG

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

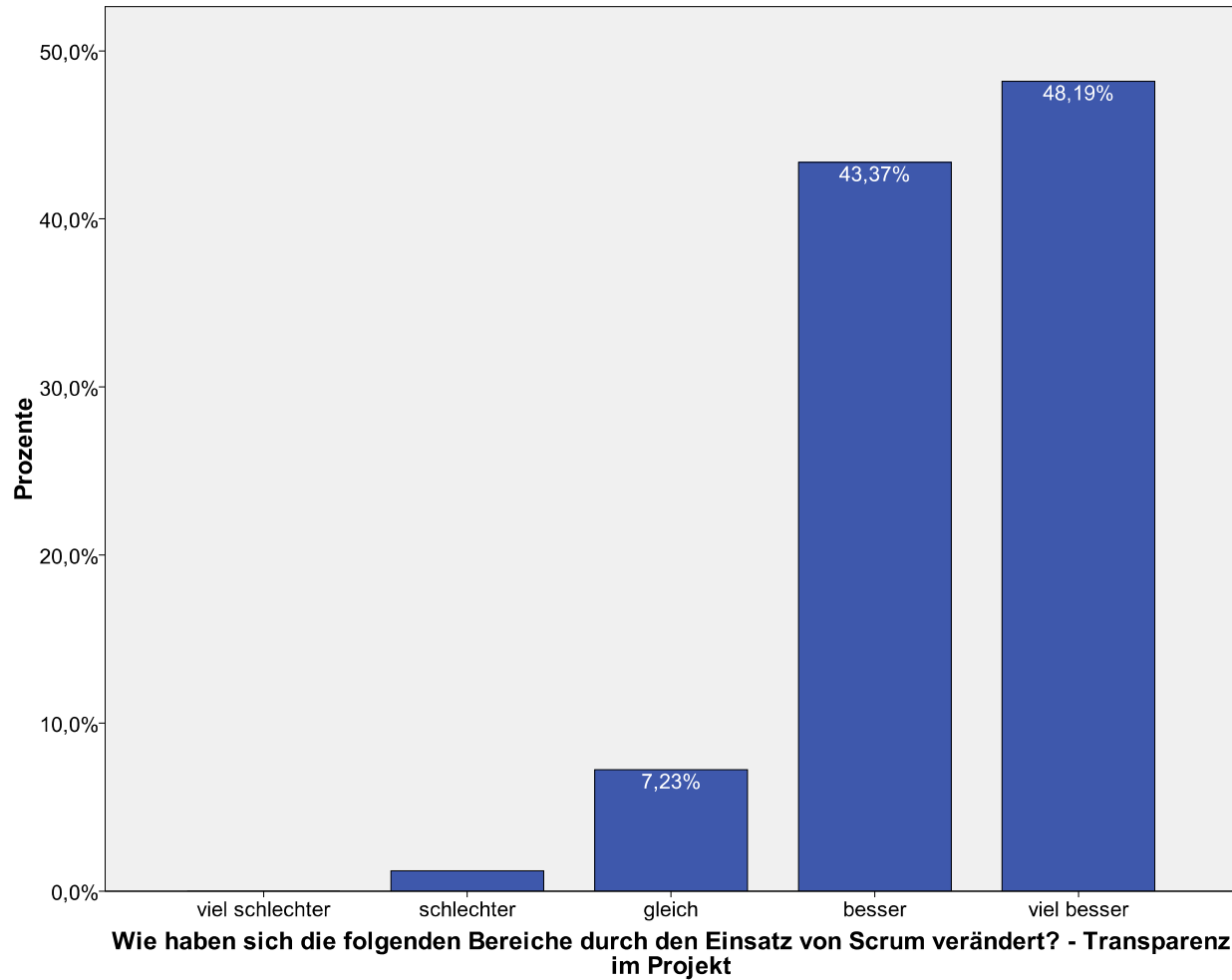
51 TMs, 14 SMs, 20 POs



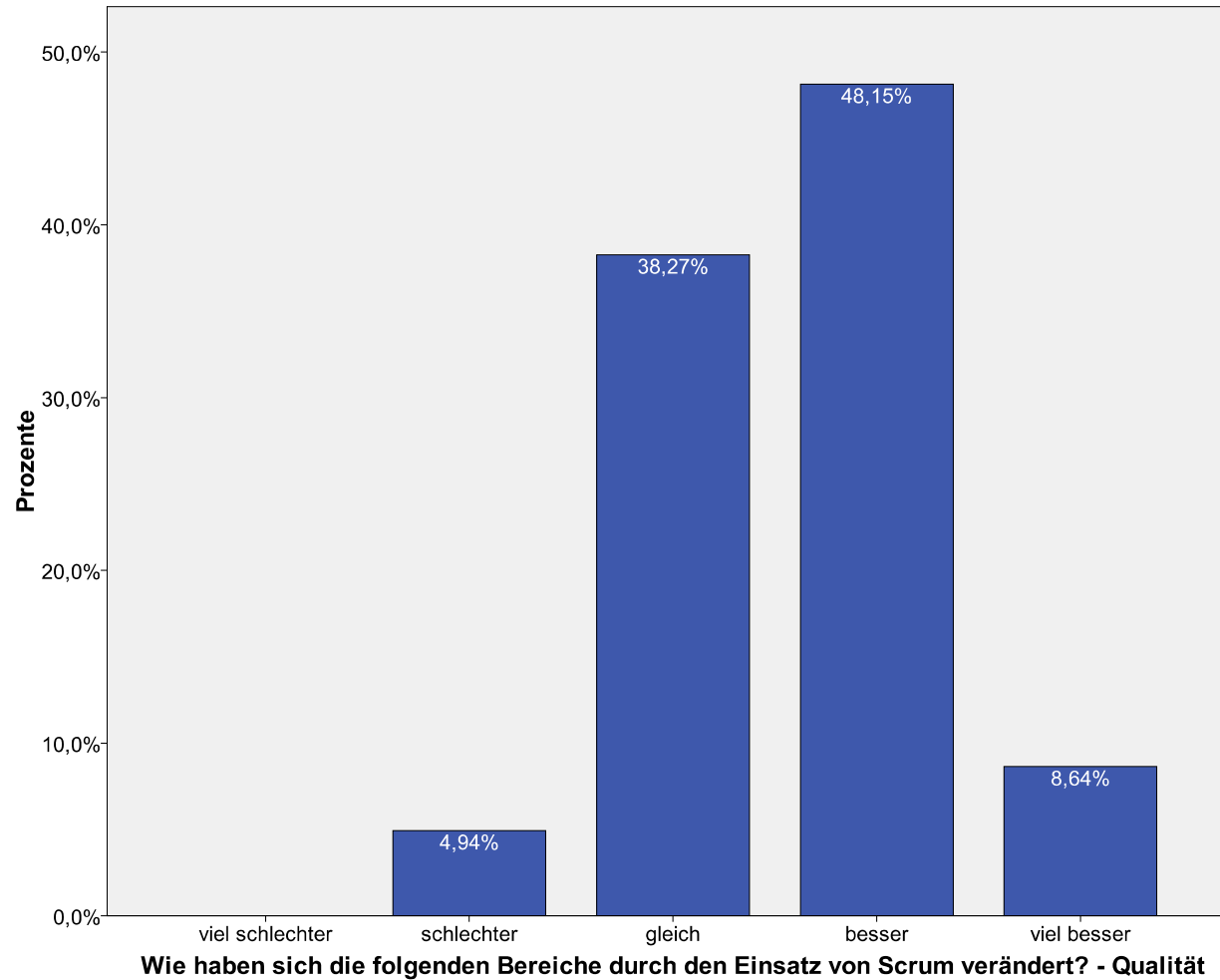
Customer Satisfaction: + 63%



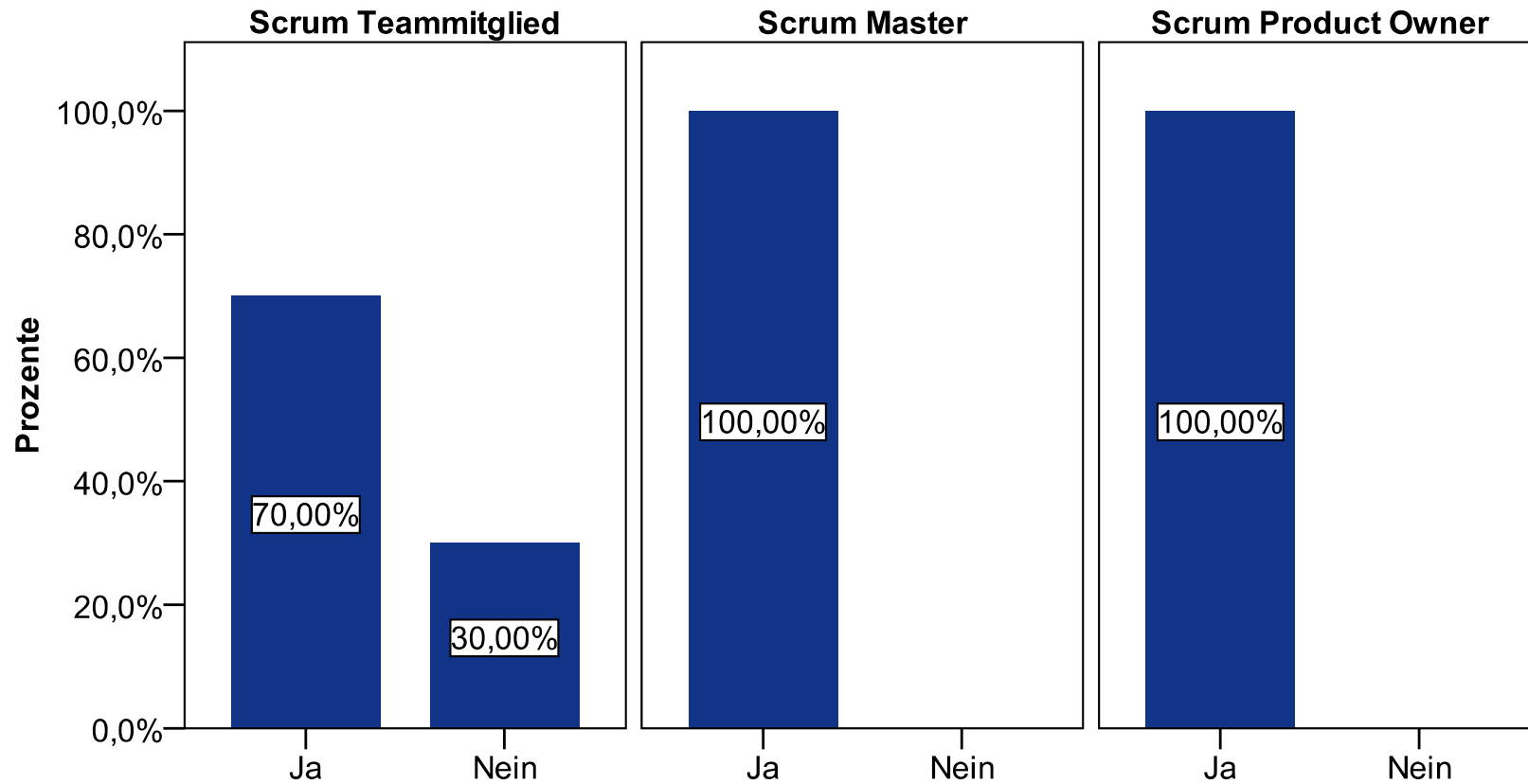
Transparency: + 91%



Quality: + 57%



82% would use Scrum again



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