

**Scrum Training Series, Part 3:**

**The Sprint Planning Meeting**

by

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INT. CLASSROOM

NARRATOR

Welcome to part three of CollabNet's  
Scrum Training Series: The Sprint  
Planning Meeting. I'm Michael James.

We see the Scrum Flow diagram.

NARRATOR (CONT'D)

As you learned in the part two, our  
team has already conducted a Backlog  
Refinement Meeting.

Checkmark appears on the Backlog Refinement Meeting (of the  
Scrum Flow diagram).

NARRATOR (CONT'D)

Now we'll watch them plan an actual  
Sprint. I'll quiz you during the  
scene.

Visual emphasis on the Sprint Planning Meeting box (of the Scrum  
Flow diagram).

As viewers, we are now standing outside the team room door.

NARRATOR (CONT'D)

(whispering)

Let's sneak into the team room now.  
This is a serious meeting, so keep  
quiet.

INT. CONFERENCE ROOM - 9:00 AM

We hear "kids cheering" sound effect.

PRODUCT OWNER, TEAM, and SCRUMMASTER appear in a rough circle.  
They face a Product Backlog, labeled "Product Backlog" and an  
empty taskboard, labeled "Sprint Backlog."

SCRUMMASTER

(addressing Product  
Owner and Team)

Hello. As your ScrumMaster, I'll be  
facilitating our *Sprint Planning  
Meeting*. During this meeting the  
Product Owner

We see visual emphasis on the Product Owner. He could also smile now, if designers think it's a good idea.

SCRUMMASTER (CONT'D)  
and development team

Visual emphasis switches to the development team, who might also smile for the audience.

SCRUMMASTER (CONT'D)  
will agree to Sprint Goals, and  
negotiate which items from the Product  
Backlog

Visual emphasis on the Product Backlog. The Product Backlog shows more detail for items at the top.

The contents of the Product Backlog are now:

- View Grades, current semester
  - As a student, I can see my grades online so that I don't have to wait until I get to school to know whether I'm passing.
  - Acceptance criteria: Columns align neatly on FingerFly 4.1 and iPhone.
  - Effort: Small
- Update Grades, current semester
  - As a teacher, I can update grades online so I don't depend on administrators to do it for me.
  - Effort: Medium
- View Grades, previous semesters
  - As a student, I can see my old grades online because I lost my report card.
  - Effort: Small
- Attendance
  - Effort: Medium
- GPA
  - Effort: Small

- Report Cards
  - Effort: Extra Large
- Event Calendar
- Alumni Archives
- Scholarship Awards

SCRUMMASTER (CONT'D)  
will be committed to the Sprint  
Backlog.

Visual emphasis on the Sprint Backlog, which is still an empty taskboard.

SCRUMMASTER (CONT'D)  
We have a four hour timebox

We see the timebox.

SCRUMMASTER (CONT'D)  
to plan a two-week Sprint. Any  
questions?

We see the Sprint calendar.

We see the whole room with everything labeled again. No one asks any questions.

QUIZ - MULTIPLE CHOICE

Question: "What's the difference between the Product Backlog and the Sprint Backlog?"

Wrong answer: "There is no difference."

Wrong answer: "The Product Backlog contains features, while the Sprint Backlog contains bugs."

Right answer: "The Product Backlog contains everything we might ever work on, while the Sprint Backlog contains just the things we'll work on during one Sprint."

END OF QUIZ

SCRUMMASTER (CONT'D)

Also during this meeting, the team will come up with an initial list of *tasks*

Visual emphasis on the empty "tasks not started" column of the taskboard.

SCRUMMASTER (CONT'D)

necessary to complete the committed PBIs.

Visual emphasis on the "Committed PBIs" column of the taskboard.

QUIZ - MULTIPLE CHOICE

Question: "Should the team expect to know all the tasks necessary to complete the committed PBIs during the Sprint Planning Meeting?"

Right answer: "No. According to *Agile Project Management with Scrum* (Schwaber 2004), only 60% of the tasks are likely to be identified during the Sprint Planning Meeting. Other tasks, such as unanticipated dependencies, will be discovered during Sprint Execution."

Wrong answer: "Yes. The most important thing is to make sure everyone is busy every hour of the entire Sprint."

END QUIZ

SCRUMMASTER (CONT'D)

In the original Scrum books, this is a two-part meeting. Sprint Planning Part 1 is for committing to PBIs and Sprint Planning Part 2 is for coming up with tasks. This is important for multi-team Scrum.

CARLA (CHEF)

Since we're only one team, and the Product Owner is available the whole meeting, we can mix up the two parts.

SCRUMMASTER

(to Product Owner)

Product Owner, is the Product Backlog prioritized the way you want it?

PRODUCT OWNER

Well, mostly. But I just realized that GPA is more important than Attendance.

Product Owner swaps the Report Cards and Attendance PBIs, so that Report Cards is now on top.

PRODUCT OWNER (CONT'D)

That's more like it. Fortunately we got the Product Backlog into good shape during the last Product Backlog Refinement Meeting.

PETER (PILOT)

How long is the Sprint we're planning?

QUIZ - MULTIPLE CHOICE

Question: "What is the longest allowable iteration, or Sprint, in Scrum?"

Correct answer: 30 days, or one calendar month.

Wrong answer: Six weeks.

Wrong answer: It depends how much work was committed to the Sprint.

END QUIZ

CARLA

We do two-week Sprints on this team.

PETER

(looking shocked)

Two weeks? So we'll do the testing in another Sprint?

## QUIZ - MULTIPLE CHOICE

Question: "In Scrum, is it acceptable to postpone testing until another Sprint?"

Wrong answer: "Yes, sometimes it's too hard to code and test in one Sprint."

Correct answer: "No. In Scrum, teams attempt to build a potentially shippable product increment every Sprint."

END QUIZ

SCRUMMASTER

Scrum teams attempt to build a potentially shippable product increment every Sprint. This requires every Sprint to have a mix of analysis, design, implementation, testing, integration, and even deployment.

PETER

(still shocked)

How will we get all that done in *two weeks*?

CARLA

During Backlog Refinement, we divided the original epics into smaller user stories, representing thin vertical slices.

We'll still have to work together during the Sprint more than a traditional team.

SCRUMMASTER

That's why we got you a team room. Also remember it's my job to prevent other people from interrupting you with unrelated work.

PRODUCT OWNER

If anyone asks you to do anything unrelated to our Sprint Goals, send them to me so we can add it to the Product Backlog. I won't interrupt your Sprint unless it's an emergency.

## QUIZ - MULTIPLE CORRECT

Question: "How can one Scrum team build a potentially shippable product increment within one Sprint?"

Correct Answer: "By agreeing to a smaller amount of feature scope at the Sprint Planning Meeting, allowing more time for integration, testing, and fixing during each Sprint."

Correct Answer: "By using modern software engineering approaches such as test-driven development (TDD), continuous design, continuous integration, merciless refactoring."

Correct Answer: "By improved collaboration techniques: pair programming, working in a team room, and eliminating 'over the wall' hand offs."

Correct Answer: "By full-time allocation to one team, focussing only one one set of Sprint Goals."

Correct Answer: "By checking code in multiple times per day, and reducing or eliminating branches in the version control system."

Correct Answer: "By organizing teams around features rather than architectural components."

Incorrect Answer: "They cannot do it. It's too difficult to code and test in one Sprint."

END QUIZ

We hear a clock ticking (like the crocodile in Peter Pan).

## QUIZ - MULTIPLE CHOICE

Question: "A 30-day Sprint uses a 1-day timebox for the Sprint Planning Meeting. For a two-week Sprint, how long should the Sprint Planning Meeting be?"

Incorrect Answer: "1 day."

Incorrect Answer: "15 minutes."

Correct Answer: "4 hours."

Incorrect Answer: "1 hour."

END QUIZ

ScrumMaster points at the timekeeping device.

SCRUMMASTER

Don't forget about the timebox, guys.  
You have four hours to plan a two-week  
Sprint.

PETER

(to Product Owner)

What are the goals for this Sprint?

PRODUCT OWNER

(to Peter)

This Sprint I'd be happy to see some  
rudimentary capabilities with grading.

We see the Product Backlog again, next to the empty Sprint  
Backlog.

ANDY pulls the "View Grades, current semester" PBI from the  
Product Backlog to the Sprint Backlog.

ANDY

This is Product Owner's top priority  
item. Do the rest of you think we  
could do this in our two-week Sprint?

PRODUCT OWNER

(reads text of the item, including the  
acceptance criteria)

PETER

What is our definition of "done"?

QUIZ - MULTIPLE CORRECT

Question: "To avoid technical debt, what should the team write  
down in their definition of 'done'?"

Correct Answer: "All previous regression tests pass."

Correct Answer: "Regression tests for new functionality run automatically with every build."

Correct Answer: "Code has been written by pairs, or at least reviewed by other team members."

Incorrect Answer: "Nothing. It is not helpful to write down important agreements."

Correct Answer: "Duplicate code has been removed, through refactoring."

Correct Answer: "Messy and poorly designed code has been cleaned up, through refactoring."

Correct Answer: "Manual, exploratory testing has been conducted."

Correct Answer: "Checkout and build are fully reproducible, typically with one or two commands."

END QUIZ

SCRUMMASTER writes the definition of "done" on the wall,

"DONE: properly tested, refactored, potentially shippable"

PETER

I think I get it. We're building a product increment which could be shipped if the Product Owner decided it has enough features.

PRODUCT OWNER

I can live with something simple that works properly. The complexity can be folded in later.

TIM

Does everyone agree the "View Grades, current semester" PBI will require some testing tasks?

## QUIZ - MULTIPLE CHOICE

Question: "Do you agree the PBI will need some testing tasks?"

Correct Answer: "Yes. If the team learns to use Test Driven Development (TDD), some of this will be handled implicitly and repeatably. Manual exploratory testing is also important."

Wrong Answer: "No. Testing should be done at the end of the project. There's always enough time at the end of the project."

END QUIZ

Tasks are represented by smaller Post-It notes. Developer #1 sticks up a task labeled "test" in the "Tasks Not Started Column" for the "View Grades, current semester" PBI.

ANDY

Also we have to decide how to access the grades database.

Developer #2 sticks up a task labeled "Decide how to access database." [NOTE: Each time a different developer than the one who speaks adds the task.]

CARLA

It will take a little design work to lay out the page.

Developer #3 sticks up a task labeled "Page layout."

PETER

What about the code?

Developer #1 sticks up a task labeled "Write code using Test Driven Development (TDD) and pair programming."

PETER

Our Test Driven Development (TDD) skills aren't that good yet. This will take a bit longer than our old way of working.

SCRUMMASTER

Yes, initially it will feel like going slower. If you commit as a team to use Agile engineering practices

consistently, you'll eventually be faster from a business perspective. Using craftsmanship to build innovative products is not about how fast you type code.

SCRUMMASTER (CONT'D)

What other tasks are missing to get this into potentially shippable state?

Developers swarm on the taskboard, adding tasks:

- "Integrate with authentication system"
- "Get feedback from Product Owner on page design"
- "Update documentation"
- "Update app server to latest version"
- "Borrow a iPhone from the lab."
- "Get the Continuous Integration server running."

ANDY

Still think we can do this in two weeks, without compromising our definition of *done* and without working overtime?

Developers and Product Owner give "thumbs up" sign.

OTHER DEVELOPERS

Yes.

ANDY

Anyone think we *can't* do it?

All developers are silent.

QUIZ - MULTIPLE CHOICE

Question: "Who is responsible for committing to work in the Sprint Planning Meeting?"

Wrong Answer: "The Project Manager."

Wrong Answer: "The ScrumMaster."

Correct Answer: "The Team."

END QUIZ

PETER

(excited)

Cool! What about the next one?

We see the Product Backlog again. The top item is now "Update Grades, current semester."

PETER pulls the item from the Product Backlog to the Sprint Backlog.

PRODUCT OWNER

(reads the text of the item, including the acceptance criteria)

CARLA

As we discussed during the Backlog Refinement Meeting, this one's tougher. Now our product must write our records to the database without breaking the legacy system.

Time speeds up a little, using music.

Developers swarm to add tasks:

- "Write tests proving we don't break the legacy system."
- "Write tests proving the legacy system doesn't break us."
- "Analyze the legacy database schema."
- "Write code using Test Driven Development (TDD) and pair programming."
- "Write HTML/CSS for the update form."
- "Get feedback from a real teacher."
- "Add link from the display list to the update form."

ANDY

Can we do *both of these PBIs* in two weeks, without compromising our

definition of *done* and without working overtime?

Developers and Product Owner give “thumbs up” sign.

OTHER DEVELOPERS

Yes.

ANDY

Anyone think we can't do it?

All developers are silent.

Time speeds up. The process repeats for the next two PBIs on the Product Backlog. Four PBIs and related tasks now fill the taskboard.

PO and Developers look tired.

We see the final Sprint Backlog (taskboard) populated with the top four items previously from the Product Backlog:

- View Grades, current semester
- Update Grades, current semester
- View Grades, previous semester
- GPA (Grade Point Average)

Unless previously specified in the story, each PBI has separate Post-It notes for each of these tasks:

- Analyze
- Design
- Test
- Code
- Integrate
- Deploy

NARRATOR

Hey, It's Michael again. This team used the whole timebox to come up with this Sprint Backlog because it's one of their first Sprints. If we keep the

same team together and keep the Sprint length constant, they'll eventually develop a better intuitive sense of their own capacity.

Product Owner points to the top item of the Product Backlog, which is now Attendance.

PRODUCT OWNER

What about Attendance? I'd love to see that working!

DEVELOPERS

(shouting in unison)

NO!

CARLA

We think this is enough work for one Sprint. Anyway, Attendance isn't related to the Sprint goal you declared.

SCRUMMASTER

A Lean principle behind Scrum is to limit Work In Progress (WIP). Humans don't multitask efficiently. Too much Work In Progress actually slows things down.

QUIZ - MULTIPLE CHOICE

Question: "Which is a better measure of progress?"

Wrong answer: "How much work has been started."

Correct answer: "How much work has been finished."

END QUIZ

PETER

That's a lot of tasks. Should we decide which individuals are doing which tasks now?

CARLA

We tried that before, and discovered it led to less fluid collaboration than deciding during Sprint Execution.

ANDY

Yeah, I signed up for too much in the beginning, and was embarrassed to ask the rest of you for help.

TIM

After that, in our Sprint Retrospective Meeting

TIM points to the list of Team Agreements on the wall. The title "Team Agreements" is legible, followed by a list of illegible agreements. The team will use this list again during the Sprint Retrospective Meeting.

TIM (CONT'D)

we decided team members should wait until the last responsible moment to volunteer for tasks.

SCRUMMASTER

One last check. Are you committed to these four PBIs as a team, even if it turns out to require different tasks?

ANDY

Yes, if you'll protect us from people asking us to do other things.

We see wolves, maybe in a thought bubble.

SCRUMMASTER

I'll protect you from the wolves.

ANDY

Then we'll commit.

DEVELOPERS

(in unison)

YES.

All developers give "thumbs up" sign.

## PRODUCT OWNER

I'll be available during the Sprint to make the final call about requirements questions. If you like, I can also attend your Daily Scrum Meetings.

## SCRUMMASTER

I declare the Sprint Planning Meeting over.

High fives all around. The Sprint Planning Meeting ends.

END SCENE

## QUIZ - MULTIPLE CHOICE

Question: "How many Sprints are planned during a Sprint Planning Meeting?"

Wrong Answer: "All the Sprints left in the project. We know more on the first day of a project than we will know in the future."

Correct Answer: "One Sprint only. Once the Team has established a consistent velocity, the Product Owner can use this velocity to make longer range forecasts and release plans."

Wrong Answer: "Four Sprints."

END QUIZ

## QUIZ - MULTIPLE CORRECT

Question: "Who must attend the Sprint Planning Meeting?"

Correct Answer: "The Product Owner"

Correct Answer: "The Scrum Development Team"

Correct Answer: "The ScrumMaster"

Wrong Answer: "Outside stakeholders"

Wrong Answer: "The managers of the team members"

END QUIZ

QUIZ - MULTIPLE CHOICE

Question: "What does a Scrum Team attempt to do during its very first Sprint?"

Correct Answer: "Analyze, design, build, integrate, and test a potentially shippable product increment, even if its features are initially simple and small."

Wrong Answer: "Analyze requirements only."

Wrong Answer: "Analyze requirements, and put together infrastructure only."

END QUIZ

QUIZ - MULTIPLE TRUE/FALSE

Question: "Which of the following are true regarding Product Backlog Items (PBIs) and tasks?"

True Answer: "A PBI is more about the *what* than the *how*. A task is more about *how*."

True Answer: "A well-formed PBI represents distinct business value, ideally from the customer's perspective. A task is just a step by the team to create that value."

True Answer: "A task should be no bigger than one day of work."

True Answer: "Some Scrum Teams who have learned how to define small enough PBIs no longer find tasks necessary."

True Answer: "The Product Backlog should contain well-formed PBIs and not tasks."

END QUIZ

## NARRATOR

That was one example of the Sprint Planning Meeting. To experience a Sprint Planning Meeting firsthand, attend one of our Scrum classes held around the world. Also download free resources such as the Scrum Reference Card, ScrumMaster Checklist, and white papers on many topics. CollabNet provides training, coaching, and tools to help you with Agility.

The next module in the series will cover the Daily Scrum, and Sprint Execution.

We see the sticker "NEXT: Daily Scrum and Sprint Execution"

END LESSON

NEXT LESSON - Daily Scrum Meeting