Agility in practise – options and limitations in applying Scrum

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Session 4: Capabilities and Management
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2. Agile projects: Roles, stakeholders, products
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Project management: Waterfall or agile?
Waterfall principle: Linear approach

- Provision of a technical concept & a detailed specification
- Concept & details are produced by subject matter experts, presented to different bodies at different stages, several revisions
- Final release to be transformed by one long lasting task to develop the new software-package (IT-experts)
- Test of the finalised software-package against original requirements (by IT-experts & subject matter experts)
- Final adjustments (sometimes usability testing)
- In production
What's the problem?

- Waterfall-model proved to be inflexible & long-lasting
- IT-tools are ready, when already outdated technique
- Requirements change fast and frequently
- Running time of IT-projects: too long
- Only option: Do it differently …
Agile project management (basic statements)

- Individuals & interaction have priority over processes & documentation
- Not all detailed requirements need to be defined, but basic concept/goal
- Manage complexity by bite-sized definition of tasks (sprints (2 weeks))
- IT-development team is dedicated to the (one) project („Daily Scrum“)
- Adjustment of requirements after each sprint
- Establishing a robust feedback process
- Visualisation of progress
- Aims to reduce blame culture and establish higher fault tolerance
Agile projects: roles & stakeholders & documents
Agile management by Scrum (basic roles)

- Development team (DT)
- Product Owner (PO)
- Scrum Master (SM)
- Stakeholders
  - Clients
  - Management

Product Backlog (basic requirements)
Sprint-Backlog (details)
Practise : Tricky details
Complexity & many stakeholders

- Management
- Stakeholders
- Bodies
- Product Owner
- Scrum Master
- Sprint Backlog
- Development team 1: inhouse
- Development team 2: outsourced
- Development team 3: other

Product Backlog (more than basics)
Recommendations
Recommendations (I):

Check basic requirements:

− Start with a small project & stay close to the model
− The project needs to be independent from other projects
− It is essential to define the basic recommendations (not the details)
− The basic concept in turn are to be approved by important bodies
− Team members should only work for a limited amount of projects (2 week sprints are possible)
− Detailed requirements step-by-step, not from the start
Recommendations (II)

Roles & culture

– Requirements are defined by clients (basics approved by bodies)
– The Product Owner communicates the requirements to Scrum Master & development team
– Development team is responsible for the application
– Management serves for appropriate conditions
– Adjustments after sprints are welcomed and practise
– Change of culture: More fault tolerance, less blame culture
Thanks for your attention

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