tuleap

Scrum deployment with Tuleap

The complete guide

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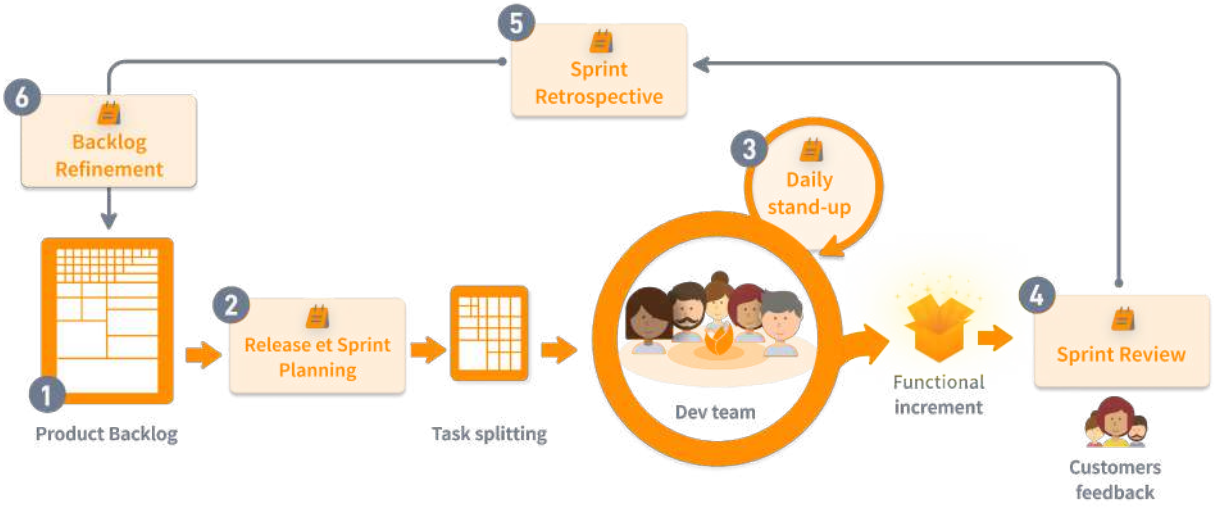


Introduction

This guide was born out of an observation that has persisted over the years: teams wishing to switch to the Scrum approach still lack concrete, simple templates to get started on a day-to-day basis.

Althought there is no one-size-fits-all formula, in this document we are sharing advice, concrete tips and useful tools to help you ensure a smooth deployment, through a field-proven approach for small, medium-sized and large companies. This way you can finally benefits from all the adavantages of Agility within your team(s) and, more broadly, your organization. And for good reason. Actually, the 16th State of Agile Report (2022) points out, among the main advantages of Agile among companies:

- Improved collaboraiton,
- Better alignment to the market needs,
- Better working environment,
- Increased visibility on the applications' development cycle.

« Among those who are satisfied with Agile practices at their compay, 7 in 10 say they are satisfied because of increase of collaboration and over a half because of a better alignment to business needs »

16th State of Agile Report, 2022.

In any case, remember that Scrum is a continuous improvement process. Follow this guide and then adjust your approach, little by little, to make it yours. Go for it!

The Tuleap Team

Why Scrum is the most popular Agile approach

« For methodologies, just under 9 in 10 respondents are leveraging Scrum »

16th State of Agile Report, 2022.

If 87% of respondents have chosen to deploy Scrum, there must be a reason. Scrum comes along the promise of **managing complex projects in an easier, more pragmatic and transparent way**. This, thanks to a lightweight framework based on a **short, incremental and iterative development cycle**, allowing better flexibility and adaptability tpo potential changes.

Scrum encompasses several advantages:

- Improvement of teams efficiency with a more flexible and intelligent work management;
- Increased visibility on the overall project as well as on its progress;
- Better communication and collaboration among cross-functional teams;
- Time-saving and increased teams productivity thanks to short iterations;
- Higher quality of deliverables, becoming more aligned to the actual market needs.

Once the Agile culture and mindset are established, relying on the proper tools becomes essential.

« According to 89% of respondents, tooling is one of the key elements to ensure Agile teams' high performance » [1]

16th State of Agile Report, 2022.

[1] Adaptation of the original analysis: "According to 89% of respondents, high-performing Agile teams have: people-centric values, clear culture, tools and leadership empowerment".

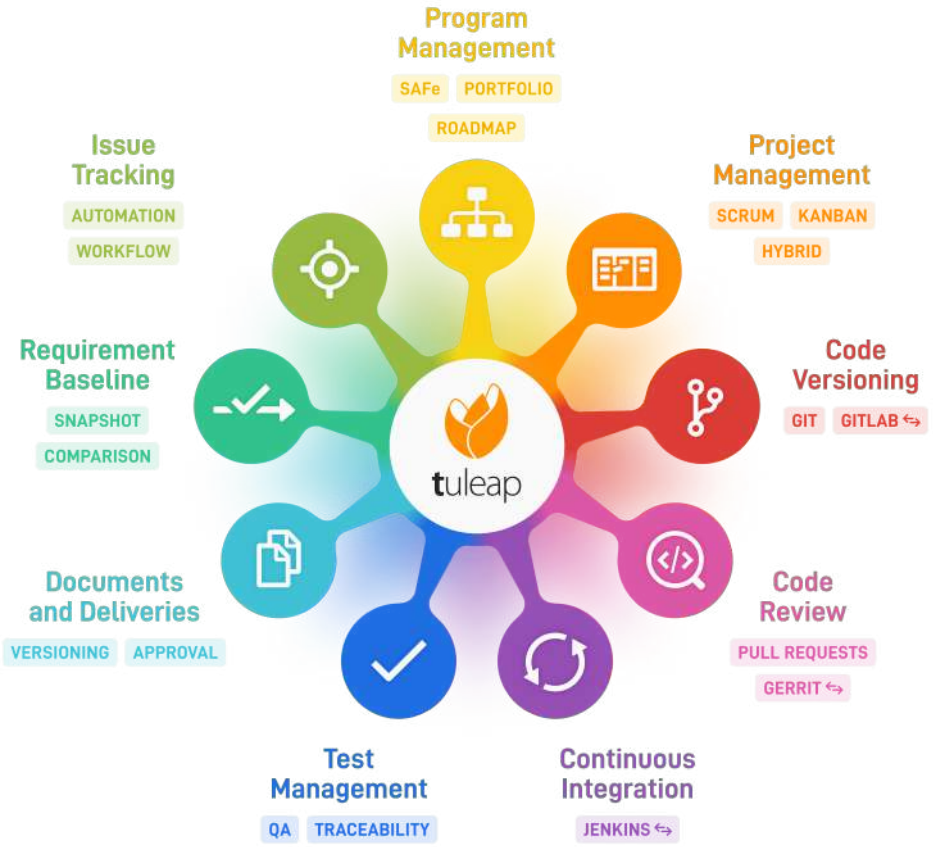
Tuleap, an enterprise solution to deploy Agile and Scrum

Before showing you how to deploy Scrum step by step with Tuleap, it is worth underlining a few principles pf Tuleap.
If you are familiar with Tuleap, you can directly pass on to the next chapter: **Create a collaborative Scrum workspace with the Tuleap template**.

An all-in-one Agile solution

Tuleap is an integrated solution for Agile and DevOps. Tuleap offers all the tools and features that both technical and non-technical teams need to collaborate on, develop and delivery high-quality software.

These are the various features and connectors that natively integrate into Tuleap. Each Team, in its own workspace, chooses its tools and connectors, and configures them according to its needs.



A solution designed for the Enterprise and its teams

Tuleap is a software that provides appropriate tools to businesses and their teams for their agile development, regardless of their size and method they choose to use: Scrum, Kanban, SAFe®, Scrum de Scrum, LeSS, Lean... Tuleap supports the key concepts, practices and metrics needed to enable your organization to deploy Agile at scale.

A Tuleap server can host tens of thousands of people and thousands of Workspaces, also called Projects. A Tuleap server can bring together dozens, hundreds, or even thousands of identical, similar or completely different Workspaces.

Tailor-made workspaces for autonomous teams

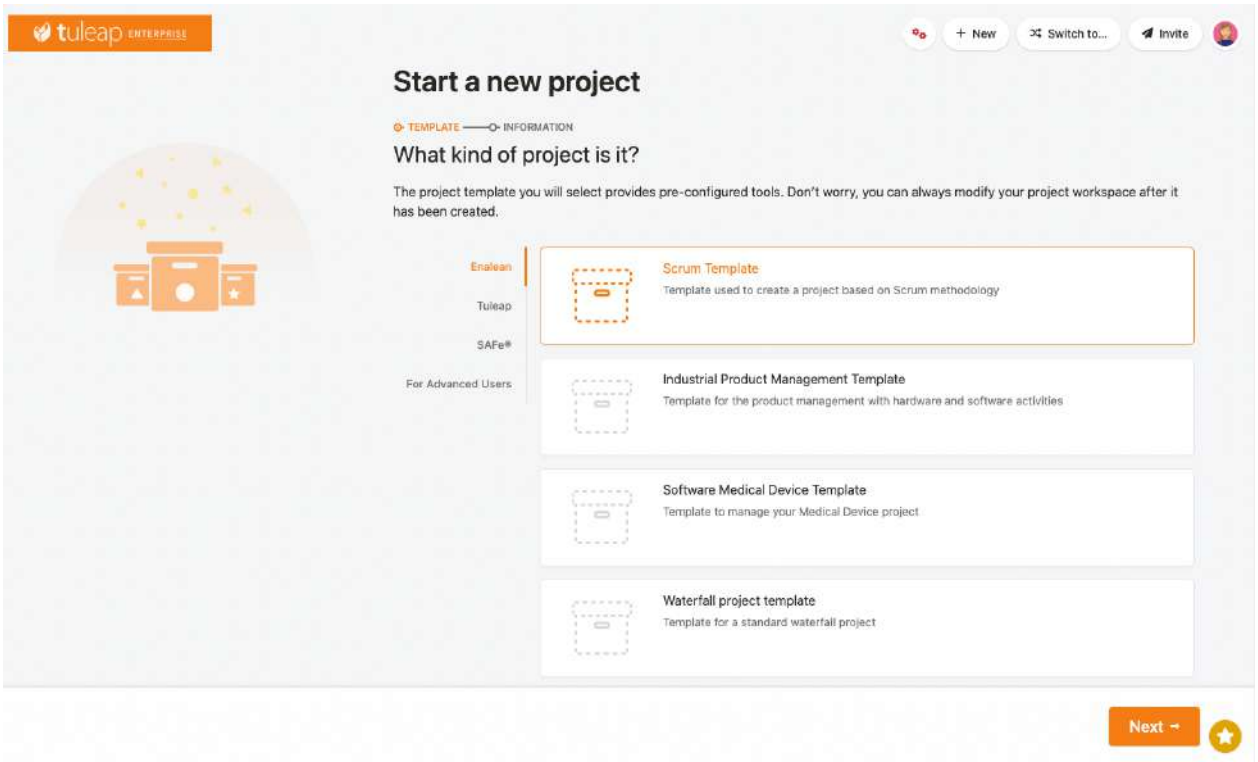
A Tuleap Workspace is a collaborative environment that brings together people with complementary skillsets, who work together to develop a software product or component.

This workspace is the place where the product lives - the sharepoint of reference for everyone. All of those involved, regardless of their roles, specializations, or responsibilities, will find the information and tools they need. Such an all-in-one solution enables you to meet Scrum ambitions… and way more.

0. Create a collaborative Scrum workspace with the Tuleap template

Lauching a Scrum project with Tuleap, it's very simple. Tuleap makes your life easier providing you a way to implement a Scrum by-the-book process. In other words, a clear and pragmatic application of Scrum principles. All this, thanks to a ready-to-use project template.

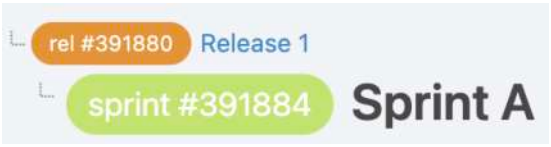
After having selected « Scrum Template » among available Tuleap tempaltes, and filled in the required information, you get to a workspace for your project, which contains all the preconfigured Scrum tools. This workspace is actually empty, with no data in it yet. It's your turn now to create yours.



Choose the Scrum Template to find a ready-to-use workspace

The Scrum project template in Tuleap is based on a quite popular approach we find among those companies adopting Scrum, and that suggests the following organization and hierarchy:

Release ➡️ Sprint

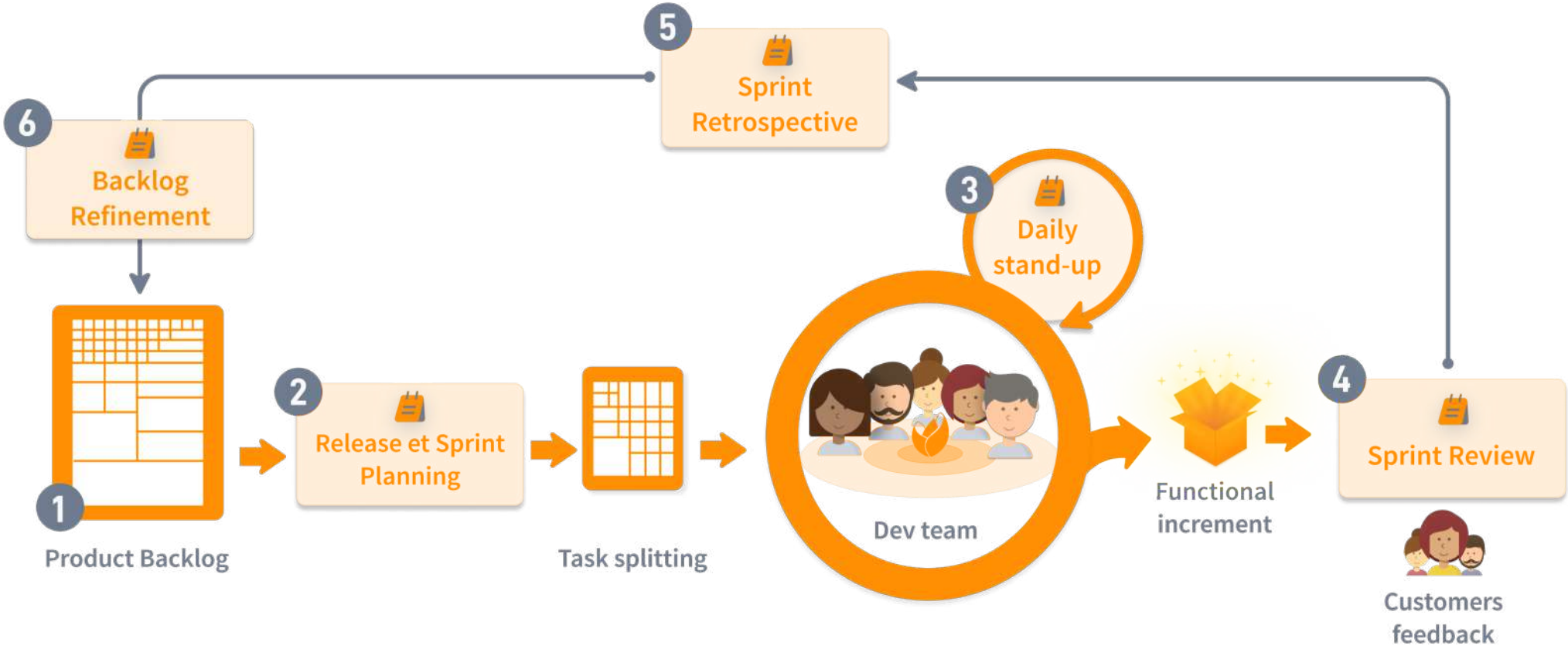


Epic ➡️ User Story ➡️ Task

Let's now project ourselves into the daily working life of a team, as to put in place the Agile principles and good practices of Scrum. Imagine the creation of a Scrum workspace to monitor an application development project.

Step by step, let's see together how easy it is to deploy Scrum with Tuleap by following the typical Scrum process, as shown here below.

Workflow and incremental stages of the Scrum approach



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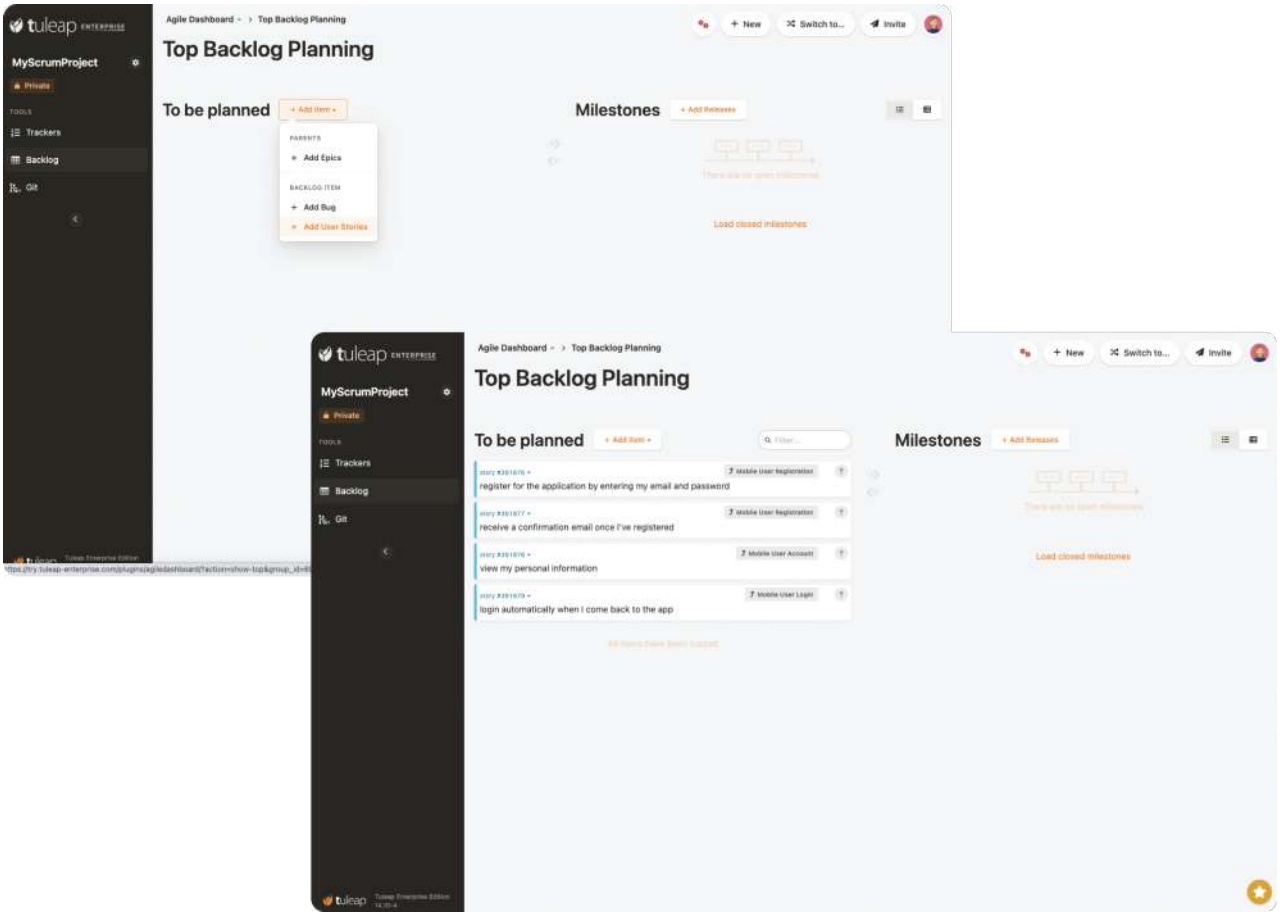
1. Build your Product Backlog

1.1 Collect users needs

Before going ahead to plan, it is key to build your Product Backlog[2]: way more that the Product Owner[3] playground, the product backlog is the beating heart of the product to develop, gathering all the work that has to be done.

In Scrum, you start by creating User Stories[4] within this planning environment.



[2]The Product Backlog is an organized list of artifacts corresponding to customer needs ("user stories") to be fulfilled by the product developed in Scrum. Artifacts are ordered by priority, the highest priority being at the top.

[3]The Product Owner (PO) is one of Scrum's three key roles. They are responsible for writing user stories and updating the product backlog. Please note: the PO is neither a project manager nor a team leader. The PO is the guarantor of the product vision, aims to maximize the value of the delivered product and acts as a bridge between customers and the development team.

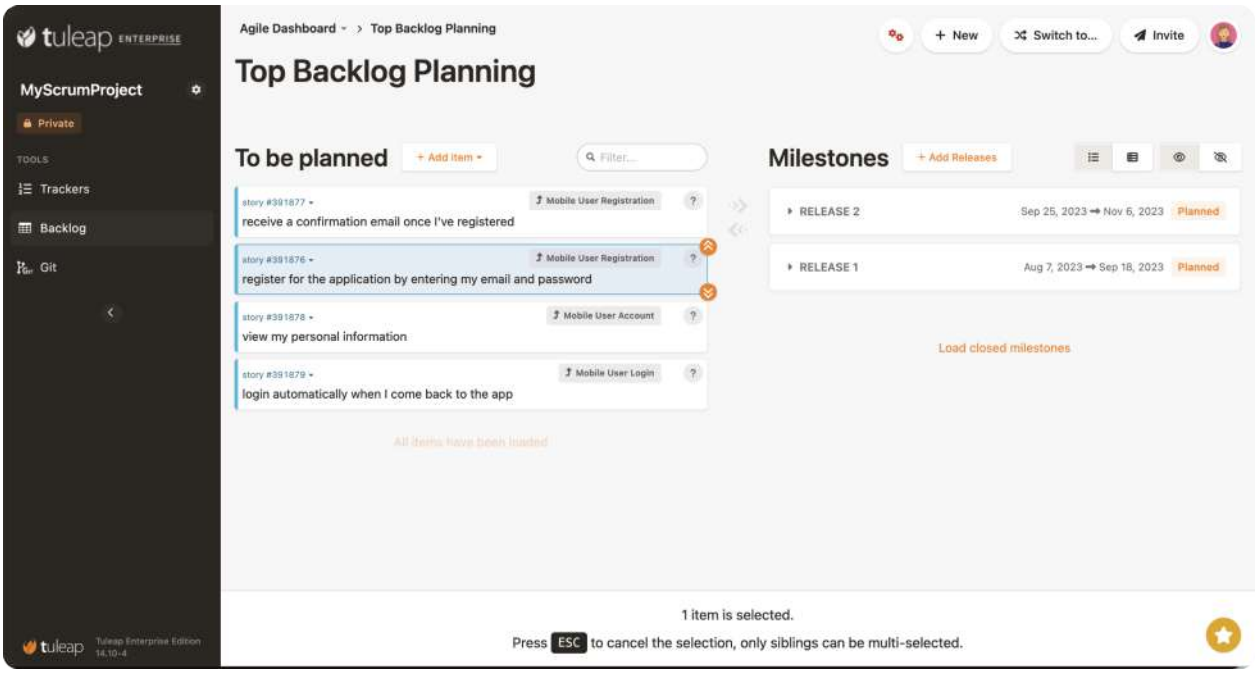
[4] A User Story reflects the expression of a user expectation from which tasks and subtasks are created to meet the need itself. In Scrum, user stories have the following format: *"as... (persona) I would like to... (user expectation) to be able to... (goal to be achieved)"*.

From a User Story, it is also possible - and actually suggested - to create as much Epics[5] as you need; in other words, the different technical and non-technical dimensions of your project.

ℹ️ To be precise: in Tuleap Scrum template, the list of Epics is not displayed in the Product Backlog. To find them, to create new ones and modify them, you should go directly to the Trackers. Trackers are the backbone of the Tuleap tool, where you can find all the key elements and configurations of your project.

1.2 Prioritize your Backlog

Within the product backlog, it is now possible to prioritize Users Stories by simply using drag-and-drop method (image below). The priorization can of course change as the project evolves, leading to a more or less significant reorganization of the Backlog and the content of future releases. This way, you enter a continuous adaptation and learning loop... welcome agility!

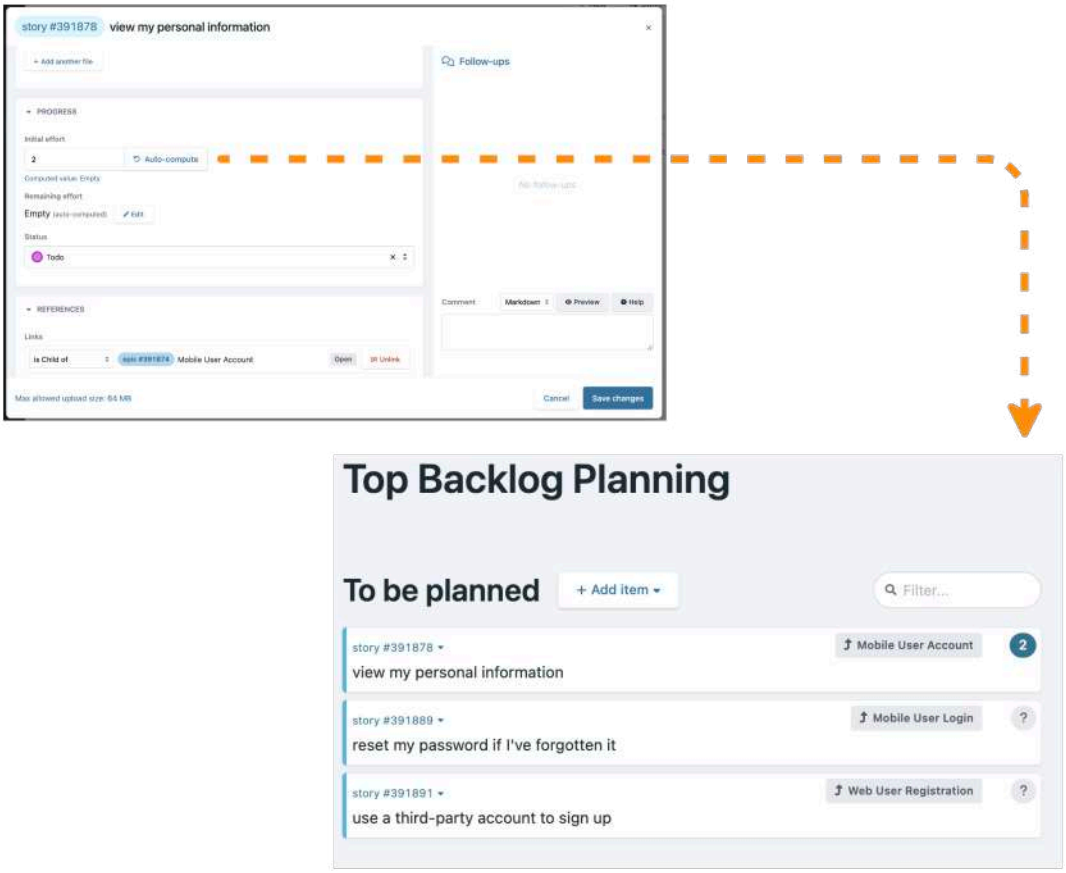


[5] An Epic can be considered as a macro functionality of the system to be developed. In other words, an Epic represents a category, a flagship theme, grouping together a set of user stories.

2. Estimate and plan work

2.1 Poker Planning

Once the Backlog is ready, the Poker Planning ceremony is launched to estimate the complexity of the work to be done.



In Tuleap, a User Story estimation is specified in the "initial effort" field, meaning the effort required to complete it. Effort is expressed in "story points". This work estimation unit is an arbitrary measure set by the team. It doesn't correspond to a fixed deadline, nor to man/days working time. Estimations are made theoretically on a relative basis, for example by estimating one story in relation to another. Story points are useful to represent the size, complexity and effort required to complete or implement a story.

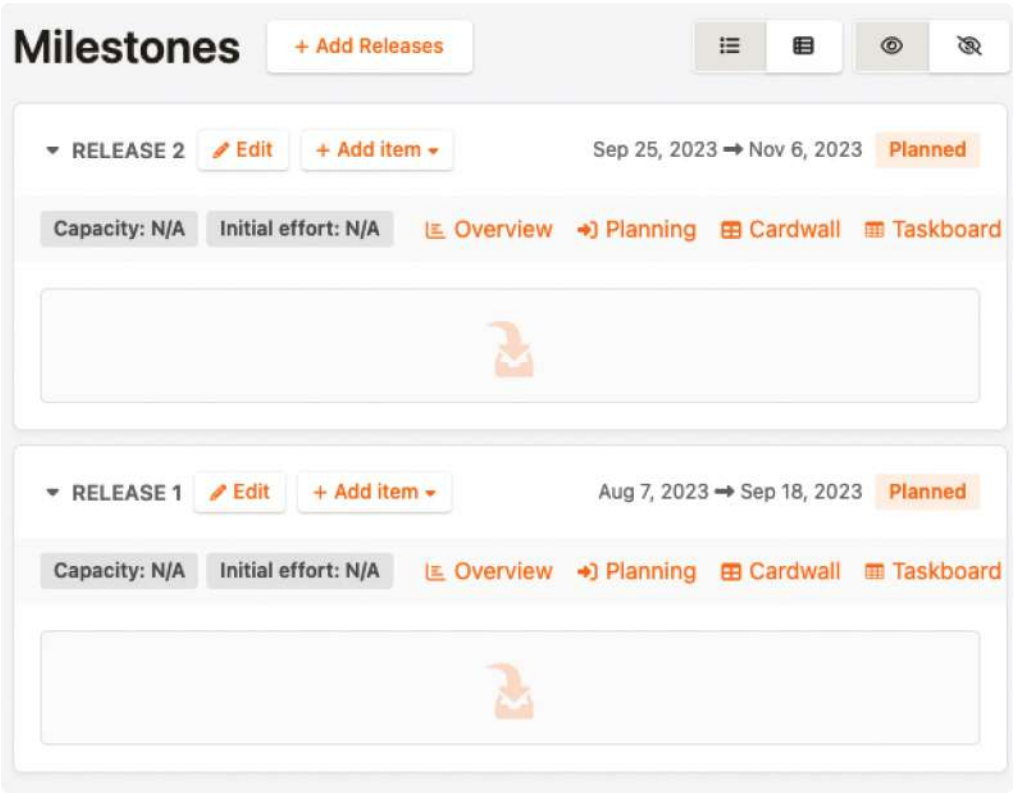
Your team can decide to use 1-10 numbers, just like for the pre-defined field in Tuleap Scrum project template. What is really important, is that everyone has the same reference as to ensure a clear and coherent understanding of shared information.

🚀**Tips to get started**
In Tuleap, the Scrum project template suggests estimating User Stories (US) with a number. In fact, in Scrum, it's common to use the Fibonacci sequence (0, 1, 2, 3, 5, 8, 13, 21...). The higher the number, the more complex the story point and, presumably, the greater the effort required to complete it. Don't use the notion of development time to estimate your US.

💡**More tips and adaptations**
If you prefer, you can use other estimation criteria, such as a simple linear sequence of numbers (1,2,3,4,5...) or T-shirt sizes (XS, S, M, L, XL). The initial effort field can be modified as you wish via the User Story tracker administration.

2.2 Release Planning

The planning of your work starts by creating milestones: Releases are here periods of time made of several weeks and Sprints. Releases result in the delivery of an incremental and functional version of product.



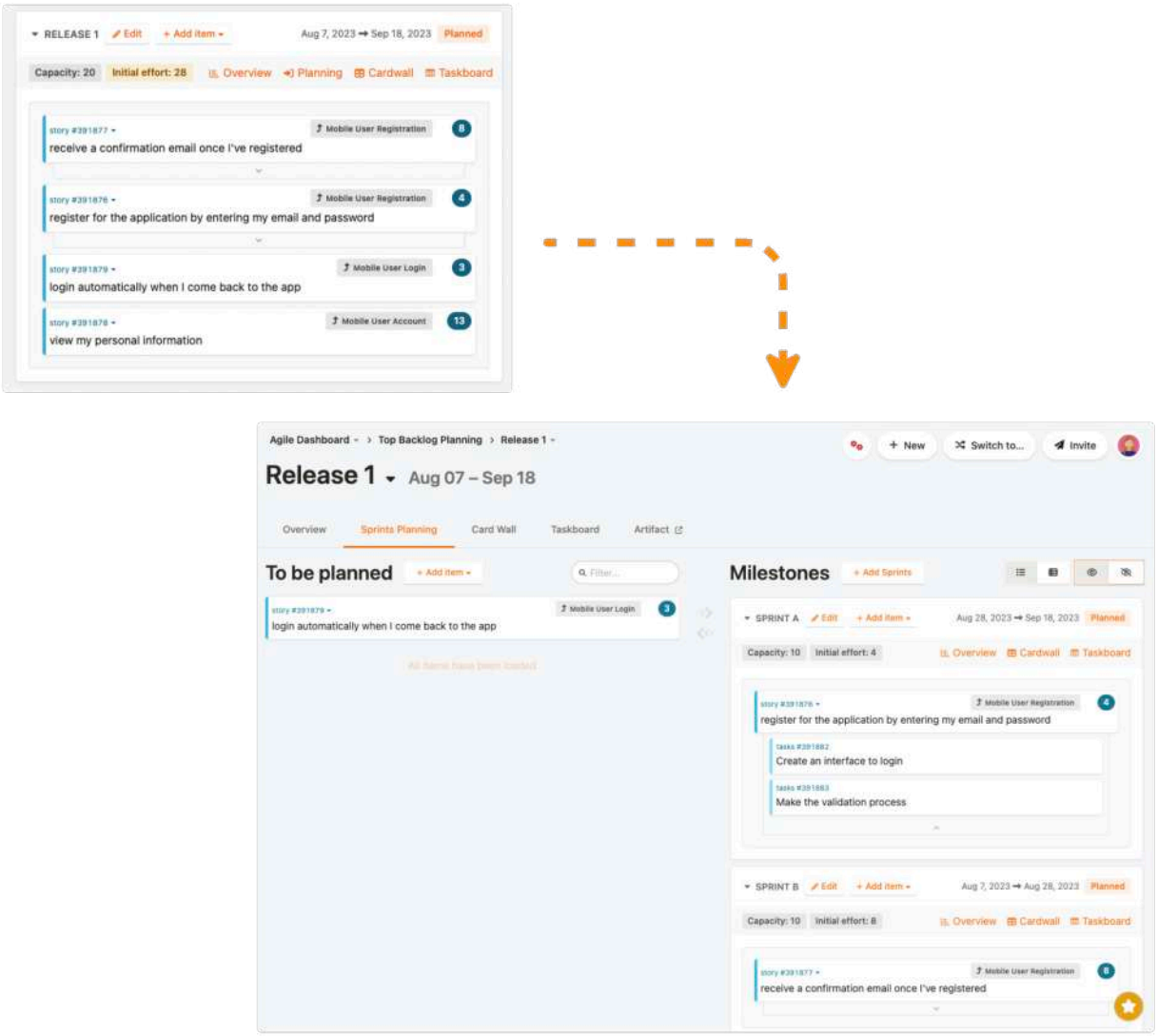
Specify the dates of your upcoming Releases

2.3 Sprint Planning

Releases are then split into sub-milestones, that is to say into a series of shorter successive periods of time called iterations or Sprints.

Once the top-priority User Stories are moved into the first Release, you hence access a deeper level of planning, made of several Sprints. There you can finely schedule each Story taking into account the effort required versus the team's capacity to accomplish work, which is expressed in story points.

Teams capacity, meaning the amount of work the team can handle, can be easily set at each Sprint level, and can actually be different from a milestone to another. **The total capacity is then automatically displayed at the Release level**.

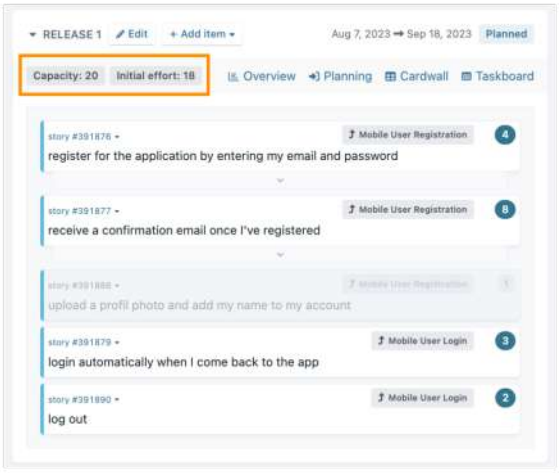


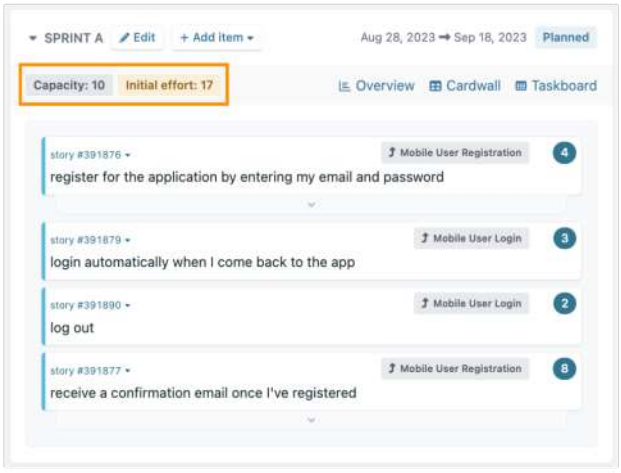
Split your Releases into Sprints, plan their artifacts keeping an eye on the Capacity (of the team) versus the Initial Effort (total estimation of the work to be done)

🚀Tips to get started

We suggest that you opt for a random value to define Capacity at the very beginning, avoiding to choose available working times. Then, you will adjust Capacity depending on the User Stories the team will have accomplished after a few iterations. This way, you will progressively have more information to define the unit of measure that best reflects the actual situation.

Anyway, defining team's Capacity to complete the planned work throughout a Sprint is actually important. It helps keep the focus on priorities, on what's really in progress, avoiding the multi-tasking trap. For this, when you are planning your Releases and Sprints with Tuleap, we recommend you take a look at the Capacity case, to make sure you don't overload your teams.





During Release and Sprint Planning, Tuleap alerts you if the Capacity (of the team) is lower than the Initial Effort (the total estimated work) or not.

You are now at the very heart of the first Scrum ceremony: the Sprint Planning. As the name suggests, the Sprint Planning is a meeting that aims to create a team-level Sprint plan, involving the participation of the Product Owner, the Scrum Master[6] and the whole development team.

On this occasion, the development team discusses about the objective to be accomplished throughout the Sprint and comes up with more detailed, and technical, tasks. Team members then autonomously pick the User Sroties and tasks they wish to work on, depending on their technical skills and subject preferences.

[8] According to the official Scrum Guide by Ken Schwaber and Jeff Sutherland, the Scrum Master is in charge of establishing Scrum, making sure that everyone understand Scrum theory and practice. The Scrum Master protects the team from external influences, helps them to work more fluidly and efficiently, and ensures that value is maximized. As with the Product Owner, the Scrum Master is neither a project manager nor a team leader.

🚀 **Tips to get started**
We recommend two-week Sprints and a simple alphabetical or numerical label to name them, such as: Sprint 1, Sprint 2.

💡 **More tips and adaptations**
Iterations can be renamed to better suit your needs. For instance, if there's a common topic among the different User Stories of the Sprint, you may opt for a label directly related to it. Actually, name your Sprint however you wish, as long as it's cristal clear to the people involved.

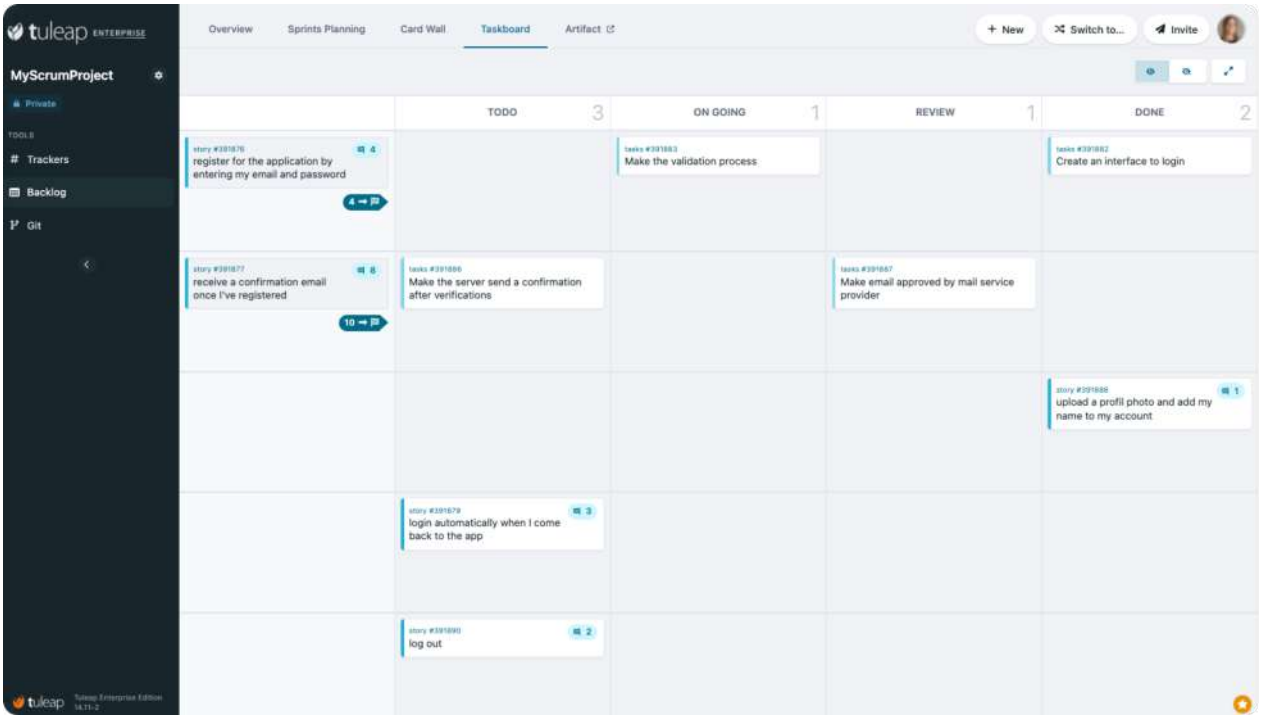
3. Develop and monitor project progress

3.1 Sprint follow-up: the daily Stand-up

The first Sprint starts off as soon as planning is done: it's time to launch developments. At this point, it is advisable to organize brief daily meetings - called stand-up meetings - to keep track of the iteration's progress. All team members take part in it. The aim of the stand-up meeting is to focus on more practical aspects and identify any bottlenecks to be addressed.

To be time-efficient, better share what's going on and make sure that everyone has the same level of information, we suggest that you keep an eye on the Tuleap Taskboard (like the one hereunder), all the more when you have geographically distributed teams and/or remote workers.

This allows you to get an overall insight into all the tasks for the current Sprint: planned, work in progress (WIP), blocked (pending for review) and even accomplished ones.



Gather together around the Tuleap Taskboard when it's stand-up time

🚀 Tips to get started

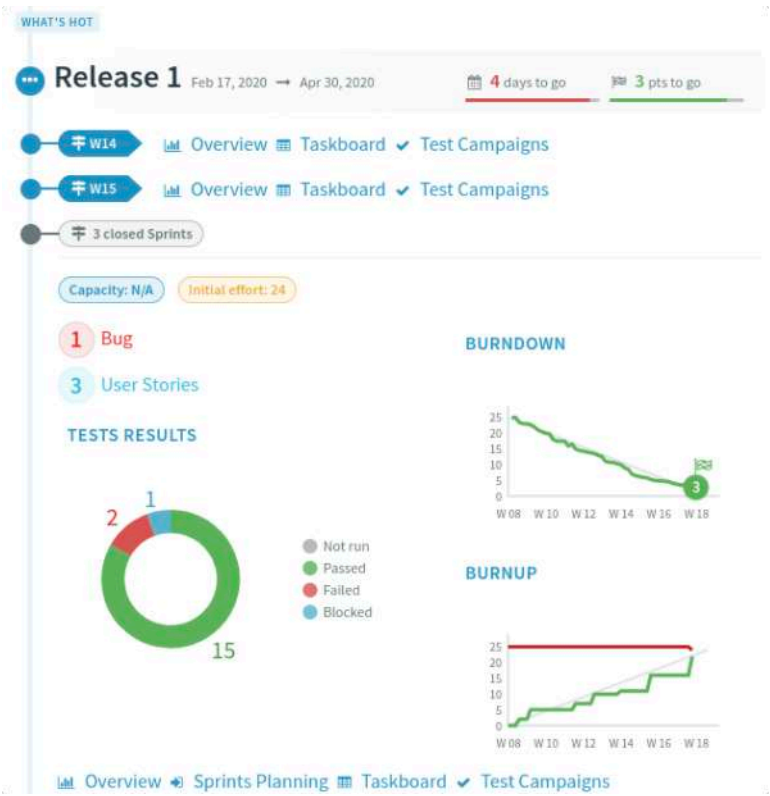
The ideal stand-up lasts no longer than 15 minutes. It is not an exhaustive project progress meeting. Rather, it is about every team member sharing key information by answering 3 major questions: What was done yesterday? What is going to be done today? Are there any blocking points?

If there's any subject to further address, it is suggested to schedule a specific meeting to deal with it.

3.2 Release follow-up

In Tuleap, it is possible to get an overview of all the work accomplished throughout a precise Release, by adding the « Project Milestones » widget to your workspace dashboard. In so doing, you can find the information you need at any time, and more easily monitor your project's key indicators.

User-friendly and helpful, your dashboard automatically updates in real time, as developments go on.



What you are going to find:

An overview of Sprints per Release: release duration, capacity, work accomplished, remaining effort… quickly access the details of each Sprint through the corresponding « Overview », « Taskboard » and « Test Campaign » shortcuts. You can hence stay informed of everything that's been done during the Sprint - and consequently the Release - thanks to full traceability of links among all projet elements (i.e. User Stories, tasks, test campaigns, annual documents…).

The Burndown graphic: visualize what remains to be done, with a short-term vision. The X-axis represents the Sprint duration, the Y-axis represents the story points to assess the effort and the grey line reflects the ideal curve to have work done. Starting from top left and moving down to bottom right, the resulting green line reflects the real-life progress of developments, showing the remaining effort to achieve the Sprint goal.

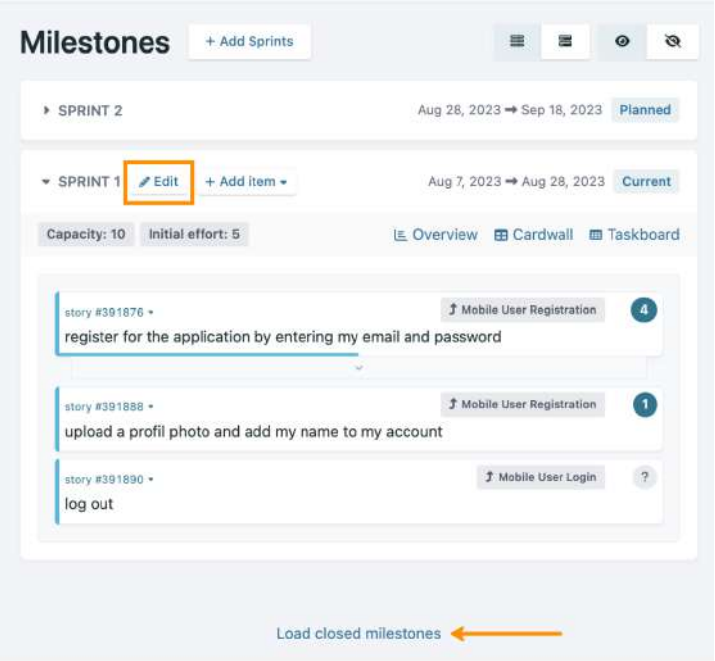
The Burnup graphic: reversely, visualize what has been done over a given Release, to gain insight into the development pace up to that point. The red line represents the Release scope, while the grey line reflects the ideal curve of the work to be done. The resulting green line hence shows the work that has already been completed to achieve the goal, while also indirectly highlighting the team's speed and production capacity.

See the section « Analyze Sprints with 3 KPI » for more details about these two graphs.

4. Deliver your developments

The Release accomplishment is the result of several Sprints and, as a consequence, it marks the delivery of the expected product increment.

In Tuleap, it only takes a couple of clicks to close a Sprint or Release: the «Edit» button on each milestone allows you to change its status and finally set it to «done». In case you need it, it is still possible to take a look back at all the closed milestones and the tasks' details for a given Sprint and/or Release.



Soon after delivery, another Scrum ceremony takes place: the **Sprint Review**. The purpose of this meeting is to review all the accomplished work, and showcasing new product developments to customers. Way more than just a product demonstration, this meeting embodies the ideal framework to:

- foster communication about the product among the people involved (i.e. stakeholders);
- share customer feedback on the product, compare and discuss about the potentially different points of view;
- collaboratively define the next steps for product development.

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5. Analyze Sprints with 3 KPI

Subsequently, the **Sprint Retrospective** closes the Scrum ceremonies loop. This meeting is an actual driver of continuous improvement. On this occasion, it is important for the team to discuss things openly and take time to step back with respect to the latest Sprint, in order to try optimizing people interactions, well-being, motivation and, of course, products' quality. Finally, and more broadly, try boosting teams efficiency.

✨ **Tips to improve:**

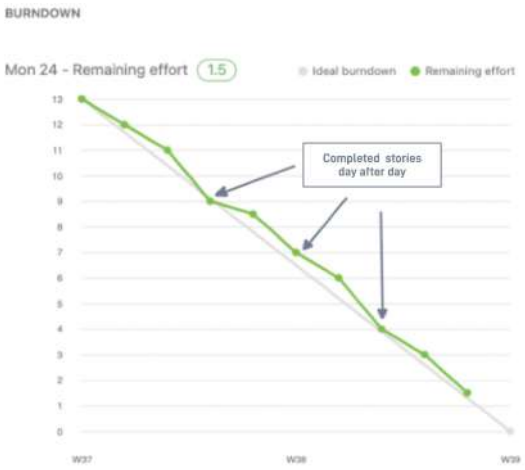
Although there is no real problem, we suggest that you keep running retrospectives: they provide your agile team with the guidance they need to stay on track, continue working smoothly and thrive. For this, it is also important to share and discuss what's good, since it clearly helps define what works well in people's mind and ways of functioning.

Tuleap provides you with **3 core Scrum graphs to display** on your interface, as to go further in project tracking and better assess progress. Here they are:

5.1 The burn-down chart

The burn-down chart is useful to see if the team has properly estimated work (aka the story points of each task), this way staying close to the ideal burndown line, to complete and deliver the Sprint's developments on time.

The burn-down chart here helps better visualize and follow the total remaining effort among planned stories, whether completed or not.



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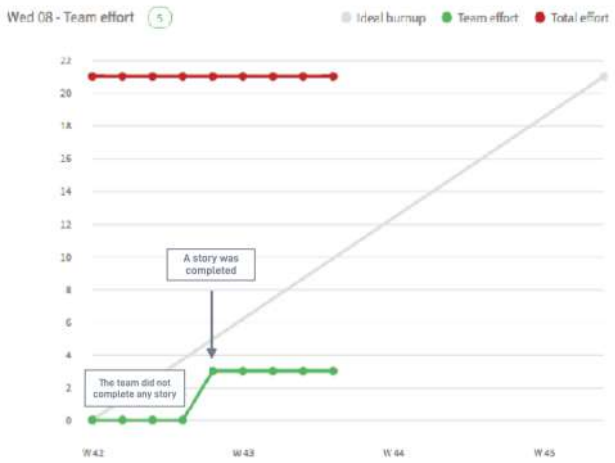
5.2 The burn-up chart



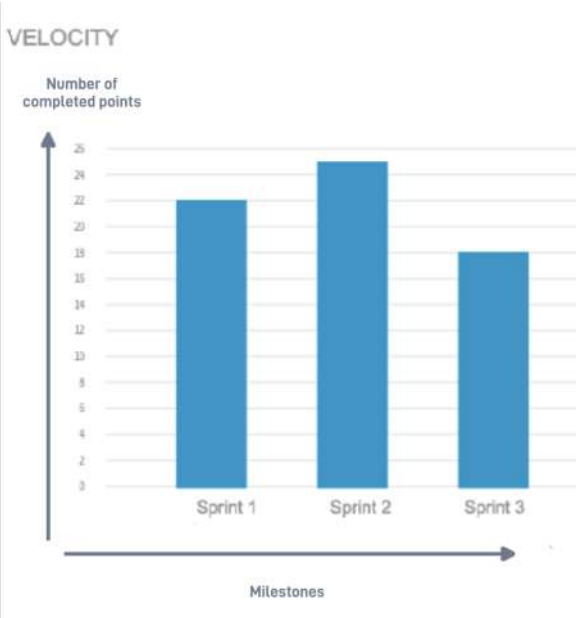
The burn-up chart can be useful in potential problem detection. For instance, if the release scope evolves while the remaining work is not progressively decreasing, the chart clearly shows that the team is struggling to keep up with the work; so, it is convenient to check out what's blocking the team's progress. This way, the burn-up chart encourages proactivity and quick decision-making to ensure the release delivery.

From the graph here, for example, we can understand that the team has not estimated work well enough, since the work to be done stays quite far from the ideal curve which would mark the story accomplishment. In this case, it's a good practice to re-evaluate work and spread it more accurately over the upcoming Sprint.

5.3 The Velocity chart

The velocity chart is used to define the effort a development team can provide in order to complete the tasks of a Sprint. Velocity is expressed in number of points and can be measured by averaging the points (story points) delivered over several Sprints.

This performance may change from a Sprit to another, as shown here. For instance, if nothing specific has changed within the team (i.e. the number of team members, their availability, etc.), a drop in velocity may reveal inefficiency of part of the development process; a matter worth to be addressed during the Retrospective meeting.



NOTA BENE: It is important to underline that the core objective of Scrum charts is NOT to measure team's productivity. Rather, Scrum charts help better assess and grasp projects' progress and teams' functioning. The final purpose is to gather metrics supporting the team to undergo the necessary changes. Actually, graphs have a role to play in facilitating a better understanding of project's advancements and they also hep with planning.

Bear in mind that the Agile key performance indicators are not standardized. This means, for example, that there is not a «normal» velocity that each and every team should achieve. So there is no point in comparing the indicators of teams operating in different environments, for different products, with different skillsets.

6. Review your Backlog

The very last step in the Scrum process, following the conclusions drawn during the Retrospective, is to check that the Backlog is still up to date in terms of content and priorities. If you find that development priorities have changed along the way, it's essential to review and update the Backlog... once you've done that, **step 1 starts again** to plan work for the next Release!

Tips to deploy Scrum effectively

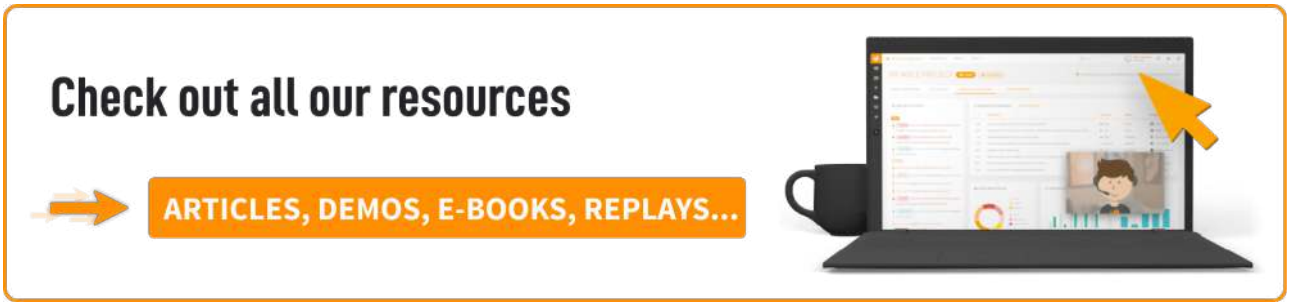
When it comes to deploying Scrum with Tuleap, you have two options:

- **If you're starting off with Scrum**, we recommend that you use the ready-to-use project template and follow the process as described above. As your project advances, you will of course be able to make changes to the template to suit your experience and feedback from the field. This choice will enable you to get started more quickly and gradually evolve towards the type of workspace you want, which reflects 100% the needs, context and particularities of your company.

- **If you're already an advanced Scrum user,** you can start from scratch by setting up tailor-made Tuleap. This way, you can start working in a fully adapted environment for your organization, and benefit from extensive customization on all aspects of Agile project management with Scrum, including the continuous development module (CD/CI).

In all cases, the Tuleap team is at your service and will support you throughout this transition, sharing tips, best practices and expert advice through a wide range of resources: articles, demos, e-books, online training courses, guides, webinars...

Achieve your goals with Tuleap. Discover all the free access ressources we have in store for you.



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