## GLOSSARY OF TERMS

### Adaptation

One of the three Scrum Pillars (Principles): Transparency, Inspection, and Adaptation. If an inspector determines that one or more aspects of a process deviate outside acceptable limits, and that the resulting product will be unacceptable, the process or the material being processed must be adjusted.

An adjustment must be made as soon as possible to minimize further deviation.

### Agile Application Lifecycle Review

Agile Application Lifecycle Management (Agile ALM) is a central platform that allows teams using Agile methods, alone or in combination with other development methodologies (e.g., RUP, waterfall), to manage all phases of the software development lifecycle from requirements through release.

Key components of an ALM platform include the ability to handle change management, workflow, source code management, task management, testing and bug tracking, lab management, reporting and analytics.

### Agile

A group of iterative and incremental software development methods. It encourages flexibility and speed in responding to change. It requires collaboration between self-organized, cross-functional teams to generate requirements and solutions.

### Agile Manifesto

In 2001, 17 individuals gathered in the Wasatch mountains of Utah to find common ground around Agile. There are four common values that led to the development of the Manifesto for Agile Software Development:

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan

### Artifact

Any tangible item, typically a document, that is a by-product formed during the project management or software development cycle.

### ATO

Agile Transformation Office.

### Behavior Driven Development

A software development process which involves collaboration between non-technical or business participants and people with technical insight like developers, QA etc.

### Burndown Charts

Shows work remaining over time. Work remaining is the Y axis and time is the X axis. The work remaining should jig up and down and eventually trend downward.

### Cleanup Story

A user story that is created to fix ineffective or inefficient software development (e.g., poor coding or poor design). Usually, this user story will document what is wrong and indicates what needs to be done to fix it. Bad coding or design results in technical debt that cannot be seen to the eye or typically by the customer. This debt must be cleaned up on purpose since it will never happen as a byproduct of coding more user stories.

### Daily Scrum

A fifteen-minute daily meeting for each development team member to answer three questions:

1. "What have I done since the last Scrum meeting? (i.e. yesterday)"
2. "What will I do before the next Scrum meeting? (i.e. today)"
3. "What prevents me from performing my work as efficiently as possible?"

The name comes from the practice of the attendees standing up. This encourages the members to keep the meeting short. It gives the team a regular opportunity to monitor progress along the sprint plan.

It is time-boxed event. The Daily Scrum is held every day of the Sprint. At it, the Development Team plans work for the next 24 hours. This optimizes team collaboration and performance by inspecting the work since the last Daily Scrum and forecasting upcoming Sprint work. The Daily Scrum is held at the same time and place each day to reduce complexity.

### Definition of Done (DoD)

A simple list of activities (writing code, coding comments, unit testing, integration testing, release notes, design documents, etc.) that add verifiable/demonstrable value to the product. Focusing on value-added steps allows the team to focus on what must be completed in order to build software while eliminating wasteful activities that only complicate software development efforts.

DoD is the primary reporting mechanism for team members. Reporting in its simplest form is the ability to say, “This feature is done.” After all, a feature or Product Backlog Item is either done or it is not-done. DoD is a simple artifact that adds clarity to the “Feature’s done” statement.  Using DoD as a reference for this conversation a team member can effectively update other team members and the product owner.

### Development Team

Formed with members from different areas of functional expertise. It has to be self-organized, and it must drive toward a single goal. This team is collectively responsible developing of an acceptable product.

### Enterprise Project

Requests managed and maintained by the ATO. Used to track the non­project effort of each OIIT employee. This effort is broken out into the following classifications:

* Discovery and Innovation - "Pre-project" effort to collect information.
* Managed Work - Time spent toward enhancements, such as system upgrades.
* Overhead - Time spent toward administrative tasks, leave, and professional development.
* Run - Time spent supporting the different services offered by OIIT.

### Estimation

A rough calculation of the number, quantity, or size of product backlog items, portfolio backlog item, and sprint backlog task.

### Impediment

Anything that prevents a team member from performing work as efficiently as possible is an impediment. Each team member has an opportunity to announce impediments during the daily Scrum meeting. The ScrumMaster is charged with ensuring impediments get resolved. ScrumMasters often arrange sidebar meetings when impediments cannot be resolved on the spot in the daily Scrum meeting.

### Issue

A problem that has been encountered in executing project activities. This problem impairs a project 's ability to be completed successfully. A project issue is commonly a difficulty faced to complete a task already defined by the project, or the discovery that a required task was not identified or scheduled in the project plan.

### Increment

Sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team’s definition of "Done".

### Inspection

Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

### Migration

Tracks the deployment of a project request to migrate application/system packages from one instance to another. For example, if a configuration package needed to be migrated from a TST instance to a PRO one, then this would require a "OIIT - Migration" request with all the package information needed to migrate it successfully.

### Product Backlog

An ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering. During a Sprint planning meeting, backlog items are moved from the product backlog into a sprint, based on the product owner's priorities.

### Product Backlog Item (PBI)

In Scrum, a product backlog item ("PBI", "backlog item", or "item") is a unit of work small enough to be completed by a team in one Sprint iteration. Backlog items are decomposed into one or more tasks. See also Backlog Effort Estimation Unit.

### Product Owner (PO)

The Product Owner (PO) is a member of the Agile Team responsible for defining Stories and prioritizing the Team Backlog to streamline the execution of program priorities while maintaining the conceptual and technical integrity of the Features or components for the team.

### Risk

Per the Project Management Institute (PMI), a risk is "an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives:' Although this term usually has a negative connotation, risks can also be positive.

### Scrum (Scrum Framework)

An Agile process framework for completing complex projects. There are four major areas of Scrum: 1. Values & Principles, 2. Roles, 3. Events, and 4. Artifacts. Scrum is only one (1) of multiple Agile frameworks, such as Kanban and XP. Scrum is a simple framework for effective team collaboration on complex software projects. Scrum cuts through complexity to focus on building products that meet business needs. Management and teams can get their hands around the requirements and technologies and deliver working products incrementally.

Scrum's founders, Ken Schwaber and Jeff Sutherland, have written The Scrum Guide (scrumguides.org) to explain Scrum clearly and succinctly.

### Scrum Artifacts

Scrum describes three items as artifacts: Product Backlog, Sprint Backlog, and Increment (Delivered Product). Artifacts defined by Scrum are specifically designed to maximize transparency of key information so that everybody has the same understanding.  See also Sprint Backlog, Product Backlog, and Increment.

### Scrum Events

Scrum prescribes four formal events for inspection and adaptation:

* Sprint Planning
* Daily Scrum
* Sprint Review
* Sprint Retrospective

These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt.

### Scrum Master

As the title implies, the scrum master is the master of scrum, who ensures the scrum framework is followed. Scrum has a clearly defined set of roles and rituals that should be followed, and the scrum master works with each member of the scrum team to guide and coach the team through the scrum framework.

### Scrum Pillars (Principles)

There are three pillars: transparency, inspection, and adaptation. Also called Scrum Principles.

### Scrum Team

Consists of a Product Owner, the Development Team, and a Scrum Master.

Scrum Teams are self-organizing and cross-functional. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity. The Scrum Team has proven itself to be increasingly effective for all the earlier stated uses, and any complex work.

### Scrum Theory

Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

Scrum prescribes four formal events for inspection and adaptation, as described in the Scrum Events section

of this document:

* Sprint Planning
* Daily Scrum
* Sprint Review
* Sprint Retrospective

Other than the Sprint itself, which is a container for all other events, each event in Scrum is a formal opportunity to inspect and adapt something.

### Scrum Values

All work performed in Scrum needs a set of values as the foundation for the team's processes and interactions. And by embracing these five values, the team makes them even more instrumental to its health and success: 1. Focus, 2. Courage, 3. Openness, 4. Commitment, and 5. Respect.

When the values of commitment, courage, focus, openness, and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone. The Scrum Team members learn and explore those values as they work with the Scrum events, roles and artifacts.

### Sprint

The heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint.

Sprints are used to accomplish something. Each Sprint has a goal of what is to be built, a design and flexible plan that will guide building it, the work, and the resultant product increment.

### Sprint Backlog

A small subset of product backlog items (PBIs) selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a "Done" Increment. See also Product Backlog Items.

### Sprint Goal

An objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment. It is created during the Sprint Planning meeting.

### Sprint Planning

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team. Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter. The Scrum Master ensures that the event takes place and that attendants understand its purpose. The Scrum Master teaches the Scrum Team to keep it within the time-box.

### Sprint Retrospective

An opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. This is at most a three-hour meeting for one-month Sprints. For shorter Sprints, the event is usually shorter. The Scrum Master ensures that the event takes place and that attendants understand its purpose.

### Sprint Review

During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. It is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog, if needed. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on the next things that could be done to optimize value. This is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration.

### Total Cost of Ownership (TCO)

The total cost of ownership, or TCO, includes the purchase price of a particular asset, plus operating costs over the asset's lifespan. Looking at the total cost of ownership is a way of assessing the long-term value of a purchase to a company or individual.

### Transparency

Scrum relies on transparency. Decisions to optimize value and control risk are made based on the perceived state of the artifacts. To the extent that transparency is complete, these decisions have a sound basis. To the extent that the artifacts are incompletely transparent, these decisions can be flawed, value may diminish, and risk may increase. Significant aspects of the process must be visible to those responsible for the outcome.

Transparency requires those aspects be defined by a common standard, so observers share a common understanding of what is being seen.