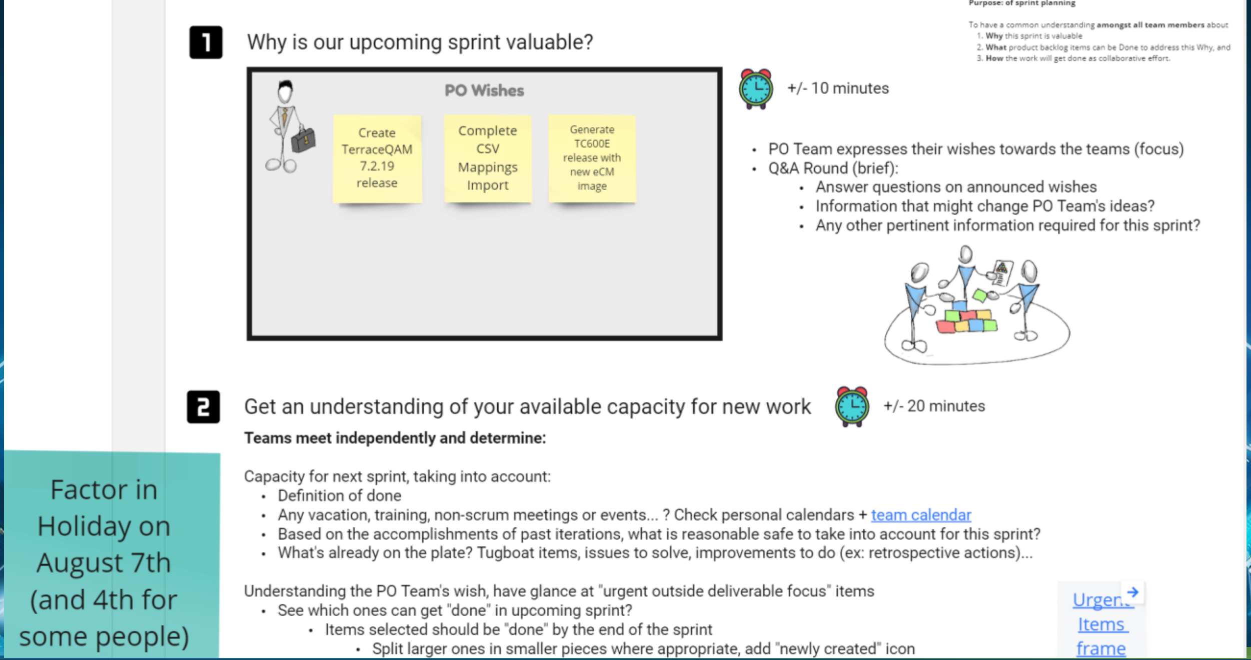


Purpose: of sprint planning

To have a common understanding **amongst all team members** about

1. **Why** this sprint is valuable
2. **What** product backlog items can be Done to address this Why, and
3. **How** the work will get done as collaborative effort.

1 Why is our upcoming sprint valuable?

PO Wishes

- Create TerraceQAM 7.2.19 release
- Complete CSV Mappings Import
- Generate TC600E release with new eCM image

+/- 10 minutes

- PO Team expresses their wishes towards the teams (focus)
- Q&A Round (brief):
  - Answer questions on announced wishes
  - Information that might change PO Team's ideas?
  - Any other pertinent information required for this sprint?

2 Get an understanding of your available capacity for new work

+/- 20 minutes

Teams meet independently and determine:

Capacity for next sprint, taking into account:

- Definition of done
- Any vacation, training, non-scrum meetings or events... ? Check personal calendars + team calendar
- Based on the accomplishments of past iterations, what is reasonable safe to take into account for this sprint?
- What's already on the plate? Tugboat items, issues to solve, improvements to do (ex: retrospective actions)...

Understanding the PO Team's wish, have glance at "urgent outside deliverable focus" items

- See which ones can get "done" in upcoming sprint?
  - Items selected should be "done" by the end of the sprint
    - Split larger ones in smaller pieces where appropriate, add "newly created" icon

Urgent Items frame

Factor in Holiday on August 7th (and 4th for some people)

Coordination and Communication Improvements through effective routines

Kerry Hjertaas
Development Product Owner – Commercial Video
Sept 27, 2023

A bit about Kerry Hjertaas

- From Saskatoon, Saskatchewan, Canada
- 17.5 years at Vecima
  - 15 years dev/team lead
  - 2 years SM
  - 6 months PO
- Led initial LeSS adoption at Vecima
- 3 more product groups within Vecima have implemented LeSS because of our success with Commercial Video.

What is Vecima?

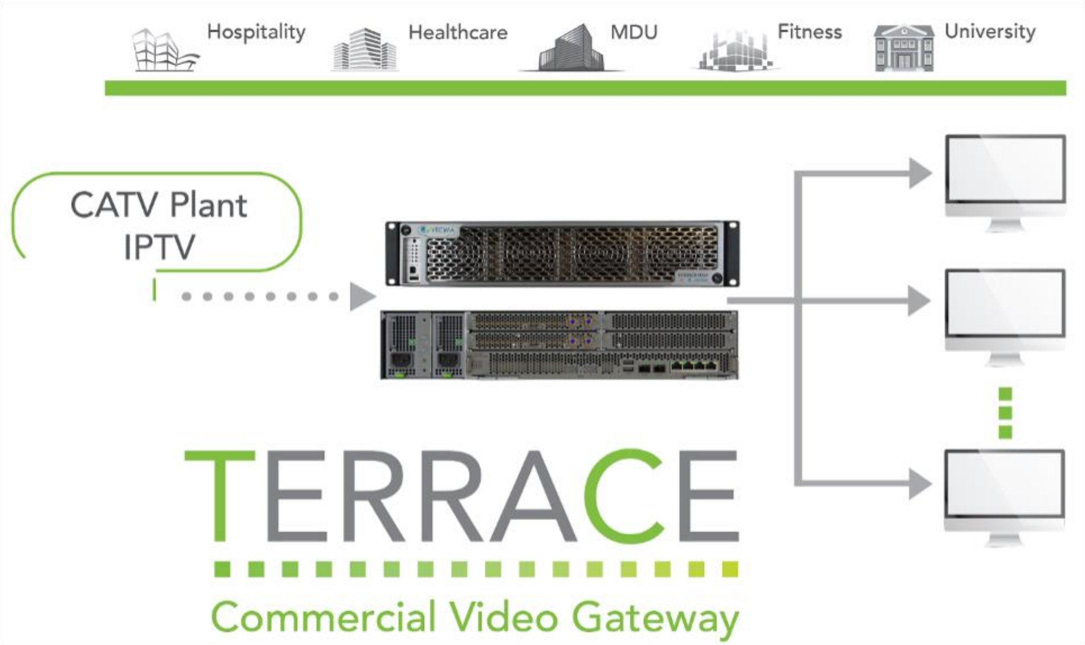
Let’s provide some context!

What does Vecima do?

Vecima is primarily a hardware company. Designs and manufactures Cable TV and Internet delivery appliances.

This is Vecima hardware running Vecima software.

Focus is on internet delivery over Remote-PHY and PON, and Commercial Video via solutions for installation within Hotels, Hospitals, Universities and other similar facilities.

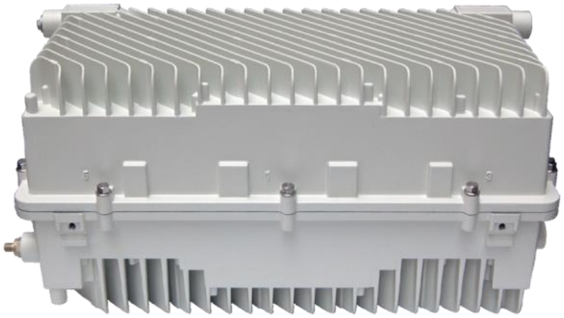


Hospitality Healthcare MDU Fitness University

CATV Plant
IPTV

TERRACE

Commercial Video Gateway



What is Commercial Video Product Group?

- Group of development teams responsible for Vecima's commercial video products.
- Started as a single team in 2020 after the company's pivot to scrum.
- Grew to four teams in 2021.
- Back down to two teams since early 2023

- All team members currently in Saskatoon.
- Everyone working mostly from home since COVID and happy that way!
- In person gatherings of the whole team every two or three months

Coordination tools used by Commercial Video Teams

Tool	What it is used for:
Excel	Product Backlog, metrics, tracking customer engagements
miro	Short-term view of backlog, Refinement, Sprint Planning, Continuous Improvement Community, end of sprint report
JIRA	Team sprint backlog, Worklogs, Bug tracking
Confluence	Meeting notes, Longer-lived documentation, Automated Test Reporting
Mattermost	Instant-messaging, Automated test status notifications
zoom	All remote meetings. - Captions very useful for English as Second Language team members!

Effective Meeting Practices

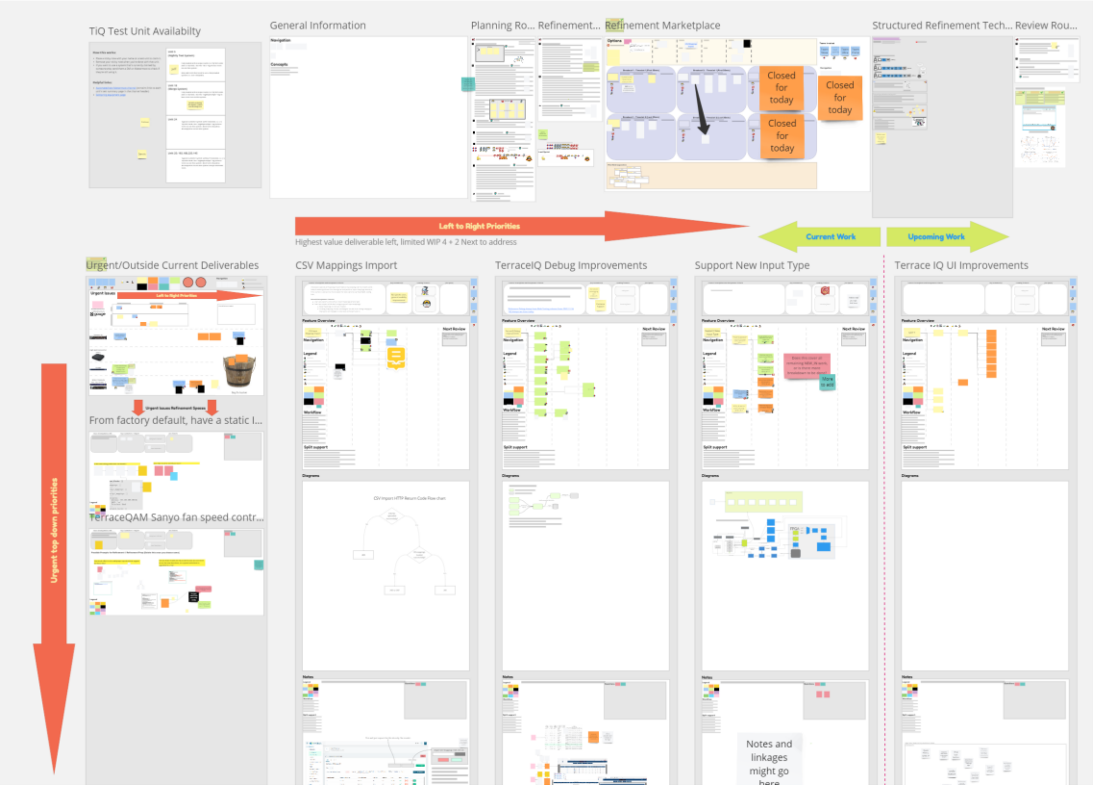
Meetings have agendas and timeboxes

Meetings have facilitators and discussion is kept on topic

Meetings have the correct audience or attendees

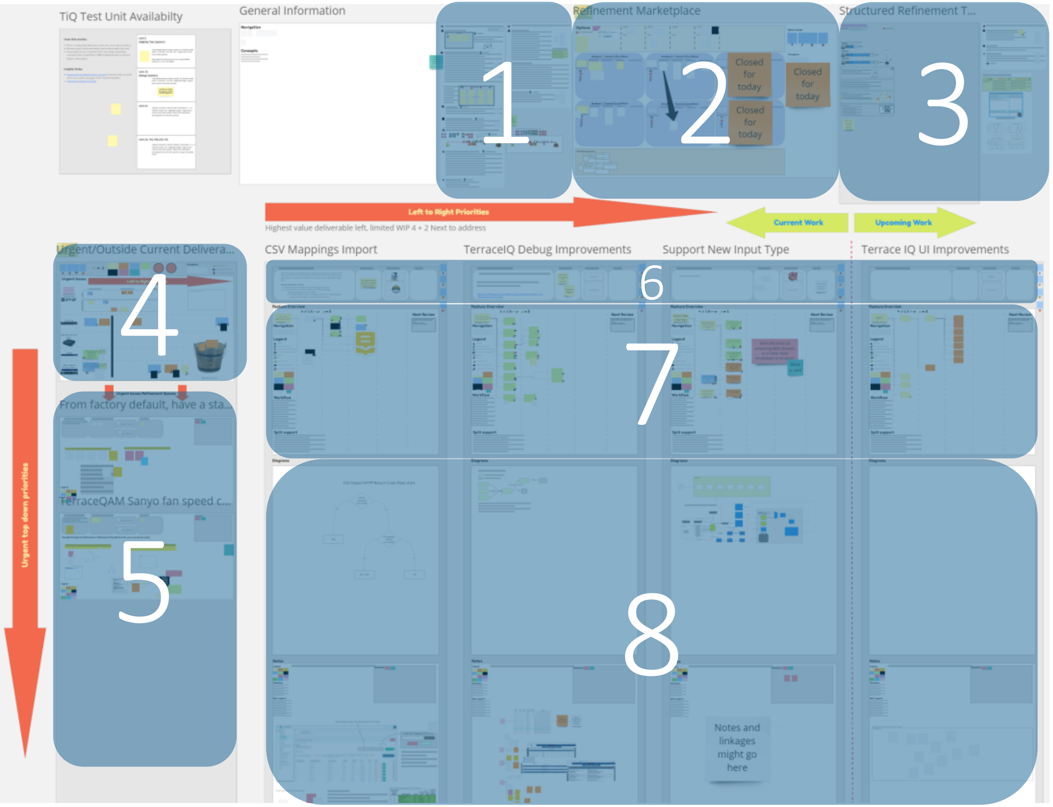
Coordination and Collaboration Routines

How Commercial Video Teams work together



TiQ Test Unit Availabilty
General Information
Planning Ro... Refinement... Refinement Marketplace
Structured Refinement Tech... Review Rou...
Closed for today
Closed for today
Closed for today
Left to Right Priorities
Highest value deliverable left, limited WIP 4 + 2 Next to address
Current Work
Upcoming Work
Urgent/Outside Current Deliverables
CSV Mappings Import
TerraceIQ Debug Improvements
Support New Input Type
Terrace IQ UI Improvements
From factory default, have a static I...
TerraceQAM Sanyo fan speed contr...
Urgent top down priorities
Notes and linkages might go here

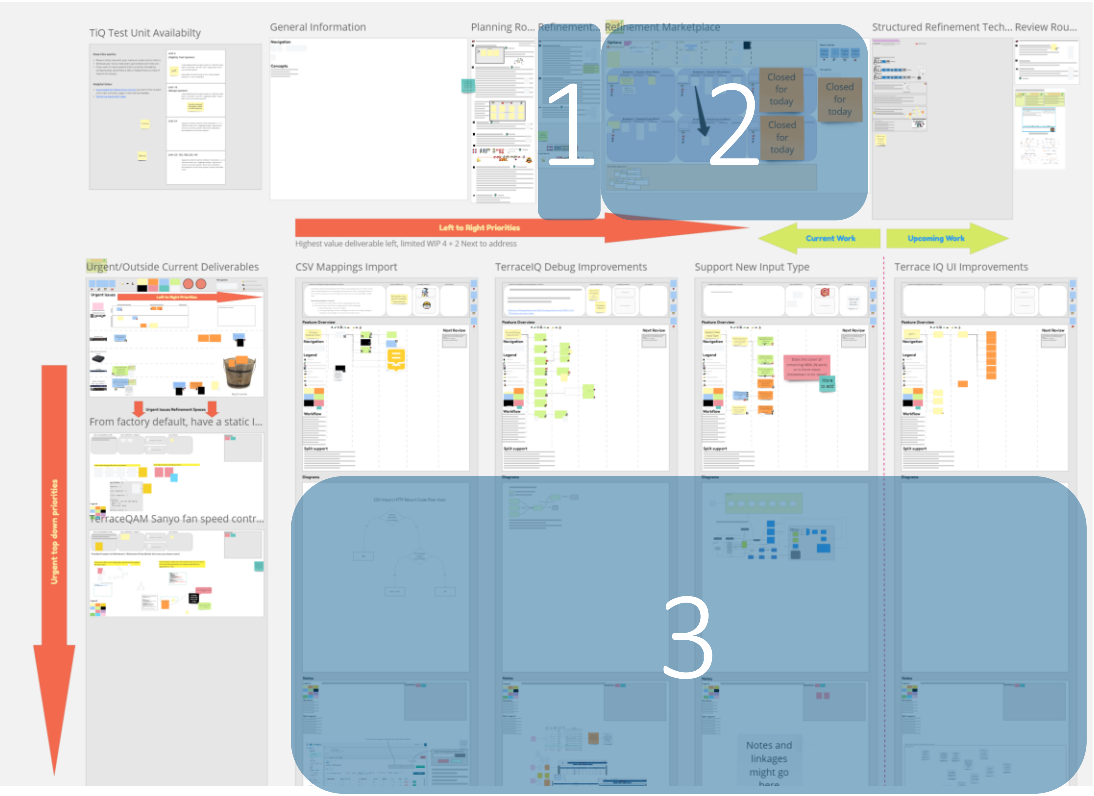
Multi-Team Board Overview


TiQ Test Unit Availabilty
General Information
Refinement Marketplace
Structured Refinement T...
Closed for today
Closed for today
Closed for today
Left to Right Priorities
Highest value deliverable left, limited WIP 4 + 2 Next to address
Current Work
Upcoming Work
Urgent/Outside Current Delivera...
CSV Mappings Import
TerraceIQ Debug Improvements
Support New Input Type
Terrace IQ UI Improvements
From factory default, have a sta...
TerraceQAM Sanyo fan speed c...
Urgent top down priorities
Notes and linkages might go here
1
2
3
4
5
6
7
8

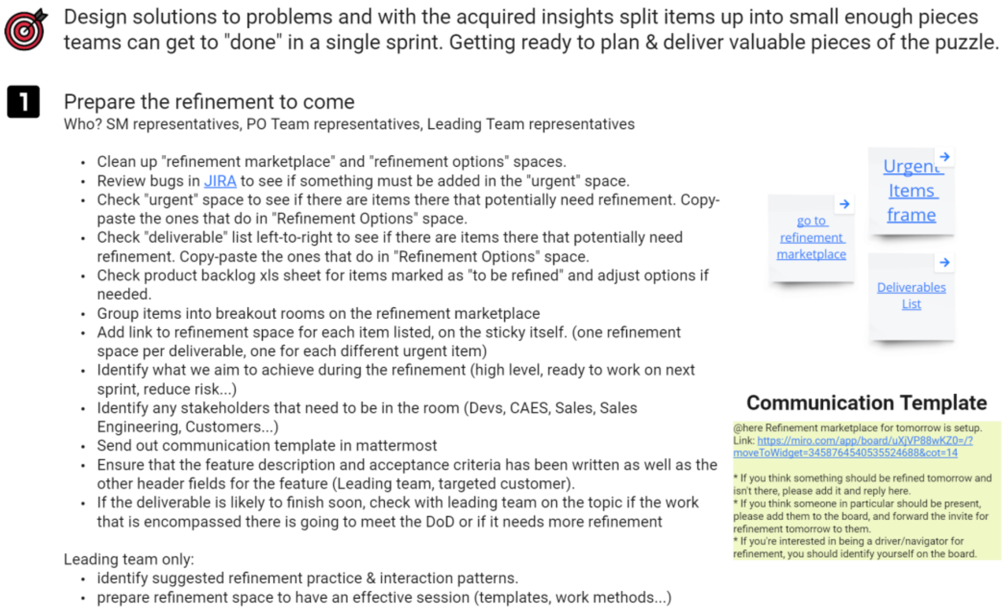
1. Planning and Refinement Routines
2. Refinement Marketplace
3. Structured Refinement Techniques
4. Urgent items (not part of deliverables)
5. Urgent items refinement
6. Deliverables Descriptions
7. Deliverables Backlog Items
8. Deliverables Refinement Material

Refinement routine

1. Refinement Routine
2. Refinement Marketplace
3. Refinement Areas


TiQ Test Unit Availabilty
General Information
Planning Ro...
Refinement...
Refinement Marketplace
Structured Refinement Tech...
Review Rou...
1
2
Closed for today
Closed for today
Closed for today
Left to Right Priorities
Highest value deliverable left, limited WIP 4 + 2 Next to address
Current Work
Upcoming Work
Urgent/Outside Current Deliverables
CSV Mappings Import
TerraceIQ Debug Improvements
Support New Input Type
Terrace IQ UI Improvements
From factory default, have a static I...
TerraceQAM Sanyo fan speed contr...
Urgent top down priorities
3
Notes and linkages might go here

Pre-Refinement



Design solutions to problems and with the acquired insights split items up into small enough pieces teams can get to "done" in a single sprint. Getting ready to plan & deliver valuable pieces of the puzzle.

1 Prepare the refinement to come

Who? SM representatives, PO Team representatives, Leading Team representatives

- Clean up "refinement marketplace" and "refinement options" spaces.
- Review bugs in JIRA to see if something must be added in the "urgent" space.
- Check "urgent" space to see if there are items there that potentially need refinement. Copy-paste the ones that do in "Refinement Options" space.
- Check "deliverable" list left-to-right to see if there are items there that potentially need refinement. Copy-paste the ones that do in "Refinement Options" space.
- Check product backlog xls sheet for items marked as "to be refined" and adjust options if needed.
- Group items into breakout rooms on the refinement marketplace
- Add link to refinement space for each item listed, on the sticky itself. (one refinement space per deliverable, one for each different urgent item)
- Identify what we aim to achieve during the refinement (high level, ready to work on next sprint, reduce risk...)
- Identify any stakeholders that need to be in the room (Devs, CAES, Sales, Sales Engineering, Customers...)
- Send out communication template in mattermost
- Ensure that the feature description and acceptance criteria has been written as well as the other header fields for the feature (Leading team, targeted customer).
- If the deliverable is likely to finish soon, check with leading team on the topic if the work that is encompassed there is going to meet the DoD or if it needs more refinement

Leading team only:

- identify suggested refinement practice & interaction patterns.
- prepare refinement space to have an effective session (templates, work methods...)

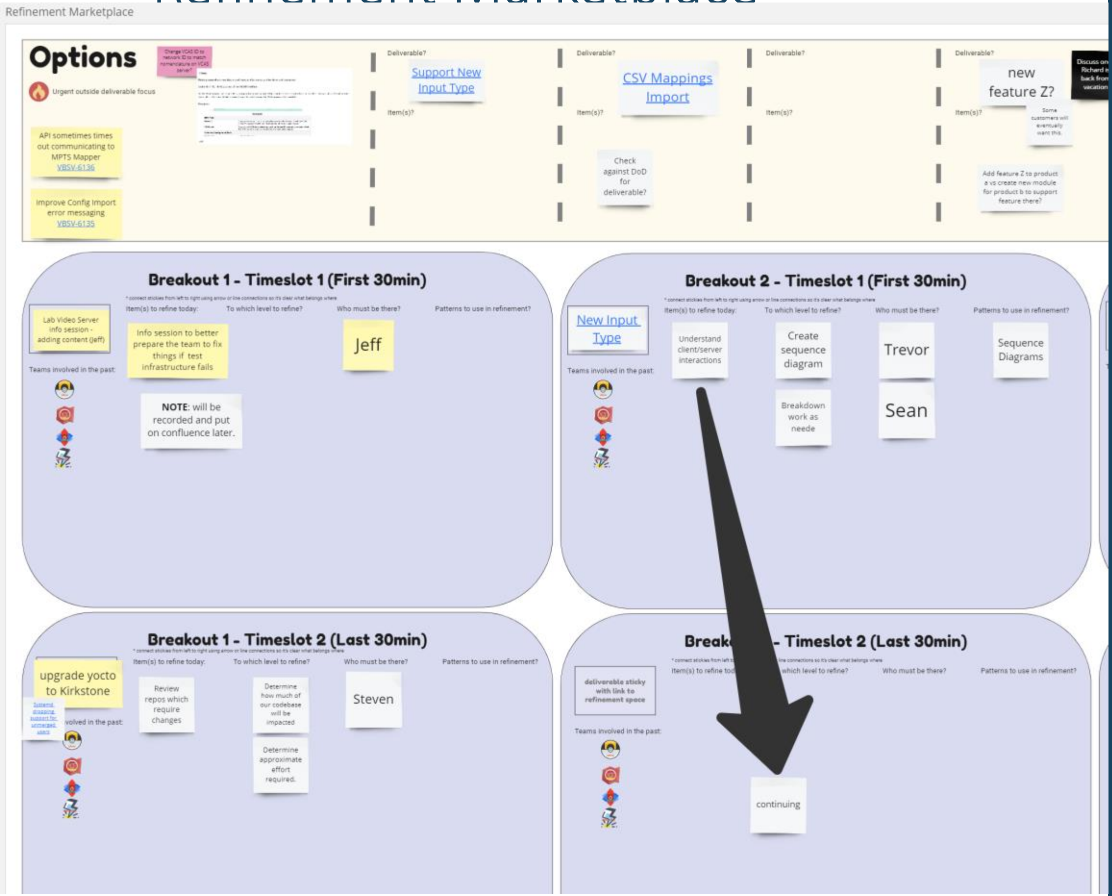
Communication Template

@here Refinement marketplace for tomorrow is setup.
Link: https://miro.com/app/board/uXjVP88wKZ0=/?moveToWidget=3458764540535524688&cot=14

* If you think something should be refined tomorrow and isn't there, please add it and reply here.
* If you think someone in particular should be present, please add them to the board, and forward the invite for refinement tomorrow to them.
* If you're interested in being a driver/navigator for refinement, you should identify yourself on the board.

- 10 minutes, occurs weekly
- SM, PO, Team representatives meet before refinement each week
- Determine what needs refining this week, and set up refinement marketplace
- Ensure someone is going to prep a space on the board to refine each item

Refinement Marketplace



Refinement Marketplace

Options

Urgent outside deliverable focus

Change VCAS ID to network ID to match nomenclature on VCAS server?

API sometimes times out communicating to MPTS Mapper VBSV-6136

Improve Config Import error messaging VBSV-6135

Deliverable? Support New Input Type

Item(s)?

Deliverable? CSV Mappings Import

Item(s)?

Check against DoD for deliverable?

Deliverable?

Item(s)?

Deliverable? new feature Z?

Item(s)?

Some customers will eventually want this.

Add feature Z to product a vs create new module for product b to support feature there?

Discuss on Richard i back from vacation

Breakout 1 - Timeslot 1 (First 30min)

* connect stickies from left to right using arrow or line connections so it's clear what belongs where

Lab Video Server info session - adding content (Jeff)

Teams involved in the past:

Item(s) to refine today: Info session to better prepare the team to fix things if test infrastructure fails

To which level to refine?

Who must be there? Jeff

Patterns to use in refinement?

NOTE: will be recorded and put on confluence later.

Breakout 2 - Timeslot 1 (First 30min)

* connect stickies from left to right using arrow or line connections so it's clear what belongs where

New Input Type

Teams involved in the past:

Item(s) to refine today: Understand client/server interactions

To which level to refine? Create sequence diagram; Breakdown work as neede

Who must be there? Trevor; Sean

Patterns to use in refinement? Sequence Diagrams

Breakout 1 - Timeslot 2 (Last 30min)

* connect stickies from left to right using arrow or line connections so it's clear what belongs where

upgrade yocto to Kirkstone

Suspend dropping support for unmerged users

volved in the past:

Item(s) to refine today: Review repos which require changes

To which level to refine? Determine how much of our codebase will be impacted; Determine approximate effort required.

Who must be there? Steven

Patterns to use in refinement?

Break - Timeslot 2 (Last 30min)

* connect stickies from left t line connections so it's clear what belongs where

deliverable sticky with link to refinement space

Teams involved in the past:

Item(s) to refine tod

which level to refine?

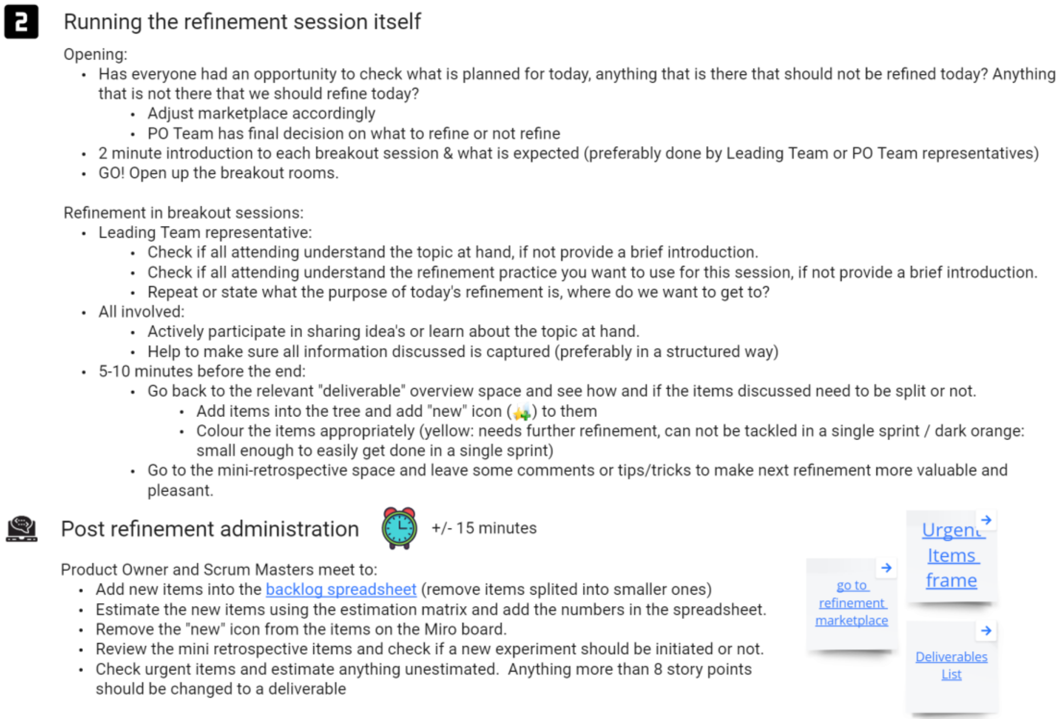
Who must be there?

Patterns to use in refinement?

continuing

- Options are prepared ahead of time (PO or team members) or at pre-refinement.
- Refinement marketplace is the agenda for next refinement meeting!

Refinement



2 Running the refinement session itself

Opening:

- Has everyone had an opportunity to check what is planned for today, anything that is there that should not be refined today? Anything that is not there that we should refine today?
  - Adjust marketplace accordingly
  - PO Team has final decision on what to refine or not refine
- 2 minute introduction to each breakout session & what is expected (preferably done by Leading Team or PO Team representatives)
- GO! Open up the breakout rooms.

Refinement in breakout sessions:

- Leading Team representative:
  - Check if all attending understand the topic at hand, if not provide a brief introduction.
  - Check if all attending understand the refinement practice you want to use for this session, if not provide a brief introduction.
  - Repeat or state what the purpose of today's refinement is, where do we want to get to?
- All involved:
  - Actively participate in sharing idea's or learn about the topic at hand.
  - Help to make sure all information discussed is captured (preferably in a structured way)
- 5-10 minutes before the end:
  - Go back to the relevant "deliverable" overview space and see how and if the items discussed need to be split or not.
    - Add items into the tree and add "new" icon (⭐) to them
    - Colour the items appropriately (yellow: needs further refinement, can not be tackled in a single sprint / dark orange: small enough to easily get done in a single sprint)
  - Go to the mini-retrospective space and leave some comments or tips/tricks to make next refinement more valuable and pleasant.

Post refinement administration

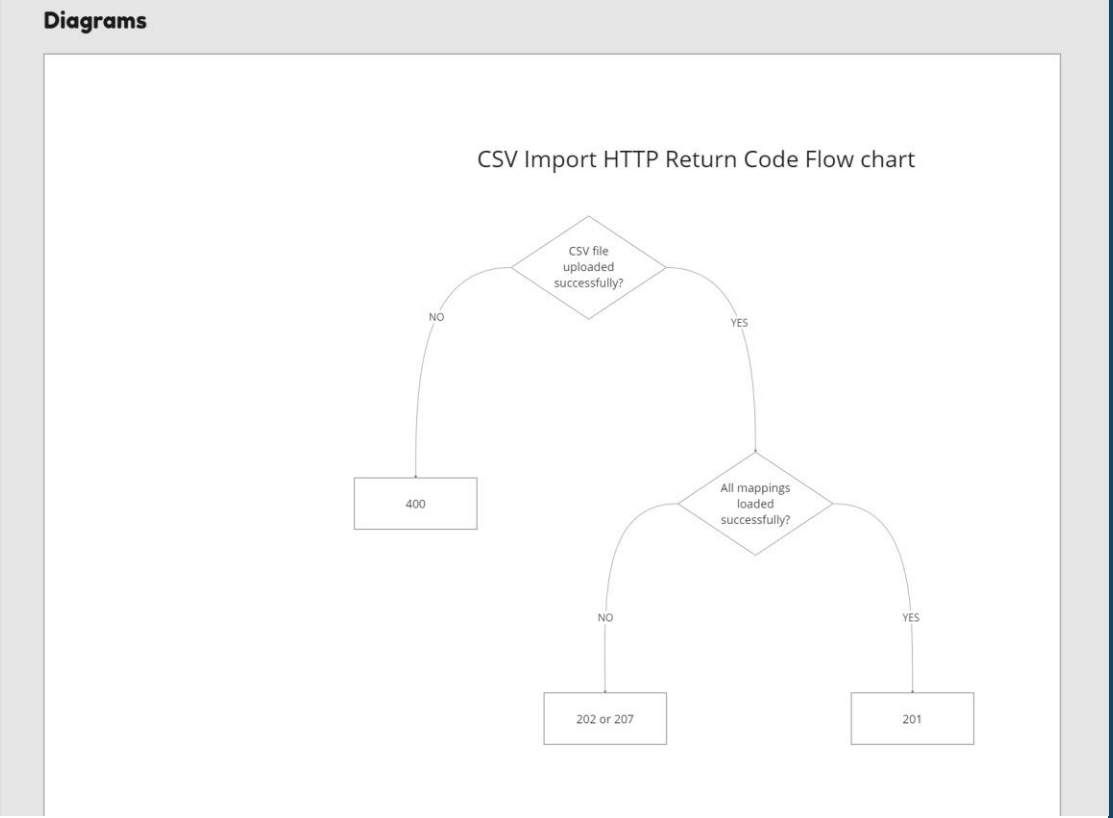
+/- 15 minutes

Product Owner and Scrum Masters meet to:

- Add new items into the backlog spreadsheet (remove items splited into smaller ones)
- Estimate the new items using the estimation matrix and add the numbers in the spreadsheet.
- Remove the "new" icon from the items on the Miro board.
- Review the mini retrospective items and check if a new experiment should be initiated or not.
- Check urgent items and estimate anything unestimated. Anything more than 8 story points should be changed to a deliverable

- 1 hour, Occurs weekly
  - Material will be prepared outside of this by leading teams.
- Review marketplace info; discuss briefly.
  - Opportunity to bring up new topics that may have come up since prep.

Refinement (examples)



Diagrams

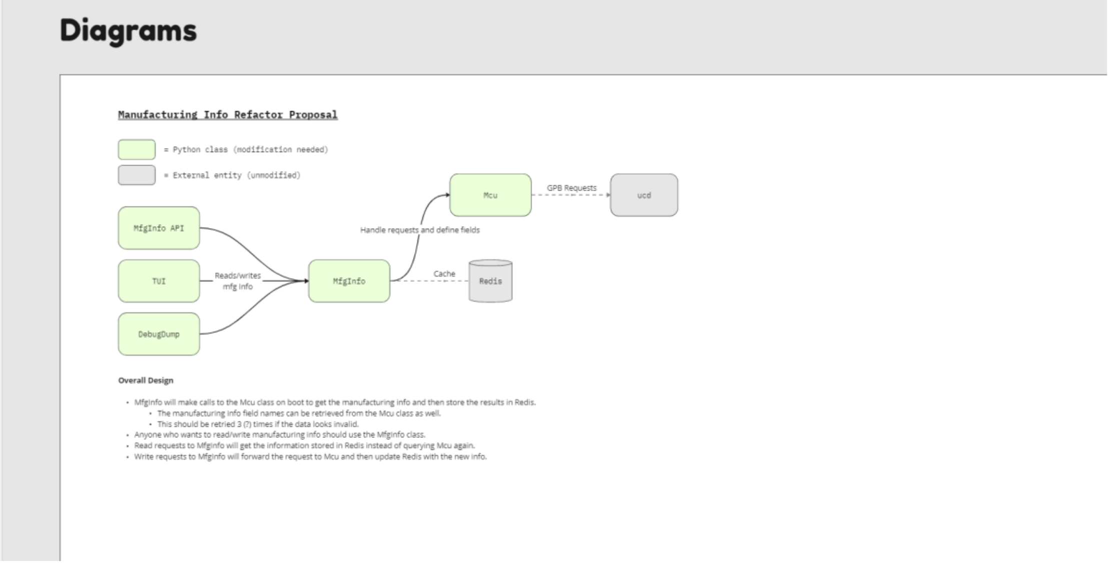
CSV Import HTTP Return Code Flow chart

CSV file uploaded successfully?
NO
YES
400
All mappings loaded successfully?
NO
YES
202 or 207
201

Refinement:

- Create diagrams

Refinement (examples)



Diagrams

Manufacturing Info Refactor Proposal

= Python class (modification needed)
= External entity (unmodified)
MfgInfo API
TUI
DebugDump
Reads/writes mfg info
MfgInfo
Handle requests and define fields
Mcu
GPB Requests
ucd
Cache
Redis

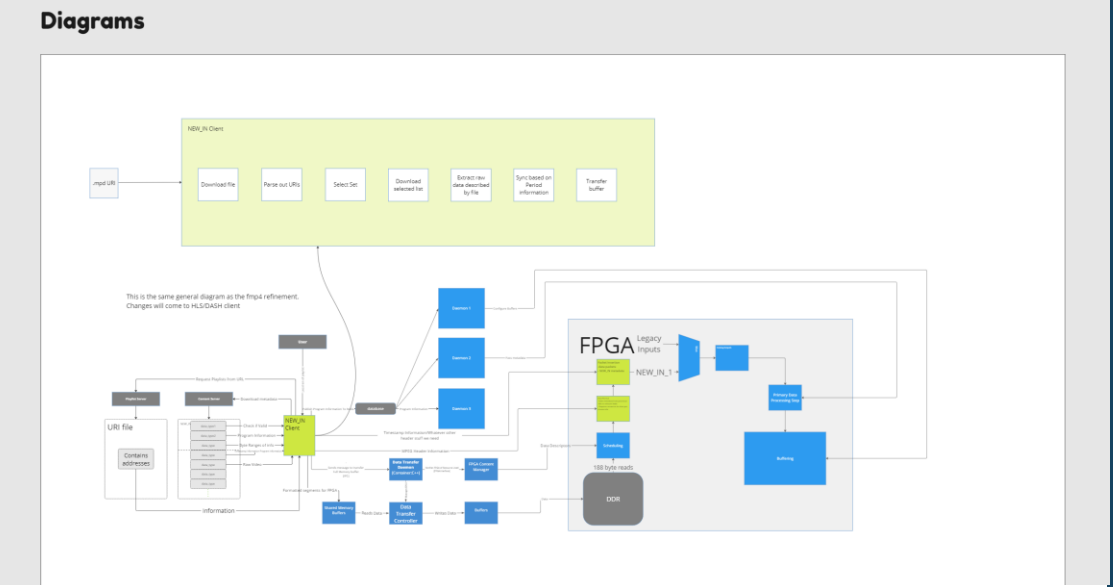
Overall Design

- MfgInfo will make calls to the Mcu class on boot to get the manufacturing info and then store the results in Redis.
    - The manufacturing info field names can be retrieved from the Mcu class as well.
    - This should be retried 3 (?) times if the data looks invalid.
- Anyone who wants to read/write manufacturing info should use the MfgInfo class.
- Read requests to MfgInfo will get the information stored in Redis instead of querying Mcu again.
- Write requests to MfgInfo will forward the request to Mcu and then update Redis with the new info.

Refinement:

- Create diagrams

Refinement (examples)



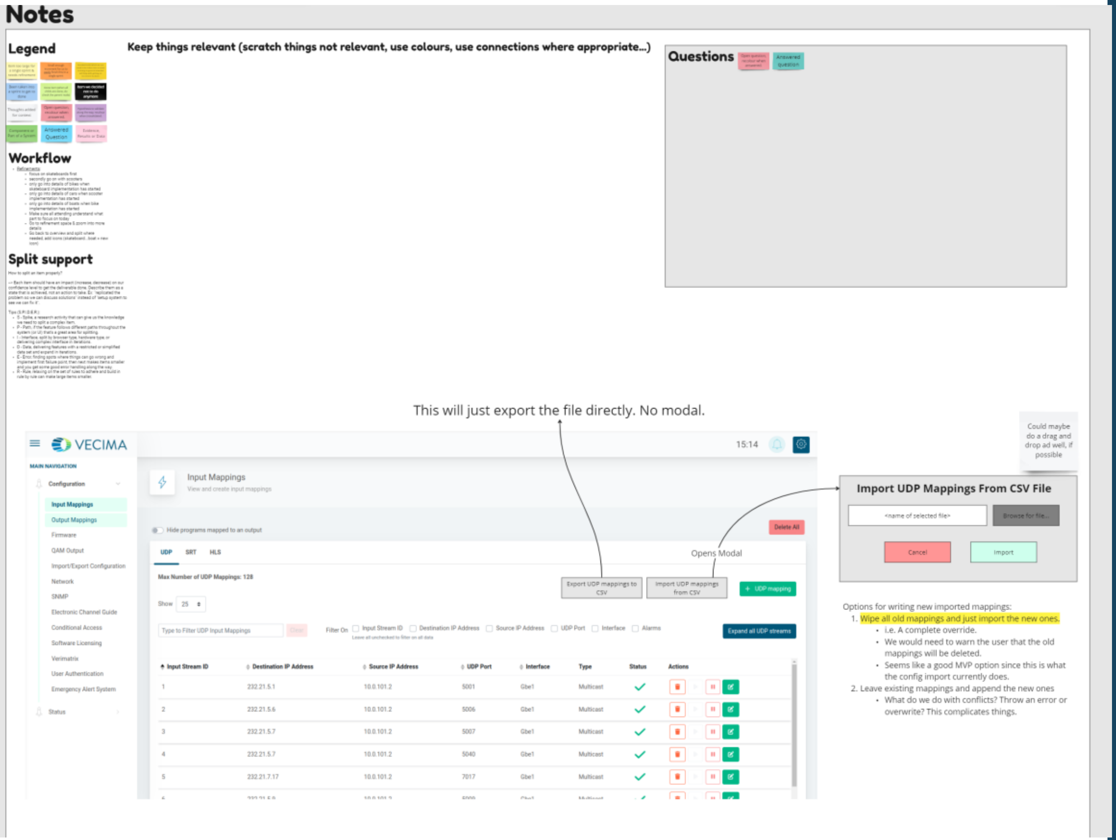
Diagrams

This is the same general diagram as the fmp4 refinement.
Changes will come to HLS/DASH client

Refinement:

- Create diagrams

Refinement (examples)



Notes

Legend

Item too large for a single sprint & needs refinement

Small enough increment for us to easily finish this in a single sprint

Been taken into a sprint to get it done

Done item (when all childs are done, do check the parent node)

Item we decided not to do anymore

Thoughts added for context

Open question, recolour when answered.

Hypothesis to validate along the way, recolour when (in)validated

Component or Part of a System

Answered Question

Evidence, Results or Data

Keep things relevant (scratch things not relevant, use colours, use connections where appropriate...)

Workflow

- Refinements:
  - focus on skateboards first
  - secondly go on with scooters
  - only go into details of bikes when skateboard implementation has started
  - only go into details of cars when scooter implementation has started
  - only go into details of boats when bike implementation has started
  - Make sure all attending understand what part to focus on today
  - Go to refinement space & zoom into more details
  - Go back to overview and split where needed, add icons (skateboard...boat + new icon)

Split support

How to split an item properly?

=> Each item should have an impact (increase, decrease) on our confidence level to get the deliverable done. Describe them as a state that is achieved, not an action to take. Ex: 'replicated the problem so we can discuss solutions' instead of 'setup system to see we can fix it'.

Tips (S.P.I.D.E.R.):

- S - Spike, a research activity that can give us the knowledge we need to split a complex item.
- P - Path, if the feature follows different paths throughout the system (or UI) that's a great area for splitting.
- I - Interface, split by browser type, hardware type, or delivering complex interface in iterations.
- D - Data, delivering features with a restricted or simplified data set and expand in iterations.
- E - Error, finding spots where things can go wrong and implement first failure point, then next makes items smaller and you get some good error handling along the way.
- R - Rule, relaxing on the set of rules to adhere and build in rule by rule can make large items smaller.

Questions

Open question, recolour when answered

Answered question

This will just export the file directly. No modal.

Max Number of UDP Mappings: 128

Filter On □ Input Stream ID □ Destination IP Address □ Source IP Address □ UDP Port □ Interface □ Alarms

Leave all unchecked to filter on all data

Input Stream ID	Destination IP Address	Source IP Address	UDP Port	Interface	Type	Status	Actions
1	232.21.5.1	10.0.101.2	5001	Gbe1	Multicast	✓	
2	232.21.5.6	10.0.101.2	5006	Gbe1	Multicast	✓	
3	232.21.5.7	10.0.101.2	5007	Gbe1	Multicast	✓	
4	232.21.5.7	10.0.101.2	5040	Gbe1	Multicast	✓	
5	232.21.7.17	10.0.101.2	7017	Gbe1	Multicast	✓	
6	232.21.5.8	10.0.101.2	5009	Gbe1	Multicast	✓	

Opens Modal

Could maybe do a drag and drop ad well, if possible

Import UDP Mappings From CSV File

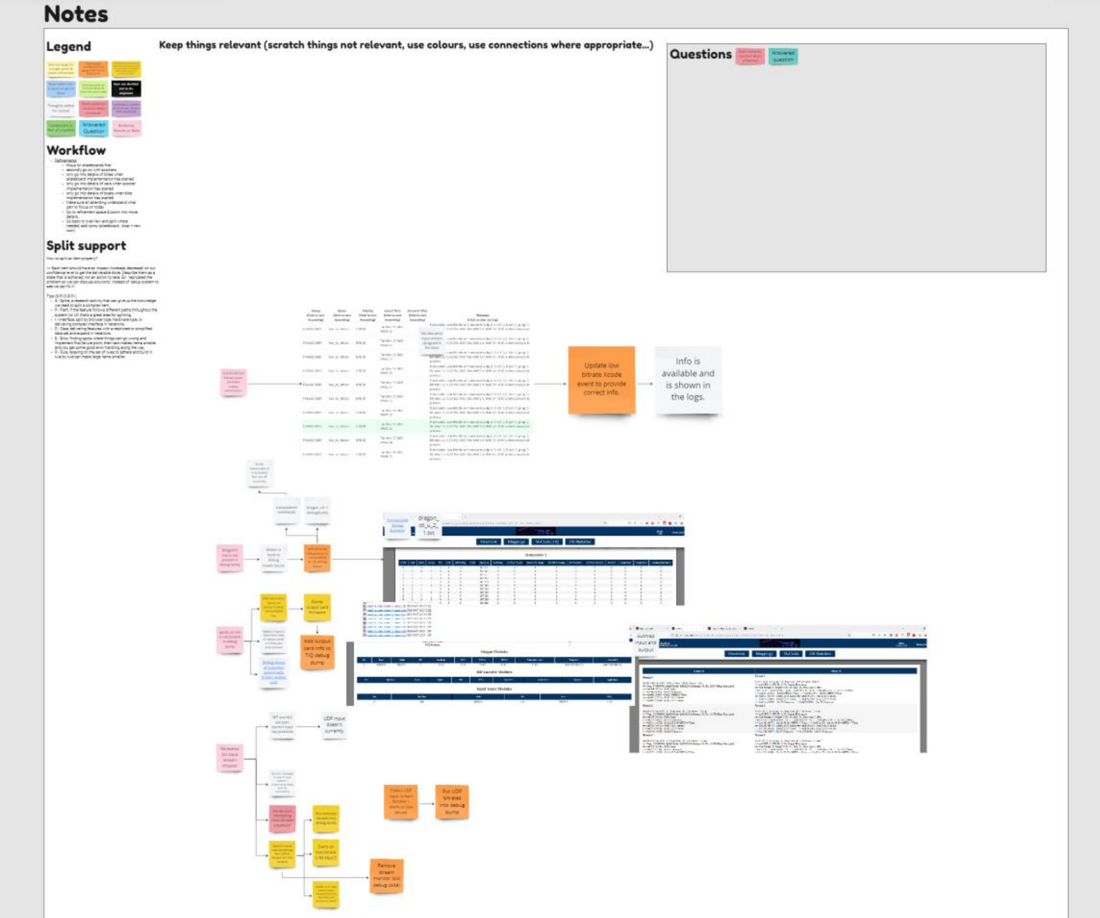
Options for writing new imported mappings:

1. Wipe all old mappings and just import the new ones.
   - i.e. A complete override.
   - We would need to warn the user that the old mappings will be deleted.
   - Seems like a good MVP option since this is what the config import currently does.
2. Leave existing mappings and append the new ones
   - What do we do with conflicts? Throw an error or overwrite? This complicates things.

Refinement:

- Create diagrams
- UI Mockups

Refinement (examples)



Keep things relevant (scratch things not relevant, use colours, use connections where appropriate...)

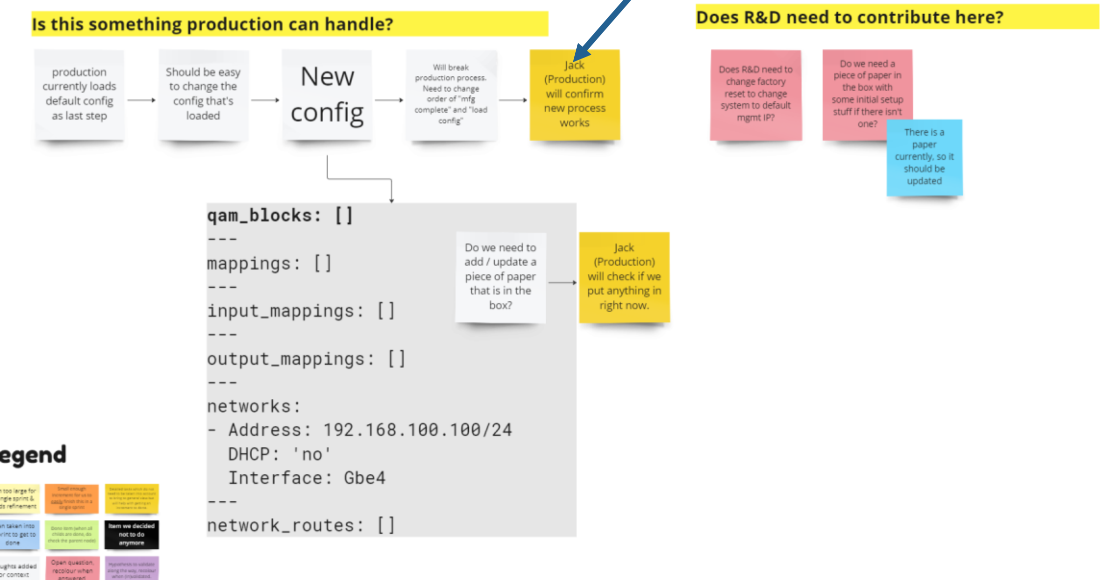
Notes
Legend
Answered Question
Workflow
Split support
Questions
Answered question
Update low bitrate Xcode event to provide correct info.
Info is available and is shown in the logs.
Add output card info to TIQ debug dump
UDP input doesn't currently
Put UDP bitrates into debug dump
Remove stream monitor (old debug code)

Refinement:

- Create diagrams
- UI Mockups
- Flowcharts/other notes

Refinement (examples)

Rep from Manufacturing Participated in session



Is this something production can handle?

production currently loads default config as last step

Should be easy to change the config that's loaded

New config

Will break production process. Need to change order of "mfg complete" and "load config"

Jack (Production) will confirm new process works

```
qam_blocks: []
---
mappings: []
---
input_mappings: []
---
output_mappings: []
---
networks:
- Address: 192.168.100.100/24
  DHCP: 'no'
  Interface: Gbe4
---
network_routes: []
```

Do we need to add / update a piece of paper that is in the box?

Jack (Production) will check if we put anything in right now.

Does R&D need to contribute here?

Does R&D need to change factory reset to change system to default mgmt IP?

Do we need a piece of paper in the box with some initial setup stuff if there isn't one?

There is a paper currently, so it should be updated

egend

n too large for ngle sprint & ds refinement

Small enough increment for us to easily finish this in a single sprint

Detailed tasks which do not need to be taken into account to bring to general idea but will help with getting an increment to done.

en taken into rint to get to done

Done item (when all childs are done, do check the parent node)

Item we decided not to do anymore

ughts added or context

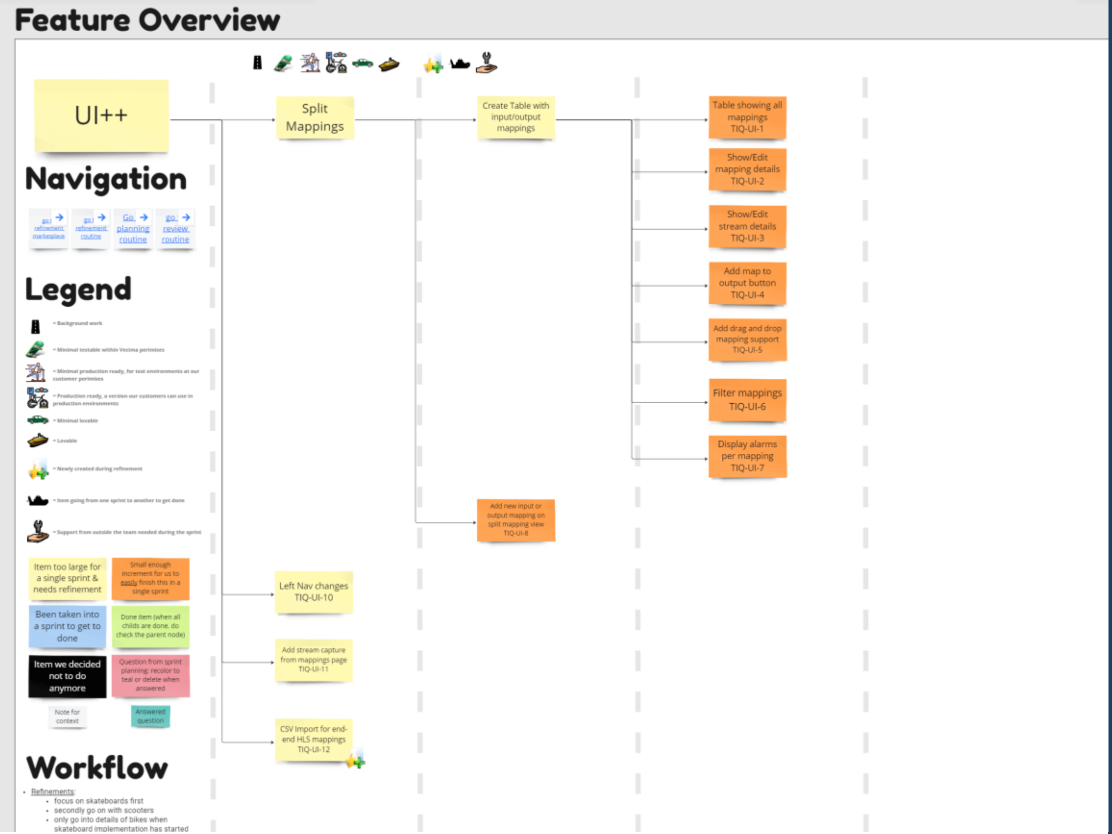
Open question, recolour when answered

Hypothesis to validate along the way, recolour when (in)validated.

Refinement:

- Create diagrams
- UI Mockups
- Flowcharts/other notes
- Develop high level understanding with off-team stakeholders

Refinement (examples)



Feature Overview

UI++

Split Mappings

Create Table with input/output mappings

Table showing all mappings TIQ-UI-1

Show/Edit mapping details TIQ-UI-2

Show/Edit stream details TIQ-UI-3

Add map to output button TIQ-UI-4

Add drag and drop mapping support TIQ-UI-5

Filter mappings TIQ-UI-6

Display alarms per mapping TIQ-UI-7

Add new input or output mapping on split mapping view TIQ-UI-8

Left Nav changes TIQ-UI-10

Add stream capture from mappings page TIQ-UI-11

CSV Import for end-end HLS mappings TIQ-UI-12

Navigation

go t refinement marketplace

go t refinement routine

Go planning routine

go t review routine

Legend

= Background work

= Minimal testable within Vecima perimises

= Minimal production ready, for test environments at our customer perimises

= Production ready, a version our customers can use in production environments

= Minimal lovable

= Lovable

= Newly created during refinement

= Item going from one sprint to another to get done

= Support from outside the team needed during the sprint

Item too large for a single sprint & needs refinement

Small enough increment for us to easily finish this in a single sprint

Been taken into a sprint to get to done

Done item (when all childs are done, do check the parent node)

Item we decided not to do anymore

Question from sprint planning: recolor to teal or delete when answered

Note for context

Answered question

Workflow

- Refinements:
  - focus on skateboards first
  - secondly go on with scooters
  - only go into details of bikes when skateboard implementation has started

Refinement:

- Create diagrams
- UI Mockups
- Flowcharts/other notes
- Develop high level understanding with off-team stakeholders
- Create and split backlog items

Refinement Routine - Improvements

Before:

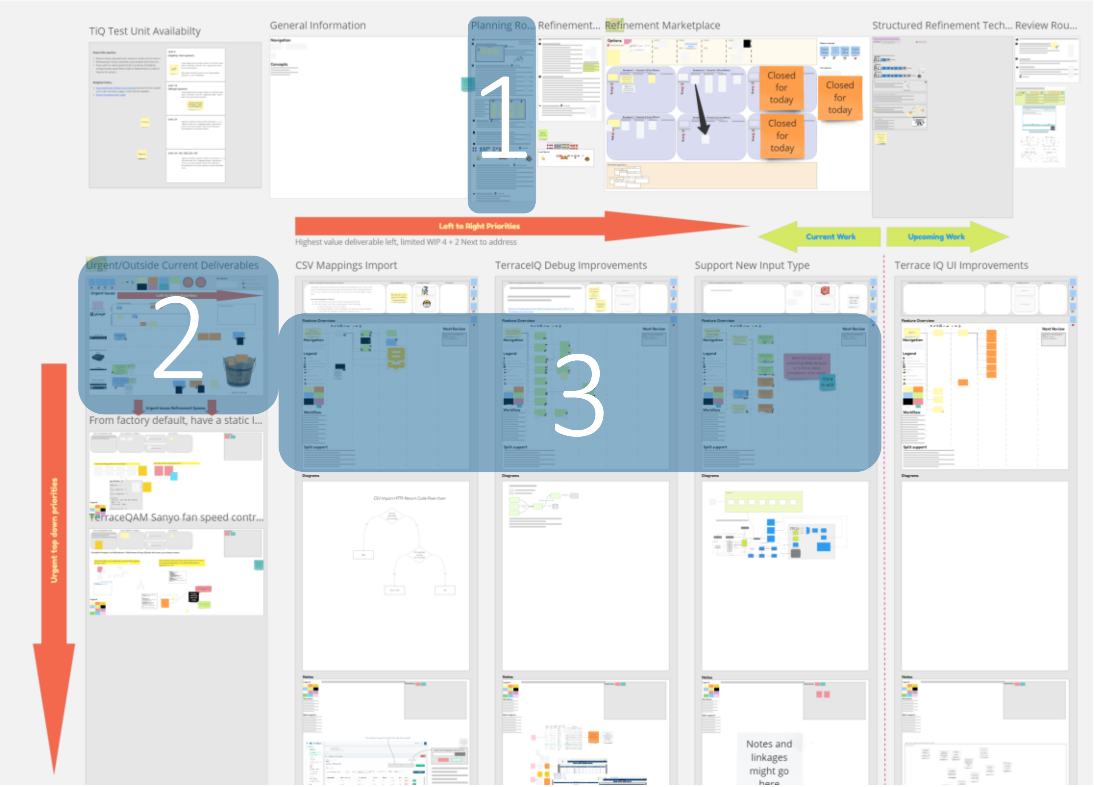
- Cross-team collaboration on upcoming work was difficult
- Refinement generally consisted of creating Jira tickets to encompass work.
- Many of these would never get worked on or were lacking context so people didn’t remember what they were when it came time to work on them.

Now:

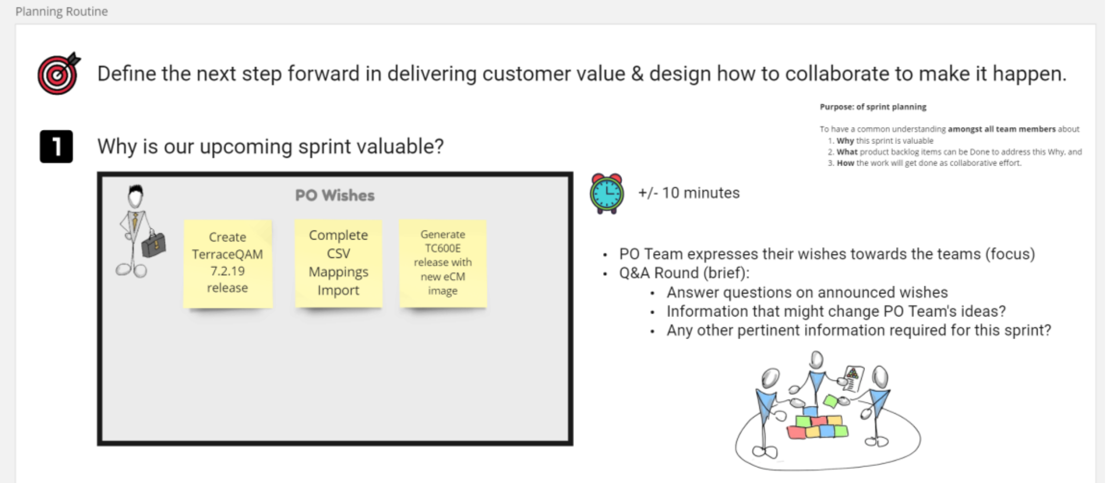
- Structure encourages cross-team learning
- Structure allows stakeholders to participate effectively
- Different teams are able to work on the same deliverable
- Context is in the same place as the work to be done

Planning Routine

1. Planning Routine
2. Urgent Items
3. Backlog Items in Deliverables


TiQ Test Unit Availabilty
General Information
Planning Ro...
Refinement...
Refinement Marketplace
Structured Refinement Tech...
Review Rou...
1
Closed for today
Closed for today
Closed for today
Left to Right Priorities
Highest value deliverable left, limited WIP 4 + 2 Next to address
Current Work
Upcoming Work
Urgent/Outside Current Deliverables
CSV Mappings Import
TerraceIQ Debug Improvements
Support New Input Type
Terrace IQ UI Improvements
2
3
From factory default, have a static I...
TerraceQAM Sanyo fan speed contr...
Urgent top down priorities
Notes and linkages might go here

Planning Routine – PO Wishes



Planning Routine

Define the next step forward in delivering customer value & design how to collaborate to make it happen.

Purpose: of sprint planning

To have a common understanding **amongst all team members** about

1. **Why** this sprint is valuable
2. **What** product backlog items can be Done to address this Why, and
3. **How** the work will get done as collaborative effort.

1 Why is our upcoming sprint valuable?

PO Wishes

- Create TerraceQAM 7.2.19 release
- Complete CSV Mappings Import
- Generate TC600E release with new eCM image

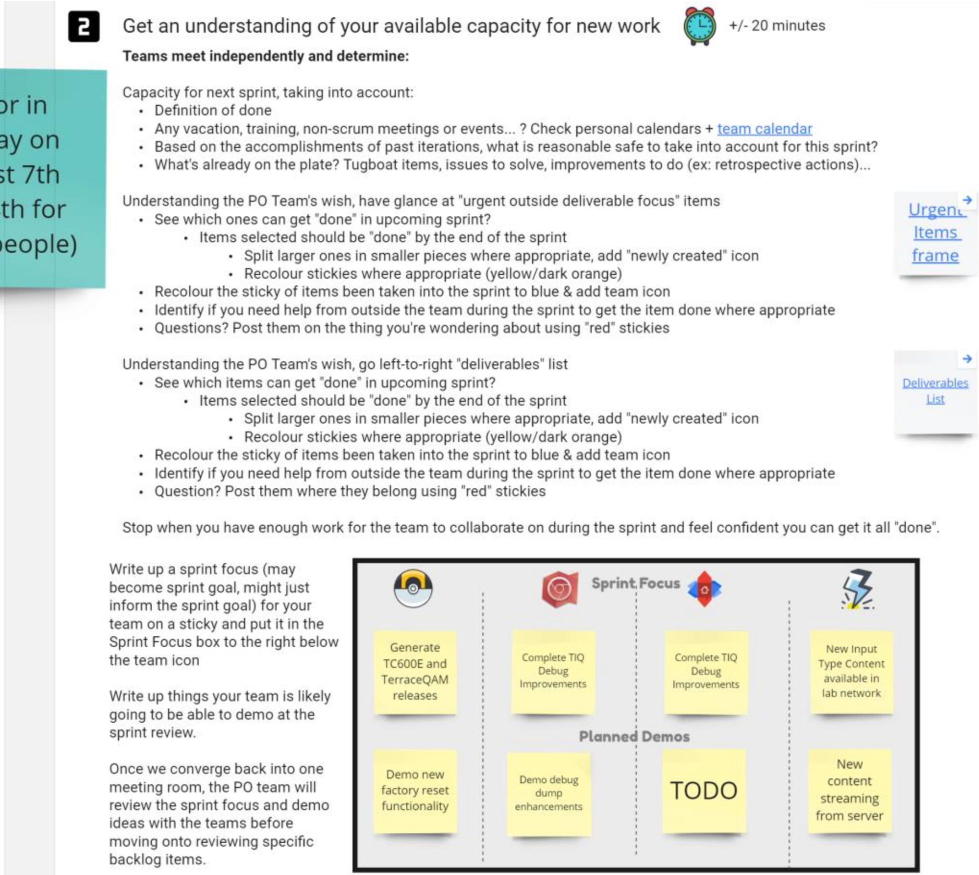
+/- 10 minutes

- PO Team expresses their wishes towards the teams (focus)
- Q&A Round (brief):
  - Answer questions on announced wishes
  - Information that might change PO Team's ideas?
  - Any other pertinent information required for this sprint?

- Review PO wishes (highest value outcomes this sprint), opportunity for team to ask questions.
- Ensures everyone on the team is aligned on the focus for the upcoming sprint.

Planning Routine – Pre-Planning

Factor in Holiday on August 7th (and 4th for some people)



2 Get an understanding of your available capacity for new work +/- 20 minutes

Teams meet independently and determine:

Capacity for next sprint, taking into account:
- Definition of done
- Any vacation, training, non-scrum meetings or events... ? Check personal calendars + team calendar
- Based on the accomplishments of past iterations, what is reasonable safe to take into account for this sprint?
- What's already on the plate? Tugboat items, issues to solve, improvements to do (ex: retrospective actions)...

Understanding the PO Team's wish, have glance at "urgent outside deliverable focus" items
- See which ones can get "done" in upcoming sprint?
  - Items selected should be "done" by the end of the sprint
    - Split larger ones in smaller pieces where appropriate, add "newly created" icon
    - Recolour stickies where appropriate (yellow/dark orange)
- Recolour the sticky of items been taken into the sprint to blue & add team icon
- Identify if you need help from outside the team during the sprint to get the item done where appropriate
- Questions? Post them on the thing you're wondering about using "red" stickies

Urgent Items frame

Understanding the PO Team's wish, go left-to-right "deliverables" list
- See which items can get "done" in upcoming sprint?
  - Items selected should be "done" by the end of the sprint
    - Split larger ones in smaller pieces where appropriate, add "newly created" icon
    - Recolour stickies where appropriate (yellow/dark orange)
- Recolour the sticky of items been taken into the sprint to blue & add team icon
- Identify if you need help from outside the team during the sprint to get the item done where appropriate
- Question? Post them where they belong using "red" stickies

Deliverables List

Stop when you have enough work for the team to collaborate on during the sprint and feel confident you can get it all "done".

Write up a sprint focus (may become sprint goal, might just inform the sprint goal) for your team on a sticky and put it in the Sprint Focus box to the right below the team icon

Write up things your team is likely going to be able to demo at the sprint review.

Once we converge back into one meeting room, the PO team will review the sprint focus and demo ideas with the teams before moving onto reviewing specific backlog items.

Sprint Focus

Generate TC600E and TerraceQAM releases

Complete TIQ Debug Improvements

Complete TIQ Debug Improvements

New Input Type Content available in lab network

Planned Demos

Demo new factory reset functionality

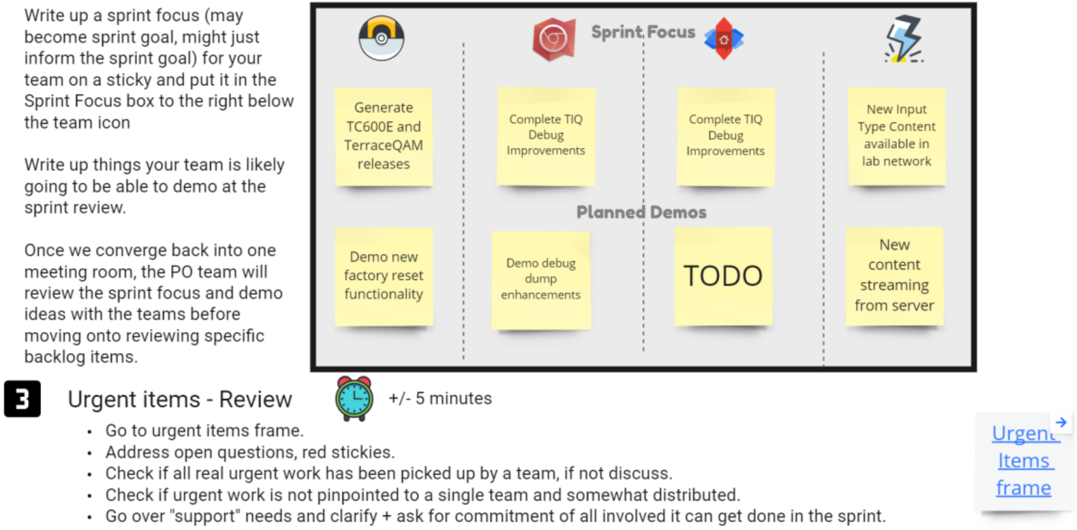
Demo debug dump enhancements

TODO

New content streaming from server

- Split into breakout rooms for individual teams.
- Each team determines capacity for next sprint
- Each team claims items in the urgent items section of the board (by putting team icon on the sticky)
- Each team picks items from deliverables, moving from left to right until they've hit their capacity for the sprint.
- Each team fills out individual sprint focus

Planning Routine – Planning 1



Write up a sprint focus (may become sprint goal, might just inform the sprint goal) for your team on a sticky and put it in the Sprint Focus box to the right below the team icon

Write up things your team is likely going to be able to demo at the sprint review.

Once we converge back into one meeting room, the PO team will review the sprint focus and demo ideas with the teams before moving onto reviewing specific backlog items.

Sprint Focus

Generate TC600E and TerraceQAM releases

Complete TIQ Debug Improvements

Complete TIQ Debug Improvements

New Input Type Content available in lab network

Planned Demos

Demo new factory reset functionality

Demo debug dump enhancements

TODO

New content streaming from server

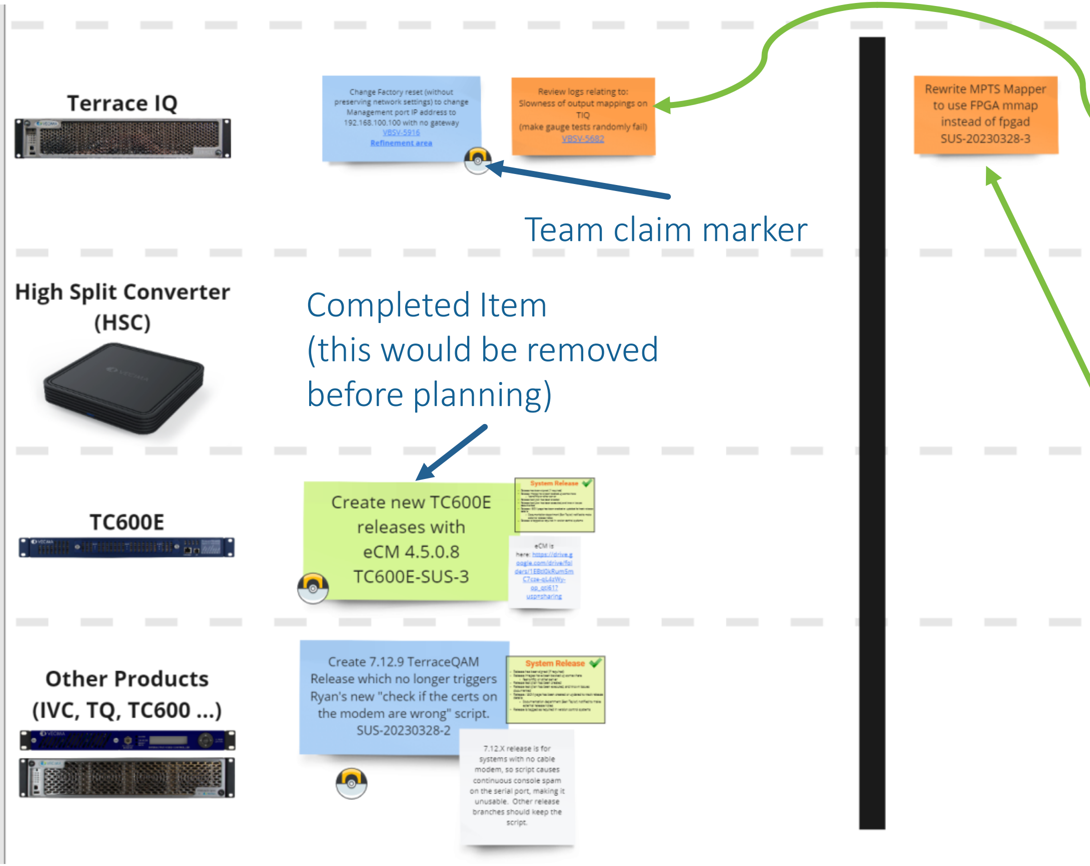
3 Urgent items - Review +/- 5 minutes

- Go to urgent items frame.
- Address open questions, red stickies.
- Check if all real urgent work has been picked up by a team, if not discuss.
- Check if urgent work is not pinpointed to a single team and somewhat distributed.
- Go over "support" needs and clarify + ask for commitment of all involved it can get done in the sprint.

Urgent Items frame

- Close breakout rooms, everyone back in main room
- PO Reviews sprint focus for each team, asks questions if needed
- Next, PO Reviews Urgent Items with the teams.

Planning Routine – Planning 1 – Urgent Items Review



Change Factory reset (without preserving network settings) to change Management port IP address to 192.168.100.100 with no gateway
VBSV-5916
Refinement area

Review logs relating to:
Slowness of output mappings on TIQ
(make gauge tests randomly fail)
VBSV-5682

Rewrite MPTS Mapper to use FPGA mmap instead of fpgad
SUS-20230328-3

Team claim marker

Completed Item
(this would be removed before planning)

Create new TC600E releases with eCM 4.5.0.8
TC600E-SUS-3

eCM is here: https://drive.google.com/drive/folders/1EBdl0kRum5mC7cze-qL4zWy-op_qzi61?usp=sharing

Create 7.12.9 TerraceQAM Release which no longer triggers Ryan's new "check if the certs on the modem are wrong" script.
SUS-20230328-2

7.12.X release is for systems with no cable modem, so script causes continuous console spam on the serial port, making it unusable. Other release branches should keep the script.

1. PO reviews urgent items with teams
2. If things that need to be done this sprint are unclaimed, determine which team will take those items and any tradeoffs needed
3. Negotiation may result in some items being pushed out until next sprint.

Planning Routine – Planning 1 – Deliverable Review

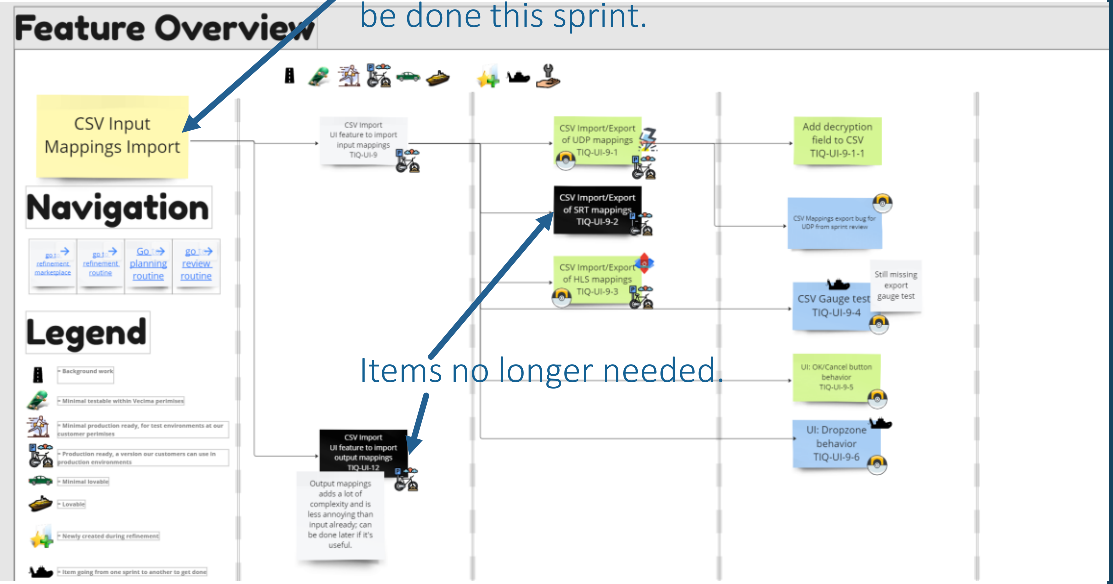
Left-to-Right, Deliverable by Deliverable - Review

+/- 15 minutes

- Go to deliverable list and start at the top.
- Address open questions, red stickies.
- Check if more teams can collaborate to get dark orange stickies done within the sprint
- Check if there are at least 2 teams collaborating to get the entire deliverable done in the (near) future
- Check "support" needs and clarify + ask for commitment of all involved it can get done in the sprint
- Discuss shortly (2-3 minutes) what do we expect to see at review? What do we expect to have learned?
- Note the expectation for review down in the **Next Review** area

Deliverables List

We would expect this deliverable to be done this sprint.



CSV Input Mappings Import

CSV Import UI feature to import input mappings TIQ-UI-9

CSV Import UI feature to import output mappings TIQ-UI-12

Output mappings adds a lot of complexity and is less annoying than input already; can be done later if it's useful.

CSV Import/Export of UDP mappings TIQ-UI-9-1

CSV Import/Export of SRT mappings TIQ-UI-9-2

CSV Import/Export of HLS mappings TIQ-UI-9-3

Add decryption field to CSV TIQ-UI-9-1-1

CSV Mappings export bug for UDP from sprint review

CSV Gauge test TIQ-UI-9-4

Still missing export gauge test

UI: OK/Cancel button behavior TIQ-UI-9-5

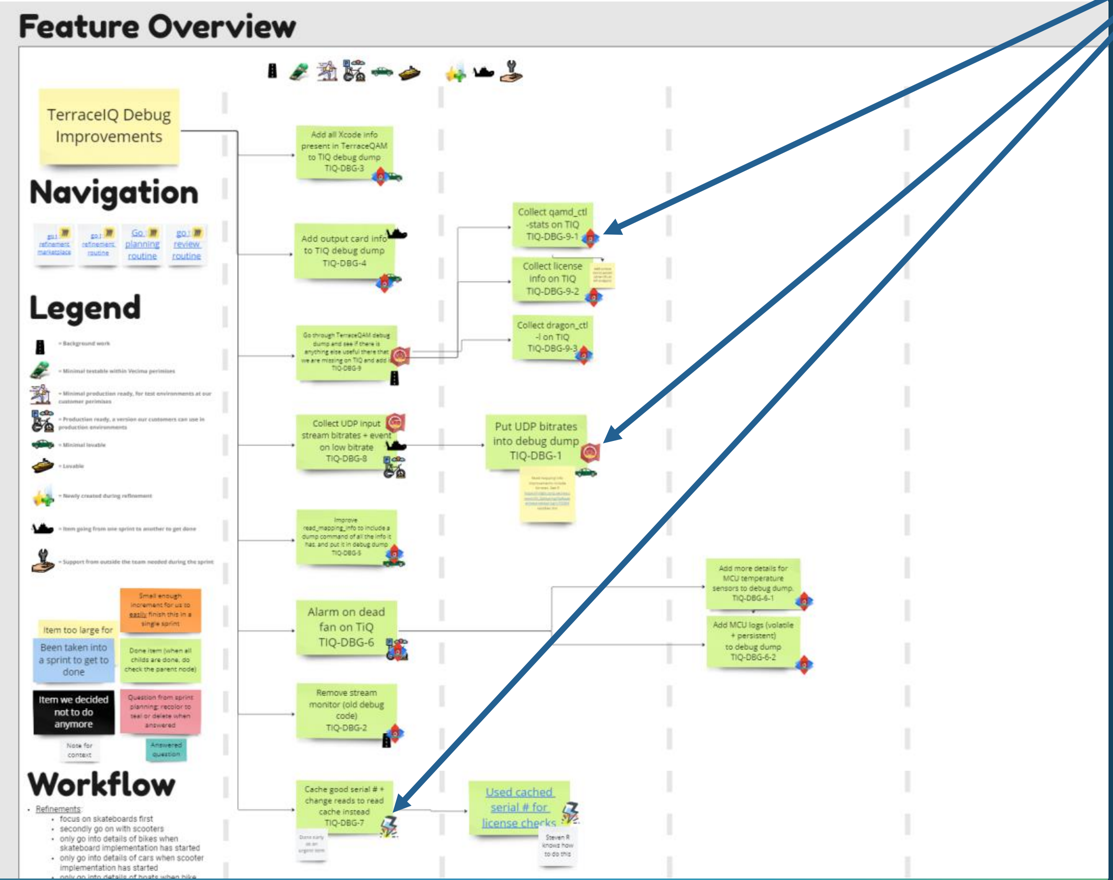
UI: Dropzone behavior TIQ-UI-9-6

- Background work
- Minimal testable within Vecima perimises
- Minimal production ready, for test environments at our customer perimises
- Production ready, a version our customers can use in production environments
- Minimal lovable
- Lovable
- Newly created during refinement
- Item going from one sprint to another to get done

Items no longer needed.

- Same as urgent items, PO reviews with teams and may negotiate with teams on tradeoffs to get more urgent items done sooner if needed.

Example - Complete Deliverable



Feature Overview

TerraceIQ Debug Improvements

Navigation

go : refinement marketplace
go : refinement routine
Go : planning routine
go : review routine

Legend

- = Background work
- = Minimal testable within Vecima perimises
- = Minimal production ready, for test environments at our customer perimises
- = Production ready, a version our customers can use in production environments
- = Minimal lovable
- = Lovable
- = Newly created during refinement
- = Item going from one sprint to another to get done
- = Support from outside the team needed during the sprint

Small enough increment for us to easily finish this in a single sprint

Item too large for

Been taken into a sprint to get to done

Done item (when all childs are done, do check the parent node)

Item we decided not to do anymore

Question from sprint planning: recolor to teal or delete when answered

Note for context

Answered question

Workflow

- Refinements:
  - focus on skateboards first
  - secondly go on with scooters
  - only go into details of bikes when skateboard implementation has started
  - only go into details of cars when scooter implementation has started
  - only go into details of boats when bike

Add all Xcode info present in TerraceQAM to TIQ debug dump TIQ-DBG-3

Add output card info to TIQ debug dump TIQ-DBG-4

Go through TerraceQAM debug dump and see if there is anything else useful there that we are missing on TIQ and add it TIQ-DBG-9

Collect qamd_ctl -stats on TIQ TIQ-DBG-9-1

Collect license info on TIQ TIQ-DBG-9-2

Collect dragon_ctl -l on TIQ TIQ-DBG-9-3

Collect UDP input stream bitrates + event on low bitrate TIQ-DBG-8

Put UDP bitrates into debug dump TIQ-DBG-1

Improve read_mapping_info to include a dump command of all the info it has, and put it in debug dump TIQ-DBG-5

Alarm on dead fan on TiQ TIQ-DBG-6

Add more details for MCU temperature sensors to debug dump. TIQ-DBG-6-1

Add MCU logs (volatile + persistent) to debug dump TIQ-DBG-6-2

Remove stream monitor (old debug code) TIQ-DBG-2

Cache good serial # + change reads to read cache instead TIQ-DBG-7

Done early as an urgent item

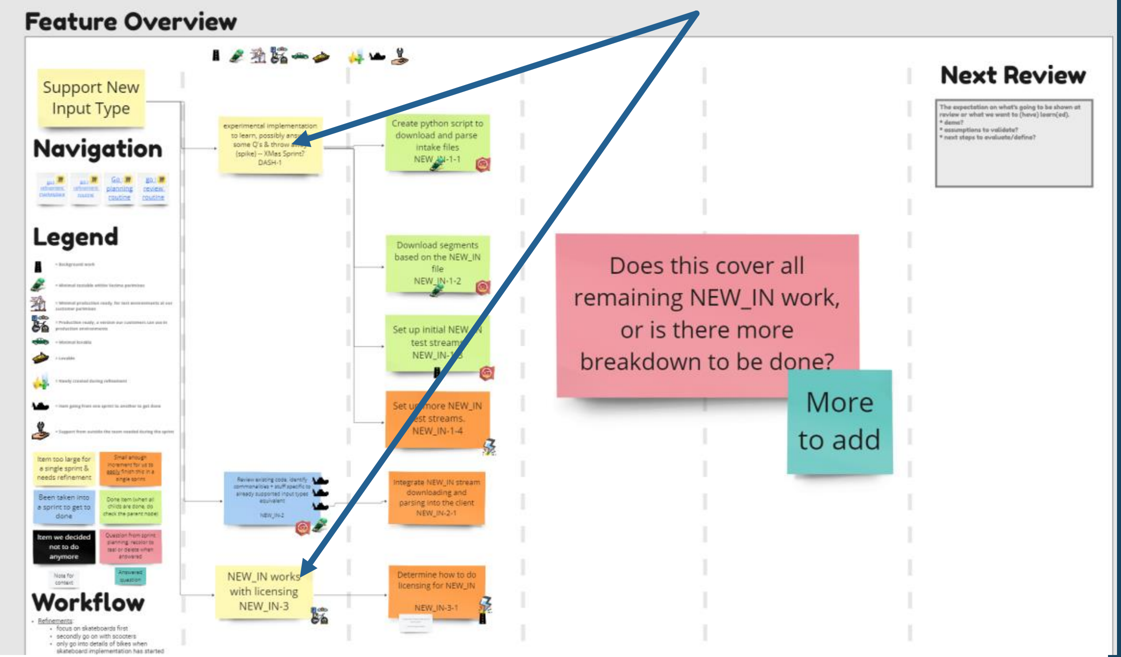
Used cached serial # for license checks

Steven R knows how to do this

- Note that several teams completed items for this deliverable.
- A completed deliverable would be moved out of the backlog area, and the refinement space archived on another miro board.

Example - Not fully refined deliverable

Additional refinement needed



Feature Overview

Support New Input Type

Navigation

go: refinement: marketplace | go: refinement: routine | Go: planning routine | go: review: routine

Legend

- = Background work
- = Minimal testable within Vecima premises
- = Minimal production ready, for test environments at our customer premises
- = Production ready, a version our customers can use in production environments
- = Minimal lovable
- = Lovable
- = Newly created during refinement
- = Item going from one sprint to another to get done
- = Support from outside the team needed during the sprint

Item too large for a single sprint & needs refinement	Small enough increment for us to easily finish this in a single sprint
Been taken into a sprint to get to done	Done item (when all childs are done, do check the parent node)
Item we decided not to do anymore	Question from sprint planning, recolor to teal or delete when answered
Note for context	Answered question

Workflow

- Refinements:
  - focus on skateboards first
  - secondly go on with scooters
  - only go into details of bikes when skateboard implementation has started

experimental implementation to learn, possibly answer some Q's & throw away (spike) -- XMas Sprint? DASH-1

Create python script to download and parse intake files NEW_IN-1-1

Download segments based on the NEW_IN file NEW_IN-1-2

Set up initial NEW_IN test streams NEW_IN-1-3

Set up more NEW_IN test streams. NEW_IN-1-4

Review existing code, identify commonalities + stuff specific to already supported input types equivalent NEW_IN-2

Integrate NEW_IN stream downloading and parsing into the client NEW_IN-2-1

NEW_IN works with licensing NEW_IN-3

Determine how to do licensing for NEW_IN NEW_IN-3-1

Does this cover all remaining NEW_IN work, or is there more breakdown to be done?

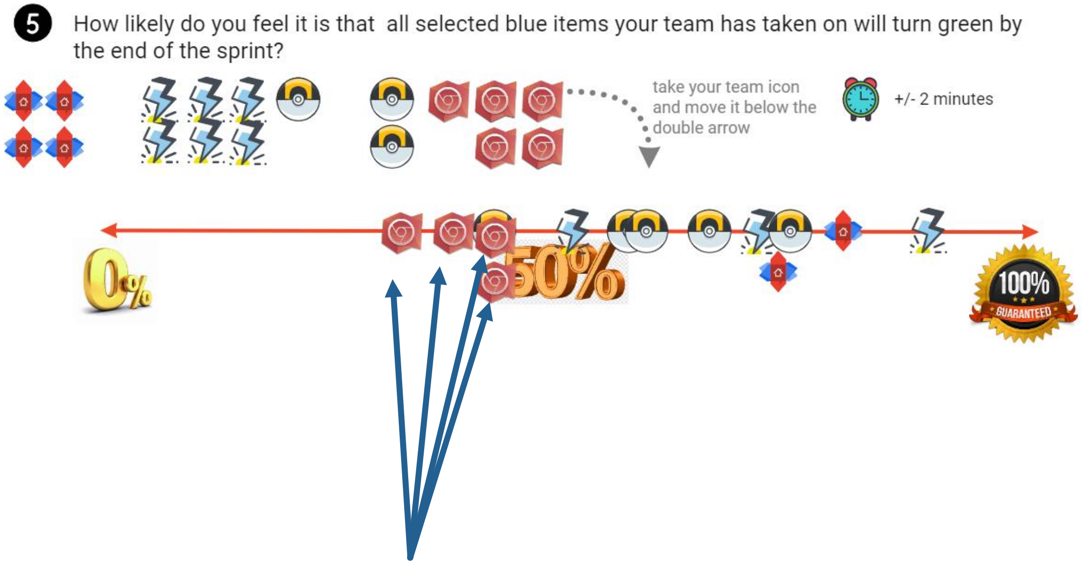
More to add

Next Review

The expectation on what's going to be shown at review or what we want to (have) learn(ed).
* demo?
* assumptions to validate?
* next steps to evaluate/define?

- Shows how board can be used to communicate the state of refinement
- Some early work here has been done, some is ready to do, but more breakdown is needed to cover all the work for this deliverable.

Planning Routine – Planning 1 Wrap up



5 How likely do you feel it is that all selected blue items your team has taken on will turn green by the end of the sprint?

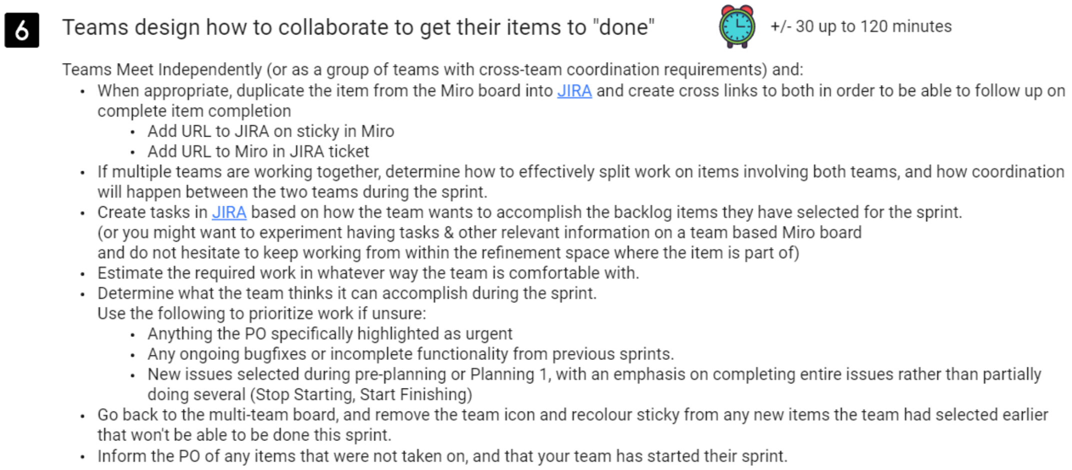
take your team icon and move it below the double arrow

+/- 2 minutes

Low confidence from Prime Team

- Team members do a quick vote on this timeline.
- This is mostly just for fun, but can occasionally be a reality check if we’re seeing some low success outliers.
- May provoke some discussion and change if confidence is low.

Planning Routine – Planning 2

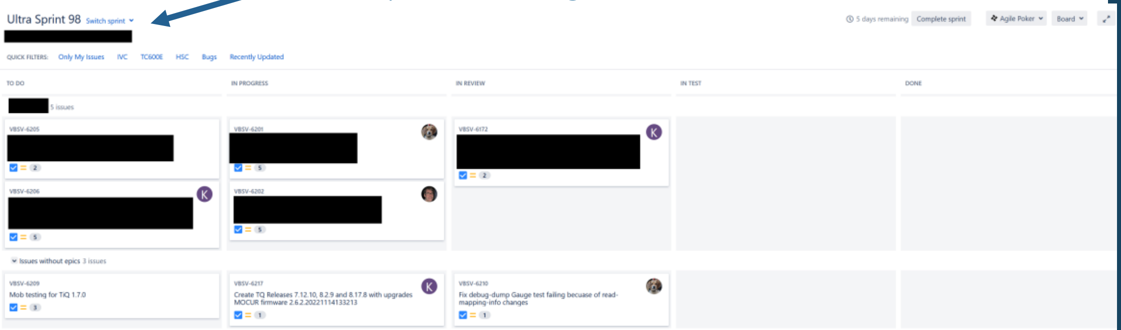


6 Teams design how to collaborate to get their items to "done" ⏰ +/- 30 up to 120 minutes

Teams Meet Independently (or as a group of teams with cross-team coordination requirements) and:

- When appropriate, duplicate the item from the Miro board into JIRA and create cross links to both in order to be able to follow up on complete item completion
  - Add URL to JIRA on sticky in Miro
  - Add URL to Miro in JIRA ticket
- If multiple teams are working together, determine how to effectively split work on items involving both teams, and how coordination will happen between the two teams during the sprint.
- Create tasks in JIRA based on how the team wants to accomplish the backlog items they have selected for the sprint.
  (or you might want to experiment having tasks & other relevant information on a team based Miro board
  and do not hesitate to keep working from within the refinement space where the item is part of)
- Estimate the required work in whatever way the team is comfortable with.
- Determine what the team thinks it can accomplish during the sprint.
  Use the following to prioritize work if unsure:
  - Anything the PO specifically highlighted as urgent
  - Any ongoing bugfixes or incomplete functionality from previous sprints.
  - New issues selected during pre-planning or Planning 1, with an emphasis on completing entire issues rather than partially doing several (Stop Starting, Start Finishing)
- Go back to the multi-team board, and remove the team icon and recolour sticky from any new items the team had selected earlier that won't be able to be done this sprint.
- Inform the PO of any items that were not taken on, and that your team has started their sprint.

Jira sprint backlog



Ultra Sprint 98

[redacted]

QUICK FILTERS: Only My Issues IVC TC600E HSC Bugs Recently Updated

TO DO | IN PROGRESS | IN REVIEW | IN TEST | DONE

[redacted] 5 issues

VBSV-6205
[redacted]
☑ = 2

VBSV-6206
[redacted]
☑ = 5

VBSV-6201
[redacted]
☑ = 5

VBSV-6202
[redacted]
☑ = 5

VBSV-6172
[redacted]
☑ = 2

Issues without epics 3 issues

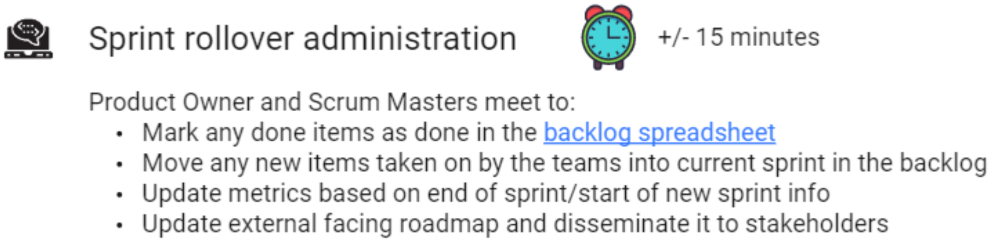
VBSV-6209
Mob testing for TiQ 1.7.0
☑ = 3

VBSV-6217
Create TQ Releases 7.12.10, 8.2.9 and 8.17.8 with upgrades MOCUR firmware 2.6.2.20221114133213
☑ = 1

VBSV-6210
Fix debug-dump Gauge test failing becuase of read-mapping-info changes
☑ = 1

- Split into breakout rooms
- Each team creates Jira items for the work they are doing this sprint. This will often involve further breakdown into tasks.
- Teams also do their own relative estimation of the work once they break it down for the upcoming sprint and may adjust their plan. If a large change is needed, they will discuss with PO.

Planning Routine – After planning



Sprint rollover administration

+/- 15 minutes

Product Owner and Scrum Masters meet to:

- Mark any done items as done in the backlog spreadsheet
- Move any new items taken on by the teams into current sprint in the backlog
- Update metrics based on end of sprint/start of new sprint info
- Update external facing roadmap and disseminate it to stakeholders

- PO with assistance from SMs.
- Take results of sprint review and planning into the backlog spreadsheet.
- Produce an updated Roadmap and disseminate to stakeholders.

Planning Routine - Improvements

Before:

- Devs often didn’t know what other teams were working on
- Cross-team collaboration on same deliverable in same sprint was difficult.
- Didn’t always close the loop back to PO of which work the team decided they could take on.

Now:

- Improved consideration of team capacity, factoring in vacation, stat holidays, etc…
- Better communication between PO and dev teams; improved ability to make tradeoffs if needed.
- Improved communication with stakeholders

Daily Scrum Routine

- Added a few minutes of extra time at the end of the daily scrum to do **group code review.**

- Code is reviewed earlier, and developers like the practice.

- This is a practice that is *more effective* in a remote setting than in person.

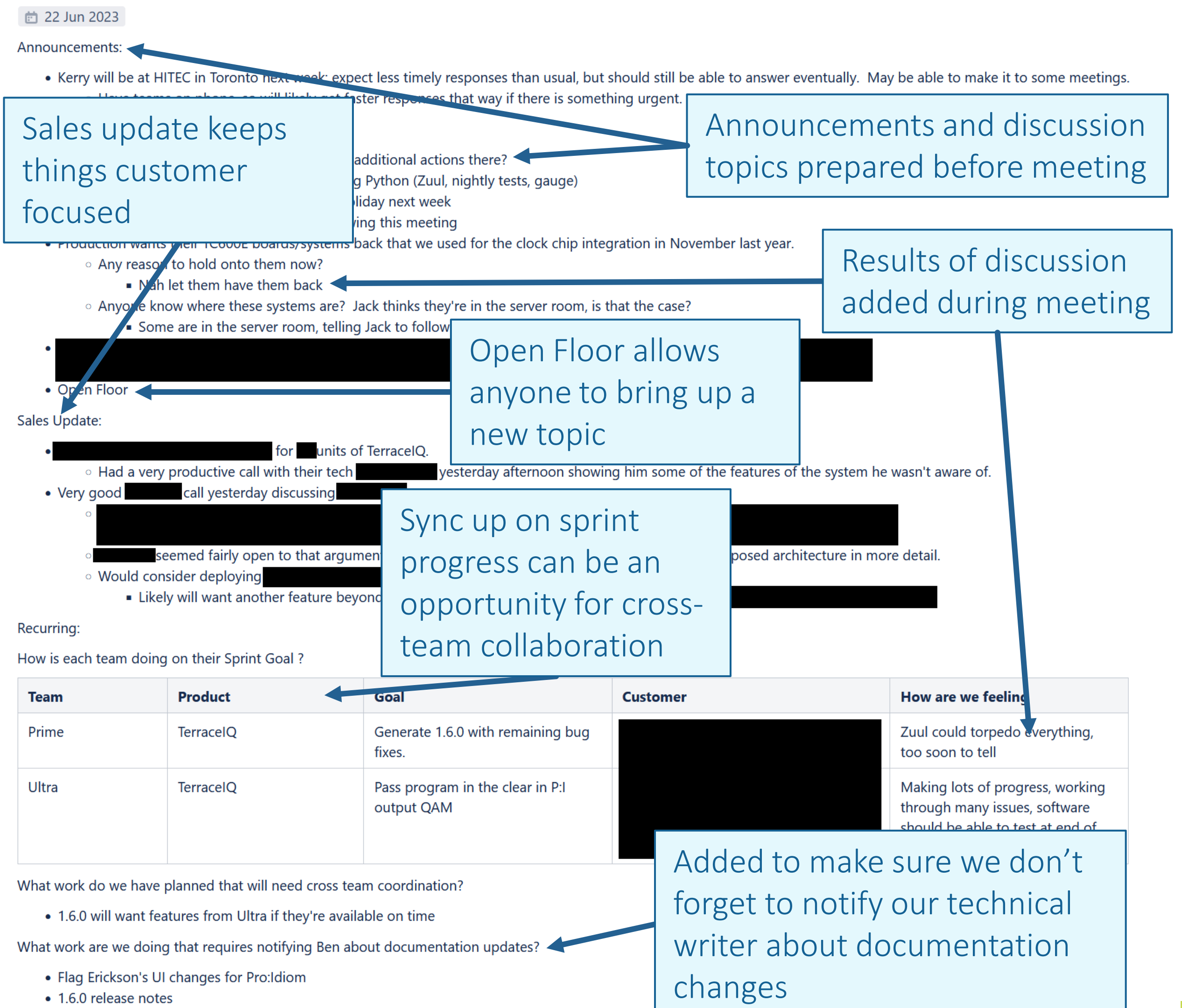
Yesterday, I did a task.
Today, I'm going to do another task.
No impediments.
What is the point of this?

Image Credit: Sam Falco
"Going Beyond Three Questions with the Daily Scrum"
https://www.scrum.org/resources/blog/going-beyond-three-questions-daily-scrum

Cross-team Meeting Example

Attendees:

- Developers
- Scrum Masters
- Product Owner
- Product Line Manager



22 Jun 2023

Announcements:

- Kerry will be at HITEC in Toronto next week: expect less timely responses than usual, but should still be able to answer eventually. May be able to make it to some meetings.
  - ster responses that way if there is something urgent.
- additional actions there?
- g Python (Zuul, nightly tests, gauge)
- liday next week
- ing this meeting
- back that we used for the clock chip integration in November last year.
  - Any reason to hold onto them now?
    - Nah let them have them back
  - Anyone know where these systems are? Jack thinks they're in the server room, is that the case?
    - Some are in the server room, telling Jack to follow
- [redacted]
- Open Floor

Sales Update:

- [redacted] for [redacted] units of TerraceIQ.
  - Had a very productive call with their tech [redacted] yesterday afternoon showing him some of the features of the system he wasn't aware of.
- Very good [redacted] call yesterday discussing [redacted]
  - [redacted]
  - [redacted] seemed fairly open to that argumen posed architecture in more detail.
  - Would consider deploying [redacted]
    - Likely will want another feature beyond [redacted]

Recurring:

How is each team doing on their Sprint Goal ?

Team	Product	Goal	Customer	How are we feeling
Prime	TerraceIQ	Generate 1.6.0 with remaining bug fixes.	[redacted]	Zuul could torpedo everything, too soon to tell
Ultra	TerraceIQ	Pass program in the clear in P:I output QAM		Making lots of progress, working through many issues, software should be able to test at end of

What work do we have planned that will need cross team coordination?

- 1.6.0 will want features from Ultra if they're available on time

What work are we doing that requires notifying Ben about documentation updates?

- Flag Erickson's UI changes for Pro:Idiom
- 1.6.0 release notes

Sales update keeps things customer focused

Announcements and discussion topics prepared before meeting

Results of discussion added during meeting

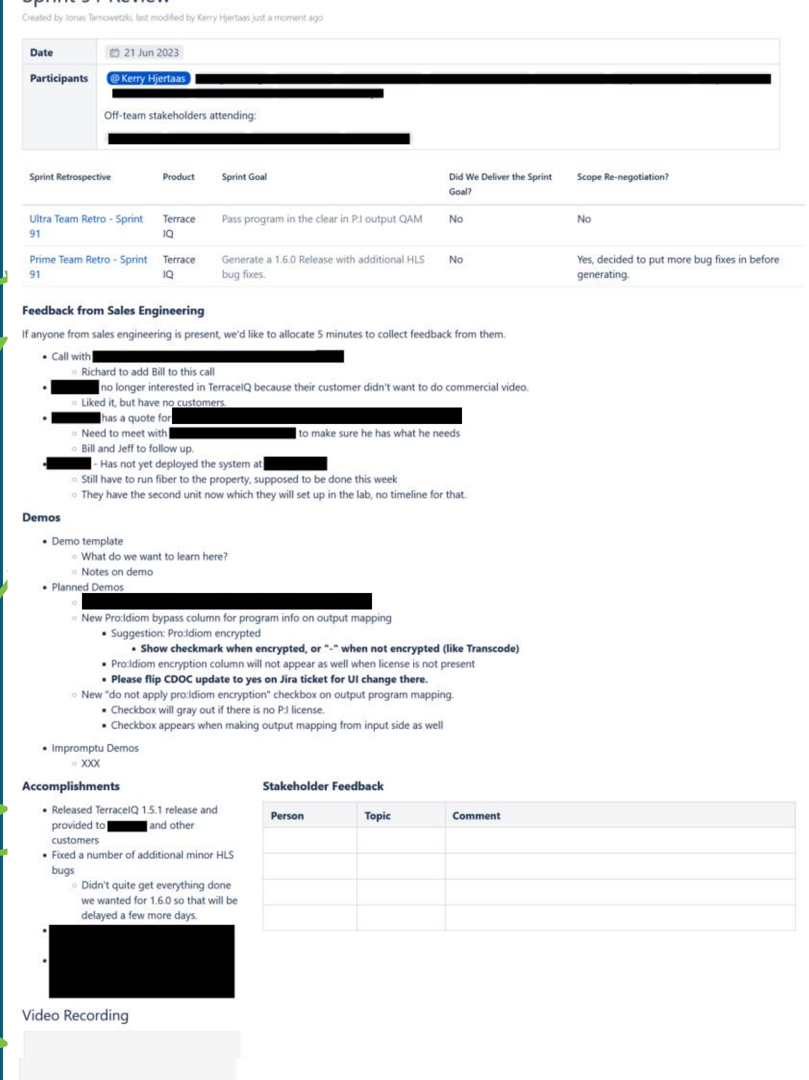
Open Floor allows anyone to bring up a new topic

Sync up on sprint progress can be an opportunity for cross-team collaboration

Added to make sure we don't forget to notify our technical writer about documentation changes

Sprint Review

1. Review sprint results
2. As this is the only meeting sales engineering attends regularly, we include a brief update on customer engagements; helps inform other stakeholders as well.
3. Demos + feedback on them. Actions to take are **bolded.**
4. Other accomplishments
5. Other stakeholder feeback
6. Attach video recording to view later.



Sprint 91 Review

Created by Jonas Tarnowetzki, last modified by Kerry Hjertaas just a moment ago

Date	21 Jun 2023
Participants	@Kerry Hjertaas [redacted] Off-team stakeholders attending: [redacted]

Sprint Retrospective	Product	Sprint Goal	Did We Deliver the Sprint Goal?	Scope Re-negotiation?
Ultra Team Retro - Sprint 91	Terrace IQ	Pass program in the clear in P:I output QAM	No	No
Prime Team Retro - Sprint 91	Terrace IQ	Generate a 1.6.0 Release with additional HLS bug fixes.	No	Yes, decided to put more bug fixes in before generating.

Feedback from Sales Engineering

If anyone from sales engineering is present, we'd like to allocate 5 minutes to collect feedback from them.

- Call with [redacted]
  - Richard to add Bill to this call
- [redacted] no longer interested in TerraceIQ because their customer didn't want to do commercial video.
  - Liked it, but have no customers.
- [redacted] has a quote for [redacted]
  - Need to meet with [redacted] to make sure he has what he needs
  - Bill and Jeff to follow up.
- [redacted] - Has not yet deployed the system at [redacted]
  - Still have to run fiber to the property, supposed to be done this week
  - They have the second unit now which they will set up in the lab, no timeline for that.

Demos

- Demo template
  - What do we want to learn here?
  - Notes on demo
- Planned Demos
  - [redacted]
  - New Pro:Idiom bypass column for program info on output mapping
    - Suggestion: Pro:Idiom encrypted
      - **Show checkmark when encrypted, or "-" when not encrypted (like Transcode)**
    - Pro:Idiom encryption column will not appear as well when license is not present
    - **Please flip CDOC update to yes on Jira ticket for UI change there.**
  - New "do not apply pro:Idiom encryption" checkbox on output program mapping.
    - Checkbox will gray out if there is no P:I license.
    - Checkbox appears when making output mapping from input side as well
- Impromptu Demos
  - XXX

Accomplishments

- Released TerraceIQ 1.5.1 release and provided to [redacted] and other customers
- Fixed a number of additional minor HLS bugs
  - Didn't quite get everything done we wanted for 1.6.0 so that will be delayed a few more days.
- [redacted]

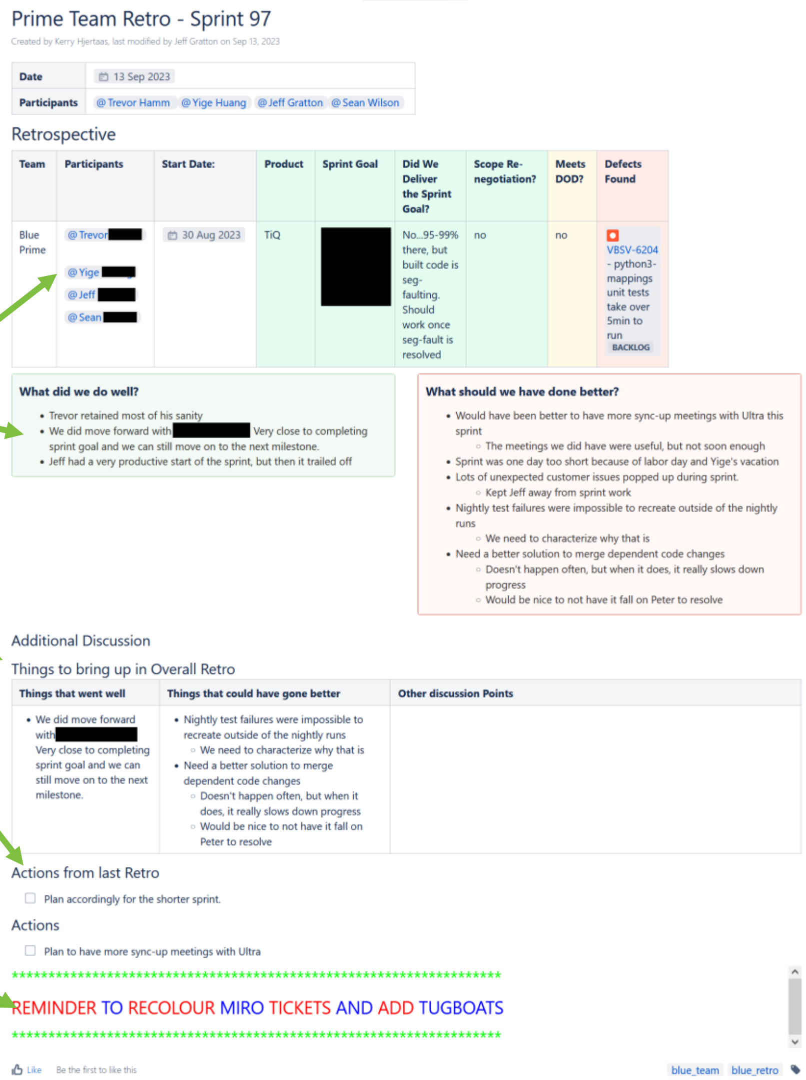
Stakeholder Feedback

Person	Topic	Comment

Video Recording

Team Retrospective

1. Team fills in end state of sprint
2. Team discusses how the sprint went, and takes notes
3. Team highlights items they want to discuss in the overall retro.
4. Determine actions to take next sprint
5. Includes a reminder to update the Miro board, as that was getting forgotten!



Prime Team Retro - Sprint 97

Created by Kerry Hjertaas, last modified by Jeff Gratton on Sep 13, 2023

Date	13 Sep 2023
Participants	@Trevor Hamm @Yige Huang @Jeff Gratton @Sean Wilson

Retrospective

Team	Participants	Start Date:	Product	Sprint Goal	Did We Deliver the Sprint Goal?	Scope Re-negotiation?	Meets DOD?	Defects Found
Blue Prime	@Trevor [redacted] @Yige [redacted] @Jeff [redacted] @Sean [redacted]	30 Aug 2023	TiQ	[redacted]	No...95-99% there, but built code is seg-faulting. Should work once seg-fault is resolved	no	no	VBSV-6204 - python3-mappings unit tests take over 5min to run BACKLOG

What did we do well?

- Trevor retained most of his sanity
- We did move forward with [redacted] Very close to completing sprint goal and we can still move on to the next milestone.
- Jeff had a very productive start of the sprint, but then it trailed off

What should we have done better?

- Would have been better to have more sync-up meetings with Ultra this sprint
  - The meetings we did have were useful, but not soon enough
- Sprint was one day too short because of labor day and Yige's vacation
- Lots of unexpected customer issues popped up during sprint.
  - Kept Jeff away from sprint work
- Nightly test failures were impossible to recreate outside of the nightly runs
  - We need to characterize why that is
- Need a better solution to merge dependent code changes
  - Doesn't happen often, but when it does, it really slows down progress
  - Would be nice to not have it fall on Peter to resolve

Additional Discussion

Things to bring up in Overall Retro

Things that went well	Things that could have gone better	Other discussion Points
• We did move forward with [redacted] Very close to completing sprint goal and we can still move on to the next milestone.	• Nightly test failures were impossible to recreate outside of the nightly runs ◦ We need to characterize why that is • Need a better solution to merge dependent code changes ◦ Doesn't happen often, but when it does, it really slows down progress ◦ Would be nice to not have it fall on Peter to resolve	

Actions from last Retro

☐ Plan accordingly for the shorter sprint.

Actions

☐ Plan to have more sync-up meetings with Ultra

****

REMINDER TO RECOLOUR MIRO TICKETS AND ADD TUGBOATS

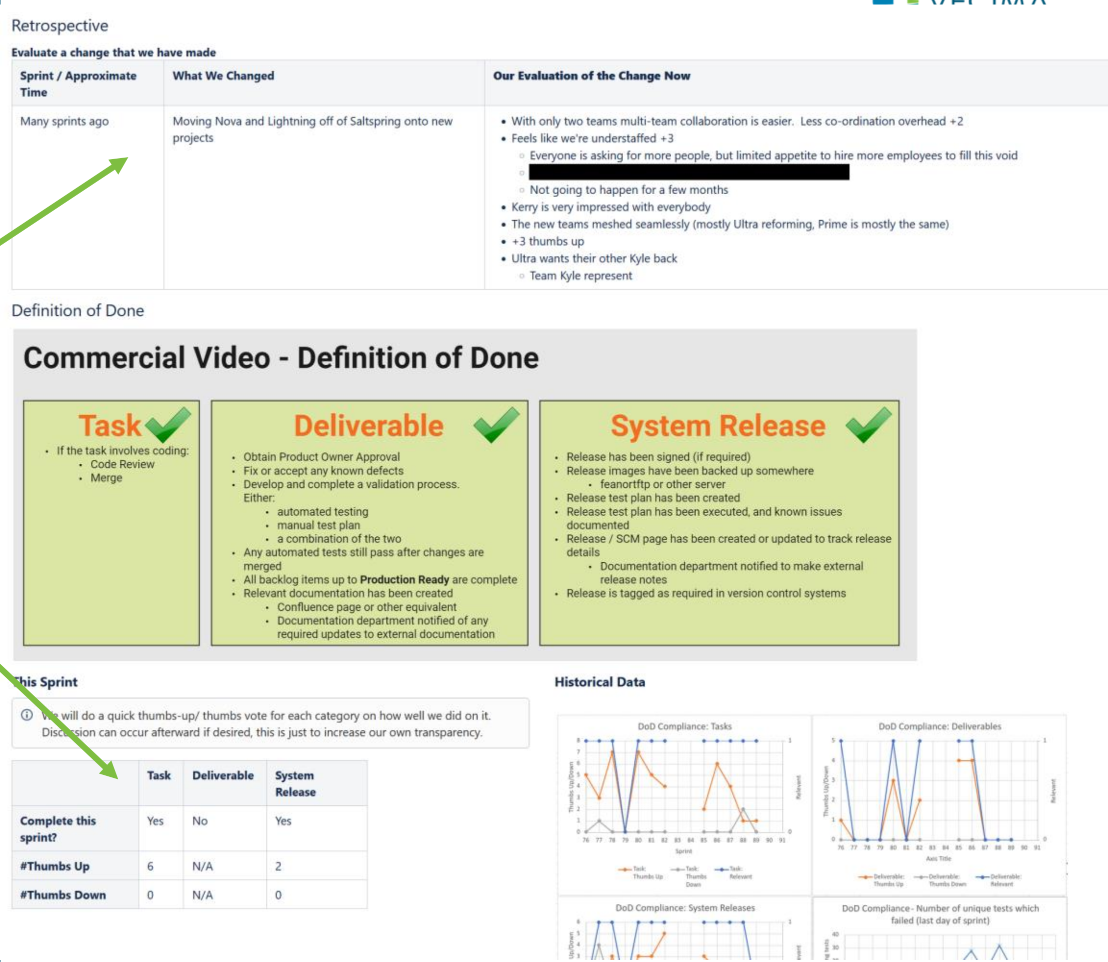
****

Like Be the first to like this

blue_team blue_retro

Overall Retrospective

1. Review and discuss a previous change.
2. Evaluate how we did on Definition of Done



Retrospective

Evaluate a change that we have made

Sprint / Approximate Time	What We Changed	Our Evaluation of the Change Now
Many sprints ago	Moving Nova and Lightning off of Saltspring onto new projects	• With only two teams multi-team collaboration is easier. Less co-ordination overhead +2 • Feels like we're understaffed +3 ◦ Everyone is asking for more people, but limited appetite to hire more employees to fill this void ◦ [redacted] ◦ Not going to happen for a few months • Kerry is very impressed with everybody • The new teams meshed seamlessly (mostly Ultra reforming, Prime is mostly the same) • +3 thumbs up • Ultra wants their other Kyle back ◦ Team Kyle represent

Definition of Done

Commercial Video - Definition of Done

Task ✓

- If the task involves coding:
  - Code Review
  - Merge

Deliverable ✓

- Obtain Product Owner Approval
- Fix or accept any known defects
- Develop and complete a validation process. Either:
  - automated testing
  - manual test plan
  - a combination of the two
- Any automated tests still pass after changes are merged
- All backlog items up to **Production Ready** are complete
- Relevant documentation has been created
  - Confluence page or other equivalent
  - Documentation department notified of any required updates to external documentation

System Release ✓

- Release has been signed (if required)
- Release images have been backed up somewhere
  - feanortftp or other server
- Release test plan has been created
- Release test plan has been executed, and known issues documented
- Release / SCM page has been created or updated to track release details
  - Documentation department notified to make external release notes
- Release is tagged as required in version control systems

This Sprint

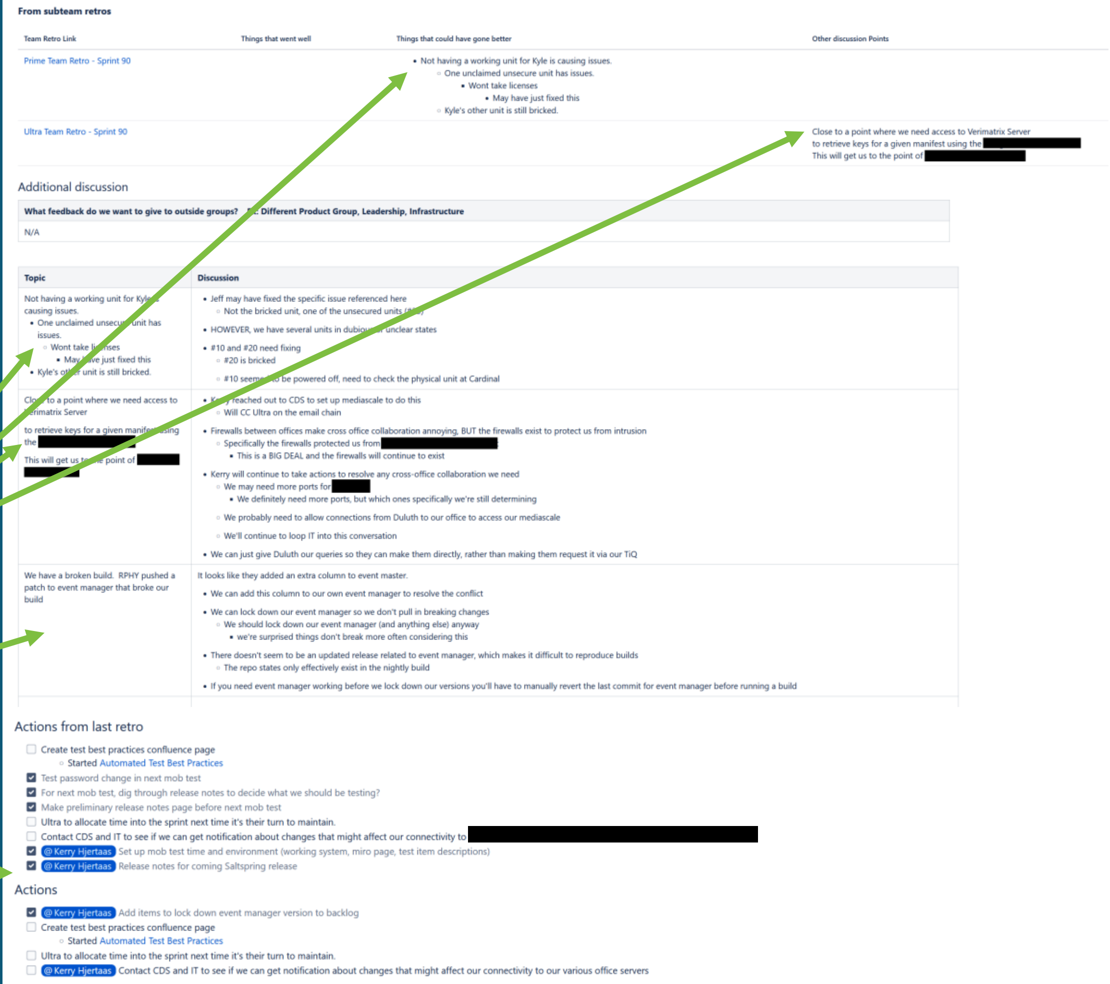
ⓘ We will do a quick thumbs-up/ thumbs vote for each category on how well we did on it. Discussion can occur afterward if desired, this is just to increase our own transparency.

	Task	Deliverable	System Release
Complete this sprint?	Yes	No	Yes
#Thumbs Up	6	N/A	2
#Thumbs Down	0	N/A	0

Historical Data

Overall Retrospective

1. Review and discuss a previous change.
2. Evaluate how we did on Definition of Done
3. Discuss items from team retros that wanted to bring up with larger group
4. Discuss other items
5. Review past actions and add any new ones that came from discussion.



From subteam retros

Team Retro Link	Things that went well	Things that could have gone better	Other discussion Points
Prime Team Retro - Sprint 90		• Not having a working unit for Kyle is causing issues. ◦ One unclaimed unsecure unit has issues. ▪ Wont take licenses • May have just fixed this ◦ Kyle's other unit is still bricked.	
Ultra Team Retro - Sprint 90			Close to a point where we need access to Verimatrix Server to retrieve keys for a given manifest using the [redacted] This will get us to the point of [redacted]

Additional discussion

What feedback do we want to give to outside groups? Ex: Different Product Group, Leadership, Infrastructure
N/A

Topic	Discussion
Not having a working unit for Kyle is causing issues. • One unclaimed unsecure unit has issues. ◦ Wont take licenses ▪ May have just fixed this • Kyle's other unit is still bricked.	• Jeff may have fixed the specific issue referenced here ◦ Not the bricked unit, one of the unsecured units (#[illegible]) • HOWEVER, we have several units in dubious or unclear states • #10 and #20 need fixing ◦ #20 is bricked ◦ #10 seems to be powered off, need to check the physical unit at Cardinal
Close to a point where we need access to Verimatrix Server to retrieve keys for a given manifest using the [redacted] This will get us to the point of [redacted]	• Kerry reached out to CDS to set up mediascale to do this ◦ Will CC Ultra on the email chain • Firewalls between offices make cross office collaboration annoying, BUT the firewalls exist to protect us from intrusion ◦ Specifically the firewalls protected us from [redacted] ▪ This is a BIG DEAL and the firewalls will continue to exist • Kerry will continue to take actions to resolve any cross-office collaboration we need ◦ We may need more ports for [redacted] ▪ We definitely need more ports, but which ones specifically we're still determining ◦ We probably need to allow connections from Duluth to our office to access our mediascale ◦ We'll continue to loop IT into this conversation • We can just give Duluth our queries so they can make them directly, rather than making them request it via our TiQ
We have a broken build. RPHY pushed a patch to event manager that broke our build	It looks like they added an extra column to event master. • We can add this column to our own event manager to resolve the conflict • We can lock down our event manager so we don't pull in breaking changes ◦ We should lock down our event manager (and anything else) anyway ▪ we're surprised things don't break more often considering this • There doesn't seem to be an updated release related to event manager, which makes it difficult to reproduce builds ◦ The repo states only effectively exist in the nightly build • If you need event manager working before we lock down our versions you'll have to manually revert the last commit for event manager before running a build

Actions from last retro

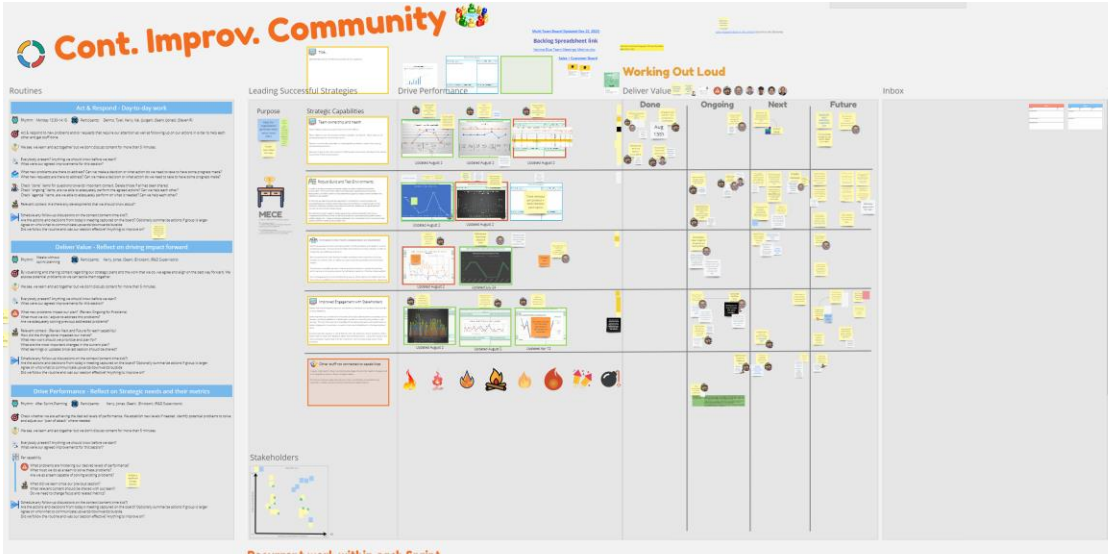
- ☐ Create test best practices confluence page
  - Started Automated Test Best Practices
- ☑ Test password change in next mob test
- ☑ For next mob test, dig through release notes to decide what we should be testing?
- ☑ Make preliminary release notes page before next mob test
- ☐ Ultra to allocate time into the sprint next time it's their turn to maintain.
- ☐ Contact CDS and IT to see if we can get notification about changes that might affect our connectivity to [redacted]
- ☑ @Kerry Hjertaas Set up mob test time and environment (working system, miro page, test item descriptions)
- ☑ @Kerry Hjertaas Release notes for coming Saltspring release

Actions

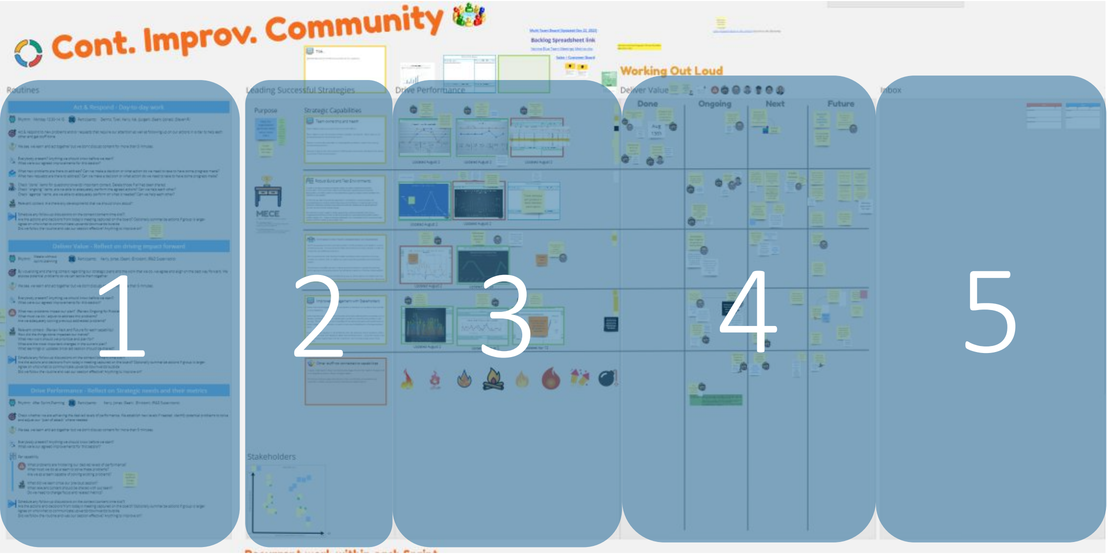
- ☑ @Kerry Hjertaas Add items to lock down event manager version to backlog
- ☐ Create test best practices confluence page
  - Started Automated Test Best Practices
- ☐ Ultra to allocate time into the sprint next time it's their turn to maintain.
- ☐ @Kerry Hjertaas Contact CDS and IT to see if we can get notification about changes that might affect our connectivity to our various office servers

Continuous Improvement Community

- PO, SMs, dev team representatives
- Monitor strategic capabilities we want to improve.
- Create, maintain and review metrics
- Track improvement actions


Cont. Improv. Community
Backlog Spreadsheet link
Working Out Loud
Routines
Act & Respond - Day-to-day work
Deliver Value - Reflect on driving impact forward
Drive Performance - Reflect on Strategic needs and their metrics
Leading Successful Strategies
Purpose
Strategic Capabilities
MECE
Stakeholders
Drive Performance
Deliver Value
Done
Ongoing
Next
Future
Inbox

Cont. Improv. Board Overview



1. Routines
2. Strategic Capability Definitions
3. Metrics
4. Actions
5. Inbox

Drive Performance

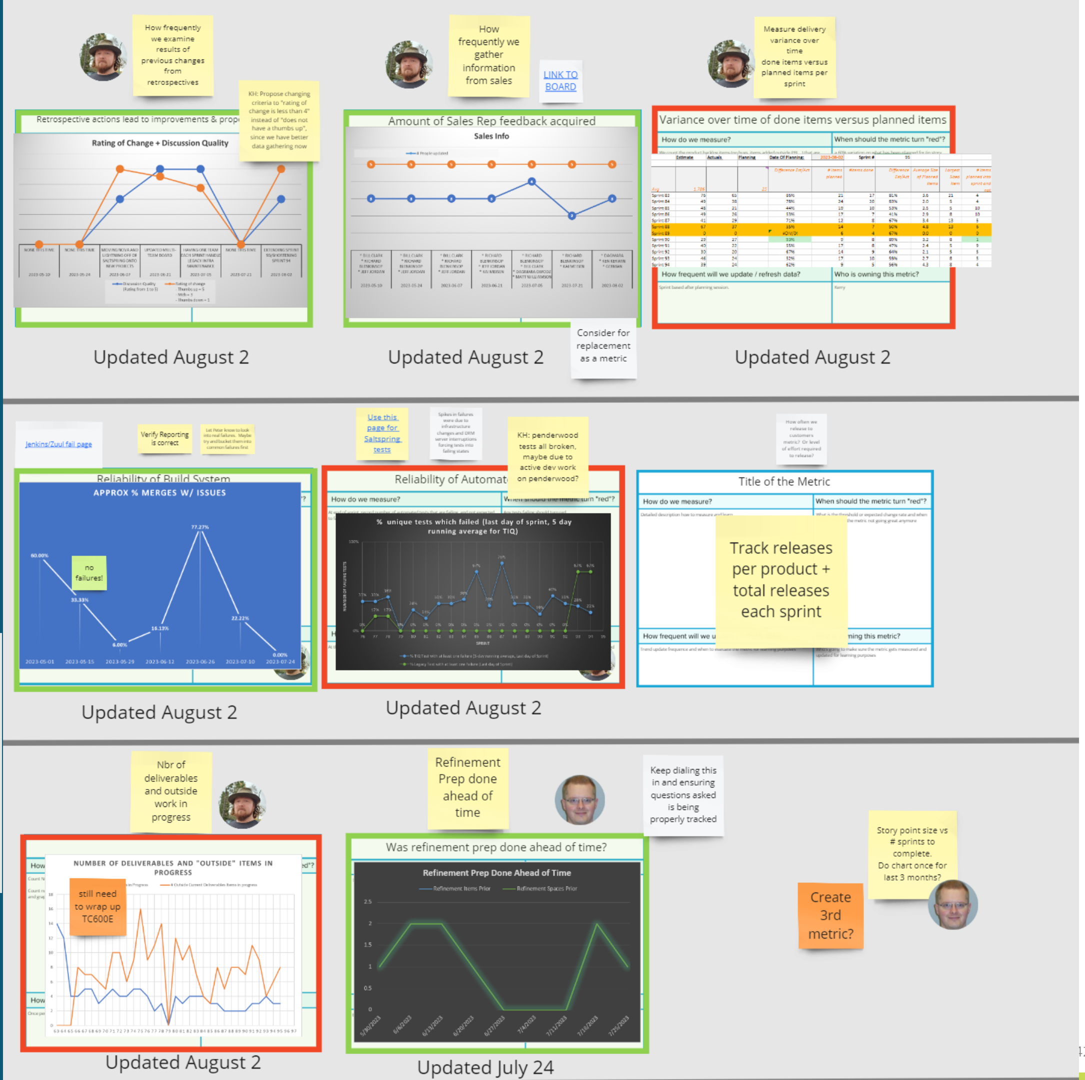
- ➢ Every second Thursday after new sprint starts
- ➢ 1 hour timebox
- ➢ Review and action metrics

Per capability

What problems are hindering our desired levels of performance?
What must we do as a team to solve these problems?
Are we as a team capable of solving existing problems?

What did we learn since our previous session?
What relevant content should be shared with out team?
Do we need to change focus and related metrics?

If there is significant change, discuss.



How frequently we examine results of previous changes from retrospectives

KH: Propose changing criteria to "rating of change is less than 4" instead of "does not have a thumbs up", since we have better data gathering now

Retrospective actions lead to improvements & prop

Rating of Change + Discussion Quality
NONE THIS TIME 2023-05-10
NONE THIS TIME 2023-05-24
MOVING NOVA AND LIGHTNING OFF OF SALTSPRING ONTO NEW PROJECTS 2023-06-07
UPDATED MULTI-TEAM BOARD 2023-06-21
HAVING ONE TEAM EACH SPRINT HANDLE LEGACY INFRA MAINTENANCE 2023-07-05
NONE THIS TIME 2023-07-21
EXTENDING SPRINT 93/SHORTENING SPRINT 94 2023-08-02
Discussion Quality (Rating from 1 to 5)
Rating of change - Thumbs up = 5 - Meh = 3 - Thumbs down = 1

Updated August 2

How frequently we gather information from sales

LINK TO BOARD

Amount of Sales Rep feedback acquired

Sales Info
# People updated
* BILL CLARK * RICHARD BLENKINSOP * JEFF JORDAN 2023-05-10
* BILL CLARK * RICHARD BLENKINSOP * JEFF JORDAN 2023-05-24
* BILL CLARK * RICHARD BLENKINSOP * JEFF JORDAN 2023-06-07
* RICHARD BLENKINSOP * JEFF JORDAN * KAI NIELSEN 2023-06-21
* RICHARD BLENKINSOP * BILL CLARK * DAGMARA OWODZ * MATT WILLIAMSON 2023-07-05
* RICHARD BLENKINSOP * KAI NIELSEN 2023-07-21
* DAGMARA * KEN KERWIN * GERMAN 2023-08-02

Consider for replacement as a metric

Updated August 2

Measure delivery variance over time
done items versus planned items per sprint

Variance over time of done items versus planned items

How do we measure?

When should the metric turn "red"?

	Estimate	Actuals	Planning	Date Of Planning:	2023-08-02	Sprint #	95			
				Difference Est/Act	# items planned	#items done	Difference Est/Act	Average Size of Planned Items	Largest Sized Item	# items planned into sprint and not
Avg	1.786		25							
Sprint 83	76	65		86%	21	17	81%	3.6	21	4
Sprint 84	49	38		78%	24	20	83%	2.0	5	4
Sprint 85	48	21		44%	19	10	53%	2.5	5	10
Sprint 86	49	26		53%	17	7	41%	2.9	8	10
Sprint 87	41	29		71%	12	8	67%	3.4	13	5
Sprint 88	67	37		55%	14	7	50%	4.8	13	6
Sprint 89	0	0		#DIV/0!	6	4	67%	0.0	0	0
Sprint 90	29	27		93%	9	8	89%	3.2	8	1
Sprint 91	40	22		55%	17	8	47%	2.4	5	9
Sprint 92	30	20		67%	14	9	64%	2.1	5	5
Sprint 93	46	24		52%	17	10	59%	2.7	8	5
Sprint 94	39	24		62%	9	5	56%	4.3	8	4

How frequent will we update / refresh data?

Sprint based after planning session.

Who is owning this metric?

Kerry

Updated August 2

Jenkins/Zuul fail page

Verify Reporting is correct

Let Peter know to look into real failures. Maybe try and bucket them into common failures first

Reliability of Build System

no failures!

Updated August 2

Use this page for Saltspring tests

Spikes in failures were due to infrastructure changes and DRM server interruptions forcing tests into failing states

KH: penderwood tests all broken, maybe due to active dev work on penderwood?

Reliability of Automat

How do we measure?

When should the metric turn "red"?

% unique tests which failed (last day of sprint, 5 day running average for TIQ)
NUMBER OF FAILING TESTS
SPRINT
% TIQ Test with at least one failure (5 day running average, last day of Sprint)
% Legacy Test with at least one failure (Last day of Sprint)

Updated August 2

How often we release to customers metric? Or level of effort required to release?

Title of the Metric

How do we measure?

Detailed description how to measure and learn

When should the metric turn "red"?

What is the threshold or expected change rate and when the metric not going great anymore

Track releases per product + total releases each sprint

How frequent will we u

Trend update frequence and when to evaluate the metric for learning purposes

ning this metric?

Who's going to make sure the metric gets measured and updated for learning purposes

Nbr of deliverables and outside work in progress

NUMBER OF DELIVERABLES AND "OUTSIDE" ITEMS IN PROGRESS
in Progress
# Outside Current Deliverables Items in progress

still need to wrap up TC600E

Updated August 2

Refinement Prep done ahead of time

Keep dialing this in and ensuring questions asked is being properly tracked

Was refinement prep done ahead of time?

Updated July 24

Story point size vs # sprints to complete.
Do chart once for last 3 months?

Create 3rd metric?

Deliver Value

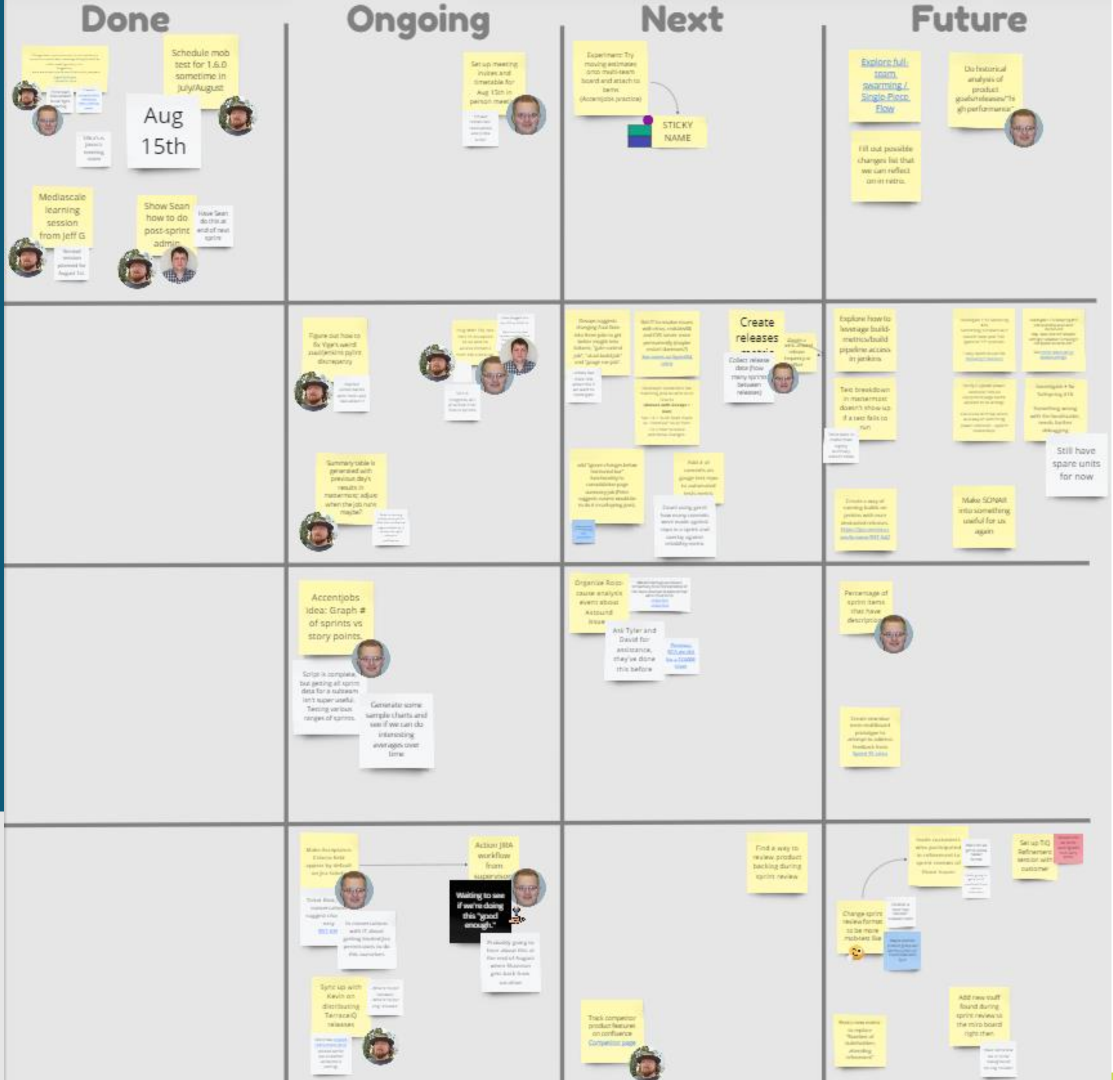
- Every second Thursday on weeks we haven’t started a sprint.
- 1 hour timebox
- Review Ongoing for issues.
- Review Next and Future to see if our planned actions are still relevant given new developments.

Per capability

What new problems impact our plan? (Review Ongoing for Problems)
What must we do / adjust to address this problems?
Are we adequately solving previous addressed problems?

Per capability

Relevant context: (Review Next and Future for each capability)
How did the things done impacted our trends?
What new work should we prioritize and plan for?
What are the most important changes in the current plan?
What learnings or updates since last session should be shared?



Done

Schedule mob test for 1.6.0 sometime in July/August

Aug 15th

Mediascale learning session from Jeff G

Show Sean how to do post-sprint admin

Have Sean do this at end of next sprint

Ongoing

Set up meeting invites and timetable for Aug 15th in person meet

Accentjobs idea: Graph # of sprints vs story points.

Generate some sample charts and see if we can do interesting averages over time

Waiting to see if we're doing this "good enough."

Next

Experiment: Try moving estimates onto multi-team board and attach to items. (Accentjobs practice)

STICKY NAME

Create releases

Ask Tyler and David for assistance, they've done this before

Future

Explore full-team swarming / Single-Piece Flow

Do historical analysis of product goals/releases/"high performance"

Fill out possible changes list that we can reflect on in retro.

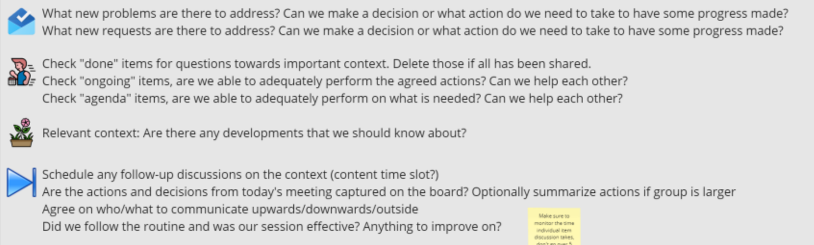
Explore how to leverage build-metrics/build pipeline access in jenkins

Still have spare units for now

Make SONAR into something useful for us again

Act & Respond

- Every Monday, 30 minute timebox
- Address new problems or requests
- Review done items
- Review ongoing items, see if anyone needs help.
- Review agenda items (recurring items every sprint).



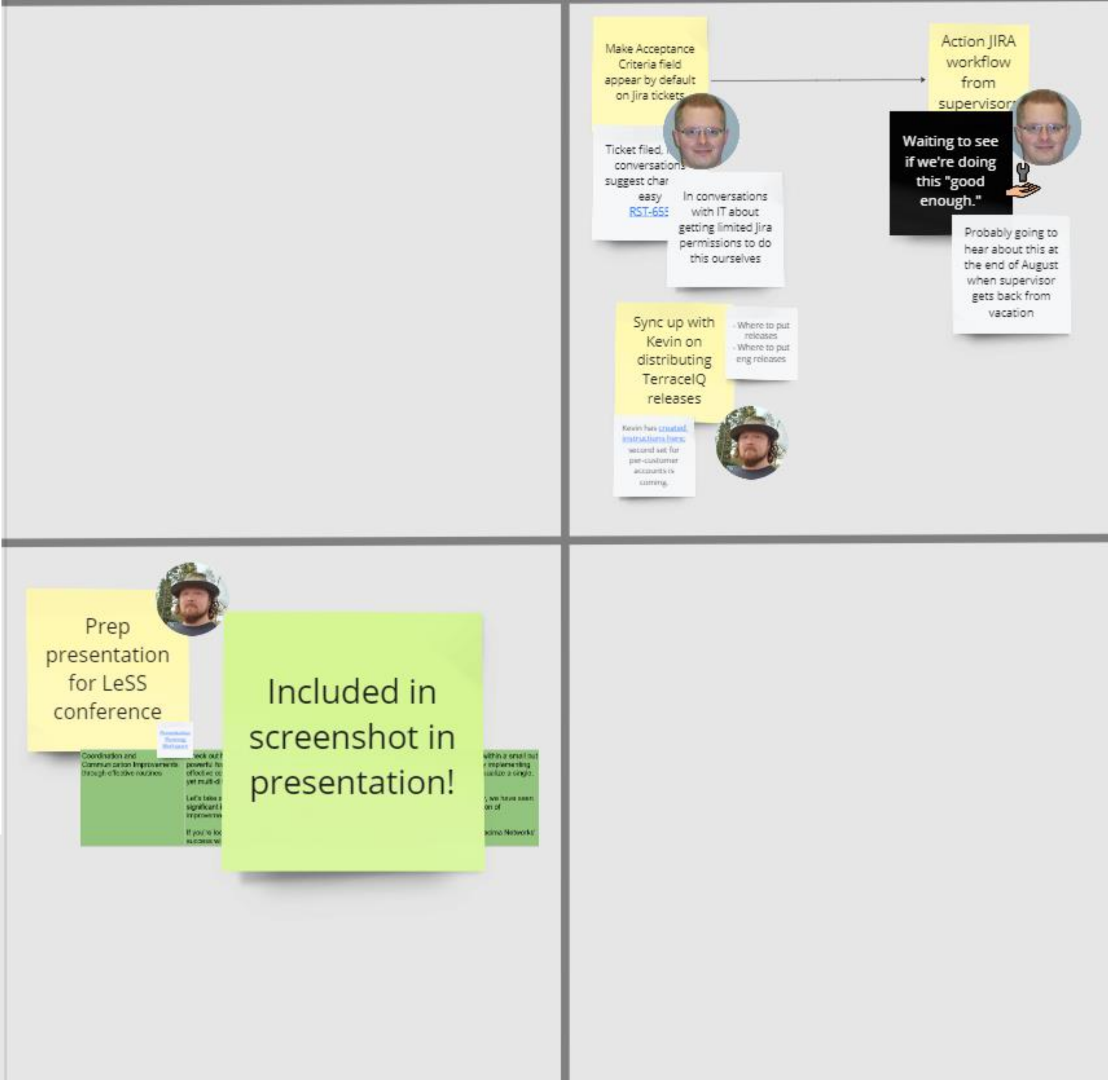
What new problems are there to address? Can we make a decision or what action do we need to take to have some progress made?
What new requests are there to address? Can we make a decision or what action do we need to take to have some progress made?

Check "done" items for questions towards important context. Delete those if all has been shared.
Check "ongoing" items, are we able to adequately perform the agreed actions? Can we help each other?
Check "agenda" items, are we able to adequately perform on what is needed? Can we help each other?

Relevant context: Are there any developments that we should know about?

Schedule any follow-up discussions on the context (content time slot?)
Are the actions and decisions from today's meeting captured on the board? Optionally summarize actions if group is larger
Agree on who/what to communicate upwards/downwards/outside
Did we follow the routine and was our session effective? Anything to improve on?

Make sure to monitor the time individual item discussion takes, don't go over 5



Make Acceptance Criteria field appear by default on Jira tickets

Ticket filed. conversations suggest char easy RST-655

In conversations with IT about getting limited Jira permissions to do this ourselves

Action JIRA workflow from supervisor

Waiting to see if we're doing this "good enough."

Probably going to hear about this at the end of August when supervisor gets back from vacation

Sync up with Kevin on distributing TerraceIQ releases

- Where to put releases
- Where to put eng releases

Kevin has created instructions here; second set for per-customer accounts is coming.

Prep presentation for LeSS conference

Coordination and Communication Improvements through effective routines

Included in screenshot in presentation!

What do the developers think of these routines?

Cross-team meeting is good to make sure we're staying on top of things.

Eric

Routines are massively valuable – especially when new – to make sure we don't forget steps.

Jonas

Routines on Miro boards are very useful!

Kyle

Jonas

Sean

I like the sales update during the cross-team meeting, makes the product feel more real.

Routines are like comments in code. It's great to have the steps where you're already looking.

Kyle

There isn't anything we do that I massively dislike.

Sean

Why are routines important?

The power and value of routines

Power and Value of Routines

- Routines lead to predictable meetings
- People can step up to facilitate a meeting because the routine is right there – facilitator redundancy!
- Routines make sure you don’t forget steps in what you’re doing
- Routines can be adjusted over time to improve outcomes
- Routines are the first step to forming habits; good habits can lead to great outcomes!

Change Your Life – One Tiny Step at a Time

YouTube · Kurzgesagt – In a Nutshell
Jun 7, 2022

Let’s summarize!

Where did our routines drive improvements?

Transparency of upcoming and in-progress work

Transparency of customer needs

Effective system of Continuous Improvement

Takeaways

- Put Routines where the eyeballs are!
- Strong facilitation the first few times is critical to get a new routine to stick
- Routines can be used for almost any recurring activity
- Take advantage of existing habits and add routines to drive them toward improved outcomes

Thank You

VECIMA