

# AGILE PROCESS

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**Table of Contents**

**1. PROCESS OBJECTIVES .....4**

**2. ABBREVIATIONS / ACRONYMS / GLOSSARY .....4**

**3. ROLES & RESPONSIBILITIES .....4**

**4. ORGANISATION POLICY .....4**

**5. PROCESS FLOW.....5**

**6. ENTRY CRITERIA .....6**

**7. INPUTS .....6**

**8. ACTIVITIES PERFORMED .....6**

8.1 PROJECT INITIATION .....6

8.2 PROJECT KICK-OFF.....6

8.3 PROJECT PLANNING.....7

8.4 ACQUIRE PRODUCT/APPLICATION KNOWLEDGE .....7

8.5 RELEASE PLANNING.....8

8.6 SPRINT PLANNING .....8

8.7 SPRINT .....9

8.7.1 *Daily Scrum*.....9

8.7.2 *Elaborate Stories*.....9

8.7.3 *Design features, if necessary*.....9

8.7.4 *Plan for testing* .....9

8.7.5 *Develop Unit Test Cases*.....10

8.7.6 *Coding and Unit Testing*.....10

8.7.7 *Data Migration (If needed)*.....10

8.7.8 *Integration and Integration Testing* .....11

8.7.9 *System Testing* .....11

8.7.10 *Release* .....11

8.7.11 *User Acceptance Testing*.....11

8.7.12 *Deployment* .....12

8.8 SPRINT RIVIEW .....12

8.9 SPRINT RETROSPECTIVE .....12

8.10 CLOSURE .....12

**9. OUTPUTS.....13**

**10. EXIT CRITERIA.....13**

**11. VALIDATION CRITERIA.....13**

**12. MEASUREMENT AND ANALYSIS .....13**

**13. RELATED PROCESSES / ARTIFACTS .....13**

**14. STANDARDS COMPLIANCE.....13**

**1. PROCESS OBJECTIVES**

The objective of this process is to detail the life cycle stages to be followed for an agile project.

**2. ABBREVIATIONS / ACRONYMS / GLOSSARY**

Acronym	Explanation	Acronym	Explanation
AM	Account Manager	PIN	Project Initiation Note/Request
BDM	Business Development Manager	STP	System Test Plan
UAT	User Acceptance Test	CM	Configuration Manager

**3. ROLES & RESPONSIBILITIES**

Role	Responsibilities
Product Owner	<ul style="list-style-type: none"> <li>Define the features of the product and Prioritizes the same</li> <li>Help Team to understand stories</li> <li>Develop release plan including release date and content</li> <li>Be responsible for the profitability of the product (ROI)</li> <li>Adjust features and priority every sprint, as needed</li> <li>Accepts or rejects work results</li> <li>Determines release plan and communicates to all</li> </ul>
Scrum Master	<ul style="list-style-type: none"> <li>Serve the Team in removing of impediments to the team’s productivity</li> <li>Facilitate the team’s group interactions, to help the team achieve its full potential</li> <li>Protect the Team from outside interference or disruption</li> <li>Represent the team to management</li> <li>May need to raise uncomfortable issues within the team</li> <li>Support the Team’s use of Scrum</li> <li>Organizes and facilitates Scrum-related practices</li> <li>Serves as the Scrum “conscience” of the team, reminding the team of standard Scrum practices</li> </ul>
Team	<ul style="list-style-type: none"> <li>Estimates story size</li> <li>Analyze request and suggest solution</li> <li>Design solution, if necessary</li> <li>Implement solutions</li> <li>Unit, Integration and system testing</li> </ul>
CM	<ul style="list-style-type: none"> <li>Take care of CM activities</li> </ul>

**4. ORGANISATION POLICY**

**5. PROCESS FLOW**

**6. ENTRY CRITERIA**

- Contract signed / Approval by Senior Management

**7. INPUTS**

#	Description / Work Product Name	#	Description / Work Product Name
1.	Contract	2.	Proposal
3.	Proposal communications	4.	Discussion notes with customer
5.	Existing system documentation, if any	6.	Existing process descriptions and business rules, if any

**8. ACTIVITIES PERFORMED**

**8.1 PROJECT INITIATION**

Activities	Resp.	Related Documents / Processes / Notes
Allocate PM for the project	Senior Management	
Create Project Initiation Request	AM/BDM/PM	PIN Template
Apply to finance for PIN number allocation	AM/BDM/PM	PIN Template
Get the PIN Approved by Senior Management	PM	PIN Template
Distribute the PIN to relevant stakeholders	PM	Distribution list includes: All Function Heads

**8.2 PROJECT KICK-OFF**

Activities	Resp.	Related Documents / Processes / Notes
Understand High level Requirements	Project Manager	
Prepare High Level Implementation Plan	Project Manager	
Prepare the kick-off meeting agenda	Project Manager	
Identify core project team	Project Manager	
Identify Key contacts/key users /Coordinator from Client Side	Project Manager	
Plan and schedule the Meeting with all the project stakeholders	Project Manager	
Discuss the Project Planning and execution Strategies	Project Manager	Project Initiation Presentation Template
Discuss Client Expectations and Goals	Project Manager	Project Initiation Presentation Template
Establish Project Milestones	Project Manager	Project Initiation Presentation Template
List out any further Risks associated with the project & how to mitigate them	Project Manager	Minutes of Meeting
Discuss testing methodologies / strategies	Project Manager	Minutes of Meeting
Evaluate Data Migration Requirements	Project Manager	Minutes of Meeting
Plan for coding standards and guidelines to be used	Project Manager	Minutes of Meeting
Conduct Client Site Assessment if required	Project Manager	Minutes of Meeting
Make Recommendations, if required	Project Manager	Minutes of Meeting

### 8.3 PROJECT PLANNING

Activities	Resp.	Related Documents / Processes / Notes
Identify the team members. Identify roles and responsibilities of each role	Project Manager	Project Plan Template
Identify project specific skills required	Project Manager	Project Plan Template
Conduct skill gap analysis	Project Manager	Project Plan Template
Identify the training requirements (Technical/ Process/soft-skills) for the team members.	Project Manager	Project Plan Template
Update the team register with team details and training requirements	Project Manager	Project Plan Template
If appropriate skills are not available and have to be hired, raise resource request. Project Plan & risks should be modified accordingly.	Project Manager	Project Plan Template
Identify any assumptions, constraints, dependencies and risks in the project	Project Manager	Issue Tracker
Identify reusable items	Project Manager	Configuration Management Plan Template
Evaluate outsourcing of product/services.	Project Manager	Project Plan Template
Identify hardware, software and connectivity requirements of the project	Project Manager	Project Plan Template
Define the configuration management plan for the project based on configuration management process	CM	Configuration Management Plan Template Configuration Management Guidelines
Identify back-up requirements	CM	Back-up Request
Communicate back-up requirements to Networks	CM	

### 8.4 ACQUIRE PRODUCT/APPLICATION KNOWLEDGE

Activities	Resp.	Related Documents / Processes / Notes
Acquire & Document Business Domain Knowledge	Team	System Appreciation Document
Acquire & Document Technical Knowledge	Team	System Appreciation Document
Acquire & Document Existing System Architecture Knowledge	Team	System Appreciation Document
Understand existing system interfaces with other systems	Team	System Appreciation Document
Understand current maintenance process	Team	System Appreciation Document
Identify and documents any improvements to existing system & process	Team	System Appreciation Document
Documents standards and guidelines to be followed	Team	System Appreciation Document
Identify contact details of Subject Experts	Team	System Appreciation Document
Understand CM Process	Team	System Appreciation Document
Obtain all existing Configuration Items	Team	CM Plan Template
Baseline all existing Configuration Items	Team	CM Plan Template

**Note:** Activities from points 8.5 through 8.9 are repeated recursively till the release of the product/ software into live production

**8.5 RELEASE PLANNING**

Activities	Resp.	Related Documents / Processes / Notes
Review current business needs	Product Owner	Product Backlog
Review roadmaps and/or portfolios	Product Owner and Team	Product Backlog
Determine key constraint and dependent constraints	Product Owner and Team	Product Backlog
Review estimated and prioritized backlog (s)	Product Owner and Team	Product Backlog Note: One to two day release planning exercise
Decide on mechanism for monitoring and measurement of the plan	Product Owner and Team	Product Backlog
Adjustment to plan as necessary	Product Owner and Team	Product Backlog
Achieve commitment	Product Owner	Product Backlog

**8.6 SPRINT PLANNING**

Activities	Resp.	Related Documents / Processes / Notes
Decide on the sprint goal	Product Owner	Product Backlog
Explain stories	Product Owner	Product Backlog
Compute available capacity	Team	Availability Charts Note: Describes the availability of the team Should exclude holidays, leaves and other commitments from availability calculations Should exclude effort spent towards release planning, sprint planning, sprint review and sprint retrospective
Decide how to achieve sprint goal (design)	Team	
Choose stories as per spring goal and available capacity	Team	Sprint backlog
Create sprint backlog (tasks) from product backlog items (user stories / features)	Team	Sprint backlog
Estimate sprint backlog in hours	Scrum Master	Sprint backlog



**8.7 SPRINT**

**8.7.1 Daily Scrum**

Activities	Resp.	Related Documents / Processes / Notes
Attend daily scrum meeting	Team	Note: Everyone attends – Development, Test, Product Owner, Led by the Scrum Master - Max. 15mins  No discussion, conversation until meeting ends
Quickly review new accomplishments, next tasks, and raises any impediments	Team	Note: Team may add new tasks, remove tasks as more is known
Update the Sprint Backlog with hours remaining for tasks that they've worked on	Team	Sprint Backlog
Add up the hours remaining	Scrum Master	Sprint Backlog
Plot it on the Burn down Chart	Scrum Master	Burn Down Charts

**8.7.2 Elaborate Stories**

Activities	Resp.	Related Documents / Processes / Notes
Discuss with Product Owner to get more details about the feature	Team	
Identify success criteria	Team	
Document additional details, if required	Team	

**8.7.3 Design features, if necessary**

Activities	Resp.	Related Documents / Processes / Notes
Design the feature	Team	
Review design if it is complex	Team	Review Form
Fix design review findings	Team	Review Form

**8.7.4 Plan for testing**

Activities	Resp.	Related Documents / Processes / Notes
Develop Test Plan	Team	Test Plan Template  Note: Test environment shall be as close to the production environment as possible. Plan for automated testing where possible
Review Test Plan and rectify defects, if any	Team	Review Form (Template) Review Guidelines

**8.7.5 Develop Unit Test Cases**

Activities	Resp.	Related Documents / Processes / Notes
Prepare unit test cases and test data	Team	
Automate unit testing as much as possible	Team	
Track defects to closure	Team	Test Defect Tracker

**8.7.6 Coding and Unit Testing**

Activities	Resp.	Related Documents / Processes / Notes
Build code	Team	
Review the code	Team	Note: Verify adherence to design, Standards used and requirements
Log defects		
Track defects to closure	Team	Defect Tracker
Execute unit testing	Team	Test Report (Template) Testing Tool usage guidelines Defect Classification Guideline
Log defects		Note: <ul style="list-style-type: none"> <li>Baselined test data shall be used for each cycle of test</li> <li>Unit Testing may be automated where possible</li> </ul>
Track defects to closure	Team	Test Defect Tracker
Baseline code	CM	Baseline Audit Report (Template)  Baseline Audit Checklist

**8.7.7 Data Migration (If needed)**

Activities	Resp.	Related Documents / Processes / Notes
Investigate Necessity of Data Cleaning	Data Analyst	
Present Data Cleaning Recommendation To Client	Data Analyst	
Conduct Data Cleaning as Per Identified Actions	Data Analyst	
Create Detailed Mapping For Data Migration	Data Analyst	Data Mapping Template
Review System Mapping	DBA; Product Manager; Technical Architect	Review Form, Review Guidelines
Set-Up Data Migration Environment	Data Analyst; Technical Team Member	Data Migration Checklist
Select Data For Migration	Data Analyst	
Do data mapping	Data Analyst	Data Conversion Template  Data Conversion Guidelines
Execute Sample Data Migration	Data Analyst	
Analyze Migrated Data	Responsible Client Contact	
Investigate and Correct All Anomalies	Data Analyst	
Get Customer Sign-Off on Sample Data Migration	Customer	
Convert source data	Technical Lead	Data Conversion Template  Data Conversion Guidelines
Verify converted data	Technical Lead	Data Conversion Template

Activities	Resp.	Related Documents / Processes / Notes
		Data Conversion Guidelines
Get Customer Sign-Off on Data Migration	Customer	
Execute Sample Data Migration	Data Analyst	

**8.7.8 Integration and Integration Testing**

Activities	Resp.	Related Documents / Processes / Notes
Set up integration environment	Scrum Master	Integration Test Plan
Integrate the components	Team	Integration Test Plan
Execute integration testing based on the Integration Test Plan (ITP)	Team	Test Report (Template) Defect Classification Guideline Note: Integration Testing may be automated where possible
Log defects		
Track defects to closure	Team	Test Defect Tracker
Conduct Regression test as required		
Baseline the code	CM	Baseline Audit Report (Template) Baseline Audit Checklist

**8.7.9 System Testing**

Activities	Resp.	Related Documents / Processes / Notes
Setup test environment based on the System Test Plan (STP)	Scrum Master	System Test Plan
Prepare Test Data	Team	System Test Plan
Protect Test Data		
Execute system testing based on the System Test Plan (STP)	Team	Test Report (Template) Defect Classification Guideline Note: System Testing may be automated where possible
Log defects		
Track defects to closure	Team	Defect Tracker
Conduct Regression test as required		
Update the User Manual	Team	User Manual Template
Update User Acceptance Test Plan	Team	UAT Template
Baseline System Tested Code	CM	Baseline Audit Report (Template)
Baseline User Manual		User Manual (Checklist)
Baseline User Acceptance Test plan		Baseline Audit Checklist

**8.7.10 Release**

Activities	Resp.	Related Documents / Processes / Notes
Identify the scope of the delivery	Team	Release Checklist
Finalize delivery inventory		
Build the delivery package		
Baseline the delivery (Delivery Baseline)	CM	
Prepare Delivery Release Note	Team	Delivery Release Note(Template)
Deliver the work product as applicable and any other related items	Scrum Master	

**8.7.11 User Acceptance Testing**

Activities	Resp.	Related Documents / Processes / Notes
Install application in acceptance test environment	Scrum Master	
Conduct UAT	UAT Team	UAT Defect Log
Validate Defects	PM	UAT Defect Log

Activities	Resp.	Related Documents / Processes / Notes
Communicate Estimated Date of UAT Defect Rectification	PM	
Rectify Defects	Team Lead	
Re-Test and Close Defects; If Successful	QA Lead	
Get UAT Sign-Off From Customer	Responsible Client	
Deliver System Acceptance Certificate	Contact	System Acceptance Certificate

#### 8.7.12 Deployment

Activities	Resp.	Related Documents / Processes / Notes
Get Client Confirmation on Infrastructural Requirements	Scrum Master	Deployment Checklist
Set-Up Hardware and Network	Client	Deployment Checklist
Set-Up Operating System	Client	Deployment Checklist
Set-Up Production Environment	Client	Deployment Checklist
Set-up Clean Database	Team	Deployment Checklist
Set-up application	Team	Deployment Checklist
Configure System Based on Requirements	Team	Deployment Checklist

#### 8.8 SPRINT REVIEW

Activities	Resp.	Related Documents / Processes / Notes
Present what it accomplished during the sprint	Scrum Master	<p>Note:</p> <ul style="list-style-type: none"> <li>Typically takes the form of a demo of new features or underlying architecture</li> <li>2hour prep time rule</li> <li>No slides</li> <li>Whole team participates</li> </ul>

#### 8.9 SPRINT RETROSPECTIVE

Activities	Resp.	Related Documents / Processes / Notes
Take a look at what is working and what is not working, after every sprint	Team	<ul style="list-style-type: none"> <li>Typically 1 to 2 Hours</li> <li>Whole team participates: Scrum Master, Product owner, Team, possibly customers and others</li> <li>Objective to assess:-</li> <li>What's working</li> <li>What's could work better</li> <li>Things to try in the next Sprint</li> </ul>

#### 8.10 CLOSURE

Activities	Resp.	Related Documents / Processes / Notes
Collect project data	Manager	Project Closure Template
Analyze data	Manager	Project Closure Template
Prepare final closure report	Manager	Project Closure Template
Do Causal Analysis	Manager	Project Closure Template
Collect and Update process assets	Manager	Project Closure Template
Archive the documents	Manager	Project Closure Template

**9. OUTPUTS**

#	Description / Work Product Name	#	Description / Work Product Name
1.	Working code	2.	Required documentation

**10. EXIT CRITERIA**

- Project closure signed-off

**11. VALIDATION CRITERIA**

- Customer Satisfaction results

**12. MEASUREMENT AND ANALYSIS**

#	Metric	Definition/ Formulae	Data to be captured	Source	Owner	Freq.
1.	Velocity	No. of story points delivered per person-month of effort	Story Size Effort			
2.	Delivered Defect Density	No. of defects delivered / Planned Effort in person-month	Defects			
3.	Review Effectiveness	No. of defects captured during review*100 /( No. of defects captured during review + /( No. of defects captured during testing)	Defects			

**13. RELATED PROCESSES / ARTIFACTS**

#	Description / Work Product Name	#	Description / Work Product Name
1.	PIN Template	2.	Project Initiation Presentation Template
3.	Minutes of Meeting	4.	Review Form
5.	Review Guidelines	6.	Test Strategy Template
7.	Defect Tracker	8.	Low Level Design Template

**14. STANDARDS COMPLIANCE**

Standard / Model	Clause No & Name	Control description
ISO 9001:2000	▪	▪
CMMI v1.2	▪ Project Planning ▪ Configuration Management	▪
ISO 27001	▪	▪