

# Agility in practise – options and limitations in applying Scrum

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Session 4: Capabilities and Management

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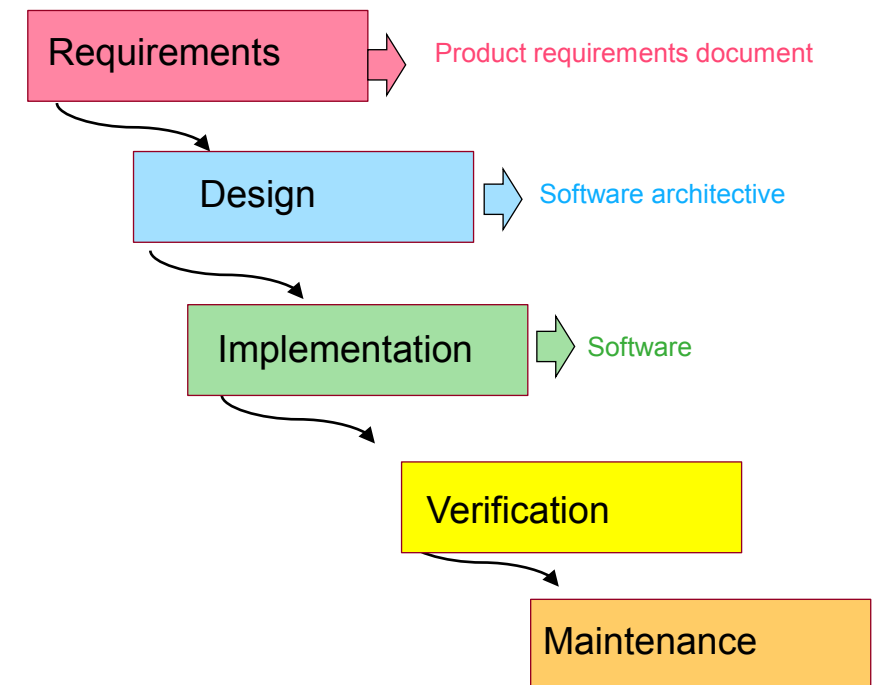
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# Project management : Waterfall or agile?

# Waterfall principle: Linear approach

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



# What's the problem?

- Waterfall-model proved to be inflexible & long-lasting
- IT-tools are ready, when already outdated technique
- Requirements change fast and frequently
- Running time of IT-projects: too long
- Only option: Do it differently ...

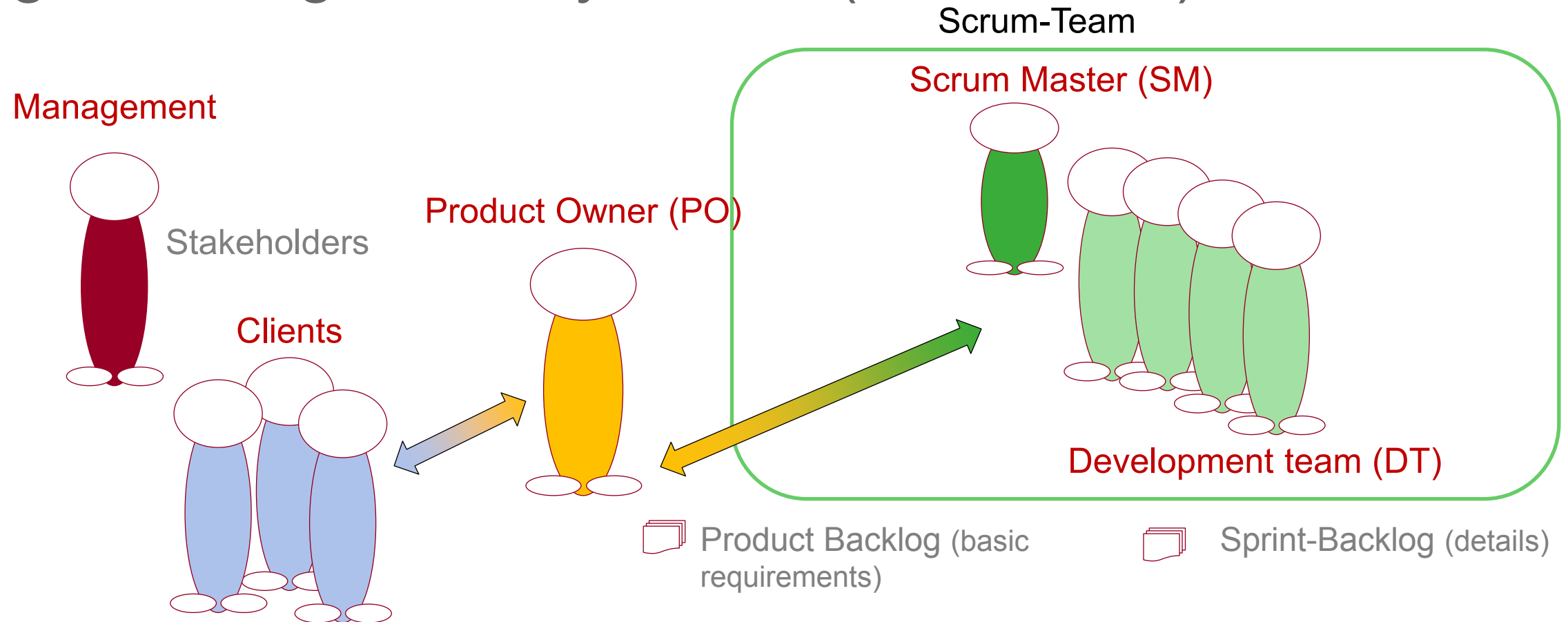


# Agile project management (basic statements)

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

# Agile projects : roles & stakeholders & documents

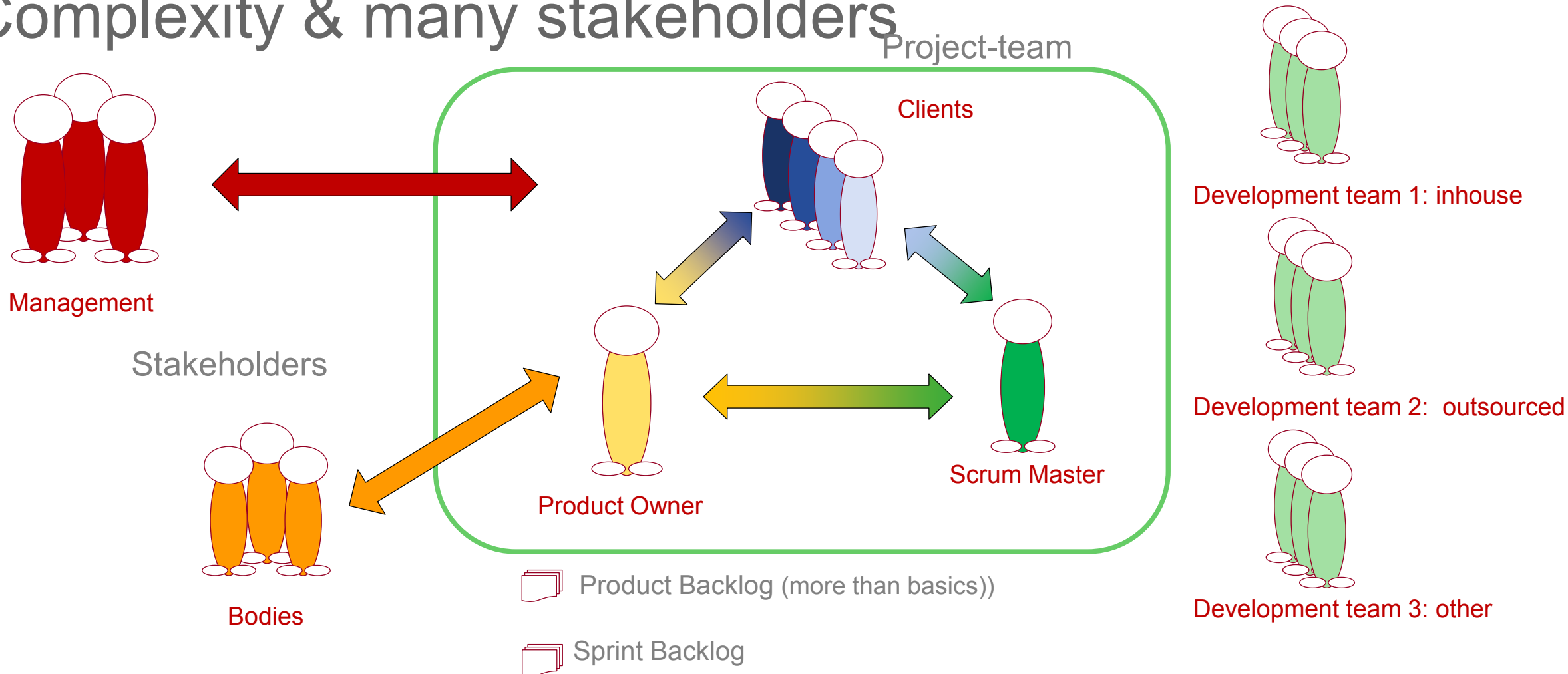
# Agile management by Scrum (basic roles)





# Practise : Tricky details

# Complexity & many stakeholders



# Recommendations

# Recommendations (I):

Check basic requirements:

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



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# Recommendations (II)

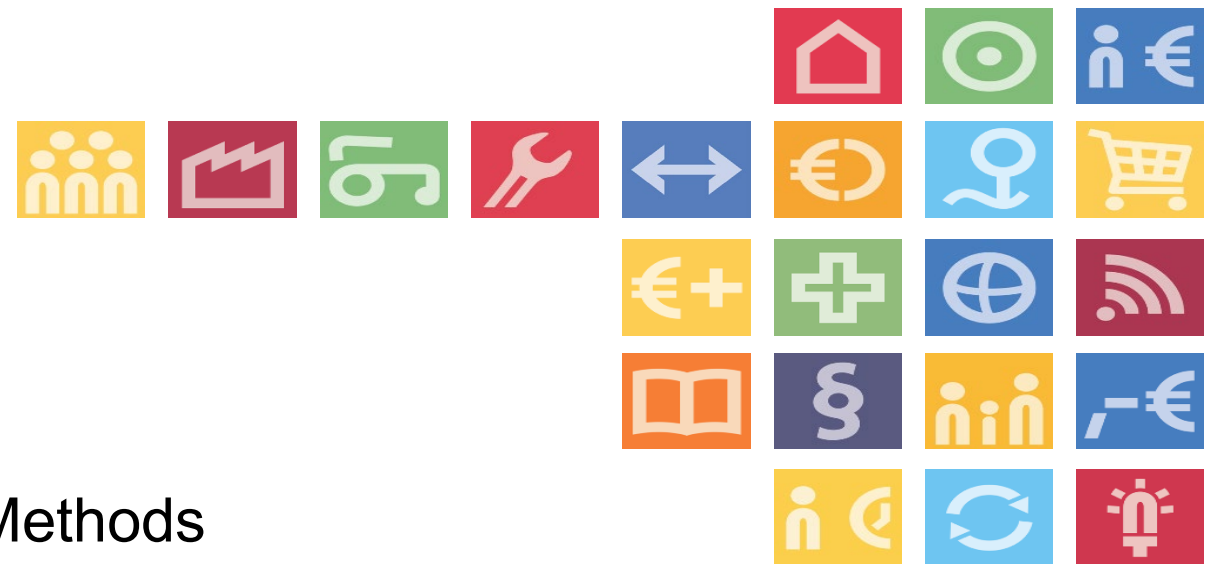
## Roles & culture



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

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# Thanks for your attention



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Questionnaire Pretesting, Data Collection Methods

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