SG VIRTUAL CONFERENCE
6ta edición

CMMI + SCRUM, ¡no CMMI vs SCRUM!

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Agenda

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- Conceptos Básicos
- Elementos de SCRUM
- Elementos de CMMi
- CMMi habla de Agile
- CMMi + SCRUM
- Conclusiones

Conceptos básicos

Los modelos se complementan, no se contraponen!!*

*O sea: normas, estándares, buenas prácticas, etc.

Conceptos básicos

El modelo debe ajustarse a la organización, no la organización al modelo

Te dice el ¿QUÉ? más no el ¿CÓMO?

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Conceptos básicos

PREMISA: “Lo qué hago actualmente está bien, lo qué voy a hacer es mejorarlo”

Conceptos básicos

CMMI → Modelo

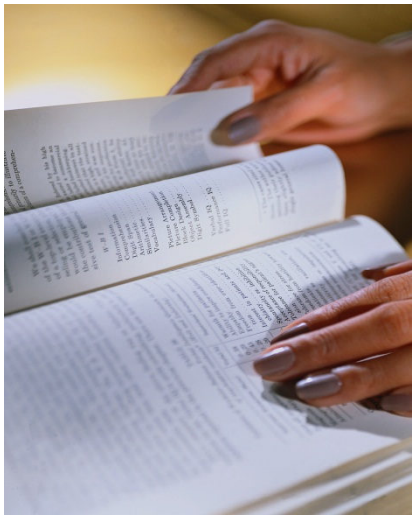
SCRUM → Framework

NO norma

NO Estándar

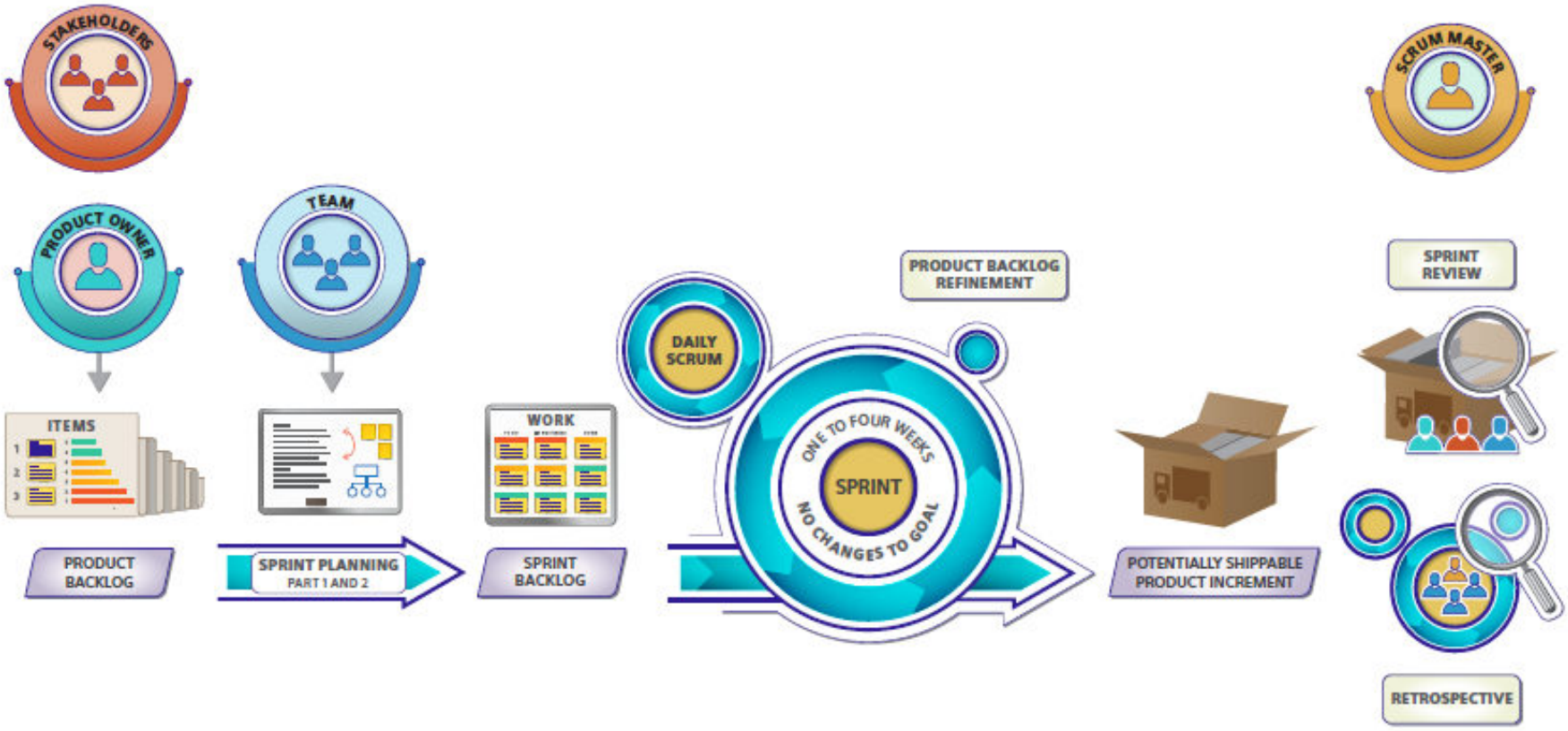
Conceptos básicos

Ningún modelo, marco de referencia, buenas prácticas, norma, estándar, etc. NO ES LA VERDAD ABSOLUTA!



Elementos de SCRUM

Elementos de SCRUM



Elementos de SCRUM

SCRUM propone parte del ¿CÓMO? hacer las actividades.

				New Estimates Remaining at end of Sprint...					
Priority	Item	Details (wiki URL)	Initial Size Estimate	1	2	3	4	5	6
1	As a buyer, I want to place a book in a shopping cart (see UI sketches on wiki page)	...	5						
2	As a buyer, I want to remove a book in a shopping cart	...	2						
3	Improve transaction processing performance (see target performance metrics on wiki)	...	13						
4	Investigate solutions for speeding up credit card validation (see target performance metrics on wiki)	...	20						
5	Upgrade all servers to Apache 2.2.3	...	13						
6	Diagnose and fix the order processing script errors (bugzilla ID 14823)	...	3						
7	As a shopper, I want to create and save a wish list	...	40						
8	As a shopper, I want to to add or delete items on my wish list	...	20						

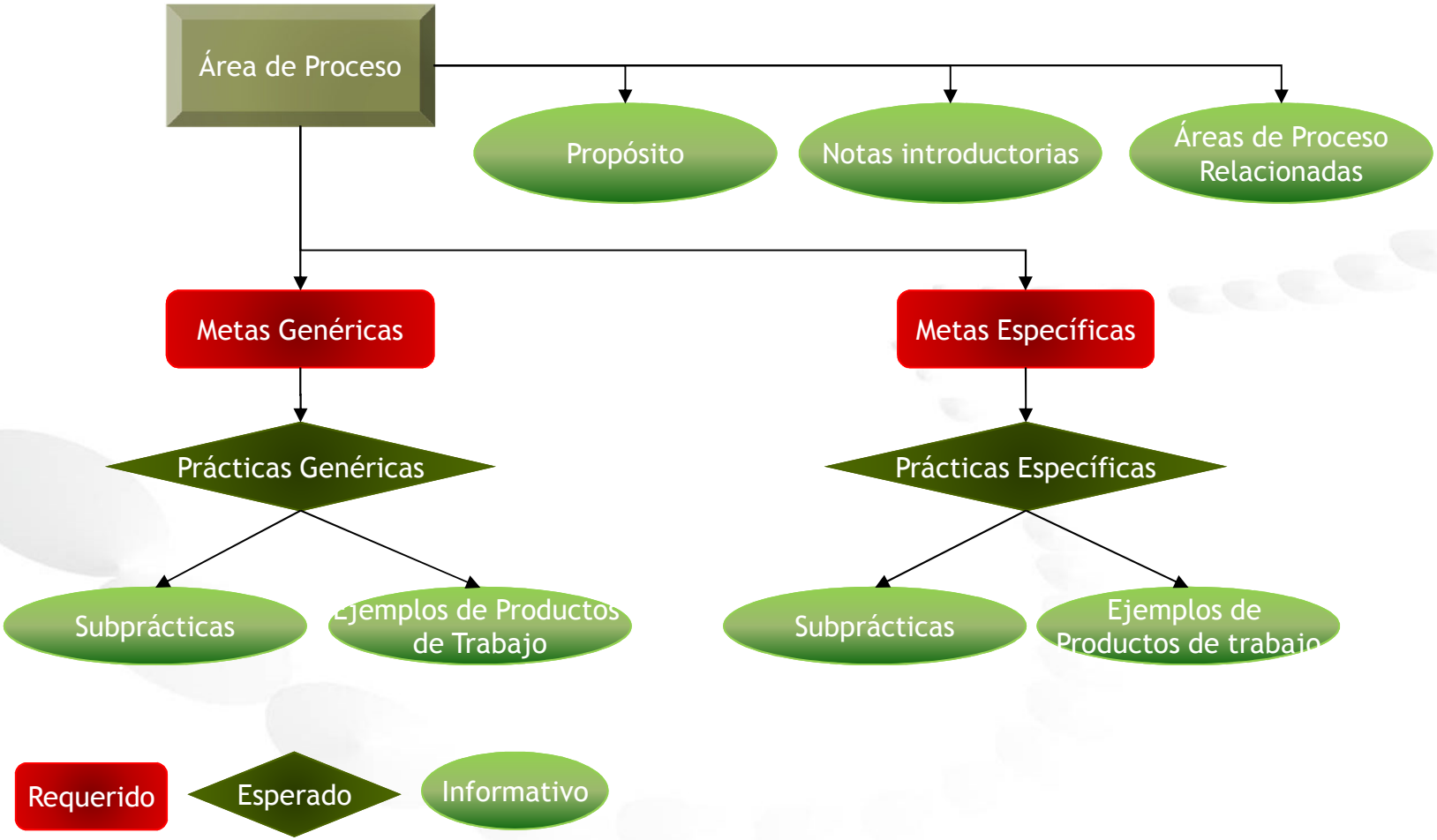
Elementos de CMMI®

Elementos de CMMi®

Representación escalonada.

Nivel 5	•Causal Analysis and Resolution •Organizational Performance Management
Nivel 4	•Organizational Process Performance •Quantitative Project Management
Nivel 3	•Decision Analysis and Resolution •Integrated Project Management •Organizational Process Definition •Organizational Process Focus •Organizational Training •Risk Management •Requirements Development •Technical Solution •Product Integration •Verification •Validation
Nivel 2	•Configuration Management •Measurement and Analysis •Process an Product Quality Assurance •Project Monitoring and Control •Project Planning •Requirements Management •Supplier Agreement Management

Elementos de CMMi®



Elementos de CMMI

- Las áreas de proceso NO son PROCESOS! Un área de proceso puede estar integrada en varios procesos o actividades.
- CMMI te dice el ¿Qué? se tiene que hacer en las actividades. No te dice el CÓMO

CMMI® habla de Agile

CMMI® habla de Agile

Interpreting CMMI When Using Agile Approaches

CMMI practices are designed to provide value across a range of different situations and thus are stated in general terms. Because CMMI does not endorse any particular approach to development, little information that is approach-specific is provided. Therefore, those who don't have prior experience implementing CMMI in situations similar to the one they are now in may find interpretation non-intuitive.

To help those who use Agile methods to interpret CMMI practices in their environments, notes have been added to selected process areas. These notes are added, usually in the introductory notes, to the following process areas in CMMI-DEV: CM, PI, PMC, PP, PPQA, RD, REQM, RSKM, TS, and VER.

All of the notes begin with the words, "In Agile environments" and are in example boxes to help you to easily recognize them and remind you that these notes are examples of how to interpret practices and therefore are neither necessary nor sufficient for implementing the process area.

Multiple Agile approaches exist. The phrases "Agile environment" and "Agile method" are shorthand for any development or management approach that adheres to the *Manifesto for Agile Development* [Beck 2001].

Such approaches are characterized by the following:

- Direct involvement of the customer in product development
- Use of multiple development iterations to learn about and evolve the product

CMMI® habla de Agile

CONFIGURATION MANAGEMENT

A Support Process Area at Maturity Level 2

Purpose

The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits.

ed on the rigorous control of the
f work products, including the delivered

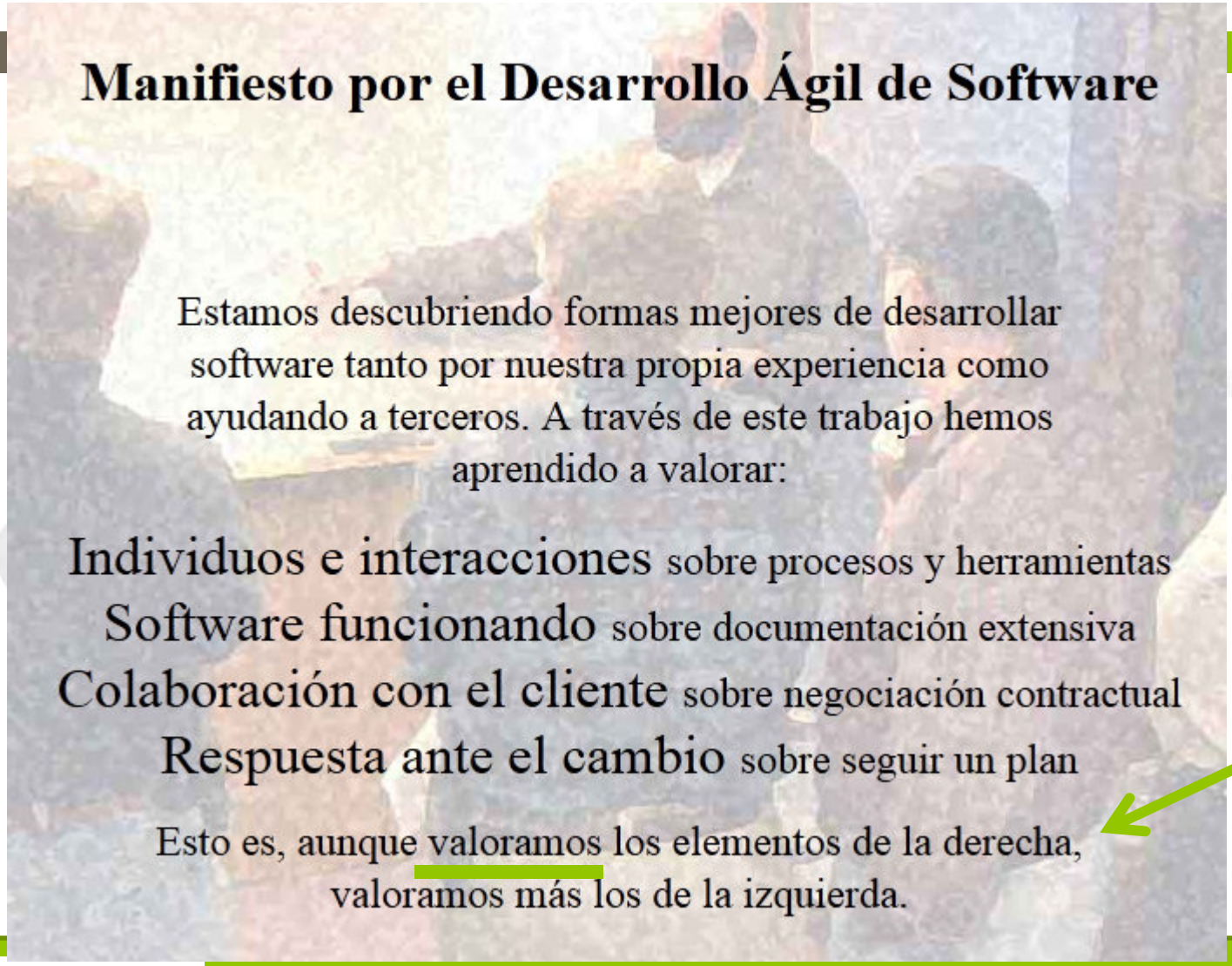
ces for performing the configuration
able to all work products that are placed

For product lines, configuration management involves additional considerations due to the sharing of core assets across the products in the product line and across multiple versions of core assets and products. (See the definition of "product line" in the glossary.)

In Agile environments, configuration management (CM) is important because of the need to support frequent change, frequent builds (typically daily), multiple baselines, and multiple CM supported workspaces (e.g., for individuals, teams, and even for pair-programming). Agile teams may get bogged down if the organization doesn't: 1) automate CM (e.g., build scripts, status accounting, integrity checking) and 2) implement CM as a single set of standard services. At its start, an Agile team should identify the individual who will be responsible to ensure CM is implemented correctly. At the start of each iteration, CM support needs are re-confirmed. CM is carefully integrated into the rhythms of each team with a focus on minimizing team distraction to get the job done. (See "Interpreting CMMI When Using Agile Approaches" in Part I.)

CMMI® + SCRUM

Manifiesto Ágil



"Libertad, no libertinaje"

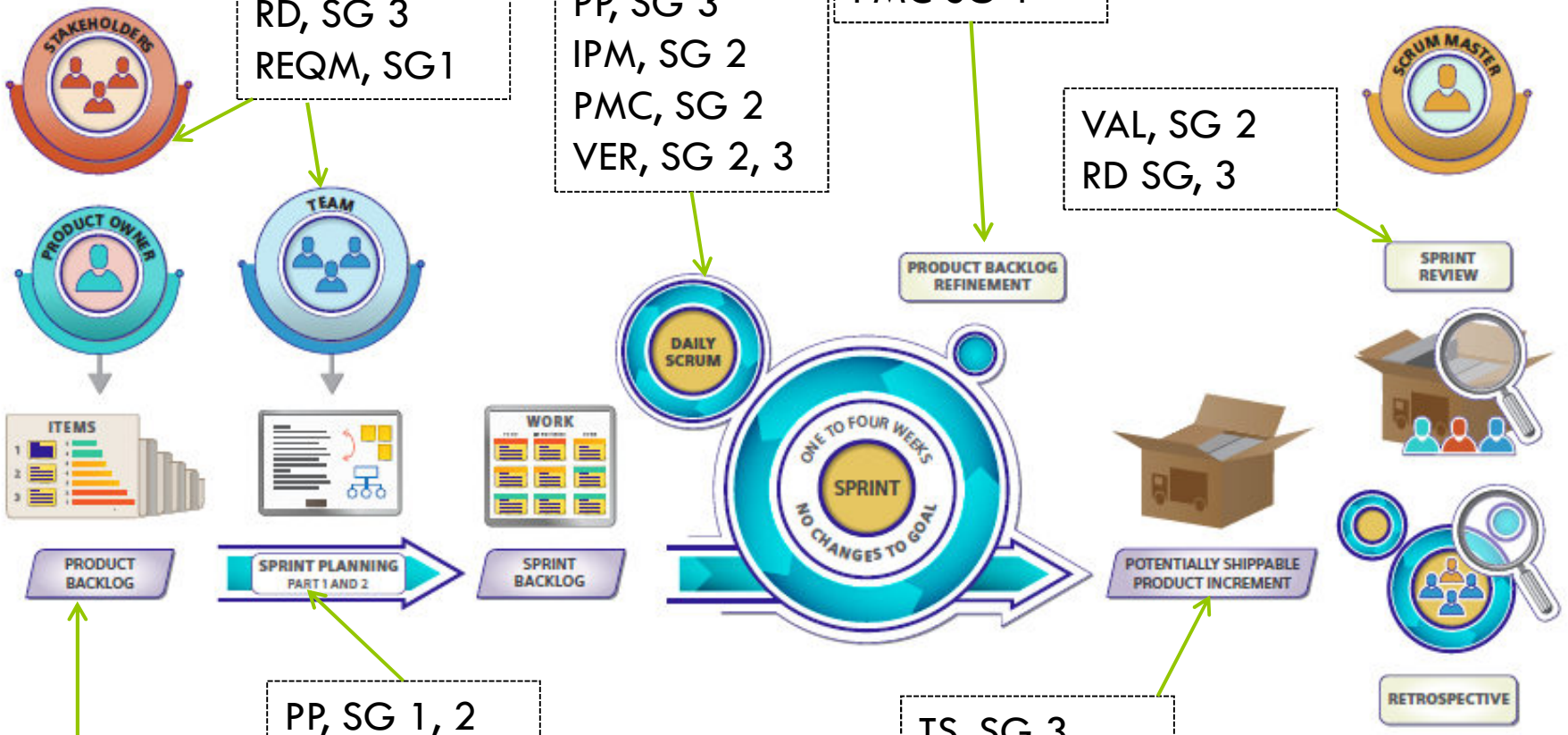
"Oath of Non-Allegiance".

"I promise not to exclude from consideration any idea based on its source, but to consider ideas across schools and heritages in order to find the ones that best suit the current situation."

Alistair Cockburn

CMMI + SCRUM

Área de Proceso, Meta CMMI



CMMI + SCRUM

¿Qué te ofrece CMMI?	¿Dónde lo puedes aprovechar en SCRUM?
CM – Te propone que se definan líneas base, control de configuración y una forma de llevarlos.	Cada que se genera una entregable por Sprint es importante que se tenga definido la línea base a la que pertenece
PP – Modelos de estimación y ciclos de vida.	Se definen modelos de estimación para definir la capacidad que se tiene por Sprint.
PPQA – Propone que se auditen las actividades.	Al finalizar cada sprint se pueden llevar auditorías de procesos para identificar posibles actividades que nos estén llevando, para el siguiente Sprint.
MA – Objetivos + Métricas + Control	Definiendo métricas por sprint se podrá llevar un mejor control hasta de las actividades diarias.
PI – Planes de Integración	Al ir definiendo entregables se deberá de definir la forma como se va a integrar al producto final.

CMMI + SCRUM

¿Qué te ofrece CMMI?	¿Dónde lo puedes aprovechar en SCRUM?
OPD – Documentación de procesos y guías de adaptación.	Al tener documentado las actividades que se llevan, el desarrollo de los colaboradores en los proyectos será más sencilla.
OPF – Manejo de Mejoras controladas.	El asignar prioridad a las mejoras y un canal oficial de control de las mismas dará una mejor estabilidad a las actividades a ejecutar.
SAM – Definir acuerdos con proveedores	Definiendo la forma como participan los terceros nos podemos ahorrar problemas de fallas de comunicación.
RSKM – Definición de riesgos del producto	Se puede definir riesgos genéricos por producto, que se vayan revisando en cada entregable.

CONCLUSIONES

Dejemos de ser **talibanes** de los procesos

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Referencias

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