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The Changing Roles of BAs and QAs in a SCRUM world

- For Business Analysts:
    - Requirements Elicitation
    - Business Requirements Documents
    - Software Requirements Documents
    - Requirements Traceability
    - Disseminate knowledge to the dev team

The Old Way...

- For Quality Analysts

    – Test against Requirements

    – Use traceability to determine test coverage

    – Rely on BA for domain knowledge

    – Deal with Requirements Volatility

    – Develop, Maintain and Execute manual and automated test scripts

The Old Way...

- Requirements are assumed incomplete at project start
- Only Roles are Product Owner, SCRUM Master and Development Team Member
- The entire team develops User Stories
- Product Owner maintains backlog and decides on requirements changes
- The entire team decides what 'done' means
- Product Owner assesses demo and make final determination of 'doneness'

The SCRUM way

- **Transparency** – common view of backlog and sprint status shared by entire team
- **Inspection** – sprint artifacts and progress toward Sprint Goal are checked at regular intervals
- **Adaptation** – if inspection reveals deviations from plan, change can be implemented immediately; retrospectives give feedback on process improvements and team implements them as necessary

•SCRUM Principles

- Must know the product domain intimately
- Must know how to explain the product backlog to the sprint team
- Expert at ordering and organizing items in the product backlog
- Responsible for making sure the end-product fits the needs of the users

The BA as Product Owner

- Exercise 'Servant Leadership'
- Ensure the SCRUM process is followed correctly
- Remove impediments
- Procure tools needed by team
- Facilitate team cooperation and success

The BA as SCRUM Master

- Develop and maintain User Stories
- Advise team on how best to write and update User Stories
- Help with development of software (if you have coding skills)
- Help with the testing of software

The BA as Develop Team Member

- Must know how to explain the product backlog to the sprint team
- Expert at ordering and organizing items in the product backlog
- Responsible for making sure the end-product fits the needs of the users

The QA as Product Owner
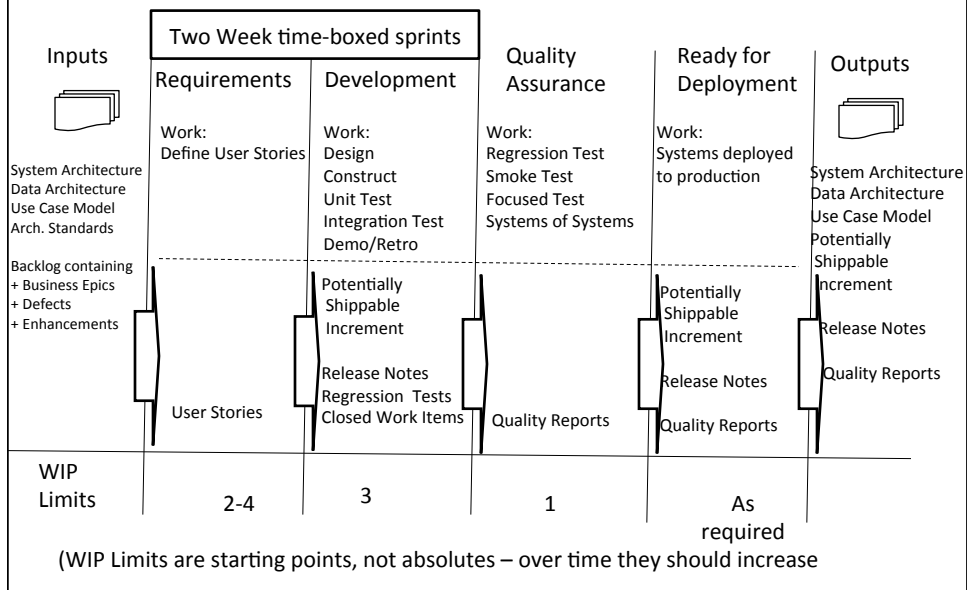
– Use Process skills/experience to ensure that the SCRUM process is followed correctly

– Exercise 'Servant Leadership'

– Remove impediments

– Procure tools needed by team

– Facilitate team cooperation and success

The QA as SCRUM Master

- Facilitate the development of clear and testable Success Criteria for User Stories
- Share test strategy knowledge with team
- Lead in development of automated tests
- Lead in creation of regression testing strategy

The QA as Development Team Member

EOE IT Value Stream

Inputs	Two Week time-boxed sprints		Quality Assurance	Ready for Deployment	Outputs
	Requirements	Development			

Inputs:

System Architecture
Data Architecture
Use Case Model
Arch. Standards

Backlog containing
+ Business Epics
+ Defects
+ Enhancements

Requirements
Work:
Define User Stories

User Stories

Development
Work:
Design
Construct
Unit Test
Integration Test
Demo/Retro

Potentially Shippable Increment

Release Notes
Regression Tests
Closed Work Items

Quality Assurance
Work:
Regression Test
Smoke Test
Focused Test
Systems of Systems

Quality Reports

Ready for Deployment
Work:
Systems deployed to production

Potentially Shippable Increment

Release Notes

Quality Reports

Outputs

System Architecture
Data Architecture
Use Case Model
Potentially Shippable Increment

Release Notes

Quality Reports

| WIP Limits | 2-4 | 3 | 1 | As required | |

(WIP Limits are starting points, not absolutes – over time they should increase

- SCRUM.org
  - http://scrum.org

- Agile Manifesto
  - http://agilemanifesto.org/principles.html

- Scaled Agile Framework
  - http://scaledagileframework.com

- Blue Agility
  - http://www.blue-agility.com

Links