

Business Value of Agile Software Methods

Maximizing ROI with Just-in-Time Processes and Documentation

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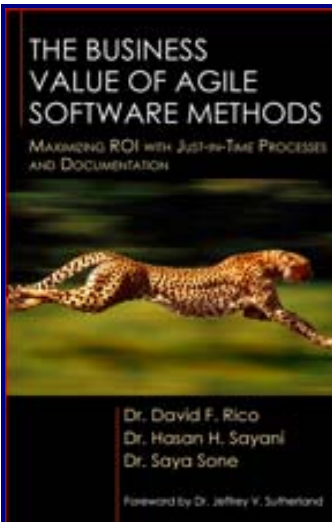
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About the Book

The Business Value of Agile Software Methods is a comprehensive methodology for quantifying the costs and benefits of using agile methods to create innovative software products. Using cost of quality, total cost of ownership, and total life cycle costs, the authors estimate return on investment and net present value of agile methods. For the first time, the use of advanced measures such as real options is utterly simplified. This book disarms explosive issues related to the adoption of agile methods. It provides a broad survey of cost and benefit data from an analysis of hundreds of projects. It then introduces the industry's first top-down parametric models for estimating the costs and benefits of agile methods. Furthermore, it contains numerous examples on how to estimate the costs and benefits of the major types of agile methods such as Scrum and Extreme Programming, among others.

Key Features

- Identifies the major types and kinds of agile methods, along with the major forms of best practices, as a pretext for mixing and matching them to create super-hybrid methodologies.
- Introduces a complete family of metrics and models specially designed for agile methods, rather than saddling projects with traditional industrial-age manufacturing-era measures.
- Provides one of the first and only comprehensive compilations of the costs and benefits of agile methods from an analysis of hundreds of studies of real-world software projects.
- Presents a comprehensive suite of top-down metrics, models, and measurements for estimating the costs, benefits, return on investment, and net present value of agile methods.
- Illustrates the first simple-to-use parametric models of real options for estimating the business value of agile methods since the inception of the Nobel-prize winning Black-Scholes formulas.

Web Value Added

WAV Offers free downloadable ROI spreadsheet models for Scrum, Extreme Programming, Pair Programming, Test-Driven Development, and Agile Methods (with detailed metrics, models, measurements on the costs, benefits, benefit/cost ratio, breakeven point, net present value, return on investment, and real options of agile methods).

- **Agile Methods Policies & Procedures:** A complete set of project management templates for use with agile methods based on Extreme Programming's Release Planning Methodology (designed to extinguish the myth that agile methods do not have any software engineering documentation discipline). These are designed as a starter kit to illustrate some of the salient concepts, ideas, and notional documents behind the Extreme Programming Release Planning Methodology (used by XP and Scrum projects). They are also designed to help teams get started with a project based on agile methods. Whether the project is based on Extreme Programming or Scrum, these templates are an excellent tool for training, familiarization, and actual project execution. This kit contains one of the most comprehensive compilations of references to automated workflow tools specially designed for agile methods. Furthermore, there are key references to the Extreme Programming Release Methodology. As an added bonus, there are complete references to over 15 comprehensive training briefs with hundreds of slides on agile methods, Extreme Programming, and Scrum. There are even templates to document the project scope along with templates for user stories, metaphors, release plans, iteration plans, development tasks, and tests (and forms for evaluating team members, customer satisfaction, and lessons learned).

AGILE METHODS POLICIES & PROCEDURES (AGILE-DEV)

Based on Extreme Programming (XP) & Test Driven Development (TDD)

Week	Dates	Description	Deliverables
1	9/10 - 9/14	Project Initiation	<ul style="list-style-type: none"> • Agile workflow tools • Agile training briefs • Agile references • Project team • Project charter • Project scope • User stories • System metaphor • Release plan
2	9/15 - 9/21		
3	9/22 - 9/28		
4	9/29 - 10/5	Project Iteration 1	<ul style="list-style-type: none"> • Development tasks • Iteration plan • Unit tests • Acceptance tests • Peer evaluation • Customer satisfaction • Lessons learned
5	10/6 - 10/12		
6	10/13 - 10/19		
7	10/20 - 10/26	Project Iteration 2	<ul style="list-style-type: none"> • Development tasks • Iteration plan • Unit tests • Acceptance tests • Peer evaluation • Customer satisfaction • Lessons learned
8	10/27 - 11/2		
9	11/3 - 11/9		
10	11/10 - 11/16	Project Iteration 3	<ul style="list-style-type: none"> • Development tasks • Iteration plan • Unit tests • Acceptance tests • Peer evaluation • Customer satisfaction • Lessons learned
11	11/17 - 11/23		
12	11/24 - 11/30		
13	12/1 - 12/7	Project Closeout	<ul style="list-style-type: none"> • Final presentation

FORM 1.1 – AGILE METHODS WORKFLOW TOOLS

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Reference	Description	Type
1	[Agile Team]	A commercial planning, tracking and reporting tool for small teams. http://www.versionone.com/products_VITeam_Overview.asp	XP, Scrum
2	[Agile Enterprise]	A commercial planning, tracking and reporting tool for multiple teams. http://www.versionone.com/products_VIEnterprise_Overview.asp	XP, Scrum, DSDM, AUP
3	[Scope Manager]	A commercial process management tool for Extreme Programming http://www.selectbusinesssolutions.com/products/select-scope-manager.htm	XP
4	[XP Plan It]	An Internet, host-based tool to help distributed teams to XP planning. http://www.itwks.com/products/xp-planit.html	XP
5	[Iterate]	A commercial tool that automates Story Cards and XP planning. http://www.diamond-sky.com/products/iterate	XP
6	[XP Tracker]	A plug-in for TWiki for tracking multiple XP projects. http://twiki.org/cgi-bin/view/Plugins/XpTrackerPlugin	XP
7	[XP CGI]	An open source story card automation tool for Extreme Programming. http://xpcgi.sourceforge.net	XP
8	[XP Web]	An open source PHP and MySQL tool for managing XP projects. http://xpweb.sourceforge.net	XP
9	[XPlanner]	An open source tool for planning and tracking XP and Scrum projects. http://www.xplanner.org	XP, Scrum
10	[ScrumWorks]	A commercial tool for automating Scrum lifecycle management. http://danube.com/scrumworks	Scrum
11	[Project Cards]	A commercial tool for automating management of Agile projects. http://www.projectcards.com	XP, Scrum, Lean
12	[Target Process]	A commercial tool for planning, tracking and quality assurance. http://www.targetprocess.com	XP, Scrum
13	[Extreme Planner]	A commercial workflow automation tool for XP and Scrum. http://www.extremepanner.com	XP, Scrum
14	[Community]	A commercial workflow automation tool for small teams. http://www.rallydev.com/products/editions/community	XP, Scrum
15	[Enterprise]	A commercial workflow automation tool for multiple teams. http://www.rallydev.com/products/editions/enterprise	XP, Scrum
16	[Mingle]	A commercial workflow automation tool for XP and Scrum projects. http://studios.thoughtworks.com/mingle-project-intelligence	XP, Scrum
17	[VSTS]	An open source tool for Scrum workflow automation. http://www.codeplex.com/VSTSScrum	Scrum
18	[Story Studio]	A free project management tool for managing XP projects. http://www.xpstorystudio.com	XP
19	[Agilo]	A commercial project management tool for Scrum projects. http://www.agile42.com/cms/pages/products	Scrum
20	[Ice Scrum]	An open source workflow automation tool for Scrum projects. http://icescrum.org	Scrum
21	[Team System]	A commercial tool for automating project management of Scrum. http://www.scrumforteamssystem.com	Scrum

FORM 1.2 - AGILE TRAINING BRIEFS

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Reference	Description	Type
1	[Rico08]	A Short Intro to Agile Methods (by David F. Rico) http://davidfrico.com/rico08c.pdf	Agile
2	[Boehm04]	Agile Methods (by Barry Boehm) http://sunset.usc.edu/classes/cs577b_2004/coursenotes/ec/charts/ec-21.ppt	Agile
3	[Subramaniam06]	Agile Methodologies (by Venkat Subramaniam) http://www2.cs.uh.edu/~svenkat/ooad/slides/AgileMethodologies.ppt	Agile
4	[Mercer07]	Agile Software Development: Practices through Values (by Rick Mercer) http://www.cs.arizona.edu/classes/cs335/fall07/presentations/16-Agile07FinalProject.ppt	Agile
5	[Ardis02]	Agile Methods and Extreme Programming (by Mark Ardis) http://www.rose-hulman.edu/Users/faculty/rickert/Class/se/cs414/Lectures/CS414-021219agile.ppt	Agile & XP
6	[Auer99]	An Introduction to Extreme Programming (by Ken Auer) http://people.engr.ncsu.edu/efg/517/f99/syllabus/lectures/XPIntro.ppt	XP
7	[Rivadeneira04]	Introduction to Extreme Programming (by Randell Rivadeneira) http://swiki.cs.colorado.edu:3232/dlc-2004/uploads/154/all_slides.ppt	XP
8	[Klawitter01]	Extreme Programming (by Dan Klawitter) http://classes.seattleu.edu/computer_science/csse514/klawitter/lectures/XPOverview.ppt	XP
9	[Godfrey02]	Extreme Programming (by Mike Godfrey) http://plg.uwaterloo.ca/~migod/246/lectures/13-ExtremeProgramming.ppt	XP
10	[Mercer03]	Extreme Programming (by Rick Mercer) http://www.cs.arizona.edu/classes/cs335/fall03/presentations/ExtremeProgramming.ppt	XP
11	[Hodgetts04]	Extreme Programming (by Paul Hodgetts) http://www.uces.csulb.edu/SPIN/media/ppslide/ExtremeProgramming.ppt	XP
12	[Pamnany07]	Extreme Programming (by Kiran Pamnany) http://www.cs.brown.edu/courses/csci1610/notes/xp.ppt	XP
13	[Pressman09]	Agile Development (by Roger Pressman) http://www.cs.montana.edu/courses/351/currentLectures/Chapter_03_MSU.pdf	XP & Scrum
14	[Neerudu02]	Scrum: A Pattern Language for Software Development (by S. Neerudu) http://www.ecs.syr.edu/faculty/fawcett/handouts/CSE784/Lecture5/SCRUM%20Design%20Pattern.ppt	Scrum
15	[Paliwal02]	Scrum (by Aabhas Paliwal) http://www.utdallas.edu/~kcooper/teaching/6354/6354spring06/adapted_SCRUM.ppt	Scrum
16	[Mikneus03]	Scrum: An Agile Software Development Methodology (by Scott Mikneus) http://facweb.cti.depaul.edu/jnowotarski/se470/akinde-mikneus%20pres%20scrum.ppt	Scrum

FORM 1.3 - AGILE REFERENCES

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Reference	Description
1	[Anderson98]	Anderson, A., et al. (1998). Chrysler goes to extremes. <i>Distributed Computing Magazine</i> , 1(10), 24-28. http://doi.ieeecomputersociety.org/10.1109/2.796139
2	[Beck99]	Beck, K. (1999). Embracing change with extreme programming. <i>IEEE Computer</i> , 32(10), 70-77. http://ieeexplore.ieee.org/iel5/2/17277/00796139.pdf
3	[Beck03]	Beck, K. (2003). <i>Test driven development: By example</i> . Reading, MA: Pearson Education. http://www.amazon.com/dp/0321146530
4	[Beck01]	Beck, K., & Fowler, M. (2001). <i>Planning extreme programming</i> . Upper Saddle River, NJ: Addison-Wesley. http://www.amazon.com/dp/0201710919
5	[Drobka04]	Drobka, J., Noftz, D., & Raghu, R. (2004). Piloting XP on four mission critical projects. <i>IEEE Software</i> , 21(6), 70-75. http://doi.ieeecomputersociety.org/10.1109/MS.2004.47
6	[XP06]	Extreme Programming. (2006). <i>Extreme programming: A gentle introduction</i> . Retrieved March 5, 2007, from http://www.extremeprogramming.org
7	[Grenning01]	Grenning, J. (2001). Launching extreme programming at a process-intensive company. <i>IEEE Software</i> , 18(6), 27-33. http://doi.ieeecomputersociety.org/10.1109/52.965799
8	[Maurer02]	Maurer, F., & Martel, S. (2002). Extreme programming: Rapid development for web-based applications. <i>IEEE Internet Computing</i> , 6(1), 86-90. http://doi.ieeecomputersociety.org/10.1109/4236.989006
9	[Murru03]	Murru, O., Deias, R., & Mughedda, G. (2003). Assessing XP at a european internet company. <i>IEEE Software</i> , 20(3), 37-43. http://doi.ieeecomputersociety.org/10.1109/MS.2003.1196318
10	[Poole01]	Poole, C., & Huisman, J. W. (2001). Using extreme programming in a maintenance environment. <i>IEEE Software</i> , 18(6), 42-50. http://doi.ieeecomputersociety.org/10.1109/52.965801
11	[Rasmusson03]	Rasmusson, J. (2003). Introducing XP into greenfield projects: Lessons learned. <i>IEEE Software</i> , 20(3), 21-28. http://doi.ieeecomputersociety.org/10.1109/MS.2003.1196316
12	[Rico08b]	Rico, D. F. (2008). <i>What is the ROI of agile vs. traditional methods? An analysis of XP, TDD, pair programming, and scrum (using real options)</i> . http://davidfrico.com/rico08b.pdf
13	[Schuh01]	Schuh, P. (2001). Recovery, redemption, and extreme programming. <i>IEEE Software</i> , 18(6), 34-41. http://doi.ieeecomputersociety.org/10.1109/52.965800
14	[Wake03]	Wake, W. C. (2002). <i>Extreme programming explored</i> . Upper Saddle River, NJ: Addison-Wesley. http://www.amazon.com/dp/0201733978
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FORM 1.4 - PROJECT TEAM

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Role	Name	Phone	Email	Biography
1	Team leader	Liz	212-555-1212	liz@gmail.com	10 years of experience as a project leader for design of web applications
2	Web designer	Bob	212-555-1213	bob@gmail.com	7 years of experience designing web sites in PhotoShop and Dreamweaver
3	Web programmer	Sue	212-555-1214	sue@gmail.com	5 years of experience designing web applications in Java and J2EE
4	Web tester	Pat	212-555-1215	pat@gmail.com	4 years of experience testing web sites and web applications using junit
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Stage 1 - Project Initiation

1.4 PROJECT TEAM

1.4.1 PURPOSE

The purpose of Project Team is for software developers to form a small software team to execute the work that must be performed in order to create a unique product or service as a result of a project.

1.4.2 REVISION HISTORY

Author	Description	Initials

1.4.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.4.4 POLICY

The policy of this organization is to ensure that:

1.4.4.1 The software developers form a small software team to create a unique product or service.

1.4.5 RESPONSIBILITIES

1.4.5.1 The software developers are responsible for establishing roles, assigning individuals to roles, recording phone numbers, recording email addresses, and recording biographies.

1.4.6 PROCEDURE

1.4.6.1 Establish Roles

The software developers shall establish the roles of the software team for the customer's project.

1.4.6.2 Assign Individuals to Roles

The software developers shall assign roles within the software team for the customer's project.

1.4.6.3 Record Phone Numbers

The software developers shall record the phone numbers of the software team's members.

1.4.6.4 Record Email Addresses

The software developers shall record the email addresses of the software team's members.

1.4.6.5 Record Biographies

The software developers shall record the biographies of the software team's members.

1.4.7 OUTPUTS

1.4.7.1 Project team. A small group of software developers who share a common mission, vision, goals, and objectives for creating a unique product or service.

FORM 1.5 - PROJECT CHARTER

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Email	Biography
1	Project name	Amazon
2	Project leader	Liz
3	Customer	Amazon.com
4	Stakeholders	Sam (customer POC), Liz (project leader), Bob (web page designer), Sue (Java programmer), Pat (tester)
5	Purpose	The purpose of this project is to design an e-commerce website to serve as an online business for buying and selling new books on the Internet
6	Description	This project will include the design, development, test, and evaluation of an e-commerce website for buying and selling books using custom or turnkey Internet market solutions
7	Business need	Establish an online presence in order to reach the global marketplace, extend the boundaries of the brick-and-mortar business model, and become a multi-billion dollar business
8	Justification	The costs and benefits of maintaining a traditional, brick-and-mortar book store now exceed those of establishing an online Internet business model and limit our business growth
9	Business case	The benefits of establishing an online Internet business model will double our current sales volume without exceeding the costs of expanding our brick-and-mortar operation
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Stage 1 - Project Initiation

1.5 PROJECT CHARTER

1.5.1 PURPOSE

The purpose of Project Charter is for a software team to create a document that formally recognizes and authorizes the existence of a project in order to create a unique product or service.

1.5.2 REVISION HISTORY

Author	Description	Initials

1.5.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.5.4 POLICY

The policy of this organization is to ensure that:

1.5.4.1 The software team creates a document that formally authorizes the initiation of a project.

1.5.5 RESPONSIBILITIES

1.5.5.1 The software team is responsible for recording project names, identifying team leaders, identifying customers, identifying stakeholders, stating the purpose, providing descriptions, stating the business needs, providing justification, and providing business cases.

1.5.6 PROCEDURE

1.5.6.1 Record Project Name

The software team shall record the name of the customer's project.

1.5.6.2 Identify Team Leader

The software team shall identify a member to lead the software team for the customer's project.

1.5.6.3 Identify Customer

The software team shall identify the customer's name, address, and point-of-contact(s).

1.5.6.4 Identify Stakeholders

The software team shall identify the stakeholders for the customer's project.

1.5.6.5 State Purpose

The software team shall state the purpose of the customer's project.

1.5.6.6 Provide Description

The software team shall provide a description of the customer's project.

1.5.6.7 State Business Need

The software team shall state the business need for the customer's project.

1.5.6.8 Provide Justification

The software team shall provide a justification for the customer's project.

1.5.6.9 Provide Business Case

The software team shall provide a business case for the customer's project.

1.5.7 OUTPUTS

1.5.7.1 **Project charter.** A document that formally authorizes the initiation of a project and provides a team leader with the authority to organize, execute, and close a project.

FORM 1.6 - PROJECT SCOPE

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Email	Biography
1	Vision and mission	Create a state-of-the-art online Internet business model and become the global leader international retail market place for the buying and selling of books
2	Goals and objectives	Establish an online Internet e-commerce website to serve as a retail store front for buying and selling books much like a traditional book store
3	Scope description	Purchase, lease, and/or configure custom or turnkey Internet market place solutions in order to design a website for conducting retail consumer transactions
4	Deliverables	E-commerce website consisting of an Internet hosting service, domain name or universal resource locator, and web pages for conducting retail consumer business transactions
5	Schedule	The initial e-commerce website should be established within 10 to 12 weeks from the start of the project with incremental deliveries to obtain early customer feedback
6	Budget	The budget will consist of no more than three or four part-time human resources over a three month period (and the smallest possible capital layout for Internet hosting fees)
7	Risks	Forming an effective development team, quickly and accurately establishing customer needs, finding a cost effective Internet hosting service, and producing the initial increment
8	Assumptions	The customer wants a retail consumer e-commerce website, a turnkey Internet market place solution will suffice, and the project team is capable of designing an e-commerce website
9	Constraints	There are four team members, an initial website will be completed in three months, a turnkey Internet market place solution must be used, and the budget will be kept to a minimum
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Stage 1 - Project Initiation

1.6 PROJECT SCOPE

1.6.1 PURPOSE

The purpose of Project Scope is for a software team to identify the work that must be performed in order to create a unique product or service as a result of a project.

1.6.2 REVISION HISTORY

Author	Description	Initials

1.6.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.6.4 POLICY

The policy of this organization is to ensure that:

1.6.4.1 The software team identifies the work that must be performed as part of the project.

1.6.5 RESPONSIBILITIES

1.6.5.1 The software team is responsible for identifying the vision and mission, identifying goals and objectives, documenting the scope description, identifying deliverables, forming a schedule, documenting the budget, identifying risks, recording assumptions, and recording the constraints.

1.6.6 PROCEDURE

1.6.6.1 Identify Vision and Mission

The software team shall identify the customer's mission and vision for the project.

1.6.6.2 Identify Goals and Objectives

The software team shall identify the customer's goals and objectives for the project.

1.6.6.3 Document Scope Description

The software team shall document a short description of the scope for the project.

1.6.6.4 Identify Deliverables

The software team shall identify the customer's top-level deliverables for the project.

1.6.6.5 Form a Schedule

The software team shall form the customer's top-level schedule for the project.

1.6.6.6 Document the Budget

The software team shall document the customer's top-level budget for the project.

1.6.6.7 Identify Risks

The software team shall identify the customer's top-level risks for the project.

1.6.6.8 Record Assumptions

The software team shall record the customer's overriding assumptions for the project.

1.6.6.9 Record the Constraints

The software team shall record the customer's overarching constraints for the project.

1.6.7 OUTPUTS

1.6.7.1 **Project scope.** The work that must be performed to deliver a product, service, or result with the specified features and functions.

FORM 1.7 - USER STORIES

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Story	Description	Hrs	Pri
1	Web Page Design	Create the overall look-and-feel to the website (to include company logo, splash screen, navigation scheme, information display, etc.)	24	1
2	Product Catalog	Create the mechanism owners use to enter, display, and modify product info (e.g., serial number, title, description, photo, etc.)	24	2
3	Shopping Cart	Create the mechanism customers use to select or mark items from the product catalogue for purchase	24	3
4	Account Manager	Create the mechanism customers use to set up an account, enter personal information, and use to make purchases	24	4
5	Payment Manager	Create the mechanism customers use to complete transactions and submit credit card information for verification and charging	24	5
6	Order Status	Create the mechanism customers use to check on the status of past, present, and future orders	24	6
7	Service Manager	Create the mechanism customers use to interact with customer service representatives concerning their satisfaction or dissatisfaction	24	7
8	Ad Manager	Create the mechanism owners use to communicate advertisements to registered customers	24	8
9	Book Keeping	Create the mechanism owners use to record transactions, update the general ledger, etc.	24	9
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Stage 1 - Project Initiation

1.7 USER STORIES

1.7.1 PURPOSE

The purpose of User Stories is for a software team to collaborate with customers to identify simple, one-sentence statements to serve as system-level requirements for a customer's project and resulting product.

1.7.2 REVISION HISTORY

Author	Description	Initials

1.7.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.7.4 POLICY

The policy of this organization is to ensure that:

1.7.4.1 The software team identifies simple, one-sentence system-level user requirements for projects.

1.7.5 RESPONSIBILITIES

1.7.5.1 The software team is responsible for creating user stories, creating user story descriptions, estimating hours to implement user stories, and prioritizing user stories.

1.7.6 PROCEDURE

1.7.6.1 Create User Stories

The software team shall create simple, one-sentence system-level user requirements for project.

1.7.6.2 Create User Story Descriptions

The software team shall create simple, one-sentence descriptions of user stories for a project.

1.7.6.3 Estimate Hours to Implement User Stories

The software team shall estimate the number of hours to complete user stories for the project.

1.7.6.4 Prioritize User Stories

The software team shall prioritize user stories representing user requirements for a project.

1.7.7 OUTPUTS

1.7.7.1 **User stories.** Simple, one-sentence system-level requirements written by the user, from the user's perspective, and in the user's language about the things the user wants the system to do.

FORM 1.8 - SYSTEM METAPHOR

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Story	System/Subsystem Metaphor/Objects
1	Web Page Design	Company logo, hot selling products, key sale items, reference to product catalog, company name and address, toll-free telephone number
2	Product Catalog	Product categories, list of products within categories, list of products by manufacturer, product photos, product info, product prices, product availability, etc.
3	Shopping Cart	Wireframe basket on wheels, capacity for multiple items, easy visibility of items in basket, ability to add and remove items from basket, ability to calculate running total
4	Account Manager	Customer name, customer account number, customer pin, customer address, customer credit line, customer balance, customer status, customer history
5	Payment Manager	List of items in shopping cart, merchandise numbers, merchandise descriptions, prices, sales taxes, shipping charges, shipping dates, warehouse availability, total price, terms
6	Order Status	Toll free line, ability to enter order number, listing of products ordered, listing of product availability, listing of estimated ship dates, ability to cancel or update quantities
7	Service Manager	Toll free telephone number, friendly service representative, ability to identify product information, ability to rate satisfaction, ability to return products, ability to obtain refund
8	Ad Manager	Occasional flyer by mail; flyer with sales items, listing of hot selling products, listing of original prices, listing of potential savings, listing of product availability
9	Book Keeping	Accounts receivable, accounts payable, general ledger, billing, inventory, purchase order, sales order, debt collection, expenses, payroll, reports, timesheet, purchase requisition
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Stage 1 - Project Initiation

1.8 SYSTEM METAPHOR

1.8.1 PURPOSE

The purpose of System Metaphor is for a software team to identify a simple shared narrative of how the whole system works in order to guide the development of the product or service resulting from a project.

1.8.2 REVISION HISTORY

Author	Description	Initials

1.8.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.8.4 POLICY

The policy of this organization is to ensure that:

1.8.4.1 The software team identifies a shared simple narrative of how the system works for the project.

1.8.5 RESPONSIBILITIES

1.8.5.1 The software team is responsible for identifying user stories, identifying system metaphors, creating a system narrative, identifying system objects, identifying a subsystem metaphor, creating a subsystem narrative, and/or identifying subsystem objects.

1.8.6 PROCEDURE

1.8.6.1 Identify User Stories

The software team shall identify user stories for the customer's project.

1.8.6.2 Identify System Metaphors

The software team shall identify a system-level metaphor for the customer's project.

1.8.6.3 Create a System Narrative

The software team shall create a simple narrative of the system-level metaphor.

1.8.6.4 Identify System Objects

The software team shall identify the major objects within a system-level metaphor or narrative.

1.8.6.5 Identify a Subsystem Metaphor

The software team shall identify subsystem-level metaphors for the customer's project.

1.8.6.6 Create a Subsystem Narrative

The software team shall create simple narratives of the subsystem-level metaphors.

1.8.6.7 Identify Subsystem Objects

The software team shall identify major objects within subsystem-level metaphors or narratives.

1.8.7 OUTPUTS

1.8.7.1 System metaphor. A narrative that everyone can tell about how the system works (e.g., customers, programmers, and managers).

FORM 1.9 - RELEASE PLAN

AGILE METHODS v1.0, STAGE 1 - PROJECT INITIATION

No.	Story	Hours	Release	1	2	3	4	5	6
1	Web Page Design	24	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Product Catalog	24	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Shopping Cart	24	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Account Manager	24	1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Payment Manager	24	1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Order Status	24	1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Service Manager	24	1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Ad Manager	24	1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Book Keeping	24	1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Stage 1 - Project Initiation

1.9 RELEASE PLAN

1.9.1 PURPOSE

The purpose of Release Plan is for a software team to determine which user stories are going to be implemented for each system release and iteration to realize a unique product or service for a project.

1.9.2 REVISION HISTORY

Author	Description	Initials

1.9.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

1.9.4 POLICY

The policy of this organization is to ensure that:

1.9.4.1 The software team determines which user stories will be implemented at each release/iteration.

1.9.5 RESPONSIBILITIES

1.9.5.1 The software team is responsible for identifying user stories, estimating hours to implement user stories, identifying releases to implement user stories, identifying iterations to implement user stories, and estimating total hours to implement releases.

1.9.6 PROCEDURE

1.9.6.1 Identify User Stories

The software team shall identify user stories for the customer's project.

1.9.6.2 Estimate Hours to Implement User Stories

The software team shall estimate the number of hours necessary to implement user stories.

1.9.6.3 Identify Release to Implement User Stories

The software team shall identify the release in which to implement user stories.

1.9.6.4 Identify Iteration to Implement User Stories

The software team shall identify the iterations in which to implement user stories.

1.9.6.5 Estimate Hours to Implement Releases

The software team shall estimate the number of hours necessary to implement releases.

1.9.7 OUTPUTS

1.9.7.1 **Release plan.** A document that specifies exactly which user stories are going to be implemented for each system release and dates for those releases.

FORM 2.1 - DEVELOPMENT TASKS

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Story	Task	Description	Init.	Hours
1	Web Page Design	Create Web Page	Design 'create web page' function	Bob	8
		Display Web Page	Design 'display web page' function	Sue	8
		Enhance Web Page	Design 'enhance web page' function	Pat	8
2	Product Catalog	Load Catalog	Design 'load catalog' function	Bob	8
		Display Catalog	Design 'display catalog' function	Sue	8
		Update Catalog	Design 'update catalog' function	Pat	8
3	Shopping Cart	Load Cart	Design 'load cart' function	Bob	8
		Display Cart	Design 'display cart' function	Sue	8
		Update Cart	Design 'update cart' function	Pat	8
4	Account Manager	Create Account	Design 'create account' function	Bob	8
		Display Account	Design 'display account' function	Sue	8
		Update Account	Design 'update account' function	Pat	8
5	Payment Manager	Load Payment	Design 'load payment' function	Bob	8
		Display Payment	Design 'display payment' function	Sue	8
		Submit Payment	Design 'submit payment' function	Pat	8
6	Order Status	Select Order	Design 'select order' function	Bob	8
		Display Order	Design 'display order' function	Sue	8
		Change Order	Design 'change order' function	Pat	8
7	Service Manager	Select Service	Design 'select service' function	Bob	8
		Display Service	Design 'display service' function	Sue	8
		Request Service	Design 'request service' function	Pat	8
8	Ad Manager	Create Ad	Design 'create ad' function	Bob	8
		Display Ad	Design 'display ad' function	Sue	8
		Distribute Ad	Design 'distribute ad' function	Pat	8
9	Book Keeping	Create Ledger	Design 'create ledger' function	Bob	8
		Display Ledger	Design 'display ledger' function	Sue	8
		Correct Ledger	Design 'correct ledger' function	Pat	8
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Stage 2 – Project Execution

2.1 DEVELOPMENT TASKS

2.1.1 PURPOSE

The purpose of Development Tasks is for a software team to identify a list of lower-level technical requirements, objects, functions, or activities to satisfy user stories and implement products for a project.

2.1.2 REVISION HISTORY

Author	Description	Initials

2.1.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.1.4 POLICY

The policy of this organization is to ensure that:

2.1.4.1 The software team identifies lower-level technical requirements, objects, functions, or activities.

2.1.5 RESPONSIBILITIES

2.1.5.1 The software team is responsible for identifying user stories, identifying development tasks, documenting task descriptions, assigning tasks to software team members, and estimating hours to implement tasks.

2.1.6 PROCEDURE

2.1.6.1 Identify User Stories

The software team shall identify user stories for the customer's project.

2.1.6.2 Identify Development Tasks

The software team shall identify lower-level technical tasks to satisfy/implement user stories.

2.1.6.3 Document Task Descriptions

The software team shall document descriptions of tasks used to satisfy/implement user stories.

2.1.6.4 Assign Tasks to Software Team Members

The software team shall assign tasks to individual members to satisfy/implement user stories.

2.1.6.5 Estimate Hours to Implement Tasks

The software team shall estimate the number of person hours to satisfy/implement user stories.

2.1.7 OUTPUTS

2.1.7.1 **Development tasks.** A list of lower-level, technical requirements, objects, functions, or activities developers must perform in order to satisfy user stories (e.g., derived requirements).

FORM 2.2 - ITERATION PLAN

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Story	Task	Init.	Done	To Do	Status
1	Web Page Design	Create Web Page	Bob	0	8	Task not yet started
		Display Web Page	Sue	0	8	Task not yet started
		Enhance Web Page	Pat	0	8	Task not yet started
2	Product Catalog	Load Catalog	Bob	0	8	Task not yet started
		Display Catalog	Sue	0	8	Task not yet started
		Update Catalog	Pat	0	8	Task not yet started
3	Shopping Cart	Load Cart	Bob	0	8	Task not yet started
		Display Cart	Sue	0	8	Task not yet started
		Update Cart	Pat	0	8	Task not yet started
4	Account Manager	Create Account	Bob	0	8	Task not yet started
		Display Account	Sue	0	8	Task not yet started
		Update Account	Pat	0	8	Task not yet started
5	Payment Manager	Load Payment	Bob	0	8	Task not yet started
		Display Payment	Sue	0	8	Task not yet started
		Submit Payment	Pat	0	8	Task not yet started
6	Order Status	Select Order	Bob	0	8	Task not yet started
		Display Order	Sue	0	8	Task not yet started
		Change Order	Pat	0	8	Task not yet started
7	Service Manager	Select Service	Bob	0	8	Task not yet started
		Display Service	Sue	0	8	Task not yet started
		Request Service	Pat	0	8	Task not yet started
8	Ad Manager	Create Ad	Bob	0	8	Task not yet started
		Display Ad	Sue	0	8	Task not yet started
		Distribute Ad	Pat	0	8	Task not yet started
9	Book Keeping	Create Ledger	Bob	0	8	Task not yet started
		Display Ledger	Sue	0	8	Task not yet started
		Correct Ledger	Pat	0	8	Task not yet started
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Stage 2 – Project Execution

2.2 ITERATION PLAN

2.2.1 PURPOSE

The purpose of Iteration Plan is for a software team to track the progress and status of implementing user stories and development tasks within releases in order to complete products resulting from a project.

2.2.2 REVISION HISTORY

Author	Description	Initials

2.2.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.2.4 POLICY

The policy of this organization is to ensure that:

2.2.4.1 The software team creates and uses an iteration plan to track progress of implementing tasks.

2.2.5 RESPONSIBILITIES

2.2.5.1 The software team is responsible for identifying user stories, identifying development tasks, identifying individuals assigned to tasks, estimating the number of task hours completed, estimating the number of task hours remaining, and determining task status.

2.2.6 PROCEDURE

2.2.6.1 Identify User Stories

The software team shall identify user stories for the customer's project.

2.2.6.2 Identify Development Tasks

The software team shall identify lower-level technical tasks to satisfy/implement user stories.

2.2.6.3 Identify Individuals Assigned to Tasks

The software team shall assign individuals to satisfy/implement lower-level technical tasks.

2.2.6.4 Estimate Number of Task Hours Completed

The software team shall estimate the number of hours completed in satisfying/implement tasks.

2.2.6.5 Estimate Number of Task Hours Remaining

The software team shall estimate the number of hours remaining to satisfy/implement tasks.

2.2.6.6 Determine Task Status

The software team shall determine and record the status of satisfying/implementing tasks.

2.2.7 OUTPUTS

2.2.7.1 **Iteration plan.** A documented listing of user stories, development tasks, task estimates, task completion estimates, and task status used to track the progress of iterations within releases.

FORM 2.3 - UNIT TESTS

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Story	Task	Unit Test	Res
1	Web Page Design	Create Web Page	public void CreateWebPage () {WebPage newpage = new WebPage(pageinfo); }	Fail
		Display Web Page	public void DisplayWebPage () {newpage.display; }	Fail
		Enhance Web Page	public void EnhanceWebPage () {newpage.enhance(pageinfo); }	Fail
2	Product Catalog	Load Catalog	public void LoadCatalog () {Catalog newcatalog = new Catalog(productlist); }	Fail
		Display Catalog	public void DisplayCatalog () {newcatalog.display; }	Fail
		Update Catalog	public void UpdateCatalog () {newcatalog.update(productlist); }	Fail
3	Shopping Cart	Load Cart	public void LoadCart () {Cart newcart = new Cart(product); }	Fail
		Display Cart	public void DisplayCart () {newcart.display; }	Fail
		Update Cart	public void UpdateCart () {newcart.update(product); }	Fail
4	Account Manager	Create Account	public void CreateAccount () {Account newaccount = new Account(accountinfo); }	Fail
		Display Account	public void DisplayAccount () {newaccount.display; }	Fail
		Update Account	public void UpdateAccount () {newaccount.update(accountinfo); }	Fail
5	Payment Manager	Load Payment	public void LoadPayment () {Payment newpayment = new Payment(paymentinfo); }	Fail
		Display Payment	public void DisplayPayment () {newpayment.display; }	Fail
		Submit Payment	public void SubmitPayment () {newpayment.submit; }	Fail
6	Order Status	Select Order	public void SelectOrder () {Order neworder = new Order(orderinfo); }	Fail
		Display Order	public void DisplayOrder () {neworder.display; }	Fail
		Change Order	public void ChangeOrder () {neworder.change; }	Fail
7	Service Manager	Select Service	public void SelectService () {Service newservice = new Service(serviceinfo); }	Fail
		Display Service	public void DisplayService () {newservice.display; }	Fail
		Request Service	public void RequestService () {newservice.request(accountinfo,productinfo); }	Fail
8	Ad Manager	Create Ad	public void CreateAd () {Ad newad = new Ad(adinfo); }	Fail
		Display Ad	public void DisplayAd () {newad.display; }	Fail
		Distribute Ad	public void DistributeAd () {newad.distribute; }	Fail
9	Book Keeping	Create Ledger	public void CreateLedger () {Ledger newledger = new Ledger(ledgerinfo); }	Fail
		Display Ledger	public void DisplayLedger () {newledger.display; }	Fail
		Correct Ledger	public void CorrectLedger () {newledger.correct(ledgerinfo); }	Fail
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Stage 2 - Project Execution

2.3 UNIT TESTS

2.3.1 PURPOSE

The purpose of Unit Tests is for a software team to create and execute procedures to evaluate low-level software methods to determine if they satisfy their requirements and they are free from defects or failures.

2.3.2 REVISION HISTORY

Author	Description	Initials

2.3.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.3.4 POLICY

The policy of this organization is to ensure that:

2.3.4.1 The software team creates and executes procedures for evaluating low-level software methods.

2.3.5 RESPONSIBILITIES

2.3.5.1 The software team is responsible for identifying user stories, identifying development tasks, identifying unit tests, and identifying unit test results.

2.3.6 PROCEDURE

2.3.6.1 Identify User Stories

The software team shall identify user stories for the customer's project.

2.3.6.2 Identify Development Tasks

The software team shall identify lower-level technical tasks to satisfy/implement user stories.

2.3.6.3 Identify Unit Tests

The software team shall create procedures for evaluating low-level software methods.

2.3.6.4 Record Unit Test Results

The software team shall record the results of evaluating low-level software methods.

2.3.7 OUTPUTS

2.3.7.1 **Unit tests.** Operational or functional evaluations of low-level software components such as methods of classes to determine if they satisfy their requirements without defects or failures.

FORM 2.4 - ACCEPTANCE TESTS

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Story	Acceptance Test	Description	Res
1	Web Page Design	Find Web Page	Find web page by typing its URL into browser	Fail
		Search Web Page	Find web page by using various search engines	Fail
		Browse Web Page	Evaluate web page usability, functionality, and performance	Fail
2	Product Catalog	Peruse Catalog	Peruse catalog in an ad hoc fashion to find relevant products	Fail
		Browse Catalog	Browse catalog by categories to find relevant products	Fail
		Search Catalog	Browse catalog using search engine to find relevant products	Fail
3	Shopping Cart	Add Items	Add items to shopping cart found in product catalog	Fail
		Display Items	Display items in shopping cart found in product catalog	Fail
		Remove Items	Remove items from shopping cart found in product catalog	Fail
4	Account Manager	Create Account	Create a personal account in order to purchase items	Fail
		Browse Account	View account settings to verify need functionality is present	Fail
		Change Account	Change account settings to verify functionality of account manager	Fail
5	Payment Manager	Exercise Payments	Exercise various payment options and settings	Fail
		Select Payment	Select a payment option in preparation for ordering	Fail
		Make Payment	Submit a payment in order to obtain a product	Fail
6	Order Status	Find Status	Find order status features and check status of products ordered	Fail
		Track Package	Determine if product status can be ascertained on a daily basis	Fail
		Change Status	Change status by changing delivery method, mode, or options	Fail
7	Service Manager	Locate Service	Browse website to find customer service	Fail
		Contact Service	Determine product, account, and order status	Fail
		Request Service	Request refund, return, or product exchange	Fail
8	Ad Manager	Modify Product Info	Modify product info to trigger advertising activity	Fail
		Monitor Status	Determine if activity is positively affected by advertising	Fail
		Send Targeted Info	Create and send demographically-targeted advertisements	Fail
9	Book Keeping	Browse Financials	Browse financial information and status	Fail
		Check Inventory	Determine its history, status, and reorder activity	Fail
		Check Entries	Check transaction history to look for trend data	Fail
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Stage 2 - Project Execution

2.4 ACCEPTANCE TESTS

2.4.1 PURPOSE

The purpose of Acceptance Tests is for customers to create and execute procedures to evaluate high-level system functions to determine if they satisfy their requirements and they are free from defect or failures.

2.4.2 REVISION HISTORY

Author	Description	Initials

2.4.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.4.4 POLICY

The policy of this organization is to ensure that:

2.4.4.1 The customer creates and executes procedures for evaluating high-level system functions.

2.4.5 RESPONSIBILITIES

2.4.5.1 The software team is responsible for identifying user stories, identifying acceptance tests, documenting acceptance test descriptions, and recording acceptance test results.

2.4.6 PROCEDURE

2.4.6.1 Identify User Stories

The customer shall identify user stories for the project.

2.4.6.2 Identify Acceptance Tests

The customer shall create procedures for evaluating high-level system functions.

2.4.6.3 Document Acceptance Test Descriptions

The customer shall document the description of procedures for evaluating system functions.

2.4.6.4 Record Acceptance Test Results

The customer shall record the results of evaluating high-level system functions.

2.4.7 OUTPUTS

2.4.7.1 **Acceptance tests.** Operational or functional evaluations of high-level system functions from a user perspective to determine if they satisfy their requirements without defects or failures.

FORM 2.5 - PEER EVALUATION

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Role	Name	Item	1	2	3	4	5	6	7
1	Leader	Liz	The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Web Page Designer	Bob	The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Java Programmer	Sue	The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Tester	Pat	The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11			The team member is able to competently perform their role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is a good oral and written communicator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is reliable, trustworthy, and dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is friendly and easy to get along with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			The team member is able to deliver in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Stage 2 – Project Execution

2.5 PEER EVALUATION

2.5.1 PURPOSE

The purpose of Peer Evaluation is for software teams to assess the performance of other team members as well as themselves in order to improve individual and group performance and project success.

2.5.2 REVISION HISTORY

Author	Description	Initials

2.5.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.5.4 POLICY

The policy of this organization is to ensure that:

2.5.4.1 The software team assesses the performance of the other team members as well as themselves.

2.5.5 RESPONSIBILITIES

2.5.5.1 The software team is responsible for assessing competence of team members, assessing communication skills of team members, assessing reliability of team members, assessing people skills of team members, and assessing the timeliness of team members.

2.5.6 PROCEDURE

2.5.6.1 Assess Competence of Team Members

The software team shall assess the competence of team members on the customer's project.

2.5.6.2 Assess Communication Skills of Team Members

The software team shall assess the communications of team members on the customer's project.

2.5.6.3 Assess Reliability of Team Members

The software team shall assess the reliability of team members on the customer's project.

1.9.7.2 Assess People Skills of Team Members

The software team shall assess the people skills of team members on the customer's project.

2.5.6.4 Assess Timeliness of Team Members

The software team shall assess the timeliness of team members on the customer's project.

2.5.7 OUTPUTS

2.5.7.1 *Peer evaluation.* A process in which the software team members assess the other members of the software team as well as themselves to provide insight for improving team performance.

FORM 2.6 - CUSTOMER SATISFACTION

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Name	Item	1	2	3	4	5	6	7
1	Multimedia	To what extent does the website use audio/video elements properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website use animation/graphics properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website use multimedia features properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Search	To what extent is navigating the website easy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is there a clear indication of the website's content?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website have well organized hyperlinks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Responsiveness	To what extent is response time of the website proper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is searching fast on the website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is searching time is reasonable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Information Accuracy	To what extent does the website provide useful information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website provide accurate data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is the website informative?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Information Relevance	To what extent is the website relevant?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent can you find what you need on the website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website provide relevant data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Empathy	To what extent does the website have an interactive feedback mechanism?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website have personalized information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website empathize with customer problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Trust	To what extent do you feel protected/safe when you use the website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is the website secure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is the website reliable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Playfulness	To what extent is the website attractive/appealing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website promote customer excitement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent does the website motivate you to feel participation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Entertainment	To what extent does the website provide online games/cartoons?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is the website fun?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		To what extent is the website entertaining?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Stage 2 - Project Execution

2.6 CUSTOMER SATISFACTION

2.6.1 PURPOSE

The purpose of Customer Satisfaction is for customers to determine the degree to which the software team's resulting product or service satisfies the requirements per the user stories and acceptance tests.

2.6.2 REVISION HISTORY

Author	Description	Initials

2.6.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.6.4 POLICY

The policy of this organization is to ensure that:

2.6.4.1 The customer determines the degree to which the product or service satisfies its requirements.

2.6.5 RESPONSIBILITIES

2.6.5.1 The customer shall determine if multimedia, search, responsiveness, information accuracy, information relevance, empathy, trust, playfulness, and entertainment requirements are satisfied for the project.

2.6.6 PROCEDURE

2.6.6.1 Determine if Multimedia Requirements are Satisfied

The customer shall determine if multimedia requirements are satisfied for the project.

2.6.6.2 Determine if Search Requirements are Satisfied

The customer shall determine if search requirements are satisfied for the project.

2.6.6.3 Determine if Responsiveness Requirements are Satisfied

The customer shall determine if responsiveness requirements are satisfied for the project.

2.6.6.4 Determine if Information Accuracy Requirements are Satisfied

The customer shall determine if information accuracy requirements are satisfied for the project.

2.6.6.5 Determine if Information Relevance Requirements are Satisfied

The customer shall determine if information relevance requirements are satisfied for the project.

2.6.6.6 Determine if Empathy Requirements are Satisfied

The customer shall determine if empathy requirements are satisfied for the project.

2.6.6.7 Determine if Trust Requirements are Satisfied

The customer shall determine if trust requirements are satisfied for the project.

2.6.6.8 Determine if Playfulness Requirements are Satisfied

The customer shall determine if playfulness requirements are satisfied for the project.

2.6.6.9 Determine if Entertainment Requirements are Satisfied

The customer shall determine if entertainment requirements are satisfied for the project.

2.6.7 OUTPUTS

2.6.7.1 **Customer satisfaction.** A measure of the degree to which the software product or service meets the customer's expectations as defined by the user stories and acceptance tests.

FORM 2.7 - LESSONS LEARNED

AGILE METHODS V1.0, STAGE 2 - PROJECT EXECUTION

No.	Name	Item	1	2	3	4	5	6	7
1	General Performance	The project vision and mission were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project scope was clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project objectives were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project work objectives were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project roles were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project involvement was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Communication Performance	The project meetings were efficient and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project executive support was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project cross functional participation was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project recognition and rewards were adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project team was committed in its entirety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project people issues did not get in the way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Schedule Performance	The project estimates adequately accounted for diversions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project estimates accounted for all work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project estimates accounted for key technical work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project estimates accounted for all tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project estimates were accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The project estimates resulted in little or no rework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Development Performance	The architecture and design were effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The functional specifications were effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The design and implementation were effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The design reviews were effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The system and code reviews were effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The interfaces were well-defined/documented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Test Performance	The unit testing was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The integration testing was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The acceptance testing was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The level of quality assurance was comprehensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The build process worked adequately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The tools that were needed were adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Process Performance	The development process did not hamper the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The development process does not need to be changed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The development process is well understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The development process is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The development process doesn't have any issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		The development process is a good approach in-general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Closeout Performance	There were no schedule slips that could have been avoided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		There were no outside dependencies that delayed the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		There were no bottlenecks in the development process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		There were no frustrations with the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		There were no development processes that need to be changed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		There were no project improvements that needed to be made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Stage 2 - Project Execution

2.7 LESSONS LEARNED

2.7.1 PURPOSE

The purpose of Lessons Learned is for a software team to derive knowledge from the evaluation and implementation of the project and identify the strengths, weaknesses, and areas for improvement.

2.7.2 REVISION HISTORY

Author	Description	Initials

2.7.3 PERSONS AFFECTED

Team leader, web designer(s), web programmer(s), and web tester(s).

2.7.4 POLICY

The policy of this organization is to ensure that:

2.7.4.1 The software team evaluates the strengths and weaknesses of executing the customer's project.

2.7.5 RESPONSIBILITIES

2.7.5.1 The software team shall evaluate the general, communication, schedule, development, test, process, and closeout performance of executing the customer's software project.

2.7.6 PROCEDURE

2.7.6.1 General Performance

The software team shall evaluate the general performance of the customer's project.

2.7.6.2 Communication Performance

The software team shall evaluate the communication performance of the customer's project.

2.7.6.3 Schedule Performance

The software team shall evaluate the schedule performance of the customer's project.

2.7.6.4 Development Performance

The software team shall evaluate the development performance of the customer's project.

2.7.6.5 Test Performance

The software team shall evaluate the test performance of the customer's project.

2.7.6.6 Process Performance

The software team shall evaluate the process performance of the customer's project.

2.7.6.7 Closeout Performance

The software team shall evaluate the closeout performance of the customer's project.

2.7.7 OUTPUTS

2.7.7.1 **Lessons learned.** Knowledge derived from the implementation and evaluation of a program that can be used to identify strengths and weaknesses of program design and implementation.