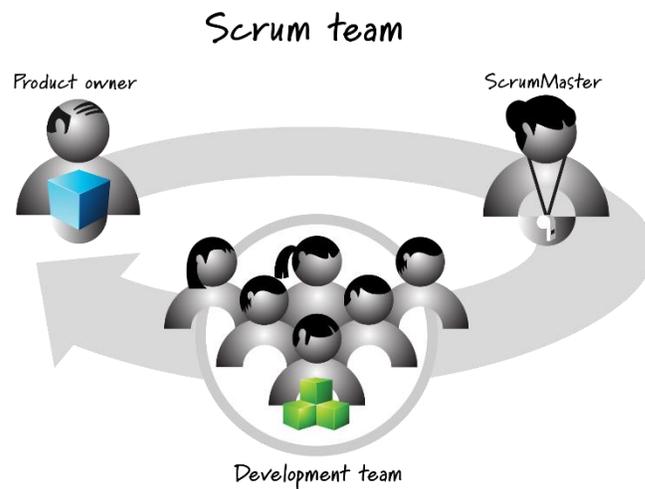


# Child Welfare Digital Services

## Agile Process 500: *CWDS Agile Roles and Responsibilities*

August 2018

V 3.2



## Revision History

Revision / Version #	Date of Release	Author	Summary of Changes
V 0.1	01-20-2016	Cindy Blehm	Initial Document shared and reviewed with the PMO and the Performance Analysts.
V 1.0	01-22-2016	Cindy Blehm	Made revisions to document based on feedback from PMO.
V 1.1	01-26-2016	Cindy Blehm	Added some additional bullets for Service Manager and Scrum Master.
V 1.2	01-28-2016	Cindy Blehm	Based on training, added some additional roles and responsibilities for Product Owner, Core Team, Resource Pool and Development Team.
V 2.0	03-07-2016	Cindy Blehm Karen Bruns	Based on feedback from Agile Coach, revisions were made to several roles.
V 3.0	03-21-2017	Cindy Blehm	Updated presentation based on new roles and responsibilities.
V 3.1	06-12-2018	PMO	Removed the Performance Analyst role and updated with minor edits.
V 3.2	08-22-2018	Sheryl Emmons	Added content for Research & Design Team (DesignOps)

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# 1 Introduction

## 1.1 Purpose

The purpose of this document is to provide a summary of the primary roles in the CWDS project and the responsibilities associated with each role. A roles and responsibilities spreadsheet maps the roles and assigned responsibilities for each primary role.

These roles and responsibilities may change over the course of the project and if they do, the changes will be recorded in a new version of this process.

## 1.2 Scope

The roles and responsibilities described encompass those of the internal project team and its primary sponsors:

- Service Manager
- Product Owner
- Scrum Master
- Core Team
- Research & Design Team (DesignOps)
- Development Team

## 1.3 Objectives

Within the CWDS project environment, a clear definition of the roles and responsibilities that individuals play will be critical to the success of the project. Throughout the course of the project, the role an individual plays, or the “hat” that is worn, may change. In addition, an individual may play more than one role simultaneously.

Individuals must understand the roles they play to know what responsibilities they have in making decisions, taking actions, reporting, and reviewing. Role definition benefits the project by:

1. Bringing order to the chaos of a normal project
2. Keeping people from performing redundant activities
3. Creating a “job description”
4. Predetermining decision-making responsibility
5. Identifying personal responsibility for success at the beginning of the project
6. Reducing confusion about who does what when

Everyone on the project team holds the role, or wears the hat, of a project team member. Each team member is responsible for understanding the other roles and responsibilities. A detailed mapping of

the CWDS project roles and responsibilities are provided in the next section. Each project team member should refer to the matrix when assigned a role on the team.

## 1.4 Definition of Project Role

A project role is an assignment on the project team. It is similar to a job description. A team member can have one or more roles at the same time. A person's role may be temporary or last for the life of the project. For example, one person may have the role of core team SME on one team and a resource pool member on another team.

Some roles, like project sponsor, service manager, or scrum master will last over the course of the project. At certain times, the persons wearing these hats may be asked to put on the hat of a different role, such as a SME. While assuming that role, the responsibilities will also change.

To facilitate smooth team interactions and clear lines of authority and responsibility, every person on the team should identify which role he/she is filling when giving direction, making decisions, calling meetings, and/or reviewing artifacts.

## 2 CWDS Agile Roles and Responsibilities

Additional documentation related to the roles and responsibilities of each critical stakeholder can also be found at [A Day in the Life](#).

### 2.1 Service Manager

Role
Voice of the customer (outward facing)
With the Product Owner, develop and deliver an effective, user-focused digital service that meets the CWDS Digital Service Standard
With the service team, establishes and communicates the product vision, as part of the overall CWDS service, using information from users and other services.
Support the CWDS Service Teams to deliver a joined-up CWDS Service
Accountable for the quality and usage of their service
Lead change management amongst everyone involved in delivering the service
Provides input into the release
Use agile methods to keep focus on delivery, hold the team and others accountable, and quickly respond to changing requirements

Responsibilities	
Activity: Product Vision	Attend meeting to brainstorm and develop the Product Vision (whole team).
	Update the product vision as needed.
	Identification of stakeholders for the product or service team (with assistance from PA).
	Work with the team to help determine how to meet the vision (whole team).
Activity: Product Roadmap	Facilitate meeting to brainstorm and develop the Product Roadmap; identify roadmap items (e.g. epics) and timing.
	Identify the scope of the team, priorities of the work, and schedule of deliverables.
	Provide feedback regarding prioritization of roadmap activities by quarter (whole team).
	Document roadmap - keep roadmap updated in case of changes.
	Ensure that high level epics are within the scope of the service.

<b>Responsibilities</b>	
<b>Activity: Sprint Planning</b>	Assist in removing roadblocks/impediments (if possible) or escalate to executive management/ leadership team (ELT).
	Participates in discussion/activities to be done (whole team).
	Work with internal stakeholders through proper channels.
	Work with external stakeholders through proper channels.
	Advocate for user priorities to be addressed first (whole team).
	Make sure user stories are clear and understandable (whole team).
	Work with team to set sprint goals.
	Owns the ultimate decision for where a user story is placed in terms of priority and if a user story will be worked on at all.
	Conduct ongoing gap analysis between what has been delivered and what is needed (with PA).
	Review backlog for "move into" current/planned sprint.
<b>Activity: During the Sprint</b>	Consistently review the backlog prior to each sprint and re-prioritize.
	Set-up and facilitate Stakeholder Prioritization meeting.
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
	Identify and log Risks and Issues (whole team).
	Prioritize user stories for the upcoming sprint
	Collaborate with other scrum teams to ensure adequate communication and planning
	Accept or reject stories, validating that acceptance criteria has been met.
	Validate that user stories are on track and meeting the goals of our release plan.
	Ensure the functionality delivered is beneficial.
	Determines what tasks are complete.
	Consistently review the icebox prior to each sprint
	Be available and responsive to team's needs for clarification of a story.
Conduct/seek exercises/activities/training that will strengthen our Team and set us up for success.	
<b>Activity: Backlog Development</b>	Create a Backlog
	Attend and participate in the creation and/or refinement of the user stories
	Work with Product Owner to identify new stories and update JIRA (whole team)

<b>Responsibilities</b>	
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Investigate stakeholder needs to aid team in the creation of user stories.
	Lead the creation of epics and user stories and prioritize them from the priorities in the product vision.
	Determine if a backlog item is appropriate to work on.
	Decide if a backlog item is "Now," Later," or Low Priority."
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
<b>Activity: Sprint Review</b>	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Identify incomplete user stories and determine next steps (return to backlog or work on in next sprint).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies.
	Explain the focus or goals of the sprint to the stakeholder audience.
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
	Always ask what the team needs.
	Validate and communicate outward whether user stories are on track and meeting the goals of our release plan.
<b>Activity: Sprint Retrospective</b>	Teach/reinforce ways to disagree and stay cohesive as a group (whole team).
	Bring in help/coaching to support the team's learning where needed
	Listen for impediments (whole team).
	Attend and participate in Sprint Retrospective (at team's decision).
	Identify what item can be changed for the next sprint to evaluate and make better (whole team).
	Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)
<b>Activity: Stakeholder Prioritization</b>	Schedule, lead/facilitate, and participate in Stakeholder Prioritization session.
	Attend other teams' stakeholder prioritization meetings when addressing shared priorities. Advocate for your team's overlapping priority.
	Identify and invite key stakeholders to discuss upcoming work/priorities
	Do the prep and leg work between meetings and know what may need discussion
	Attend and participate in Stakeholder Prioritization

<b>Responsibilities</b>	
<b>Activity: Deployment</b>	Discovery - Participate in UX design as requested (whole team).
	Discovery - Lead collaboration with business stakeholders.
	Alpha - Assess criticality of any bugs/defects.
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications
	Live - Assess go/no go
	Live - Collaborate with Implementation Team to ensure County/State readiness
	Live - Ensure training is adequate for users of all skill levels
	Testing for Alpha, Beta and Live - Facilitate discussions/testing
	Work with team to identify improvement opportunities for future releases
	Plan celebrations
<b>Activity: Release Planning</b>	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (whole team).
	Publish the Release Plan.

## 2.2 Product Owner

<b>Role</b>
Manages the day-to-day activities of the team (inward facing)
Works directly with the development team to help prioritize stories and features.
With the Service Manager, develop and deliver an effective, user-focused digital service that meets the CWDS Digital Service Standard
Develops user stories (as appropriate)
Support the CWDS Service Teams to deliver a joined-up CWDS Service
Manages the release
Use agile methods to keep focus on delivery, hold the team and others accountable, and quickly respond to changing requirements
Acts as Service Manager proxy

<b>Responsibilities</b>	
<b>Activity: Product Vision</b>	Attend meeting to brainstorm and develop the Product Vision (whole team).
	Help resolve impediments that are preventing the team from accomplishing the product vision.
	Work with the team to help determine how to meet the vision (whole team).
<b>Activity: Product Roadmap</b>	Facilitate meeting to brainstorm and develop the Product Roadmap; identify roadmap items (e.g. epics) and timing.
	Provide feedback regarding prioritization of roadmap activities by quarter (whole team).
<b>Activity: Sprint Planning</b>	Assist in removing roadblocks/impediments (if possible) or escalate to executive management/ leadership team (ELT).
	Participates in discussion/activities to be done (whole team).
	Work with internal stakeholders through proper channels.
	Advocate for user priorities to be addressed first (whole team).
	Make sure user stories are clear and understandable (whole team).
	Work with team to set sprint goals.
	Owens the ultimate decision for where a user story is placed in terms of priority and if a user story will be worked on at all.
	Conduct ongoing gap analysis between what has been delivered and what is needed (with PA).
	Review backlog for "move into" current/planned sprint.
	Identify which backlog items make sense to group together across DS teams.
<b>Activity: During the Sprint</b>	Consistently review the backlog prior to each sprint and re-prioritize.
	Set-up and facilitate Stakeholder Prioritization meeting (as required).
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
	Identify and log Risks and Issues (whole team).
	Prioritize user stories for the upcoming sprint
	Collaborate with other scrum teams to ensure adequate communication and planning
	Accept or reject stories, validating that acceptance criteria has been met.
	Validate that user stories are on track and meeting the goals of our release plan.
	Ensure the functionality delivered is beneficial.
	Determines what tasks are complete.
Consistently review the icebox prior to each sprint	

<b>Responsibilities</b>	
	Be available and responsive to team's needs for clarification of a story.
	Conduct/seek exercises/activities/training that will strengthen our Team and set us up for success.
<b>Activity: Backlog Dev &amp; Refinement</b>	Create a backlog.
	Attend and participate in the creation and/or refinement of the user stories
	Work with Product Owner to identify new stories and update JIRA (whole team)
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Investigate stakeholder needs to aid team in the creation of user stories.
	Lead the creation of epics and user stories and prioritize them from the priorities in the product vision.
	Determine if a backlog item is appropriate to work on.
	Decide if a backlog item is "Now," Later," or Low Priority."
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
<b>Activity: Sprint Review</b>	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Identify incomplete user stories and determine next steps (return to backlog or work on in next sprint).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies.
	Explain the focus or goals of the sprint to the stakeholder audience.
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
	Always ask what the team needs.
	Validate and communicate outward whether user stories are on track and meeting the goals of our release plan.
<b>Activity: Sprint Retrospective</b>	Teach/reinforce ways to disagree and stay cohesive as a group (whole team).
	Listen for impediments (whole team).
	Attend and participate in Sprint Retrospective (at team's decision).
	Bring in help/coaching to support the team's learning when needed.
	Listen for impediments (whole team).
	Attend and participate in Sprint Retrospective (team decision).
	Identify what item can be changed for the next sprint to evaluate and make better (whole team).

<b>Responsibilities</b>	
	Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)
<b>Activity: Stakeholder Prioritization</b>	Schedule, lead/facilitate, and participate in Stakeholder Prioritization session.
	Attend other teams' stakeholder prioritization meetings when addressing shared priorities. Advocate for your team's overlapping priority.
	Identify and invite key stakeholders to discuss upcoming work/priorities
	Do the prep and leg work between meetings and know what may need discussion
	Attend and participate in Stakeholder Prioritization
<b>Activity: Deployment</b>	Ensure the quality of the system and readiness for State-wide rollout.
	Discovery - Participate in UX design as requested (whole team).
	Discovery - Lead collaboration with business stakeholders.
	Alpha - Assess criticality of any bugs/defects.
	Beta – decide “must have” changes versus “okay to catch on next release”.
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications
	Live - Assess go/no go
	Live - Collaborate with Implementation Team to ensure County/State readiness
	Live - Ensure training is adequate for users of all skill levels
	Testing for Alpha, Beta and Live - Facilitate discussions/testing
	Work with the team to identify improvement opportunities for future releases
	Evaluate readiness to deliver
	Participate and know/hear/witness user's issues or acceptance
	Plan celebrations
<b>Activity: Release Planning</b>	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (whole team).
	Publish the release plan.

## 2.3 Scrum Master

Role
Identify and unblock issues so that the team can deliver their service
Enable the work that the team is doing, not impose how the team does its work
Coaches service manager, development team and project stakeholders
Lead change management amongst everyone involved in delivering the service
With the Product owner, manages the release
Use agile methods to keep focus on delivery, hold the team and others accountable, and quickly respond to changing requirements
Externally focused on stakeholders

Responsibilities	
<b>Activity: Product Vision</b>	Facilitate meeting to brainstorm and develop the Product Vision.
	Resolve impediments that are preventing the team from accomplishing the product vision.
	Work with the team to help determine how to meet the vision (whole team).
<b>Activity: Product Roadmap</b>	Attend meeting to brainstorm and develop the Product Roadmap.
	Provide feedback regarding prioritization of roadmap activities by quarter (whole team).
<b>Activity: Sprint Planning</b>	Facilitate story point estimation.
	Provides story points on work (only if a working scrum master).
	Facilitate updates to JIRA with Team and ensure user stories are added to JIRA that reflect any work needed to meet product vision.
	Updates JIRA (whole team).
	Remove roadblocks/impediments (if possible) or escalate to Service Manager or Product Owner.
	Facilitate discussion on activities needing to be done.
	Work with internal stakeholders through proper channels.
	Facilitate discussion on activities needing to be done.
	Ensures sprints are planned prior to start. Consisting of stories at a level to be understood and sized to be completed within sprint.
	Make sure user stories are clear and understandable (whole team).
	Review backlog for "move into" current/planned sprint.

<b>Responsibilities</b>	
	Identify which backlog items make sense to group together across DS teams.
<b>Activity: During the Sprint</b>	Set-up key ceremony meetings with team (Daily Scrum/Stand up, Sprint Planning, Sprint Review, Backlog Refinement, Sprint Retrospective).
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
	Identify and log Risks and Issues (whole team). Attend risk and issue forum on behalf of team.
	Collaborate with other scrum teams to ensure adequate communication and planning
	Identify user stories not yet started as sprint nears completion and inquire about any impediments
	Validate that user stories are on track and meeting the goals of our release plan.
	Facilitate/conduct daily stand-up scrum team meetings
	Attend and contribute to the SOS and Scrum Master Forum
	Document recordings of Sprint Review.
	Create sprint review presentation
	Facilitate Sprint Review.
	Updates JIRA daily with: Entering and updating tasks, updating the status of a story, communicating with the Product Owner to show story completion (whole team).
	Conduct/seek exercises/activities/training that will strengthen our Team and set us up for success.
	Track sprint progress and help the team to achieve the given commitment
<b>Activity: Backlog Development and Refinement</b>	Facilitate Backlog Refinement session, which includes guiding the team to: <ul style="list-style-type: none"> <li>- break out stories and epics into smaller pieces</li> <li>- estimate the stories</li> <li>- create, define, refine, and confirm acceptance criteria</li> <li>- review acceptance criteria to make sure user needs are reflected</li> <li>- ensure acceptance criteria is testable</li> <li>- change in priorities</li> <li>- addition of tasks</li> <li>- modification of effort needed/required than previously anticipated.</li> </ul>
	Attend and participate in the creation and/or refinement of the user stories
	Work with Product Owner to identify new stories and update JIRA (whole team)
	Help team with any issues creating and updating their tasks.
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.

<b>Responsibilities</b>	
	Monitor team velocity and look for ways to improve on the quality of our processes to work more efficiently.
<b>Activity: Sprint Review</b>	Determine what tasks are complete/not complete for each story in JIRA
	Facilitate with team the development of the Sprint Review presentation template. This only applies to the first couple of sprints. Successive sprints this is the role of the Scrum Master/Project Manager with input from the team.
	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Identify incomplete user stories and determine next steps (return to backlog or work on in next sprint).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies.
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
	Always ask what the team needs.
	Gather sprint metrics from JIRA at the end of each sprint, and report outward in the Sprint Review.
	Schedule and facilitate the review from the sprints. Discuss work completed in the sprint. This serves as a team status report.
	Document (or record) sprint review sessions in SharePoint or GitHub.
<b>Activity: Sprint Retrospective</b>	Schedule and facilitate the retrospectives/lessons learned from the sprints
	Determine the format/style of the retrospective (with input from the team)
	Teach/reinforce ways to disagree and stay cohesive as a group (whole team).
	Listen for impediments (whole team).
	Bring in help/coaching to support the team's learning when needed.
	Listen for impediments (whole team).
	Identify what item can be changed for the next sprint to evaluate and make better (whole team).
	Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)
<b>Activity: Stakeholder Prioritization</b>	Attend and participate in Stakeholder Prioritization

Responsibilities	
Activity: Deployment	Discovery - Participate in UX design as requested (whole team).
	Discovery/Alpha - Identifying release level dependencies along with the vendor scrum master.
	Establish feedback channels for customers to comment on product/service effectiveness: 1) Member produces a 'draft' document 2) 'draft' is 'peer reviewed' 3) After 'peer review' incorporated an 'Alpha' version is produced 4) 'Alpha' version is presented to ELT 5) ELT feedback incorporated to produce 'Beta'
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications
	Testing for Alpha, Beta and Live - Facilitate discussions/testing
	Work with Agile Coach to provide service team data and conduct a retrospective on the entire release
	Plan celebrations
	Activity: Release Planning
	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (whole team).
	Assist Service Manager and Product Owner in publishing the release plan.

## 2.4 Core Team Members

Role
Provide guidance and support to ensure business and technical goals are met.
Commits to the work they can accomplish in a sprint/iteration or time box.
Participates in consensus in estimating story points.
<u>Subject Matter Expert (SME)</u> : Ensures business goals, objectives and policies are met; ensures appropriate user testing is conducted; defines user stories; develops and reviews artifacts. Provide expert guidance and support for business and technical decisions.
<u>Architect or Technical Lead</u> : Responsible for end-to-end cross functional system design and communication; leads design reviews and provides feedback; facilitates the technical decision.
<u>User Research</u> : Gathers insights from stakeholders to understand user needs; Communicates business priorities and value to the service delivery manager; participate in design.
<u>Requirements Manager</u> : Helps team members align requirements to User Stories; helps develop user stories
<u>Schedule Manager</u> : Provides Agile Tool training and helps team members develop initial backlog.

<b>Responsibilities</b>	
<b>Activity: Product Vision</b>	Attend meeting to brainstorm and develop the Product Vision (whole team).
	Identification of stakeholders for the product or service team.
	If requested, design multiple alternatives to aid the Scrum Master or Service Manager in the removal of an impediment.
	Work with the team to help determine how to meet the vision (whole team).
<b>Activity: Product Roadmap</b>	Attend meeting to brainstorm and develop the Product Roadmap.
	Assist Service manager in identifying the scope of the team, priorities of the work, and schedule of deliverables.
	Provide feedback regarding prioritization of roadmap activities by quarter (whole team).
<b>Activity: Sprint Planning</b>	Provides story points on work.
	Updates JIRA (whole team).
	Assist in removing roadblocks/impediments (if possible).
	Participates in discussion/activities to be done (whole team).
	Work with internal stakeholders through proper channels.
	Work with external stakeholders through proper channels.
	Advocate for user priorities to be addressed first (whole team).
	Make sure user stories are clear and understandable (whole team).
<b>Activity: During the Sprint</b>	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications.
	Identify and log Risks and Issues (whole team).
	Collaborate with other scrum teams to ensure adequate communication and planning (as needed).
	Update sprint review presentation with demonstration information (if appropriate).
	Updates JIRA daily with: Entering and updating tasks, updating the status of a story, communicating with the Product Owner to show story completion (whole team).
	Be available and responsive to team's needs for clarification of a story.
<b>Activity: Backlog Development and Refinement</b>	Create the backlog (as required).
	Attend and participate in the creation and/or refinement of the user stories
	Work with Product Owner to identify new stories and update JIRA (whole team)
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Investigate stakeholder needs to aid team in the creation of user stories (as requested).

<b>Responsibilities</b>	
	Provide input on determining if a backlog item is appropriate to work on.
	Provide input on determining if a backlog item is "Now," Later," or Low Priority."
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
<b>Activity: Sprint Review</b>	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies (as requested).
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
<b>Activity: Sprint Retrospective</b>	Teach/reinforce ways to disagree and stay cohesive as a group (whole team).
	Listen for impediments (whole team).
	Attend and participate and Sprint Retrospectives.
	Identify what item can be changed for the next sprint to evaluate and make better (whole team).
	Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)
<b>Activity: Stake-holder Prioritization</b>	Participate as requested in scheduling, leading/facilitating in Stakeholder Prioritization session.
	Attend other teams' stakeholder prioritization meetings when addressing shared priorities. Advocate for your team's overlapping priority (as requested).
	Identify and invite key stakeholders to discuss upcoming work/priorities (as requested).
	Do the prep and leg work between meetings and know what may need discussion
<b>Activity: Deployment</b>	Ensure the quality of the system and readiness for State-wide rollout in a testing capacity.
	Discovery - Participate in UX design as requested (whole team).
	Alpha – Provide input on criticality of any bugs/defects in a testing capacity.
	Beta – Provide input on "must have" changes vs. "okay to catch on next release
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Live - Assess go/no go (core county representatives).
	Live - Collaborate with Implementation Team to ensure County/State readiness (as requested).
	Live – Provide input on assessing if training is adequate for users of all skill levels
	Testing for Alpha, Beta and Live - Facilitate discussions/testing (as requested).

<b>Responsibilities</b>	
	Alpha, Beta and Live - Evaluate readiness to deliver (as requested).
	Work with the team to identify improvement opportunities for future releases.
	Participate and know/hear/witness user's issues or acceptance
<b>Activity: Release Planning</b>	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (as requested).

## 2.5 Research & Design Team (DesignOps)

<b>Role</b>
Research and Design a product or service, including: <ul style="list-style-type: none"> <li>- understand the problems users are facing</li> <li>- understand the experience of the children that CWS-CARES supports</li> <li>- explore and discover possible solutions</li> <li>- generate ideas and visions for possible solutions</li> <li>- develop a roadmap for features in conjunction with the Product Strategy Team</li> <li>- iteratively design features and validate the designs with real users</li> </ul>
Plan and conduct research activities that support the product strategy.
Collaborate with users (subject matter experts) to co-create designs
Develop design alternatives for user research.
Deliver detailed designs to the development team.

<b>Responsibilities</b>	
<b>Activity: Product Vision</b>	Understand the Product Vision.
	Resolve impediments that are preventing the team from accomplishing the product vision (as requested).
	Work with the team to help determine how to meet the vision (whole team).
<b>Activity: Product Roadmap</b>	Support Product Team with the development of the Product Roadmap
	Attend meetings to brainstorm and develop the Product Roadmap.
	Provide feedback regarding prioritization of roadmap activities by quarter (as requested).

<b>Responsibilities</b>	
<b>Activity: Sprint Planning</b>	Participate in backlog refinement activities to ensure that Research and Design stories are understood by both the requestor and DesignOps
	Update and refine JIRA stories (whole team).
	Assist in removing roadblocks/impediments (as requested for technical perspective).
	Participate in discussion/activities to be done (as requested for technical perspective).
	Ensure sprints are planned prior to start, consisting of stories at a level to be understood and sized to be completed within sprint.
	Work with internal stakeholders through proper channels (as requested for technical perspective).
	Advocate for user priorities to be addressed first (whole team).
	Make sure user stories are clear and understandable (whole team).
	Conduct ongoing gap analysis between what has been delivered and what is needed from a technical perspective.
	Review backlog for "move into" current/planned sprint (as requested).
	Identify which backlog items make sense to group together across DS teams (as requested).
<b>Activity: During the Sprint</b>	Consistently review the backlog prior to each sprint and (re-prioritize for the purposes of providing technical prioritization to the Product Owner).
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Identify and log Risks and Issues (whole team).
	Collaborate with other scrum teams to ensure adequate communication and planning (as needed).
	Validate that user stories are on track and meeting the goals of our release plan (as requested).
	Provide input on determining if the functionality delivered is beneficial.
	Facilitate/conduct daily stand-up scrum team meetings.
	Determine what tasks are complete.
	Update sprint review presentation with demonstration information (if appropriate).
	Update JIRA daily by: Entering and updating tasks, updating the status of a user story, communicating with the Product Owner to show story completion (whole team).
	Deliverables may include: wireframes, interactive prototypes, research summary findings, usability testing reports/findings, visual design specifications, research plan, surveys, task flow diagrams
<b>Activity: Backlog Development and</b>	Create the backlog (as requested for technical perspective).
	Attend and participate in the creation and/or refinement of the user stories
	Work with Product Owner to identify new stories and update JIRA (whole team)

<b>Responsibilities</b>	
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Look for ways to improve on the quality of our processes to work more efficiently.
<b>Activity: Sprint Review</b>	Create sprint review deck with possible demonstrations included.
	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies (as requested).
	When presenting, explain the focus or goals of the sprint to the stakeholder audience.
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
	At request of scrum master, schedule and facilitate the review from the sprints. Discuss work completed in the sprint. This serves as a team status report.
	At request of the scrum master, document (or record) sprint review sessions in SharePoint or GitHub.
<b>Activity: Sprint Retrospective</b>	At request of the scrum master, schedule and facilitate the retrospectives/lessons learned from the sprints.
	At request of the scrum master, determine the format/style of the retrospective (with input from the team).
	At request of the scrum master, teach/reinforce ways to disagree and stay cohesive as a group (whole team).
	Listen for impediments (whole team).
	Attend and participate and Sprint Retrospectives.
	Identify what item can be changed for the next sprint to evaluate and make better (whole team).
	Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)
<b>Activity: Stakeholder Prioritization</b>	Participate as requested in scheduling, leading/facilitating in Stakeholder Prioritization session.
	Attend other teams' stakeholder prioritization meetings when addressing shared priorities. Advocate for team's overlapping priority (as requested).
	Identify and invite key stakeholders to discuss upcoming work/priorities (as requested).
	Do the prep and leg work between meetings and know what may need discussion.

Responsibilities	
Activity: Deployment	Discovery - Lead collaboration with business stakeholders.
	Discovery - Participate in UX design as requested (whole team).
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Live - Collaborate with Implementation Team to ensure County/State readiness.
	Live – Provide input on assessing if training is adequate for users of all skill levels
	Participate and know/hear/witness user's issues or acceptance
	Work with the team to identify improvement opportunities for future releases.
	Participate and know/hear/witness user's issues or acceptance
Activity: Release Planning	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (as requested).

## 2.6 Development Team

Role
Creates a product or service
Analyze, design, develop, and test product or service
Deliver potentially shippable increments (PSIs) of product at the end of each sprint
Develop technical documentation
Develop unit and system test scenarios
Update the status and the remaining efforts for tasks to allow creation of a sprint burn down chart

Responsibilities	
Activity: Product Vision	Understand the Product Vision.
	Resolve impediments that are preventing the team from accomplishing the product vision (as requested).
	Work with the team to help determine how to meet the vision (whole team).
Activity: Product	Facilitate meeting to brainstorm and develop the Product Roadmap; identify roadmap items (e.g. epics) and timing (as requested for technical perspective).
	Attend meeting to brainstorm and develop the Product Roadmap.

<b>Responsibilities</b>	
	Provide feedback regarding prioritization of roadmap activities by quarter (as requested).
<b>Activity: Sprint Planning</b>	Provides story points on work.
	Updates JIRA (whole team).
	Assist in removing roadblocks/impediments (as requested for technical perspective).
	Participates in discussion/activities to be done (as requested for technical perspective).
	Ensures sprints are planned prior to start. Consisting of stories at a level to be understood and sized to be completed within sprint.
	Work with internal stakeholders through proper channels (as requested for technical perspective).
	Advocate for user priorities to be addressed first (whole team).
	Make sure user stories are clear and understandable (whole team).
	Conduct ongoing gap analysis between what has been delivered and what is needed from a technical perspective.
	Review backlog for "move into" current/planned sprint (as requested).
Identify which backlog items make sense to group together across DS teams (as requested).	
<b>Activity: During the Sprint</b>	Consistently review the backlog prior to each sprint and (re-prioritize for the purposes of providing technical prioritization to the Product Owner).
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Identify and log Risks and Issues (whole team).
	Collaborate with other scrum teams to ensure adequate communication and planning (as needed).
	Validate that user stories are on track and meeting the goals of our release plan (as requested).
	Provide input on determining if the functionality delivered is beneficial.
	Facilitate/conduct daily stand-up scrum team meetings.
	Attend and contribute to the SOS and Scrum Master Forum.
	Determines what tasks are complete.
	Update sprint review presentation with demonstration information (if appropriate).
	Updates JIRA daily with: Entering and updating tasks, updating the status of a user story, communicating with the Product Owner to show story completion (whole team).
	Track sprint progress and help the team to achieve the given commitment.
<b>Activity: Backlog</b>	Create the backlog (as requested for technical perspective).
	Attend and participate in the creation and/or refinement of the user stories

<b>Responsibilities</b>	
	Work with Product Owner to identify new stories and update JIRA (whole team)
	Work to make sure there is always 2-3 sprints worth of stories ready to sprint on (whole team)
	Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Work with scrum master to monitor team velocity and look for ways to improve on the quality of our processes to work more efficiently.
<b>Activity: Sprint Review</b>	Determine what tasks are complete/not complete for each story in JIRA.
	Implement action items from retrospectives in future sprints (whole team).
	Identify and present stories that are done (whole team).
	Identify incomplete user stories and determine next steps (as requested for technical perspective).
	Attend other team's sprint reviews to stay abreast of progress and possible interdependencies (as requested).
	When presenting, explain the focus or goals of the sprint to the stakeholder audience.
	Be present at the Sprint Review.
	Confirm that items in sprint meet the Definition of Done (whole team).
	At request of scrum master, validate and communicate outward whether user stories are on track and meeting the goals of our release plan.
	At request of scrum master, gather sprint metrics from JIRA at the end of each sprint, and report outward in the Sprint Review.
	At request of scrum master, Schedule and facilitate the review from the sprints. Discuss work completed in the sprint. This serves as a team status report.
	At request of the scrum master, document (or record) sprint review sessions in SharePoint or GitHub.
	<b>Activity: Sprint Retrospective</b>
At request of the scrum master, Determine the format/style of the retrospective (with input from the team).	
At request of the scrum master, Teach/reinforce ways to disagree and stay cohesive as a group (whole team).	
Listen for impediments (whole team).	
Attend and participate and Sprint Retrospectives.	
Identify what item can be changed for the next sprint to evaluate and make better (whole team).	
Look for continuous improvement out of the retrospective that you can implement as a user story in a future sprint (whole team)	
<b>Activity</b>	Participate as requested in scheduling, leading/facilitating in Stakeholder Prioritization session.

<b>Responsibilities</b>	
	Attend other teams' stakeholder prioritization meetings when addressing shared priorities. Advocate for your team's overlapping priority (as requested).
	Identify and invite key stakeholders to discuss upcoming work/priorities (as requested).
	Do the prep and leg work between meetings and know what may need discussion.
<b>Activity: Deployment</b>	Ensure the quality of the system and readiness for State-wide rollout in a testing capacity.
	Discovery - Participate in UX design as requested (whole team).
	Discovery - Lead collaboration with business stakeholders.
	Discovery/Alpha - Identifying release level dependencies along with the vendor scrum master.
	Alpha – Provide input on criticality of any bugs/defects in a testing capacity.
	Beta – Provide input on "must have" changes vs. "okay to catch on next release (as requested for technical perspective).
	Beta - Ensure Policy Team is consulted to confirm State/Federal regulations are met following deployment and identifying any other Program Policy implications (as requested).
	Live - Assess go/no go (as requested for technical perspective).
	Live - Collaborate with Implementation Team to ensure County/State readiness.
	Live – Provide input on assessing if training is adequate for users of all skill levels
	Testing for Alpha, Beta and Live - Facilitate discussions/testing (with Release Manager).
	Alpha, Beta and Live - Evaluate readiness to deliver (as requested for technical perspective).
	Participate and know/hear/witness user's issues or acceptance
	Work with the team to identify improvement opportunities for future releases.
	Participate and know/hear/witness user's issues or acceptance
<b>Activity: Release Planning</b>	Attend and participate in team pre-release planning event (whole team).
	Attend and participate in quarterly release planning event (as requested).