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Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

For international standards, comments will be reviewed by the relevant UK national committee before sending the consensus UK vote and comments to the international committee, which will then decide appropriate action. If the international standard is approved, it is usual for the text to be published as a British Standard.

For national standards, comments will be reviewed by the relevant UK national committee and the resulting standards published as a British Standard.

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Submission of Comments

- **Annotated drafts are not acceptable and will be rejected.**
- All comments should be submitted online at <https://standardsdevelopment.bsigroup.com/>. You will need to register in order to comment.

Template for comments and secretariat observations

Date: xx/xx/20xx	Document: ISO/DIS xxxx
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1	2	(3)	4	5	(6)	7
MB	Clause No./ Subclause No./Annex (e.g. 3.1)	Paragraph/ Figure/Table/Note	Type of comment	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
	3.1	Definition 1	ed	Definition is ambiguous and needs clarifying.	Amend to read '...so that the mains connector to which no connection...'	
	6.4	Paragraph 2	te	The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK.	Delete reference to UV photometer.	



DRAFT International Standard

ISO/IEC DIS 29110-5-4

Systems and software engineering — Lifecycle profiles for Very Small Entities (VSEs) —

Part 5-4: Agile software development guidelines

ICS: 35.080

ISO/IEC JTC 1/SC 7

Secretariat: **BIS**

Voting begins on:
2024-04-26

Voting terminates on:
2024-07-19

This document is circulated as received from the committee secretariat.

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*.

A list of all parts in the ISO/IEC 29110 series can be found on the ISO website.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction to the ISO/IEC 29110 series

For the purpose of the ISO/IEC 29110 series, a very small entity (VSE) is an enterprise, organization (e.g., government agency, non-profit organization), department or project having up to 25 people. Since many VSEs develop and/or maintain system and software components used in systems, either as independent products or incorporated in larger systems, a recognition of VSEs as suppliers of high-quality products is required.

VSEs around the world are creating valuable products and services. According to the World Bank, small and medium-sized enterprises (SMEs) account for about 90 % of enterprises worldwide. According to the Organisation for Economic Co-operation and Development (OECD), SMEs represent 99 % of all businesses and generate about 60 % of employment. Almost one person out of three is employed in a micro firm with less than 10 employees. The European Union reports that micro firms, with fewer than 10 persons, account for 93.5 % of all enterprises and small firms, with 10 to 49 employees, account for 5.5 % of all enterprises. The challenge facing governments is to provide a business environment that supports the competitiveness of this large heterogeneous business population and that promotes a vibrant entrepreneurial culture.

From studies and surveys conducted, it is clear that the majority of International Standards do not address the needs of VSEs. Implementation of and conformance with these standards is difficult, if not impossible.

Consequently, VSEs have no, or very limited, ways to be recognized as entities that produce quality systems/system elements including software in their domain. Therefore, VSEs are excluded from some economic activities.

It has been found that VSEs find it difficult to relate International Standards to their business needs and to justify the effort required to apply standards to their business practices. Most VSEs find it helpful to have detailed, specified, procedures when beginning agile projects, rather than attempting to interpret and tailor the more flexible, high-level process requirements of ISO/IEC/IEEE. To address some of these difficulties, a set of guidelines have been developed based on a set of VSEs characteristics. The guidelines are based on subsets of appropriate standards processes, activities, tasks, and outcomes, referred to as profiles. The purpose of a profile is to define a subset of International Standards relevant to the VSEs' context; for example, processes, activities, tasks, and outcomes of ISO/IEC/IEEE 12207 for software systems; and processes, activities, tasks, and outcomes of ISO/IEC/IEEE 15288 for systems; and information products (documentation) of ISO/IEC/IEEE 15289 for software and systems.

VSEs can achieve recognition through implementing a profile and by being audited against ISO/IEC 29110 specifications.

The ISO/IEC 29110 series can be applied at any phase of system or software development within a life cycle. The ISO/IEC 29110 series is intended to be used by VSEs that do not have experience or expertise in adapting/tailoring ISO/IEC/IEEE 12207 or ISO/IEC/IEEE 15288 standards to the needs of a specific project. VSEs that have expertise in adapting/tailoring ISO/IEC/IEEE 12207 or ISO/IEC/IEEE 15288 are encouraged to use those standards instead of the ISO/IEC 29110 series.

The ISO/IEC 29110 series is intended to be used with any lifecycle such as: waterfall, iterative, incremental, evolutionary or agile.

Systems, in the context of the ISO/IEC 29110 series, are typically composed of hardware and software components.

The ISO/IEC 29110 series, targeted by audiences, has been developed to improve system or software and/or service quality, and process performance. Figure 1 describes the ISO/IEC 29110 series and positions the parts within the framework of reference.

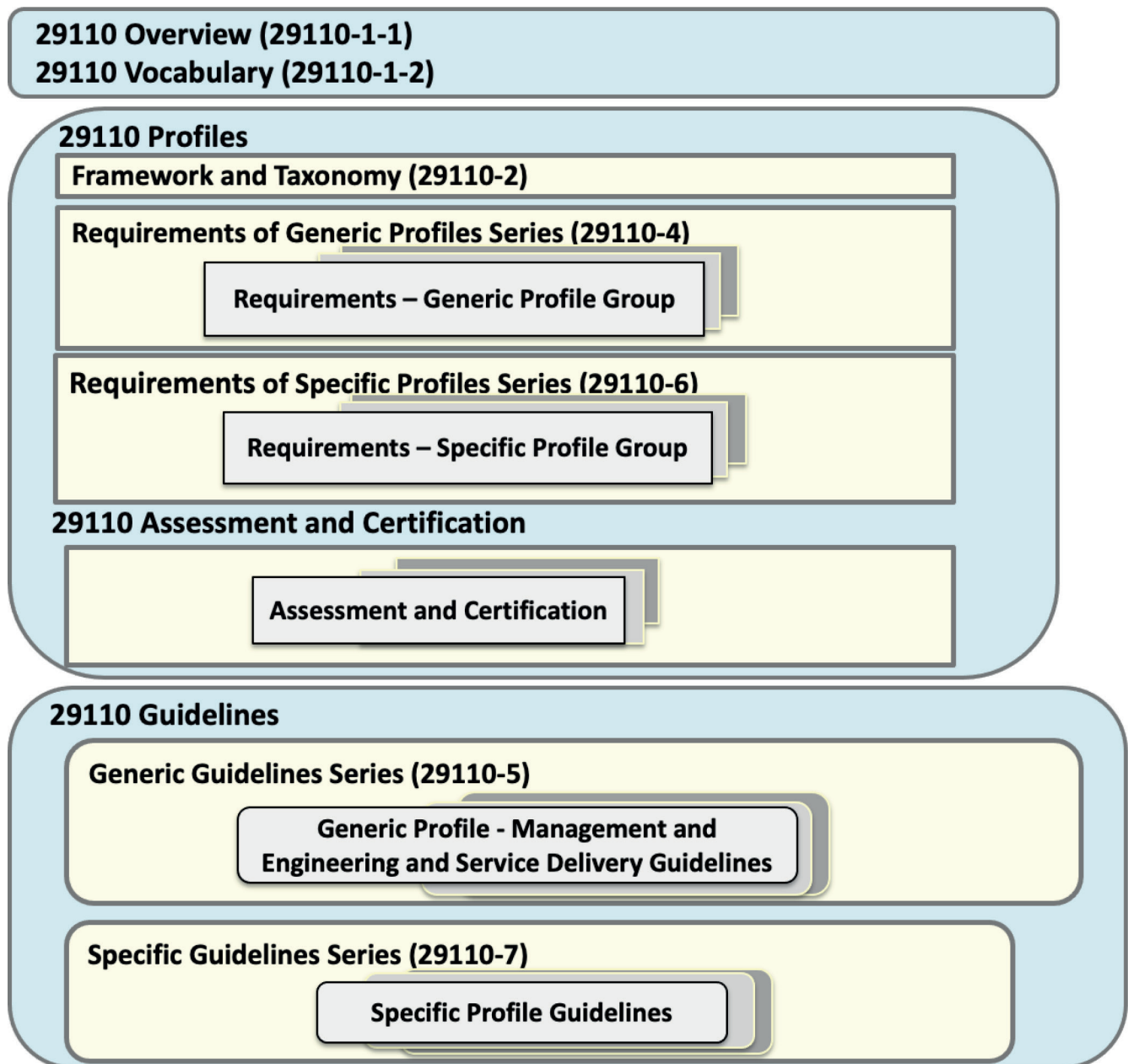


Figure 1 — ISO/IEC 29110 series

ISO/IEC 29110-1-1 introduces processes, lifecycle and standardization concepts, the taxonomy (catalog) of ISO/IEC 29110 profiles and the ISO/IEC 29110 series. This document also introduces the characteristics and needs of a VSE, and clarifies the rationale for specific profiles, documents, standards and guidelines. ISO/IEC 29110-1-2 defines the terms common to the ISO/IEC 29110 series. ISO/IEC 29110-1-1 and ISO/IEC 29110-1-2 are targeted at VSEs and their customers, assessors, standards producers, tool vendors and methodology vendors.

ISO/IEC 29110-2 introduces the concepts for systems and software engineering profiles for VSEs. It establishes the logic behind the definition and application of profiles. For standardized profiles, it specifies the elements common to all profiles (structure, requirements, conformance, assessment). For domain-specific profiles (profiles that are not standardized and developed outside of the ISO process), it provides general guidance adapted from the definition of standardized profiles. ISO/IEC 29110-2 is targeted at profile producers, tool vendors and methodology vendors.

ISO/IEC 29110-3 defines certification schemes, assessment guidelines and compliance requirements for process capability assessment, conformity assessments, and self-assessments for process improvements.

ISO/IEC 29110-3 also contains information that can be useful to developers of certification and assessment methods and developers of certification and assessment tools. ISO/IEC 29110-3 is addressed to people who have direct involvement with the assessment process, e.g., the auditor, certification and accreditation bodies and the sponsor of the audit, who need guidance on ensuring that the requirements for performing an audit have been met. ISO/IEC 29110-3 is targeted at VSEs and their customers, assessors, accreditation bodies.

ISO/IEC 29110-4 provides the specifications for all generic profiles of the Generic profile group that are based on subsets of appropriate standards elements. ISO/IEC 29110-4 is targeted at VSEs, customers, standards producers, tool vendors and methodology vendors.

ISO/IEC 29110-5 provides management, engineering and service delivery guidelines for profiles of the Generic profile group. ISO/IEC 29110-5 is targeted at VSEs and their customers.

ISO/IEC 29110-6 provides the specifications for specific profiles that are based on subsets of appropriate standards elements. ISO/IEC 29110-6 is targeted at VSEs, customers, standards producers, tool vendors and methodology vendors.

ISO/IEC 29110-7 provides guidelines for each profile of the specific profile group. ISO/IEC 29110-7 is targeted at VSEs and their customers.

If a new profile is needed, ISO/IEC 29110-4 or ISO/IEC 29110-6 and or ISO/IEC 29110-7, ISO/IEC 29110-5 can be developed with minimal impact to existing documents.

This document aims to help VSEs that want to reinforce their agile environment to develop software products using an agile approach with practices of the ISO/IEC 29110 family of standards. Therefore, it can be implemented by organizations or projects that are implementing and using an agile environment and want to reinforce it using the processes and products recommended by this part of ISO/IEC 29110.

This document provides examples of work products templates (see [Annex A](#)).

This document is based mainly on the Scrum and XP agile methods (see [Annex B](#)).

This document also aims to help VSEs that want to initiate a certification of the two processes of the software Basic profile of the ISO/IEC 29110, as specified in ISO/IEC 29110-4-1, while performing their agile practices (see [Annex C](#)).

This document has been developed, using the management and engineering guidelines of the ISO/IEC 29110-5-1-2 software Basic profile, by modifying and adding elements (e.g., task, work product, role) for VSEs involved in the development of software using an agile approach (see [Annex C](#)). However, this document does not contain any requirements, and organizations cannot claim conformance to this document.

Using this document, VSEs can obtain the following benefits:

- Project planning: by providing a set of events to enable the team to track the work and know what an impediment can be and assign tasks to each member of the team.
- Effort estimation: by providing estimation techniques for the sprint planning event.
- Progress tracking: by providing tools (e.g., burndown chart, product backlog, daily scrum) to update and track the work, the budget and the schedule until the project's closure.
- Management of changes and artifacts: by providing a set of tasks to control the changes to the software and management work products.
- Clarity of each role: by providing a set of tasks for each role.
- Agile risk management: by providing work products to identify and manage risks.
- Reduced rework: by providing a set of tasks that minimize errors and handle the detection and correction of defects effectively.

Systems and software engineering — Lifecycle profiles for Very Small Entities (VSEs) —

Part 5-4: Agile software development guidelines

1 Scope

This document provides guidelines for VSEs that want to reinforce their agile environment to develop software using an agile approach with practices of the ISO/IEC 29110 series.

This document is targeting VSEs that do not develop business or safety critical products.

Conformance requirements for implementations of this document can be found in ISO/IEC 29110-4-1.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 29110-1-2:2024 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

NOTE The titles of the profiles (e.g., Entry, Basic, Intermediate, Advanced) are written with a capital letter to eliminate ambiguities (e.g., 'Basic profile' to indicate an ISO/IEC 29110 profile while the term 'basic' is used when referring to the most important part of something (e.g., basic principles)

3.1 agile

approach to development, delivery and maintenance of products and services by enabling rapid response to feedback

Note 1 to entry: The need specification for the software under development is elaborated with specific requirements only when the work is started. This lean principle is meant to avoid waste of work and to provide an agile team with means of prioritizing their work.

[SOURCE: ISO/IEC DIS 33202:2023]

3.2 agile development

development approach based on iterative development, frequent inspection and adaptation, and incremental deliveries in which requirements and solutions evolve through collaboration in cross-functional teams and through continuous stakeholder feedback

[SOURCE: ISO/IEC/IEEE 26515:2018, 3.1, modified — Note 1 to entry has been removed.]

3.3

agile environment

organisational culture, infrastructure, and methodologies that support agile development

[SOURCE: ISO/IEC/IEEE 26515:2018, 3.2]

3.4

agile team

organisation or team using agile development methods and approaches

Note 1 to entry: Typically, with roles such as team lead, project manager, user or user representative, software and information developers, and testers

[SOURCE: ISO/IEC/IEEE 26515:2018]

3.5

agreement

mutual acknowledgement of terms and conditions under which a working relationship is conducted

EXAMPLE Contract, memorandum of agreement

[SOURCE: ISO/IEC/IEEE 12207: 2017, 3.1.5]

3.6

backlog

collection of agile features or stories of both functional and non-functional requirements that are typically sorted in an order based on value priority

[SOURCE: ISO/IEC/IEEE 26515: 2018, 3.4]

3.7

baseline

formally approved version of a configuration item, regardless of media, formally designated and fixed at a specific time during the configuration item's life cycle

[SOURCE: ISO/IEC/IEEE 12207:2017, 3.1.11]

3.8

Basic profile

profile targeted at VSEs developing a single product by a single work team

[SOURCE: ISO/IEC 29110-1-2:2025]

3.9

build

Operational version of a system or component that incorporates a specified subset of the capabilities that the final product will provide

[SOURCE: IEEE 828-2012, 2.1, IEEE dictionary]

3.10

burndown chart

graph that represents the work remaining to do on a project

[SOURCE: ISO/IEC/IEEE 26511:2018, 3.1.6]

3.11

burnup chart

graphical representation of the work completed toward the release of a product

[SOURCE: Agile Practice Guide, Project Management Institute, 2017]

3.12

continuous integration

technique that continually merges artifacts, including source code updates from all developers on a team, into a shared mainline to build and test the developed system

[SOURCE: ISO/IEC/IEEE 32675-2022, 3.1]

3.13

definition of done

regarded by the agile team as complete and ready to use

[SOURCE: ISO/IEC/IEEE 26515: 2018]

3.14

event

key meetings in which a set of tasks are performed to help the Scrum leader, product owner, and developer to organize, evaluate, and adjust the work to be done to develop a product

EXAMPLE sprint planning, daily scrum, sprint review and sprint retrospective

3.15

feature

functional or non-functional distinguishing characteristic of a system

Note 1 to entry: A feature is usually an enhancement to an existing system.

[SOURCE: ISO/IEC/IEEE 26515: 2018, 3.7, modified — The original note 1 to entry has been replaced by a new one.]

3.16

increment

tested, deliverable version of a software product that provides new or modified capabilities

[SOURCE: Software Extension to the PMBOK Guide Fifth Edition]

3.17

iteration

short time frame in which a set of software features is developed, leading to a working product that can be demonstrated to stakeholders

Note 1 to entry: Different agile methodologies use different terms for an iteration

Note 2 to entry: Some agile methodologies are not based on iterations

[SOURCE: ISO/IEC/IEEE 26515: 2018]

3.18

pair programming

practice from eXtreme Programming (XP) that typically involves one developer writing source code or configuring a system while a second developer observes their work to look for errors and to determine whether the work completed is accurate and meets its requirements

3.19

planning poker

team-based estimation approach whereby relative estimates of the effort required to develop and test each user story are set via consensus

Note 1 to entry: The approach uses poker cards that are typically based on a Fibonacci sequence (i.e., 1, 2, 3, 5, 8, 13)

3.20

product backlog

list of all requirements, normally represented as user stories, that need to be "done" for a given product

3.21

product owner

member in an agile team who is accountable for defining and accepting outcomes of the work of the team and manage the team backlog

[SOURCE: ISO/IEC DIS 33202:2023]

3.22

process purpose

high-level objective of performing the process and the likely outcomes of effective implementation of the process

[SOURCE: ISO/IEC/IEEE 24774:2021]

3.23

process outcome

observable result of the successful achievement of the process

[SOURCE: ISO/IEC/IEEE 24774:2021]

3.24

profile

subset of appropriate standards' processes and their outcomes, activities and tasks combined to accomplish a particular function

Note 1 to entry: The base standards used to develop profiles for VSEs are the ISO/IEC/IEEE 12207, the ISO/IEC/IEEE 15288 and the ISO/IEC/IEEE 15289

3.25

repository

organized and persistent data storage that allows data retrieval

[SOURCE: ISO/IEC/IEEE 26511:2018, 3.1.24]

3.26

safety critical product

system whose failure or malfunction can result in one (or more) of the following outcomes: death or serious injury to people, loss or severe damage to equipment or property, or environmental harm

[SOURCE: ISO/IEC 23643:2020, 3.15]

3.27

self-organizing team

Group composed of motivated individuals working together toward meeting a goal

Note 1 to entry: They have the ability and authority for decision-making, they manage their work and readily adapt for changing demands

Note 2 to entry: Principles of self-organizing teams are competency, collaboration, motivation, trust, respect and continuity

3.28

scrum

iterative project management framework used in agile development, in which a team agrees on development items from requirements backlog and produces them within a short duration of a few weeks

[SOURCE: ISO/IEC/IEEE 24765:2019]

3.29

scrum lead

person who facilitates the scrum process within a team or project

[SOURCE: ISO/IEC/IEEE 24765:2017, 3.3638]

3.30

scrum meeting

brief daily project status meeting or other planning meeting in agile development methodologies

Note 1 to entry: The scrum meeting is usually chaired by the Scrum leader

[SOURCE: ISO/IEC/IEEE 24765:2017, 3.3639]

3.31

sprint

short time frame, in which a set of software features is developed, leading to a working product that can be demonstrated to stakeholders

Note 1 to entry: In some organisations, a sprint is known as an iteration

[SOURCE: ISO/IEC/IEEE 24765: 2019, 3.3914]

3.32

sprint backlog

set of backlog items [e.g. user stories] that are selected for inclusion in a given iteration

Note 1 to entry: sprint backlogs are also referred to as "iteration backlogs" and "sprint catalogues"

3.33

software product

set of computer programs, procedures, and possibly associated documentation and data

[SOURCE: ISO/IEC/IEEE 12207:2017, 3.1.54, modified — Note 1 to entry has been removed.]

3.34

story points

relative measure of the effort needed to develop a user story, compared with what is considered a typical user story by the project team

[SOURCE: Software Extension to the PMBOK Guide Fifth Edition]

3.35

time-boxed

prescribed duration limit for a project task

[SOURCE: Adapted from Software Extension to the PMBOK Guide Fifth Edition]

3.36

task board

visual representation of an agile team's progress within an iteration

Note 1 to entry: Task boards are also referred to as "Kanban boards" and "Scrum™ boards."

3.37

unit test

testing of individual routines and modules by the developer or an independent tester

[SOURCE: ISO/IEC/IEEE 24765:2019, 3.4429, definition 1]

3.38

user story

simple narrative illustrating a user (3.123) requirement from the perspective of a persona

Note 1 to entry: A persona is a model with defined characteristics, based on research

[SOURCE: ISO/IEC/IEEE 26515:2018, 3.16, modified — Note 1 to entry has been added]

3.39**velocity**

rate of current work unit completion, measured as work units completed per fixed time period, such as story points, delivered features, functions, function points, user stories, use cases, or requirements completed in a given time period.

Note 1 to entry: Used as a measure of burndown rate or burnup rate

[SOURCE: ISO/IEC/IEEE 32675-2022, 3.1]

3.1 Abbreviated terms

DT	developers
CUS	customer
PM	project management
PJM	project manager
PO	product owner
SI	software implementation
SL	Scrum leader
TE	task event
TL	technical leader
WP	work product

4 Naming, diagramming and definitions conventions

Conventions for naming, diagramming, describing and defining profiles are defined in ISO/IEC 29110-1- 2:2024.

4.1 Naming, diagramming and definition conventions

The following process structure description and notation are used to describe the processes.

Process name: Process identifier, followed by its abbreviation in parentheses “()”.

Process purpose: High level objective of performing the process and the likely outcomes of effective implementation of the process.

Process outcomes: observable result of the successful achievement of the process purpose. Outcomes are identified by the abbreviation of the process name, followed by the letter “O” and a consecutive number, for example PM.01, SI.02, etc.

Events: key meetings that take place throughout the software development to organize, evaluate, and adjust the work to be done to develop a product in an agile environment. For the purpose of this guide, an event is composed of a set of tasks to be performed. An event is the first level of process workflow decomposition, and the second one is a task. Events are identified by a process name abbreviation followed by a consecutive number and the event name. Each event description is identified by the event name and the list of related objectives surrounded by parentheses “()”. For example, PM.1 Project planning (PM.01, PM.05, PM.06, PM.07) means that the event PM.1 Project planning contributes to the achievement of the listed objectives: PM.01, PM.05, PM.06 and PM.07. The event description begins with the task summary and is followed by the task descriptions table. The selection of the techniques or methods is left to the VSE or project team.

Input work products: Work products required to perform the process and its corresponding source, which can be another process or an external entity to the project, such as the customer. They are identified by the abbreviation of the process name and shown as two column tables of work product names and sources.

Output work products: Work products generated by the process and its corresponding destination, which can be another process or an external entity to the project, such as customer or Organizational Management. They are identified by the abbreviation of the process name and shown as two column tables of work product names and destinations.

Internal work products: Work products generated and consumed by the process itself. An internal work product is not reviewed or approved by the customer. They are identified by the abbreviation of the process name and shown as one column table of the work product names.

Roles involved: Names and abbreviations for the sets of tasks and responsibilities which project team members are assigned. Several roles may be played by a single person and one role may be assumed by several persons. Roles are assigned to project participants based on the characteristics of the project. The role list is identified by the abbreviation of the process name and shown as a two-column table. See [Clause 7](#) for the alphabetical list of the roles, its abbreviations and required competencies description.

Diagram: Graphical representation of the processes. The large round-edged rectangles indicate an event, and the smaller square-edged rectangles indicate the work products. The directional or bidirectional thick arrows indicate the major flow of information between events. The thin directional or bidirectional arrows indicate the input or output work products. The notation used in the diagrams does not imply the use of any specific process lifecycle.

Task - description of the task to be performed. The agile practices to be performed from an agile method such as Scrum or XP. Therefore, an agile task is identified by indicating that is a task event TE; PM or SI that specifies if it is a project management event or a software implementation event, and the event number with a consecutive number, for example TE.PM.1.2, TE.PM.2.1, TE.SI.1.1.

Notes have been added to many tasks to provide additional information intended to assist the understanding or use of the task. Notes do not add requirements, or any information considered indispensable for the use of the document. Each note is numbered using the following notation: x).

- Input work products - work products needed to execute a task.
- Output work products - work products created or modified by the execution of a task.

Incorporation to organizational repository: List of work products to be saved in organizational repository.

NOTE 1 Tables used in the process description are for presentation purpose only.

NOTE 2 The term 'Basic' is using a capital 'B' to indicate an ISO/IEC 29110 profile (e.g., the Basic profile) while the term 'basic' is used when referring to the most important part of something (e.g., basic principles).

5 Overview

This clause provides guidelines for VSEs that want to reinforce their agile environment to develop software using an agile approach with practices of the ISO/IEC 29110 series. See [Annex C](#) for more detail of how this guideline was developed.

5.1 Project management process of Basic profile and the agile events performed to manage the project

[Figure 2](#) presents an overview of the project management process of the software Basic profile compared with the events of the Scrum method performed to manage the project. Each event of agile project management is described in detail in the next sections.

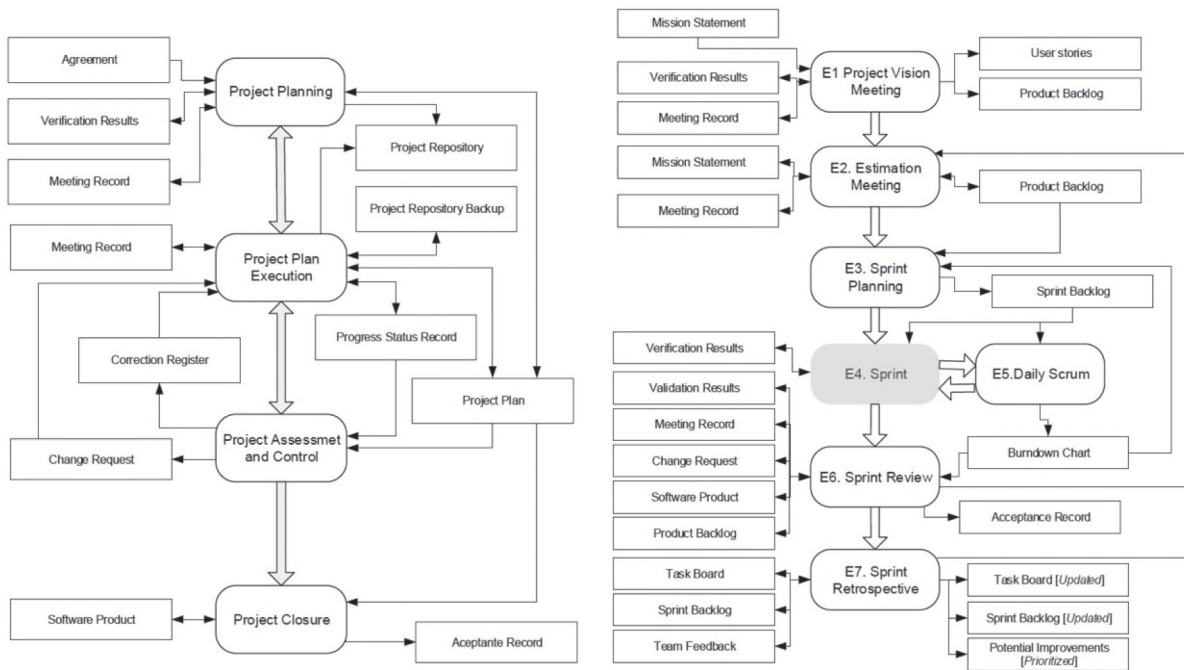


Figure 2 — Overview of the project management process of the Basic profile and the agile events

5.2 Software implementation process of Basic profile and the agile events performed to implement the project

Figure 3 presents an overview of the software implementation process of the software Basic profile compared with the events of the Scrum method performed to implement the project. Each event of the agile software implementation is described in detail in the next sections.

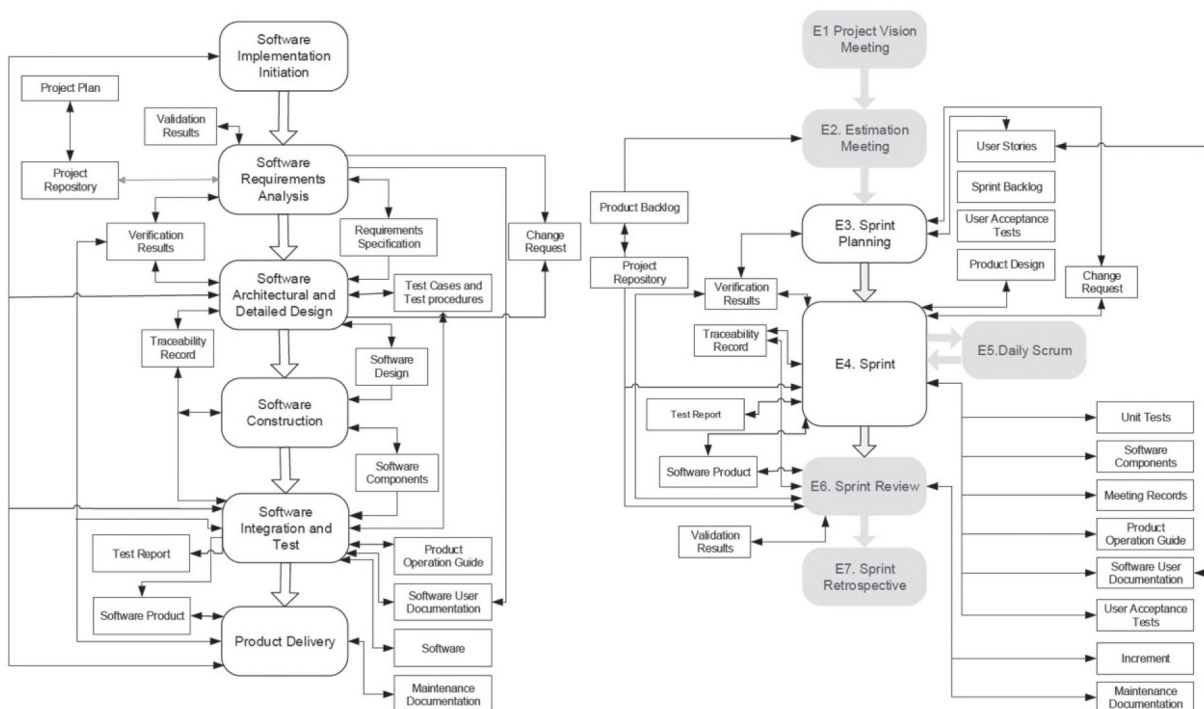


Figure 3 — Overview of the software implementation process of the Basic profile and the agile events

5.3 Roles involved

The list of roles involved for the project management events are:

- Customer
- Product owner
- Scrum leader
- Developers

The list of roles involved for the software implementation events are:

- Customer
- Developers
- Product owner
- Scrum leader

6 Agile software development process

6.1 Overview of the agile project management process

[Figure 4](#) presents an overview of agile project management. Each event is described in detail in the next sections.

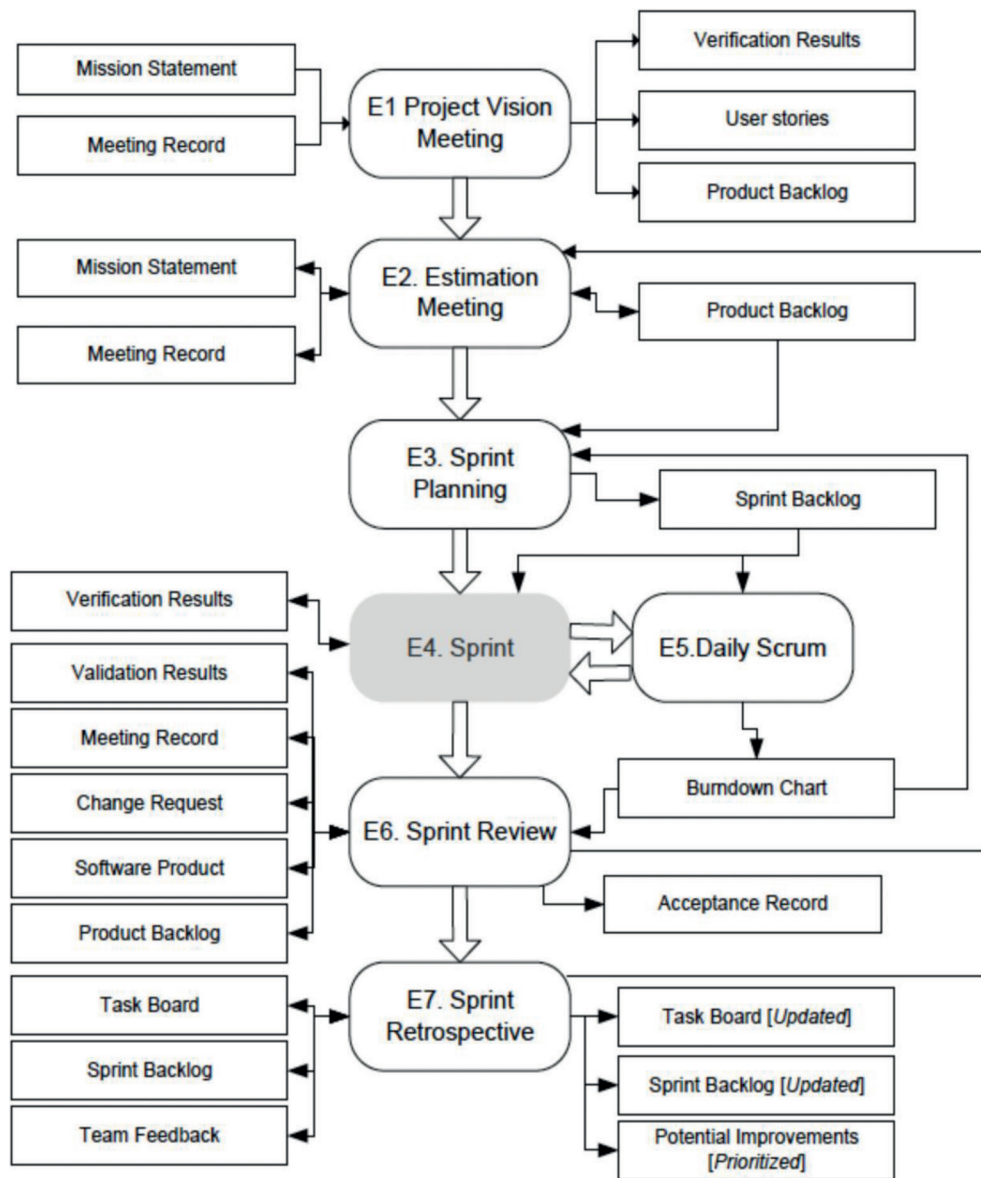


Figure 4 — Overview of the agile project management process

6.2 Overview of the agile software implementation process

Figure 5 presents an overview of the agile software implementation process. Each event is described in detail in the next sections.

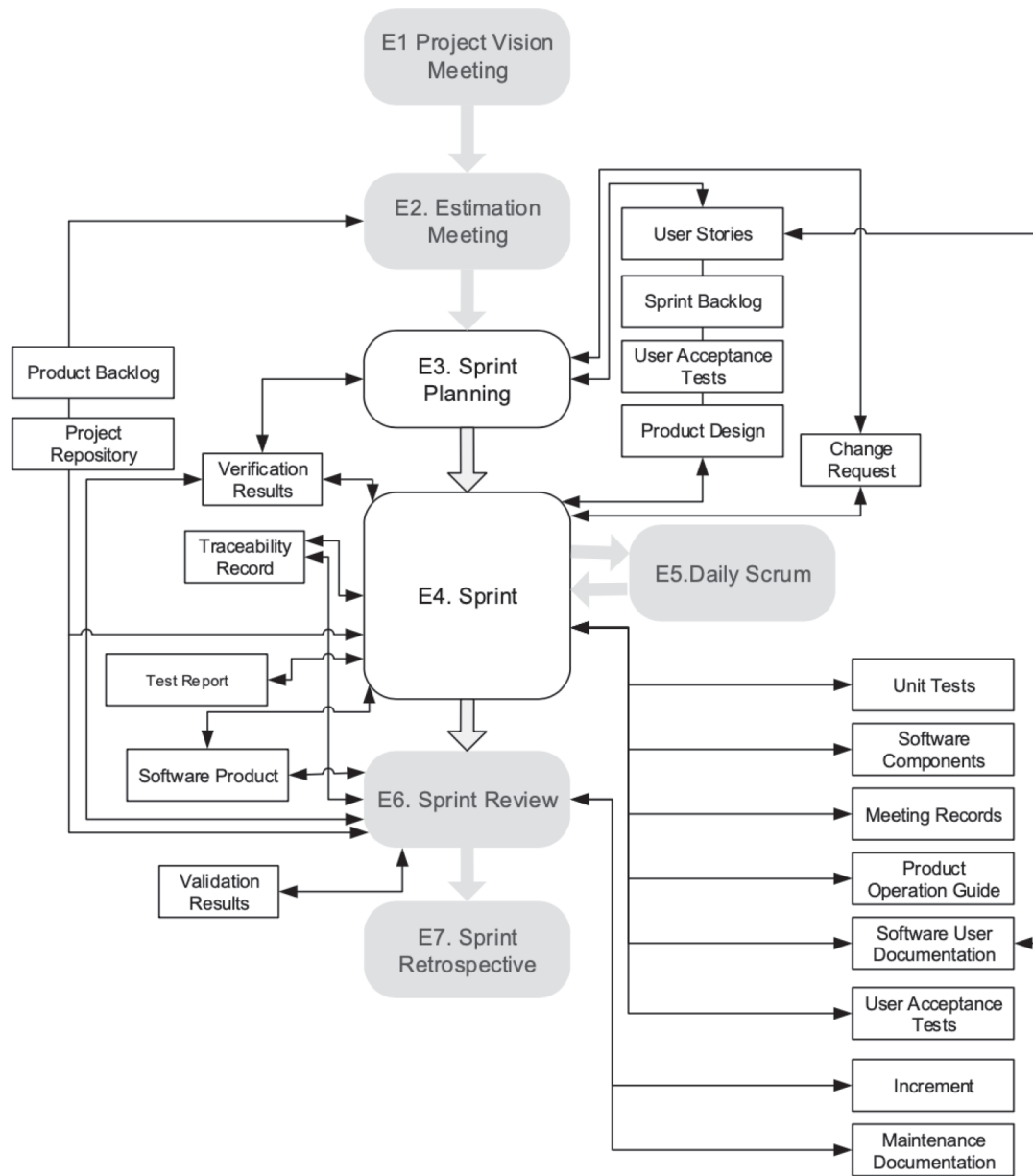


Figure 5 — Overview of the agile software implementation process

6.3 Event 1 - Project vision meeting (PM.01)

6.3.1 Justification

The VSE and the customer use the mission statement to determine the events that should be performed. A description of the mission statement is provided in an [annex A](#) of this document.

6.3.2 Overview of Event 1- Project vision meeting

[Figure 6](#) shows Event 1 - Project vision meeting. The project vision meeting event receives the mission statement as an input and produces a reviewed mission statement, the developers, the prioritized product backlog and the number of sprints needed.

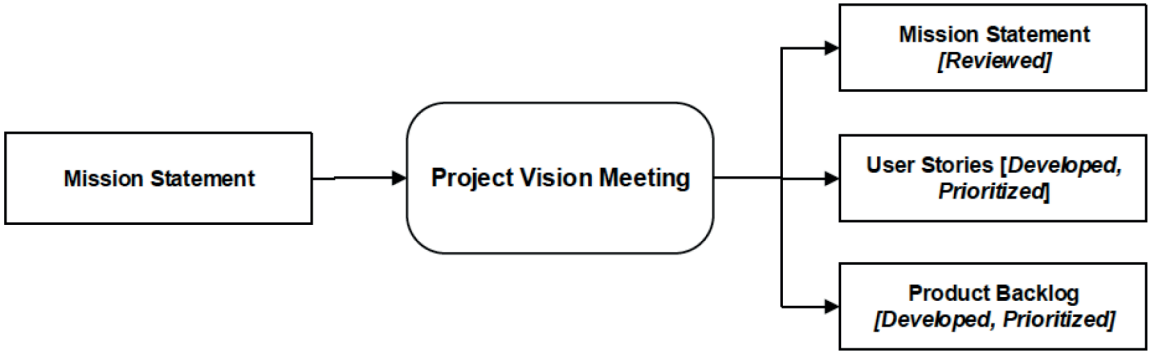


Figure 6 — Overview of Event 1- Project vision meeting

6.3.3 Tasks of Event 1- Project vision meeting

Figure 7 shows the tasks of event 1.

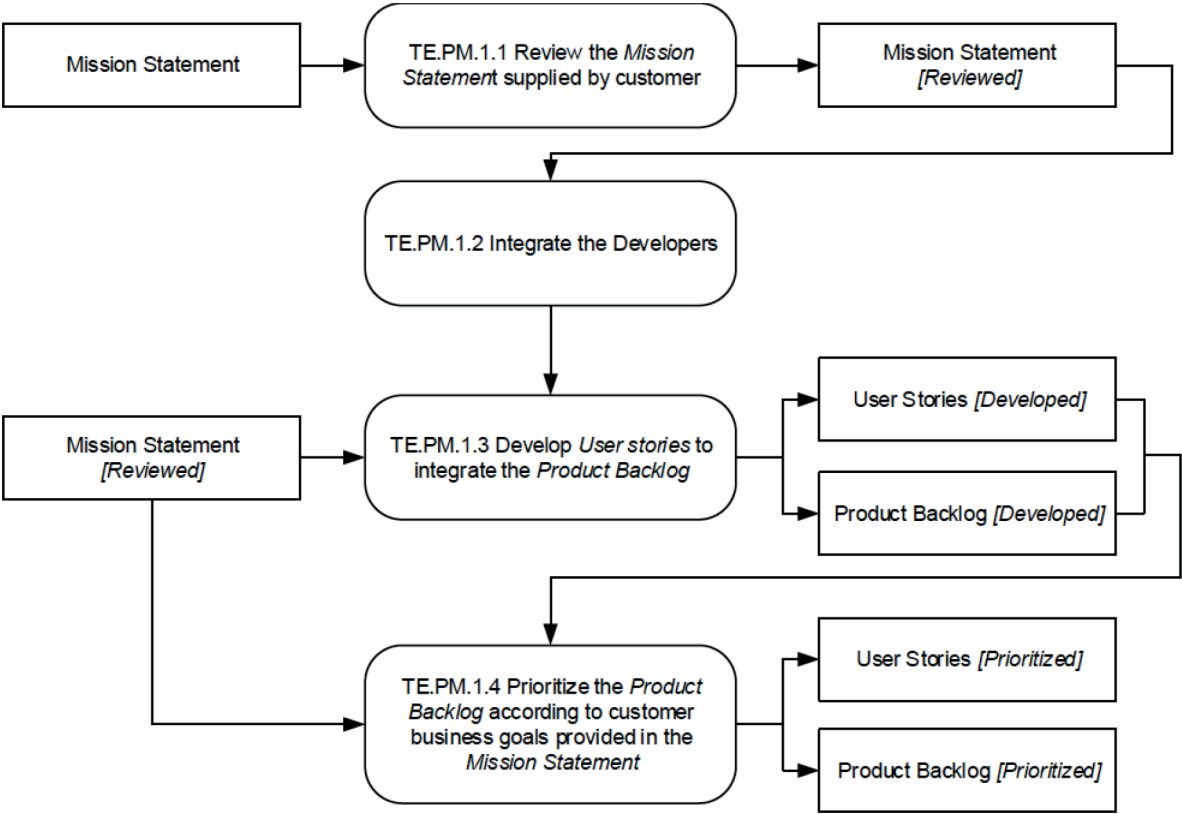


Figure 7 — Tasks of Event 1- Project vision meeting

Table 1 provides the list of tasks of Event 1-Project vision meeting.

Table 1 — Event 1 - Project vision meeting task list

Role	Task list	Input Work products	Output Work products
CUS PO SL	TE.PM.1.1 Review the mission statement supplied by the customer. 1) Using the mission statement, the developers and the product owner get an understanding of the requested product. 2) If the VSE has not documented its mission statement, a template is provided in an annex of this document.	Mission statement [developed]	Mission statement [re-viewed]
PO SL	TE.PM.1.2 Assign developers to the development team. 1) During the project vision meeting the developers are integrated as a development team and the name of developers is listed in the project plan.	Mission statement [Reviewed]	Project plan — Developers assigned
CUS PO SL	TE.PM.1.3 Develop user stories to integrate the product backlog. 1) Taking the mission statement as a base, the developers together with the customer identify the tasks that must be performed to meet the project and name them as product backlog. 2) Commonly user stories are developed to integrate the product backlog. 3) At this point, only the elements of the product backlog are identified. 4) User stories are brief descriptions of the desired functionalities, described from the user's perspective in a simple or easy form. 5) The developers with the Scrum leader discuss how each user story is possible to be implemented and designed, including interfaces, databases, architecture, components and services.	Mission statement [Reviewed]	User stories [Developed] Product backlog [Developed]
CUS PO SL	TE.PM.1.4 Prioritize the product backlog according to customer business goals provided in the mission statement. 1) Due to the nature of scrum, when a sprint is finished, the developers deliver an increment to the customer. Therefore, the developers ensure that the product is being developed according to the customer's priority. 2) Delivery instructions are reinforced by the definition of 'done', defined for each sprint backlog Item.	Mission statement [Reviewed] User stories [Developed] Product backlog [Developed]	Mission statement [Reviewed] User Stories [Prioritized] Product backlog [Prioritized]

6.4 Event 2 - Estimation meeting (PM.01, PM.05)

6.4.1 Justification

An estimation meeting is time-boxed to a maximum of about 30 minutes in which the members of the developers gain understanding of the user stories listed in the product backlog as well as a clearer picture of the overall product.