

# Peningkatan kapabilitas implementasi Scrum melalui perbaikan kualitas Scrum Artifacts : studi kasus Lembaga Keuangan PT X (Persero) = Improving Scrum implementation capability through Scrum Artifacts quality improvement : a case study of Financial Institutions PT X (Persero)

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## Abstrak

Dalam menghadapi era disrupsi, PT X (Persero) melakukan transformasi digital pada seluruh proses bisnis, layanan dan produknya sehingga membutuhkan pengembangan berbagai perangkat lunak. Untuk memenuhi kebutuhan tersebut PT X telah mengimplementasikan framework Scrum sejak tahun 2019. Namun menurut laporan perkembangan proyek selama semester satu tahun 2020, capaian penyelesaian Backlog dan Sprint Goals hanya sebesar 69,22% dari 100% yang ditargetkan sehingga berdampak pada berbagai keterlambatan proyek. Berdasarkan paparan dari salah satu Product Owner, masalah tersebut menyebabkan PT X mengalami kerugian dari hilangnya potensi pertumbuhan pendapatan bisnis. Pada tahap awal, melalui studi dokumen pada aplikasi JIRA dan dokumen terkait proses Scrum serta wawancara dengan salah satu Scrum Master, penelitian ini menemukan terdapat berbagai penyimpangan praktik Scrum khususnya pada Scrum Artifacts yang terindikasi menjadi akar masalah utama. Pengukuran tingkat kematangan dilakukan melalui penyebaran kuesioner elektronik yang berisi 83 pertanyaan dari Scrum Maturity Model (SMM) yang telah dimodifikasi sesuai Scrum Guide 2020, kepada 5 tim Scrum business dan business support yang diwakili oleh 4 Scrum Master. Data kuesioner dan evidence yang diperoleh kemudian diolah menggunakan Key Process Area (KPA) Rating. Pengukuran tingkat kematangan menunjukkan bahwa PT X masih berada pada kematangan tingkat 1 (Initial) dari 5 tingkat kematangan. Rekomendasi perbaikan difokuskan kepada perbaikan kualitas Scrum Artifacts yang juga merupakan salah satu sasaran khusus pada tingkat kematangan 2 yang tidak berhasil dicapai oleh PT X. Sebanyak 14 rekomendasi terbagi dalam 4 kelompok meliputi, Product Backlog, Sprint Backlog, Release Burndown Chart, dan Sprint Burndown Chart. Rekomendasi yang telah divalidasi melalui wawancara dengan Scrum Master Lead PT X diberikan dan disarankan untuk diimplementasikan secara konsisten guna meningkatkan kapabilitas implementasi Scrum di PT X agar masalah capaian Scrum dan keterlambatan proyek dapat teratasi.

.....Facing the disruptive era, PT X (Persero) carries out digital transformation in all business processes, services, and products which require various software development effort. To fulfill these needs, PT X has implemented the Scrum framework since 2019. However, according to the project progress report during the first semester of 2020, the achievement of the Backlog and Sprint Goals completion was only 69.22% from 100%, and causing project delays. One of the Product Owners declare that this problem makes PT X lost its potential income from business revenue growth. In the early stages, through documents study on the JIRA application and analyze all of the documents related to the Scrum process at PT X as well as interviews with one of the Scrum Masters. This research found that there were various deviations in Scrum practice, especially in Scrum Artifacts which were indicated to be the root of the main problem. Maturity level measurement is carried out through the distribution of an electronic questionnaire containing 83 questions from the Scrum Maturity Model (SMM) which has been modified with the Scrum Guide 2020, to 5 Scrum

business and business support teams represented by 4 Scrum Masters. The data obtained from the questionnaire then equipped with evidence then processed using the Key Process Area (KPA) Rating. The result of maturity level measurement shows that PT X's maturity is at level 1 (Initial) of 5 maturity levels. Recommendations for improvement are focused on improving the quality of Scrum Artifacts which is also one of the specific targets at maturity level 2 that not yet achieved by PT X. A total of 14 recommendations are divided into 4 groups including, Product Backlog, Sprint Backlog, Release Burndown Chart, and Sprint Burndown Chart. Recommendations that have been validated by Scrum Master Lead through interviews are given and suggested to be implemented consistently in order to improve Scrum implementation capability at PT X so that the problem of Scrum achievement and project delays can be resolved.