Solutions

2.1

- Its acceptance test (named, runnable) ✓.

2.2

- 36 / 8 = 4.5 weeks ✓.

2.3

- One process thing at a time ✓.

3.1

- Average velocity: $(8 + 8 + 6 + 8)/4 = 7.5$/week ✓.
- Forecast: $24/7.5 = 3.2$ weeks, stated as ~3 weeks ± 1 ✓.
- Recalibration: every retro, from the measured throughput ✓.
- Escalation: 3 days > 2 – raise to the owner (notifier credential decision), resolve by pairing or a decision; the course's one escalation resolved in a day ✓.
- Done for renewal: acceptance tests green (renew twice, refusal cases), reviewed, merged to main, docs updated ✓.

3.2

- Standup failure: reporting status upward – fix: each member says what I did, what I plan, what blocks me – commitments among peers ✓.
- Retro failure: venting with no change – fix: one process change per retro, e.g. the course's "PRs under 200 lines" rule ✓.
- The board is the daily truth because done inherits CI's verdict and blockers are visible – mood is not a column ✓.