Agile and Scrum Maturity Assessment

Dimensions

Agile Principles

12 principles and 4 core values, agile methods/framework

Team Dynamics

Team health and interactions

Technical Processes

Tools and processes used for delivery

Organizational Dynamics

How is the organization supporting and practicing agile principles and practices?

Scoring Description

Scoring = 0: Developing

Behaviors at this level limit agility.

Scoring = 1: Emerging

Behaviors reflect the beginning of a change in culture/mindset and the way we work that align with agile principles and values.

Scoring = 2: Operating

Behaviors reflect a foundational level of understanding/practicing of agile principles and values.

Scoring = 3: Adaptive

Behaviors reflect an intermediate level of understanding/practicing of agile principles and values.

Scoring = 4: Innovative

Behaviors reflect an advanced level of understanding/practicing of agile principles and values.

Agile Principles: Visualization

Level	Level Description	Behaviors
0	Developing	Team does not have a collective visualization of the work being done
1	Emerging	The team is visualizing all work but in different locations
2	Operating	The team can collectively visualize all their work in one place and has an up-to-date team board
3	Adaptive	The team has visibility into the work and knows the business value of each item
4	Innovative	There is always a clear, concise backlog prioritized by business value

Agile Principles: Prioritization

Level	Level Description	Behaviors
0	Developing	Team works items as they come in or according to SLA or due date
1	Emerging	The team has a method for prioritizing work but often works adhoc, unplanned requests as first in first out (shoulder-tap, email, etc.) on a regular basis
2	Operating	The team is working from a prioritized list and is moving away from first in first out response to unplanned work, starting to work it into the backlog
3	Adaptive	The team is prioritizing most work by value and rarely works unplanned items that have not been prioritized
4	Innovative	The team is working items from only from a prioritized list, and has a system for managing break/fix work that enables them to quickly pivot without disrupting delivery of planned work

Agile Principles: Continuous Improvement

Level	Level Description	Behaviors
0	Developing	The team does not have a retrospective each sprint
1	Emerging	The team has a retrospective each sprint, but action is not always taken to implement continuous improvement items
2	Operating	The team identifies action items for improvement during the retrospective and prioritizes the identified actions (actions are not constantly pushed aside due to competing priorities with work requests)
3	Adaptive	The team works a continuous improvement item through to completion at least every sprint
4	Innovative	The team owns their own continuous improvement plan and is consistently prioritizing and implementing improvements

Agile Principles: Predictability

Level	Level Description	Behaviors
0	Developing	The team is not making sprint commitments and/or is not estimating work
1	Emerging	The team is frequently missing sprint commitments and/or is frequently over or under estimating work
2	Operating	The team is consistently meeting sprint commitments and is accurate when estimating
3	Adaptive	The team is using velocity to make predictions on delivery
4	Innovative	The team has reached a consistent delivery pace where they are able to deliver value often while providing accurate estimations to the customer

Agile Principles: Collaboration

Level	Level Description	Behaviors
0	Developing	The team is not collaborating with the customer consistently each sprint even though there are opportunities to do so
1	Emerging	The team collaborates with customers at the end of the sprint or after the sprint has ended rather than during the sprint
2	Operating	The team is collaborating with the customer during the sprint and only occasionally misses opportunities to do so
3	Adaptive	The team is collaborating with customers frequently throughout the sprint on all work items where there are opportunities to do so
4	Innovative	The team is collaborating with the customers throughout the sprint on all necessary work items and has built a trusted relationship

Agile Principles: Framework

Level	Level Description	Behaviors
0	Developing	The team is not utilizing all ceremonies in the framework
1	Emerging	The team is utilizing all ceremonies in the framework, but does not feel all ceremonies are necessary
2	Operating	The team utilizes all ceremonies in the framework and understands the value of the ceremonies but may not be gaining value from them all
3	Adaptive	The team is gaining the intended value from all ceremonies each iteration
4	Innovative	The team owns planning, stand up, the review and retro, they happen organically and no longer need formal facilitation by a coach or scrum master The team is maximizing the value of these ceremonies

Team Dynamics: Teamwork

Level	Level Description	Behaviors
0	Developing	We are a bunch of individuals that neither know about nor care about what the other people in the team are doing
1	Emerging	Some people show interest in what other team members are doing but others still work in a silo
2	Operating	We collaborate on work but succeed as individuals
3	Adaptive	We collaborate on work, knowing that we succeed as a team and step in where we are needed to help meet goals
4	Innovative	We all have the same goals and are a cross-functional team that collaborates without formal facilitation to complete all work

Team Dynamics: Trust

Level	Level Description	Behaviors
0	Developing	We are paranoid and not willing to share with each other
1	Emerging	We trust that each team member will complete their own work but are not willing to allow others to do our work
2	Operating	We trust each other and are starting to teach each other to do work that they previously could not do
3	Adaptive	We share knowledge and trust each team member to pick up pieces of work they are trained on, asking for help when needed
4	Innovative	We completely trust each other to do the right thing and anyone can pick up any piece of work

Team Dynamics: Conflict Management

Level	Level Description	Behaviors
0	Developing	The team avoids conflict, help is needed to identify and resolve it
1	Emerging	The team is aware of conflict, help is needed to address and resolve it
2	Operating	The team begins to openly discuss conflict and works through conflict with little assistance
3	Adaptive	The team can openly identify conflict and owns the actions to resolve it
4	Innovative	The team is not uncomfortable with conflict, when conflict emerges, the team resolves it via open discussions

Team Dynamics: Work Balance/Satisfaction

Level	Level Description	Behaviors
0	Developing	Team members feel overwhelmed and overworked
1	Emerging	The team is bringing visibility to capacity issues and is starting to resolve them
2	Operating	The team is able to work at a sustainable pace some of the time
3	Adaptive	The team works at a sustainable pace consistently and has opportunities to work on new things
4	Innovative	The team feels engaged daily and has opportunities to be innovative and introduce new ideas

Technical Processes: Quality

Production defects caused by change

Level	Level Description	Behaviors
0	Developing	The team is not discussing quality concerns and/or does not measure quality. Majority of testing is done manually.
1	Emerging	The team has defined quality standards and measurements. Compliance is monitored through a manual but consistent process.
2	Operating	Comprehensive quality standards are defined. Compliance is enforced through a combination of manual and automated processes.
3	Adaptive	Comprehensive quality standards are defined. Compliance is enforced through fully automated processes.
4	Innovative	The team actively experiments with new methodologies and practices to increase quality and is using metrics to proactively address issues.

Technical Processes: Technical Debt

Technical debt example: You have a piece of functionality that you need to add to your system. You see two ways to do it, one is quick to do but is messy you are sure that it will make further changes harder in the future. The other results in a cleaner design but will take longer to put in place. The quick way causes technical debt because you will have to go back later to fix it.

Level	Level Description	Behaviors
0	Developing	The team continues to acquire technical debt and is not taking action to resolve it
1	Emerging	The team is starting to document and prioritize technical debt but not taking action to stop acquiring it
2	Operating	The team has an active technical debt backlog that is prioritized and worked and are starting to use better design practices to limit the amount of tech debt created
3	Adaptive	The team has little technical debt due to past decisions and regularly uses good design practices to avoid creating more
4	Innovative	The team only acquires technical debt when it is deliberate and immediately develops a plan to resolve it

Technical Processes: Definition of Done

Definition of Done is not the same as Acceptance Criteria. AC defines scope for a piece of work whereas DoD defines a certain level of quality to ensure work is completely done (i.e. peer review, testing, documentation, etc.).

Level	Level Description	Behaviors
0	Developing	The team does not have a visible agreed upon Definition of Done for any level of work
1	Emerging	The team has a Definition of Done but does not enforce it
2	Operating	The team has a Definition of Done that is applied to all work
3	Adaptive	The team has an evolving definition of done that is applied to all work
4	Innovative	The team has a definition of done at a story level that is evolving and advancing the team toward continuous deployment (and/or story level release activities where deployment is not involved)

Technical Processes: Simplicity

Level	Level Description	Behaviors
0	Developing	Big up-front design and significant investment in building up-front frameworks - "Kitchen-Sink"
1	Emerging	Looking for ways to simplify architecture, testing, development but it is not the standard approach.
2	Operating	Using the YAGNI* practice when approaching new work and have a backlog of opportunities to simplify existing code/configurations
3	Adaptive	Able to defer design decisions which may be required by a future requirement, team sets aside enough time to regularly address issues with complexity
4	Innovative	Just-in-time design, established needs, no duplication, no gold-plating, fewest moving parts.

*YAGNI: You aren't going to need it: YAGNI is a principle of extreme programming that states a programmer should not add functionality until deemed necessary. XP co-founder Ron Jeffries has written: "Always implement things when you actually need them, never when you just foresee that you need them.

Organizational Dynamics: IT Leadership Support

IT Leadership includes Director and Sr. PO's, excludes direct leader (PO/SO)

Level	Level Description	Behaviors
0	Developing	IT leadership does not actively support agile principles and practices
1	Emerging	IT leadership supports some agile principles and practices
2	Operating	There is clear, visible support from IT leadership regarding most agile principles and practices
3	Adaptive	IT leadership actively supports agile principles and practices and is supporting organizational agile transformation initiatives
4	Innovative	IT leadership has implemented agile principles and practices Being agile is ingrained in the culture

Organizational Dynamics: Resourcing

Level	Level Description	Behaviors
0	Developing	People are dedicated to multiple initiatives with multiple teams or projects
1	Emerging	Long lived cross functional teams are starting to be formed but team members are often pulled into other projects/work
2	Operating	Long lived cross functional teams are starting to be formed and team members are rarely pulled into other projects/work
3	Adaptive	There are multiple long lived cross functional teams that are 100% dedicated to a backlog of work
4	Innovative	Resources are dedicated and aligned to business outcomes - silos do not exist

Organizational Dynamics: Customer Support

This applies to the customers your team serves holistically (i.e. if some customers support and some do not, select the lower level)

Level	Level Description	Behaviors
0	Developing	The customer is not responsive to requests for support or testing
1	Emerging	The customer responds to requests for support or testing but it's usually delayed
2	Operating	The customer responds in a timely manner to most requests for support or testing
3	Adaptive	The customer is consistently available to the team when needed
4	Innovative	The customer acts as part of the team and is proactively supporting the team in any way possible

Organizational Dynamics: Business Value

This applies to business customers that are not internal to IT when possible

Level	Level Description	Behaviors
0	Developing	We do not have visibility into the goals of our business customers
1	Emerging	We have visibility into the goals of our business customers, but we do not understand them
2	Operating	Key business customers agree on goals, but they often do not translate to the work that is being done
3	Adaptive	Key business customers agree on goals and the priority of work
4	Innovative	Key business customers agree on goals and the priority of work and the business iteratively reviews the goals with us to ensure work is aligned to business value

Organizational Dynamics: Project Management

Level	Level Description	Behaviors
0	Developing	Project schedules act as a plan. Fixed planning and maximum resource utilization. Feature completion is a milestone. Risk reactive – re-planning due to interruptions or emergencies.
1	Emerging	Release or Iteration milestones: Time, rather than feature completion determines the project schedule. Scope is rarely negotiable, but implementation of that scope is.
2	Operating	Release milestones are based on up to date baselines using empirical process control (observations and experience). Scope and time are negotiated with business partner as new information emerges.
3	Adaptive	Iterations provide consistent measurement. Stories are constantly re-prioritized in a collaborative effort with the business partner based on user feedback, development experience, and other factors
4	Innovative	Dynamic portfolio planning, maximizing business impact. Continuous portfolio rebalancing that informs and is informed by project status and performance.