Assessment Maturity Levels

Examples to use when building your assessment

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Scoring Description

Scoring = -1: Limited
Behaviors at this level limit agility.

Scoring = 0: Emerging
Behaviors reflect a state of doing agile.

Scoring = 1: Operating
Behaviors reflect a change in mindset and the way we work that aligns with agile principles and values and is an indication of becoming an agile team.

Scoring = 2: Adaptive
Behaviors reflect a state of being agile rather than doing agile.

Scoring = 3: Innovative
Behaviors reflect a state of being agile that is transformative, adaptive, and self-organizing.

AGILE PRACTICES

Agile Principles: Visualization

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

Agile Principles: Prioritization

Level	Level Description	Behaviors
-1	Limited	Team works items as they come in or according to service level agreement or due date
0	Emerging	The team works items from a prioritized list and from other intake methods on a regular basis
1	Operating	The team is regularly working items from only the backlog (prioritized list) and rarely must take in work from other intake methods
2	Adaptive	The team is working items from only the backlog (prioritized list), and has a system for managing support work
3	Innovative	The team is working from a clear, concise backlog that contains support work, all items are prioritized by business value

Agile Principles: Inspect & Adapt

Level	Level Description	Behaviors
-1	Limited	The team does not have a retrospective each sprint
0	Emerging	The team has a retrospective each sprint
1	Operating	The team identifies action items for improvement and owners during the retrospective
2	Adaptive	The team works a continuous improvement item through to completion at least every sprint
3	Innovative	The team owns their own continuous improvement plan and works items on a steady basis without formal facilitation

Agile Principles: Predictability

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

Agile Principles: Collaboration

Level	Level Description	Behaviors
-1	Limited	The team is not working with the customer consistently each iteration or sprint even though there are opportunities to do so
0	Emerging	The team works with customers at the end of the sprint or after the sprint has ended rather than during the sprint
1	Operating	The team is working with the customer when necessary but is still missing opportunities to do so
2	Adaptive	The team is working with customers frequently throughout the sprint on all work items where the customer should be involved
3	Innovative	The team is working with the customers closely, throughout the sprint on all necessary work items and has a trusted relationship

TECHNICAL MANAGEMENT

Technical Management: Quality

Level	Level Description	Behaviors
-1	Limited	The team is not measuring quality
0	Emerging	The team is measuring quality and are documenting actions to improve quality in the backlog
1	Operating	The team has a continuous improvement plan to increase quality and prioritizes this work
2	Adaptive	The team is continuously improving quality each sprint
3	Innovative	The team has consistent high quality

Technical Management: Technical Debt

Level	Level Description	Behaviors
-1	Limited	The team continues to acquire technical debt and is not taking action to resolve it
0	Emerging	The team is starting to document and prioritize technical debt but not taking action to stop acquiring it
1	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
2	Adaptive	The team has little technical debt due to past decisions and regularly uses good design practices to avoid creating more
3	Innovative	The team only acquires technical debt when it is deliberate and immediately develops a plan to resolve it

Technical Management: Definition of Done

Level	Level Description	Behaviors
-1	Limited	The team does not have a visible agreed upon Definition of Done for any level of work
0	Emerging	The team has a Definition of Done but does not enforce it
1	Operating	The team has a Definition of Done that is applied to most of their work
2	Adaptive	The team has an evolving definition of done that is applied to most of their work
3	Innovative	The team has an evolving definition of done that is applied to all work

Technical Management: Code Changes

Level	Level Description	Behaviors
-1	Limited	Code check ins happen less than weekly
0	Emerging	Code check ins happen at least once per week
1	Operating	Code check ins happen multiple times a week
2	Adaptive	Code check ins happen daily
3	Innovative	Code check ins happen several times a day

Technical Management: Deployment

Level	Level Description	Behaviors
-1	Limited	Build processes are complex and outdated (other deploy for me)
0	Emerging	The team is beginning to update build processes to eliminate complexity
1	Operating	The build process is the same within the team - there are no customized builds
2	Adaptive	There is a single code repository and the build process is the same within the team
3	Innovative	The use of a single code repository is used by other teams you are working with

Technical Management: Risk Management

Level	Level Description	Behaviors
-1	Limited	The team is not tracking risks that may impact the delivery of the work
0	Emerging	The team documents risks at the start of an initiative but does not update them
1	Operating	The team is documenting and updating risks at least every quarter on each initiative
2	Adaptive	The team is documenting and updating risks at least every iteration (sprint) on each initiative
3	Innovative	The team is documenting and updating risks without being prompted and working to ensure they are continuously eliminated or reduced

ORGANIZATIONAL DYNAMICS

GLOBAL
SCRUM
GATHERING℠

Organizational Dynamics: Leadership Support

Level	Level Description	Behaviors
-1	Limited	Leaders behave in a way that is at odds with agile principles and practices
0	Emerging	Leaders support some agile principles and practices
1	Operating	Leaders model agile principles and practices
2	Adaptive	Leaders model agile principles and practices and are supporting organizational agile transformation initiatives
3	Innovative	Leaders are advocates for agile principles and practices and being agile is engrained in the culture

Organizational Dynamics: Resourcing

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

Organizational Dynamics: Business Support

Level	Level Description	Behaviors
-1	Limited	The business does not have the necessary capacity to support/test work being delivered
0	Emerging	The business partners with development only sometimes when necessary on work being delivered
1	Operating	The business frequently partners with delivery team on work being done when it is necessary
2	Adaptive	The business is consistently working with the team as Product Owner or some other role
3	Innovative	The business is part of the team as a Product owner or in some other role