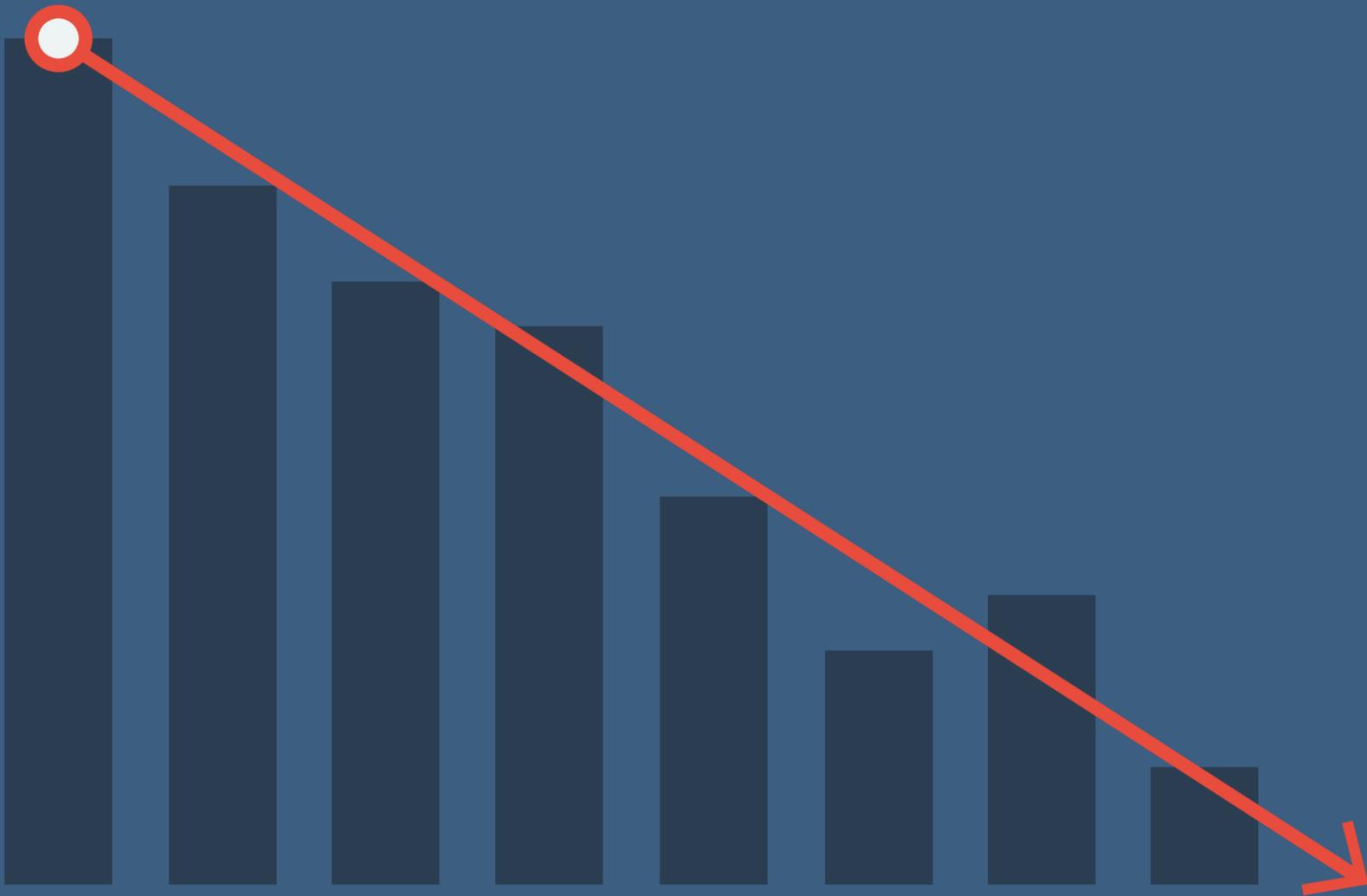


IMPLEMENTING SCRUM

GUIDE

PART 5 of 5: SCRUM SUCCESS METRICS



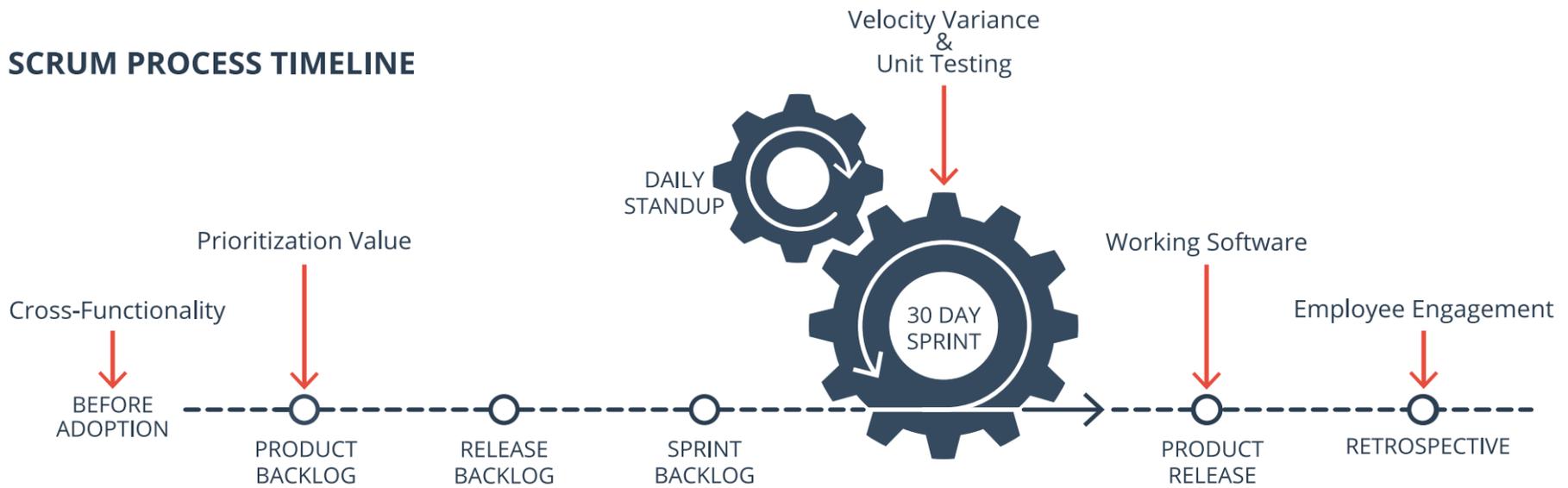
Created by Axosoft, makers of the #1 Scrum software,
in collaboration with writer and coach, Tirrell Payton.

WHEN AND WHAT TO MEASURE

At times Scrum transitions can be chaotic, and there may be a day or two when it seems like the team is moving backward instead of forward! When that happens, you can use this guide to understand how well they're doing by

focusing on the core metric that corresponds with your team's phase in the Scrum adoption process (indicated by the red leader lines below):

SCRUM PROCESS TIMELINE



As it says above, every metric does not need to be measured at every interval. You want to give changes the opportunity to take root, which is why this guide shows you how to score your team against metrics that are measured over time. This process will help you understand where you were when you started, where you are today,

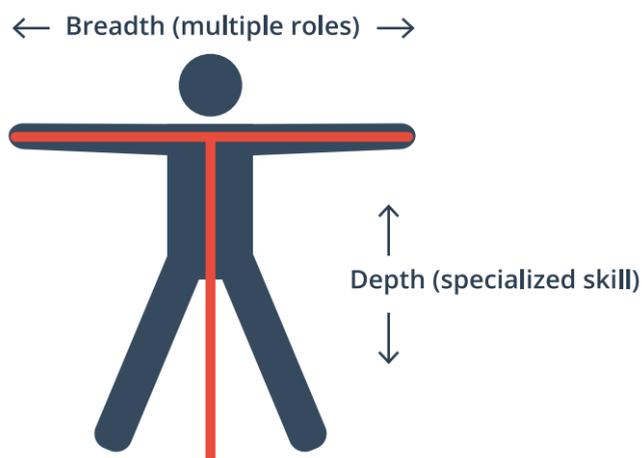
and what you should aim for in the future. Just add up your section points at the end of the article to determine which areas of your Scrum adoption need improvement; then make it part of your "organizational backlog" to strive for a higher score!

TEAM CROSS-FUNCTIONALITY

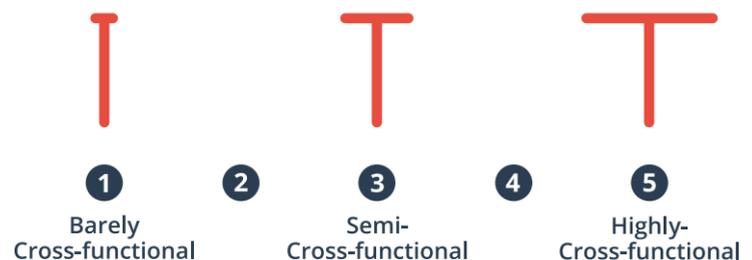
When you have a cross-functional team, your Scrum unit will work together more fluidly and negate any issues caused by the inflexibility of siloed skillsets. Sounds great, right? Sure, but first you have to figure out how cross-functional your team is to begin with. Cross-functional team members will regularly take on tasks that are not specific

to their role, demonstrating the breadth and depth of their skill. These two factors are also known as "T-Shaped Talent," a metric that allows you to assess each team member's cross-functionality. You can measure Cross-Functionality before adoption and after every project by having team members rate each other on a scale of one to five:

T-SHAPED TALENT



CROSS-FUNCTIONAL TYPES



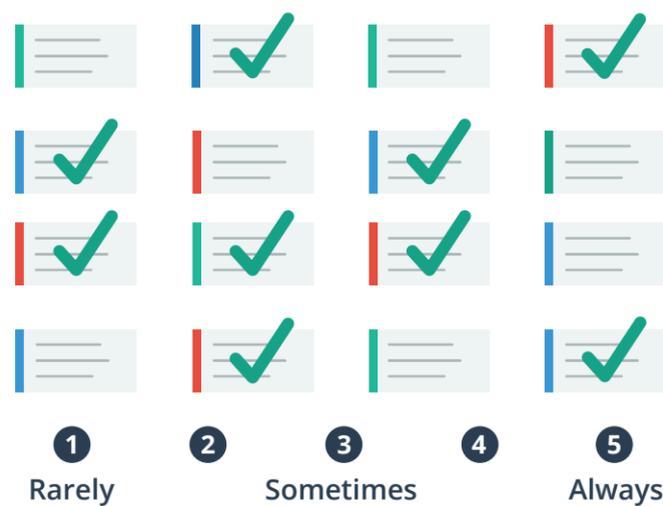
Write the average team member score here:

BUSINESS VALUE PRIORITIZATION

Though every team member will think the backlog should be prioritized differently, a mature Scrum team knows they must sacrifice some personal bias to prioritize items with the most business value. To help them do this, the Product Owner is responsible for separating the important incoming requests from the less important, and prioritizing accordingly. If your Product Owner has effective prioritization skills, the business value that's delivered

should be in-line with the most important items in your strategic portfolio. On the other hand, if the stakeholders are regularly left wondering why a certain set of features were worked on and delivered, there is probably a prioritization issue. **Measure this by asking team members to informally score, between one and five, the question, "How often does the product owner deliver a fully-prioritized backlog that satisfies your stakeholders?"**

FULLY PRIORITIZED PRODUCT BACKLOG



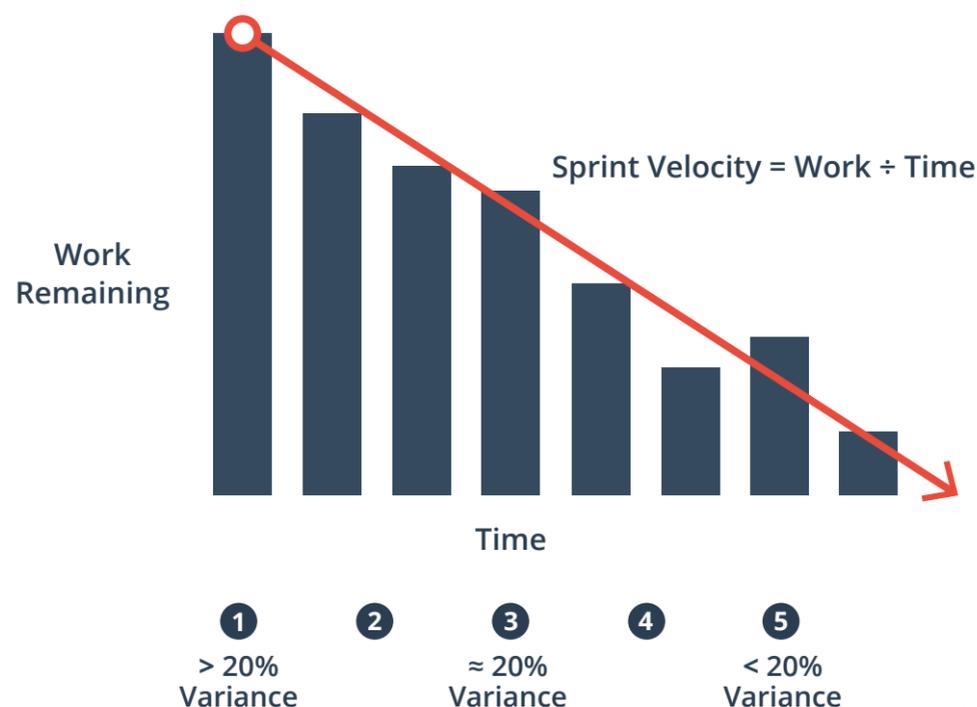
Backlog delivery score:

VELOCITY VARIANCE

Velocity measures how quickly your team accomplishes work that's assigned during a given time period (usually a sprint or release). Over time, teams get better at performing and the velocity increases, then normalizes toward a consistent rate. Due to this trend, one way to measure the

maturity of your team is to measure the variation in velocity from one sprint to the next. **On a sprint-by-sprint basis, compare your velocities against a 20% variance. Score the results between one and five using the following example as a guide:**

BURNDOWN CHART WITH VELOCITY SLOPE



Velocity variance score:

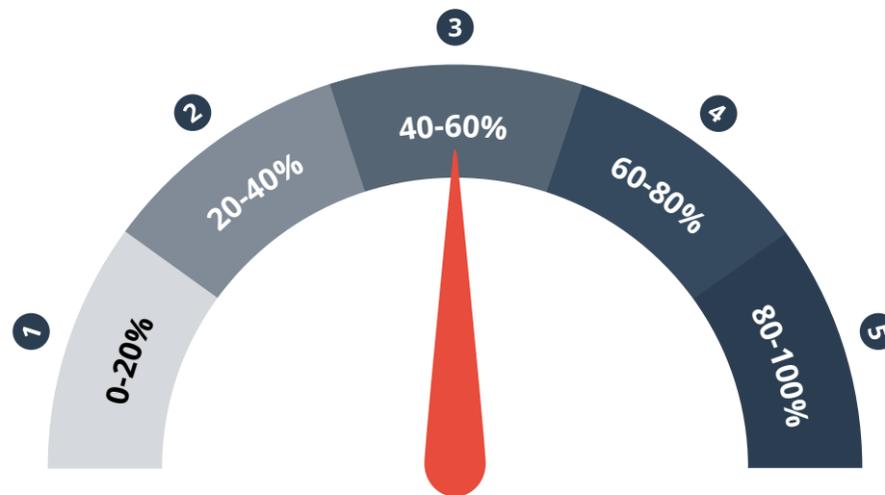
AUTOMATED UNIT TEST COVERAGE

Why spend money to hire software testers, when you could have software that tests itself? Though it sounds too good to be true, the most high-performing software teams don't separate QA and development - they simply have "engineers." This system is possible for two reasons:

1. High-performing team members own the quality of their own software.
2. Automated unit testing allows engineers to easily test software at the time it's built, rather than "throwing it over the wall" to a separate group.

Fortunately, neither tactic is reserved for the elite, and it's very easy to measure how much unit testing is already being done. Most unit testing frameworks have a way to measure the amount of code that "touches" a test, so you can rate your unit test code coverage from one to five, by using the following percentage meter after each sprint:

CODE COVERAGE METER:



Code coverage score:

SOFTWARE DELIVERY

The ultimate metric for a successful Scrum adoption is the consistent, predictable delivery of working software. Analyze the end-result of five sprints, then score the team's delivery on the following chart between one and five:

WORKING SOFTWARE CHART:



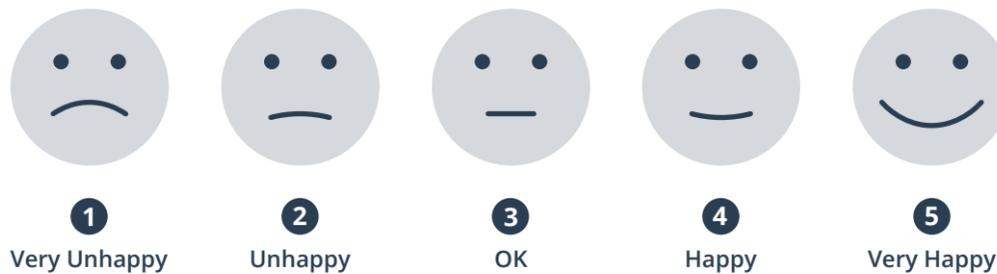
Working software score:

EMPLOYEE ENGAGEMENT AND HAPPINESS

Employee performance is directly related to employee engagement and happiness because these factors affect the attitudes and focus it takes to be self-motivated. To determine how your team is feeling about the Scrum process,

you will want to use a survey or game to ask simple, straightforward questions at each sprint retrospective. **Have your team self-evaluate their happiness with the Scrum process on a scale of one to five:**

HAPPINESS SCALE:



Average of all team member scores:

HOW SUCCESSFUL IS YOUR SCRUM ADOPTION?

Now that you have scored your team against these six key Scrum metrics, you need to assess which areas performed high and low. From there, you can build your backlog of organizational improvements and monitor those items in every release to ensure your team is heading in the right

direction. **In the following tally, fill in the corresponding circle for each metric and write the scores in the boxes to the right. Then, add the numbers to determine your overall Scrum Success Score!**

	1	2	3	4	5	
TEAM CROSS-FUNCTIONALISM	<input type="radio"/>	<input type="text"/>				
BACKLOG DELIVERY	<input type="radio"/>	<input type="text"/>				
VELOCITY VARIANCE	<input type="radio"/>	<input type="text"/>				
UNIT TEST COVERAGE	<input type="radio"/>	<input type="text"/>				
WORKING SOFTWARE	<input type="radio"/>	<input type="text"/>				
EMPLOYEE HAPPINESS	<input type="radio"/>	<input type="text"/>				
						<input type="text"/> SCRUM SUCCESS SCORE*

*** If you scored between 6 to 12:** The process isn't going so well, Grasshopper. You must embrace the Scrum within.

If you scored between 13 to 18: While the process may not be going as smooth as you'd like, you have stepped into the Scrum zone.

If you scored between 19 to 24: Your Scrum-ness is strong, but there is more to learn.

If you scored between 25 to 30: Congratulations, you're a model of Scrum awesomeness- You have become the Scrum!

WE HOPE THIS GUIDE HELPS YOU BECOME A MORE AWESOME COMPANY - GOOD LUCK!