

The bottom line

If you achieve these you can ignore the rest of the checklist. Your process is fine.

- Delivering **working, tested software** every 4 weeks or less
- Delivering what the **business needs** most
- Process is **continuously improving**

Clearly defined **product owner (PO)**

- PO is **empowered** to prioritize
- PO has **knowledge** to prioritize
- PO has **direct contact with team**
- PO has **direct contact with stakeholders**
- PO speaks **with one voice** (in case PO is a team)

Team has a **sprint backlog**

- Highly **visible**
- Updated** daily
- Owned exclusively by the **team**

Daily Scrum happens

- Whole team **participates**
- Problems & impediments are **surfaced**

Demo happens after every sprint

- Shows **working, tested software**
- Feedback** received from stakeholders & PO

Have **Definition of Done (DoD)**

- DoD **achievable** within each iteration
- Team **respects** DoD

Core Scrum

These are central to Scrum. Without these you probably shouldn't call it Scrum.

Retrospective happens after every sprint

- Results in concrete improvement **proposals**
- Some proposals actually get **implemented**
- Whole team + PO** participates

PO has a **product backlog (PBL)**

- Top items are **prioritized** by business value
- Top items are **estimated**
- Estimates written by the team**
- Top items in **PBL small enough to fit** in a sprint
- PO understands **purpose** of all backlog items

Have **sprint planning meetings**

- PO participates**
- PO brings **up-to-date PBL**
- Whole team** participates
- Results in a **sprint plan**
- Whole team believes plan is **achievable**
- PO **satisfied with priorities**

Timeboxed **iterations**

- Iteration length **4 weeks or less**
- Always **end on time**
- Team **not disrupted or controlled** by outsiders
- Team usually **delivers what they committed to**

Team members **sit together**

- Max 9 people** per team

the unofficial Scrum Checklist

crisp
Henrik Kniberg

Recommended but not always necessary

Most of these will usually be needed, but not always all of them. Experiment!

Team **has all skills** needed to bring backlog items to Done

- Team members **not locked into specific roles**
- Iterations that are **doomed to fail** are terminated early

PO has **product vision** that is in sync with PBL

- PBL and product vision is **highly visible**

Everyone on the **team participates in estimating**

- PO available** when team is estimating
- Estimate **relative size** (story points) rather than time

Whole team knows top 1-3 **impediments**

- SM has strategy** for how to fix top impediment
- SM focusing** on removing impediments
- Escalated to management** when team can't solve

Team has a **Scrum Master (SM)**

- SM **sits with the team**

PBL items are **broken into tasks** within a sprint

- Sprint tasks are **estimated**
- Estimates for ongoing tasks are **updated daily**

Velocity is measured

- All items in sprint plan have an **estimate**
- PO uses velocity for **release planning**
- Velocity only includes items that are **Done**

Team has a **sprint burndown chart**

- Highly **visible**
- Updated** daily

Daily Scrum is every day, same time & place

- PO participates** at least a few times per week
- Max **15 minutes**

Each team member **knows what the others are doing**

Scaling

These are pretty fundamental to any Scrum scaling effort.

- You have a **Chief Product Owner** (if many POs)
- Dependent teams do **Scrum of Scrums**
- Dependent teams **integrate within each sprint**

Positive indicators

Leading indicators of a good Scrum implementation.

- Having fun!** High energy level.
- Overtime work is rare** and happens voluntarily
- Discussing, criticizing, and **experimenting** with the process



Henrik Kniberg

Scrum Checklist

www.crisp.se/scrum/checklist

What is this? Who is it for?

The Scrum checklist is a simple tool to help you get started with Scrum, or assess your current implementation of Scrum.

Note that these aren't *rules*. They are *guidelines*. A team of two might decide to skip the daily Scrum, since they are pair programming all day anyway and might not need a separate meeting to synchronize. Fine. Then they have intentionally skipped a Scrum practice but ensured that the underlying purpose of the scrum practice has been fulfilled in another way. That is what counts!

If you are doing Scrum it might be interesting to have the team go through this list at a retrospective. As a discussion tool, not an evaluation tool.

How do I use it?

- **Joe:** "For this retrospective, I've brought a useful little checklist. Is there any of this stuff that we aren't doing?"
- **Lisa:** "Hmmm, let's see. Well, we're certainly missing Definition of Done, and we don't measure Velocity."
- **Joe:** "Well, 'Definition of Done' is listed under 'Core Scrum' so it seems pretty important! Velocity is listed under 'Recommended but not always necessary' so let's wait with that and start with the core stuff."
- **Lisa:** "Look, we're also missing 'Delivering working, tested software every 4 weeks or less'. That's listed under 'The bottom line'! Makes sense, because marketing is always complaining about that!"

- **Joe:** "Maybe a concept like 'Definition of Done' could help us take on smaller bits per sprint and get stuff releasable more often?"
- **Lisa:** "Good idea, let's give it a shot."

How do I NOT use it?

- **Big Boss:** "OK team, time to see how Scrum compliant you are. Fill in this checklist please."
- **Joe:** "Boss, I'm happy to report that we are doing everything. Well, everything except Sprint burndown charts"
- **Big Boss:** "Bad, bad team! It says here that you should be doing those... er... sprint burning thingies! I want them!"
- **Lisa:** "But we do 2 week sprints and almost always manage to deliver what we commit to, and the customers are happy. Sprint burndown charts wouldn't add value at this stage."
- **Big Boss:** "Well it says here that you should do it, so don't let me catch you cheating again, or I'll call in the Scrum Police!"

Is this an official checklist?

No. The checklist reflects my personal & subjective opinion about what really matters in Scrum. I've spent years helping companies get started with Scrum and met hundreds of other practitioners, trainers, and coaches; and I've found that checklists like this can be helpful, if used correctly.