### Process is continuously improving

- Have Definition of Done (DoD)
- DoD achievable within each iteration
- Team respects DoD
- 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
- The bottom line
  - Delivering working, tested software every 4 weeks or less
  - Delivering what the business needs most

### 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 plan
- 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
- PO = Product owner
- SM = Scrum Master
- PBL = Product Backlog
- DoD = Definition of Done

### The bottom line
If you achieve these you can ignore the rest of the checklist. Your process is fine.

- Retrospective happens after every sprint
- Results in concrete improvement proposals
- Some proposals actually get implemented
- Whole team + PO participates

### 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
- Team has a sprint burndown chart
  - Highly visible
  - Updated daily
- Daily Scrum is every day, same time & place
  - 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

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**http://www.crisp.se/scrum/checklist**

Version 2.2 (2010-10-04)
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.