

Advanced Topics: Nokia Test

Nokia Test

as updated by Citrix and Scrum Inc.

- As an agile citizen, I can assess a team's behavior and compare it to current Scrum best practices, so I can consider changes that might increase productivity.

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Instructions

- Each person on a team should have a piece of paper
 - There are 10 assessments
 - Each assessment has a score from 0 to 10
 - In each assessment, sum the “Acceptance Tests” scores that pass.
 - Total score will range from 0 to 100
- Average the scores for team members to get the team score

Assessment 1: Iteration

As a team, before we commit to a Sprint, we know its duration, so we deliver better rhythmic, synchronized value.

Acceptance Tests:

- Variable, $4 < \text{duration} \leq 6$ weeks: 2
- Variable, $\text{duration} \leq 4$ weeks: 4
- Constant for last 3 iterations, $\text{duration} = 1$ month: 5
- Constant for last 3 iterations, $\text{duration} = 4$ weeks: 6
- Constant for last 3 iterations, $\text{duration} = 3$ weeks: 8
- Constant for last 3 iterations, $\text{duration} \leq 2$ weeks: 10

Assessment 2: In-Sprint Testing

As a team, we take joint responsibility for all testing, so our Sprint product has sufficient quality to be immediately deployable.

Acceptance tests (sum):

- Team creates some unit tests in-sprint: 1
- Team creates unit tests for each story in-sprint: 1
- Team tests each story prior to Sprint Review: 2
- Team tests each story immediately after coding: 2
- Team automates feature tests for each new story: 2
- Build system packages, deploys to stage or live, and runs all automated feature tests at least every 24 hours: 2

Assessment 3: Sprint Stories

As a team, we commit to work only when backlog items conform to a Definition of Ready, so we generate business value fast.

Acceptance Tests (sum):

- Sprint requirements are documented: 1
- Requirements are independent, well-prioritized stories: 1
- Stories start with this: "As a <stakeholder>, I can <do something>, so <business gains value>": 2
- Stories have externally verifiable acceptance tests: 2
- Team has a written, enforced Story Definition of Ready: 2
- Team has a written, enforced Story Definition of Done: 2

Assessment 4: Product Owner

As a team, a single Product Owner helps the team understand and prioritize value, so we generate profits long-term.

Acceptance tests (sum):

- A single external person (PO) prioritizes work: 2
- PO interrupts team work only during Scrum meetings: 2
- PO attends all Planning, Grooming, Review and most Standups: 2
- PO creates a product backlog, with stories estimated by the team before Sprint Planning: 1
- PO maintains a velocity-aware release roadmap: 1
- PO motivates team to reduce technical debt: 2

Assessment 5: Product Backlog

As a team, we have a value-ranked backlog, so we can focus on work that will generate the most business value for the least effort.

Acceptance Tests (sum):

- Team serves multiple prioritized Product Backlogs: 1
- Team serves a single prioritized Product Backlog: 2
- PO regularly discusses release burndown with team, and adjusts backlog priorities based on historic velocity: 1
- Stories more than 3 months out trend larger in effort: 1
- Team can explain the ROI of each story: 1
- PO assesses value (NPV, buy-a-feature) to rank stories: 2
- PO prioritizes cheap prototypes to test value early: 2

Assessment 6: Estimation

As a team, our estimates are largely free of statistical bias, so stakeholders can rely on release forecasts and make more money.

Acceptance Tests (sum):

- Team agrees to estimates before committing: 1
- PO, SM and non-developers do not supply estimates: 1
- Team carefully avoids anchor bias before estimation: 1
- Representatives or actual team creates poker estimates: 1
- Actual team creates poker estimates: 2
- Teams use reference stories to make estimates: 2
- Actual velocity is $< +/-20\%$ of estimated velocity: 2

Assessment 7: Sprint Burndown

As a team, we know our progress toward completion of backlog items, so members can help with high-priority work-in-progress.

Acceptance Tests (sum):

- Burndown exists, team knows where it is: 1
- Team reviews, adjusts tasks and burndown daily: 1
- Tasks have hour or point estimates estimates (or team makes tasks about the same size): 2
- Tasks burn down only after whole task is done: 2
- Stories burn down (no tasking) after whole story is done: 2
- All team members know team's historic Velocity: 1
- Team commits to sprint backlog at or below Velocity: 1

Assessment 8: Retrospection

As a team, we review our processes, so we can sustainably improve productivity.

Acceptance Tests (sum):

- Team conducts retrospectives at least every 2 months: 2
- Team conducts retrospectives after each Sprint: 2
- Team limits retrospective participation to team and SM. Team optionally invites PO and others or uninvites SM: 2
- Team uses sticky-notes/other tools to ensure all members participate and tracks followup: 2
- Team puts top process improvement in the backlog for next sprint with acceptance tests: 2

Assessment 9: ScrumMaster

As a team, the ScrumMaster competently enforces process, removes impediments, and provides transparency, so we can focus well.

Acceptance Tests (sum):

- SM understands Scrum and agile concepts deeply: 2
- SM performs no tasks in the Sprint: 1
- SM enforces rules established by the team: 1
- SM sees impediments early, and handles for the team: 2
- SM maintains and uses a prioritized impediments list: 1
- SM makes team's progress transparent to outsiders: 2
- SM communicates well with team, other teams, managers, stakeholders and PO: 1

Assessment 10: Team

As a team, we work together effectively to releasing our software, so we can get software to users earlier and adapt rapidly.

Acceptance tests (sum):

- $3 \leq$ team size without counting SM or PO ≤ 7 : 2
- Team members volunteer (are not assigned) to tasks: 2
- At least 2 members can independently finish each task: 2
- Team collectively commits to Sprint goal and backlog: 1
- Team collectively fights impediments in-sprint: 1
- Team reduces technical debt every sprint: 2

Agile Manifesto Principles

- 1. Our highest priority is to satisfy the customer through early and continuous delivery of customer visible value.**
- 2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.**
- 3. Deliver working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.**
- 4. Business people and developers must work together daily throughout the project.**
- 5. Build projects around motivated individuals. Give them the environment and support they**

Agile Manifesto Principles

- 6. The most efficient and effective method of conveying information to and within a delivery team is face-to face conversation.**
- 7. Customer visible value is the primary measure of progress.**
- 8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.**
- 9. Continuous attention to technical excellence and good design enhances agility.**
- 10. Simplicity - The art of maximizing the amount of work not done - is essential.**
- 11. The best architectures, requirements, and designs emerge from self-organizing teams.**
- 12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.**