













SCRUM METRICS

It's easy to get off track if you're unaware of the issues that could derail your sprint. This chart identifies what to look for if you score low in any of the nine agile metrics.


1 ACTUAL STORIES COMPLETED VS. COMMITTED STORIES

- Team doesn't have an applicable reference story to make relative estimates 
- Not every team member understands the reference story
- Customer needs aren't adequately communicated to development 
- Requirement scope creep 
- Team is disrupted 
- Team under-commits, works at a slower than normal pace 
- One team member makes most of the estimate, design, engineering and implementation decisions 
- Product is buggy 

2 TECHNICAL DEBT MANAGEMENT

- Customer input isn't solicited 
- "Definition of done" is weak or doesn't include zero introduced bugs 
- Outside interference forces premature delivery 
- Team compromises quality by working on too many stories during the sprint 
- Team members build based on how they think things should work, rather than what customer needs
- Team isn't documenting problems found or fixed 




3 TEAM VELOCITY

- Team size changes between sprints
- Team is doing very short release cycles or maintenance work (Kanban or XP may be preferable to scrum under these circumstances)
- Team doesn't understand the scope of work at the start of the sprint 

PLUS:




4 QUALITY DELIVERED TO CUSTOMERS

- Product owner doesn't understand what the customer wants and needs 
- Customer isn't involved in developing stories or defining story acceptance criteria 
- Customers and other stakeholders aren't present at the sprint review 

PLUS:




5 TEAM ENTHUSIASM

- Impediments aren't removed in a timely manner
- The number of impediments is high during the sprint
- Team members can't contribute in a product area because they lack knowledge or experience
- Team members are working long hours at a pace that isn't sustainable
- Internal conflicts occur
- Team doesn't acknowledge or address repeated mistakes 
- Team members don't have passion for their work
- The team is not being creative or innovative

PLUS:





6 RETROSPECTIVE PROCESS IMPROVEMENT

- Team is not self-organizing or managing 
- Team self-improvement is discouraged at the expense of feature stories
- Team members don't review their own performance and environment during the retrospective

PLUS:



7 COMMUNICATION

- Team isn't adhering to scrum values, practices and rules 
- Team isn't displaying key artifacts such as burndown charts, stories and acceptance criteria 
- Customers aren't surveyed after each sprint
- Product owner isn't available to collaborate with the scrum team

PLUS:



8 TEAM'S ADHERENCE TO SCRUM RULES AND ENGINEERING PRACTICES

- No one is coaching or leading the team to be more productive and produce higher quality products

PLUS:



9 TEAM'S UNDERSTANDING OF SPRINT SCOPE AND GOAL

- No sprint goal exists
- Product owner doesn't understand what an incremental development approach means

PLUS:



ABOUT THE AUTHOR

Robert Boyd is a CSM (Certified Scrum Master), CSP (Certified Scrum Professional) and CSPO (Certified Scrum Product Owner). Robert began his career with the U.S. Navy where he worked on nuclear submarines. He transferred his skills to the private sector, working on submarine combat systems at Raytheon for 22 years. During that time he helped streamline processes and systems for the Australian Collins Submarine. He moved to

Australia permanently in 2002 and began creating new software development processes for Integrated Research in Sydney. He also introduced agile methodologies to software and product management departments, resulting in a 300 percent increase in feature deliveries. Robert earned a B.S. in Computer Science from University of Rhode Island. He can be reached at sellingagile@gmail.com.