

Agile Project Assessment V3

Identify how Agile your project is. (C) Nigel Mossman

This survey can be used prior to a project starting (to determine if the Agile Process is suitable and how it might be applied) and during a project to review the practices in use. The objective is not to provide a "write/wrong" assessment but to stimulate discussion on how the project is operating and where it could be improved, perhaps as part of a retrospective/end of iteration. The check list draws influences from several Agile variants and ought to be suitable for any Agile environment.

There are 100 questions in this survey

Project Identification

Project Identification

This assessment relates to

Please write your answer here:

Project Reference Number

Please write your answer here:

Date of assessment *

Please enter a date:

Who is making the assessment? *

Please write your answer here:

What Agile Method Are You Using: *

Please choose **only one** of the following:

SCRUM

XP

DSDM

Other

By stating which Agile Method you are using we can make the questions more relevant.

Does this project include delivery of a User Interface (UI)? *

Please choose **only one** of the following:

- Yes
- No

Answer 'Yes' if the UI needs to be well designed so that it can be easily used by consumers of the system.

Project Roles

Identify who does what in the project

[] Does the project have a Business Sponsor? *

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

[] Does your team have a Product Owner? *

Only answer this question if the following conditions are met:

Answer was 'SCRUM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

No

Yes

Make a comment on your choice here:

[] Does your project have a Scrum Master? *

Only answer this question if the following conditions are met:

Answer was 'SCRUM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

No

Yes

Make a comment on your choice here:

[] Does the project have a Business Visionary? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

[] Does the project have a Business Ambassador? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

For Scrum, a Product Owner.

[] Does the project have Business Advisors? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

Business Advisors typically bring specialist knowledge to the project and may be involved in some or all aspects.

[] Does the project have a Project Manager or Scrum Master? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[] Does the project have a Business Analyst (BA)? *

Only answer this question if the following conditions are met:

Answer was 'SCRUM' or 'XP' or 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

- Yes

No

Make a comment on your choice here:

The BA will support the Team by investigating requirements, obtaining supporting artefacts, preparing acceptance criteria/test data and preparing stories for the backlog and sprints/iterations/timebox. This work may be carried out the Product Owner in SCRUM or another team member in other methods.

[] Does the project have an Architect? *

Only answer this question if the following conditions are met:

Answer was 'SCRUM' or 'XP' or 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

[] Does the project have a Team Leader? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

Does the project have Software Engineers? *

Please choose **only one** of the following:

- Yes
 No

Make a comment on your choice here:

Does the project have Test/Quality Assurance Engineers? *

Only answer this question if the following conditions are met:

Answer was 'DSDM' or 'XP' at question '5 [IDAGILE]' (What Agile Method Are You Using:)

Please choose **only one** of the following:

- Yes
 No

Make a comment on your choice here:

Does the project have a Release Manager? *

Please choose **only one** of the following:

- Yes
 No

Make a comment on your choice here:

The Release Manager is the person who will either deploy or arrange for the deployment of completed code to production environments.

Requirements

Does the project have a proper set of requirements?

Where all of requirements identified before the project started to develop?

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

Where are requirements stored? *

Please write your answer here:

What materials are made available to brief Code and Test Engineers

Please write your answer here:

Beyond requirements, other materials available to brief the developers. Examples include (but not limited to) screen designs, activity diagrams, use cases, sequence diagrams process flow diagrams .

[]Have non functional requirements been documented? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[]Where can non functional requirements be viewed? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '23 [ReqNonFunctional]' (Have non functional requirements been documented?)

Please write your answer here:

[]Are User Interface (UI) designs delivered in time for Sprint/Increment/Timebox Planing? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '6 [IDUI]' (Does this project include delivery of a User Interface (UI)?)

Please choose **only one** of the following:

- Yes
- No

[]Has the technical architecture been designed for an appropriate level of resilience? *

Please choose **only one** of the following:

- No
- Yes

Does the project need to be Highly Available (HA) and/or have a fail over capability to another site in the event of a disaster (DR)?
 Has the business impact of the deliverables being unavailable been assessed?

[] Has the application architecture been documented? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[] What aspects of the project have been fixed? *

Comment only when you choose an answer.

Please choose all that apply and provide a comment:

Features

Time

Cost

Quality

[] Have the business benefits of the project been identified? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[]Has the point at which the project cost exceeds the business benefit been determined? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '29 [ReqBusBenefit]' (Have the business benefits of the project been identified?)

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[]Does the project accept changes in requirements once development has commenced? *

Please choose **only one** of the following:

- Yes - by management of the backlog
- Yes - via a formal change management process
- No

Make a comment on your choice here:

Project Planning

How well is the project planned

[] Did the project have a feasibility phase? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

These might be labeled Pre-Project, Discovery or Foundations

[] How well does the project team organise it's self for each Sprint/Iteration? *

Please choose **only one** of the following:

- Fully Self Organising
- Self Organising for some aspects of the project
- Some aspects of Self Organisation
- No Self Organisation at all

Make a comment on your choice here:

Self organising teams typically:

- Take the initiative
- Focus on team contributions
- Concentrate on solutions
- Co-operate
- Continuously improve
- Communicate with each other

- Take steps to prevent emergencies

[] Does the project have an Iteration/Increment Plan? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

Iterations can be referred to as a Timebox or Sprint.

[] How long do iterations typically run for (weeks)? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '34 [Prj]IterAndIncPlan]' (Does the project have an Iteration/Increment Plan?)

Please choose **only one** of the following:

- 1 Week
- 2 Weeks
- 3 Weeks
- 4 Weeks
- 5 Weeks
- 6 Weeks
- 7 Weeks
- 8 Weeks
- 8 Weeks or more

Other

[] Are Iterations and Increments extended beyond their original planned end date? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '34 [Prj]IterAndIncPlan]' (Does the project have an Iteration/Increment Plan?)

Please choose **only one** of the following:

- Everytime
- Quite Often
- Sometimes
- Never

Make a comment on your choice here:

[] How far in advance are Iterations planned? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '34 [Prj]IterAndIncPlan' (Does the project have an Iteration/Increment Plan?)

Please choose **only one** of the following:

- Fixed at project or increment start
- Not planned at all
- Planned 1-2 weeks in advance
- Planned in advance but it varies

Make a comment on your choice here:

[] Does Pre-planning take place prior to the start of an iteration? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[] All all requirements estimated? *

Please choose **only one** of the following:

- All
- Some
- None

Make a comment on your choice here:

[] Does the project record progress using velocity? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

[] What best describes the way velocity is calculated? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '40 [PrjVelocity]' (Does the project record progress using velocity?)

Please choose **only one** of the following:

- Code Completed
- Passed QA
- Deployed to Production/Release
- Approved by or meets the requirements of the business users

Make a comment on your choice here:

[] Does the project use visual controls to allow ready visibility of progress? *

Please choose **only one** of the following:

- Yes
- No

Make a comment on your choice here:

Traditional visual controls include story cards on a wall board or a burn/down burn up chart.

[] Which Key Performance Indicators (KPIs) does the project use? *

Comment only when you choose an answer.

Please choose all that apply and provide a comment:

- Ideal Days/Story Points
- Bug Count
- Technical Debt
- Code Quality (e.g Copy Paste Dector)
- Number of Good/Bad Builds

Unit Test Coverage

Number of times issues have been return to dev by QA

Regression Test Coverage

Cycle time from story added to iteration to deployment

Other:

[]Are KPI's readily available? *

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

Do KPI's have to be calculated by hand or are they automatically provided by software tools.

[]When are features/stories done? *

Please choose **only one** of the following:

When coding has been completed

When testing has been completed

When the story/feature has been deployed

Make a comment on your choice here:

Done means the story/feature is regarded as complete, no further work will be needed before the feature is ready to deploy and the points can be counted towards the velocity for the iteration.

[]Are the engineering tasks directly linked to requirements/stories?

*

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

Does the engineering team generally work from user stories or do they mix and match features to make engineering easier?

Communication

How does the project team communicate with each other and the business

[] Does the project display A3 sheets containing diagrams and other key information *

Please choose **only one** of the following:

- Yes
- No

A3 sheets are good information radiators and their display in the team area can be a useful reminder for key information.

[] Are daily standup meetings held *

Please choose **only one** of the following:

- Yes
- No

[] How long do stand up meetings normally last?

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '48 [ComStandup]' (Are daily standup meetings held)

Please choose **only one** of the following:

- 5 minutes or less
- 6-15 minutes
- 15-20 minutes
- Over 20 minutes

[] Does at least one member of the business team regularly attend the stand up meeting? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '48 [ComStandup]' (Are daily standup meetings held)

Please choose **only one** of the following:

- Never
- Only when asked
- Once or twice a week
- Every day

[] Does the project hold an End of Iteration/Retrospective Meeting? *

Please choose **only one** of the following:

- Never
- Occasionally
- At the end of Every Iteration/Sprint/Timebox

[] Does the retrospective review KPIs? *

Only answer this question if the following conditions are met:

Answer was 'Occasionally' or 'At the end of Every Iteration/Sprint/Timebox' at question '51 [ComRetrospective]' (Does the project hold an End of Iteration/Retrospective Meeting?)

Please choose **only one** of the following:

- Yes
 No

KPI (Key performance indicators) are measure determined by the project team to track their progress and quality. Common KPI's include velocity, number of broken builds, unit test coverage, regression test coverage.

[]Are your retrospectives: *

Only answer this question if the following conditions are met:

Answer was 'Occasionally' or 'At the end of Every Iteration/Sprint/Timebox' at question '51 [ComRetrospective]' (Does the project hold an End of Iteration/Retrospective Meeting?)

Please choose **all** that apply:

- Minutes/Notes taken
 Notes circulated to the team/posted on a wiki
 Actions assigned
 Actions followed up

Please tick all that apply.

[]Does the project use a wiki to share project information *

Please choose **only one** of the following:

- Yes
 No

[]Before starting a story do the code and test engineers have a huddle with the BA and/or Business Representatives? *

Please choose **only one** of the following:

- Yes
 No

A huddle at the start of the story can be used to re-enforce key information covered at the Planning Game or brief the code/test engineers on new information that has arisen since the story was last discussed.

[]Does the QA Engineer and BA/Business Representative review stories during coding and again prior to hand over for formal QA? *

Please choose **only one** of the following:

- Never
 When necessary
 Most times/always

Reviewing before formal QA can avoid wasted time by identifying misunderstandings while the work is still fresh in the code engineers mind.

[]Does the project use a story board to track progress during an Iteration/Sprint/Timebox? *

Please choose **only one** of the following:

- Yes
 No

With a story board, story cards move from the left of the board (in the backlog) to left (normally in columns labelled Development,

Test, Blocked or Done)

[]How often is the story board updated? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '57 [ComStoryBoard]' (Does the project use a story board to track progress during an Iteration/Sprint /Timebox?)

Please choose **only one** of the following:

- Infrequently/When somebody remembers
- Once a day (e.g. after the stand-up)
- Each time somebody picks a story up to work on it.

The storyboard provides an instant progress status to both the team and external observers.

[]Are stories arranged in priority order on the story board? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '57 [ComStoryBoard]' (Does the project use a story board to track progress during an Iteration/Sprint /Timebox?)

Please choose **only one** of the following:

- Yes
- No

Stories should be arranged in priority with the most valuable/critical first.

[]Which forms of electronic communication are used by the team? *

Please choose **all** that apply:

- Email
- Instant Messenger (e.g. MSN, Skype etc)

[]Is the team co-located? *

Please choose **only one** of the following:

- Mostly with some team members in other buildings/floors
- Yes - all in the same place
- Distributed

Is the team located in the work space

[]How effective is communication of team members located in other buildings/floors? *

Only answer this question if the following conditions are met:

Answer was 'Mostly with some team members in other buildings/floors' or 'Distributed' at question '61 [ComLocation]' (Is the team co-located?)

Please choose **only one** of the following:

- Not very effective
- OK but could be better
- Good
- Excellent

[]Communication to teams in the same programme/teams in other departments?

*

Please choose **only one** of the following:

- Not very effective
- OK but could be better
- Good
- Excellent

Make a comment on your choice here:

Communication to/from teams in related areas.

[] Does the project have to report to senior management/stakeholders? *

Please choose **only one** of the following:

- No reporting required
- Reporting required, takes time adds no value
- Reporting required, takes little time and adds no value
- Reporting required, takes time and add value
- Reporting required, take little time and adds value

Make a comment on your choice here:

Most projects will need to track basic project status such as risks, issues and budget. Ideally reporting should take little or no time and add value. "Value" is defined as the team understanding what information is required and why this it is required and what will happen to it. The information reported may have direct benefit to the team if it uncovers and helps manage the project -perhaps by identifying risk early on.

[] Does the project hold show and tells? *

Please choose **only one** of the following:

- Never
- Occasionally/When required
- At the end of each Timebox/Sprint/Iteration
- During and at the end of each Timebox/Sprint/Iteration

Make a comment on your choice here:

Show and Tell sessions are used to show interested parties (e.g. business users) the software and for them to tell the project project team where the software is great and where it may need further refinement.

[]Is project success celebrated *

Please choose **only one** of the following:

- Never
- Sometimes
- At the end of every increment
- At the end of every timebox/sprint/retrospective
- When code is delivered to production for real world use

Make a comment on your choice here:

Frequent celebration of success is important for morale and away of showing that the project team are delivering valuable software to the business.

Code and Build

Does the technical team have coding and build standards

Does the project use a source management system *

Please choose **only one** of the following:

- Yes
- No
- Not appropriate for this programming language

Well known source management systems include VSS, Subversion, CVS, ClearCase, GIT etc.

Are builds repeatable? *

Please choose **only one** of the following:

- Yes
- No
- Not appropriate for this programming language

Every build should be repeatable for several weeks after. When recreating a build, the source code and dependent libraries of the relevant version must be included.

Does the project use a continuous integration system? *

Please choose **only one** of the following:

- Yes
- No

Well known continuous integration environments includes Jenkins (formerly Hudson) and CruiseControl

How often does the automatic build system run? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '69 [CdCISystem]' (Does the project use a continuous integration system?)

Please choose **only one** of the following:

- Manually launched
- Once a day
- Timed frequency e.g. once per hour or once every 10 minutes
- Shortly after code is checked in
- Not appropriate for this programming language

Does the continuous integration system produce metrics? *

Please choose **only one** of the following:

- Yes
- No
- Not appropriate for this programming language

Examples include unit test coverage, code analysers such as code bugs and cyclic complexity measures.

Does the continuous integration system produce a ready to deploy code package? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '69 [CdCISystem]' (Does the project use a continuous integration system?)

Please choose **only one** of the following:

- Yes
- No
- Not appropriate for this programming language

Make a comment on your choice here:

Ready to deploy means that the software is packaged ready to deploy on a test and/or production server.

[]How long does the build take to run on average? *

Please choose **only one** of the following:

- 45 minutes or more
- 30-45 minutes
- 20-30 minutes
- Less than 20 minutes

If the project produces multiple components the build time should be taken as the longest typical build time for a component currently being developed.

[]Does the project use Unit Tests? *

Please choose **only one** of the following:

- Yes
- No
- Coding language does not support unit tests

[]Which of the following are tested for by the build/build pipeline? *

Comment only when you choose an answer.

Please choose all that apply and provide a comment:

- Regression Test
- Performance Test
- OWASP/Security Tests

Other

Other:

Do engineers update their working copy of the code frequently? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '67 [CdSrcMgmt]' (Does the project use a source management system)

Please choose **only one** of the following:

- Yes
- No

Engineers should update their working copy of the code frequently to avoid large check in conflicts and broken builds

Do engineers ensure all unit tests run before checking in? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '74 [CDUnitTests]' (Does the project use Unit Tests?)

Please choose **only one** of the following:

- Yes
- No

Engineers should run their code against the unit tests before checking in.

Are builds numbered? *

Please choose **only one** of the following:

- Yes
- No

Does the project use pair programming? *

Please choose **only one** of the following:

- Never
- Sometimes when appropriate
- Frequently
- All the time

Make a comment on your choice here:

[]
Does the project have coding standards? *

Please choose **only one** of the following:

- Yes
 No

Make a comment on your choice here:

A simple but enforceable set of standards for source code should be written.

[]Is code refactored? *

Please choose **only one** of the following:

- Never
 Only when an existing features enhanced
 When code requires it

Make a comment on your choice here:

Refactoring should take place when new features are added or as when it becomes difficult to easily change code.

[]
Is code refactored and generalised then a it's required three or more times? *

Please choose **only one** of the following:

- No

Yes

[]
Is the solution architecture/design continually reviewed to make sure it remains appropriate to the business problem? *

Please choose **only one** of the following:

No

Yes

Make a comment on your choice here:

Test

How are the deliverables tested

Does the BA or Business Representative help devise acceptance/regression tests? *

Please choose **only one** of the following:

- No
 Yes

Do the QA Engineers attend planning games and participate in estimating? *

Please choose **only one** of the following:

- No
 Yes

Are acceptance tests devised and associated with each user story? *

Please choose **only one** of the following:

- No
 Yes

Do QA Engineers review Unit Tests with the code engineers? *

Please choose **only one** of the following:

- No
 Yes

Do QA Engineers and/or Business Representatives review stories before they are formally tested? *

Please choose **only one** of the following:

- No
 Yes

How are defects recorded? *

Please choose **all** that apply:

- Not recorded
 Recorded on a card placed on the story board
 Recorded in an electronic system

Is UAT Conducted? *

Please choose **only one** of the following:

- No UAT Performed
 UAT is performed by the test team

UAT is performed by business users/representatives

[] Does the test team maintain a set of automated regression tests? *

Please choose **only one** of the following:

- No
- Yes

[] Are non functional requirements tested during the increment? *

Please choose **only one** of the following:

- No
- Sometimes
- Yes

Make a comment on your choice here:

NFR's (e.g. performance, accessibility standards etc) should be tested reguarly during the course of an increment.

[] Does the project have access to a pre-production enviornment that is configured in the same way as the final production enviornment? *

Please choose **only one** of the following:

- No
- Yes

Make a comment on your choice here:

The pre-production enviornment may run on less powerful hardware but it should still be a good representation of production with

the same software revisions (e.g. Operating System or 3rd party tools such as web servers).

Release and Documentation

Does the project produce easily deployable software? *

Please choose **only one** of the following:

- No
 Yes

Make a comment on your choice here:

Easily deployable software should come in the form of an MSI, RPM or similar containing all of the code/libraries needed by the application. Upgrading from earlier versions should also be handled.

Does the project produce release notes detailing the changes made in the current release? *

Please choose **only one** of the following:

- No
 Yes

Make a comment on your choice here:

Are all of the documents required by the operations team known and completed? *

Please choose **only one** of the following:

- No
 partially
 Yes

Make a comment on your choice here:

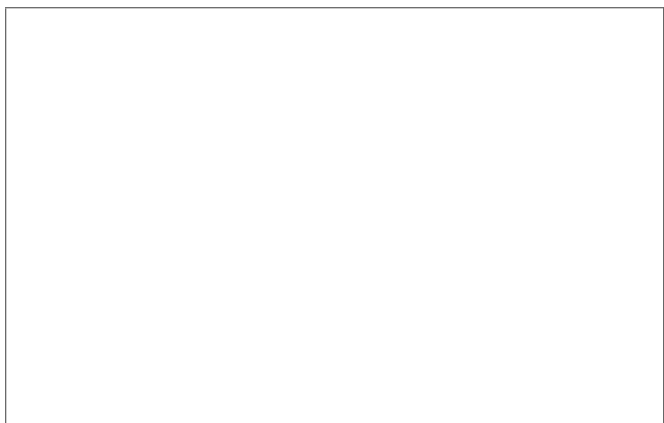


[] Are any user instructions/help materials produced, if so by whom and when (during the iteration?) *

Please choose **only one** of the following:

- No
- Yes

Make a comment on your choice here:

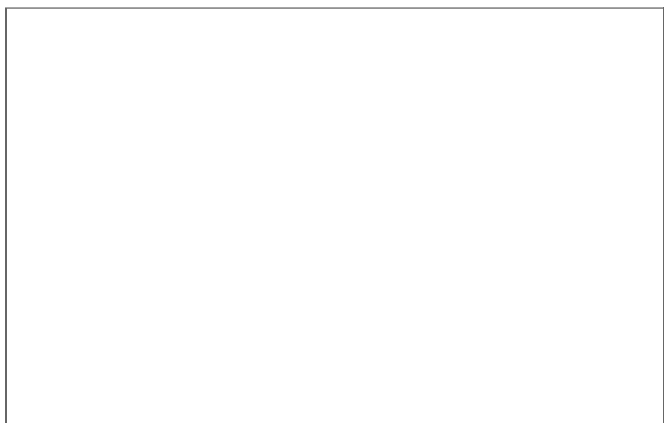


[] Do the technical documents produced by the project add value? *

Please choose **only one** of the following:

- No documents produced
- Some documents produced but of limited use/we don't know why we create them
- Some documents produced and we know why we create them
- The right level of valuable documentation is produced

Make a comment on your choice here:



Why are these produced (company standards, somebody will use them? a project should only product material that will be of value to somebody). Examples include Functional Overview, Business Processes used in the software, ERD, Use Cases, Architecture Documents, SAD, TAD ConfigurationDiagrams, plus all release notes and end user docs.

Post Project

[] After the project has been completed (or increments released), who will support and/or maintain the deliverables and have they been involved in the project? *

Please choose **only one** of the following:

- No one will look after the project
- The project team will maintain the project
- A support team will maintain the deliverables and will receive a hand over
- A support team will maintain the deliverables and have been involved over the course of the project

Make a comment on your choice here:

[] Post release will any assessment of the business benefit obtained from delivering the project be made?

Please choose **only one** of the following:

- No
- Limited/Anecdotal
- Detailed Report

Make a comment on your choice here:

Thank you for completing the survey.

Submit your survey.

Thank you for completing this survey.