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** happen 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

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

PO = Product owner   **SM** = Scrum Master   **PBL** = Product Backlog   **DoD** = Definition of Done
http://www.crisp.se/scrum/checklist | Version 2.1 (2009-08-17)