# Definition of Done (DoD)

## Notes from the Scrum Guide

*The below notes explain the Definition of Done as it relates to different roles and events in The Scrum Guide.*

### Highlights

* Scrum Master: Guide teams to deliver high-value increments using the DoD
* Refinement: Agile Developer estimates are affected by the DoD
* Sprint Review: Discuss/demo accepted work that meets the DoD
* Sprint Planning: Agile developers plan their work to achieve the DoD
* Sprint Retrospective: Teams inspect and adapt their DoD
* Sprint Increment: the DoD is a formal artifact that all delivered pieces must adhere to show the completeness of the Increment relative to the sprint goal

For each Sprint (Increment) the DoD is a “**formal description of the state of the increment when it meets the quality measures required for the product.”**

### What makes up a good Definition of Done

* Elements of the DoD create *transparency* for the work and *the state* of the work
* Elements of the DoD make up the minimum requirement for quality and completeness
* DoD can be driven by the overarching organization
* DoD across teams within a single product should share minimum requirements

### Definition of Done as a “formal artifact”

* If a work product does not meet the definition, it cannot be presented at the Sprint Review
* It defines the shared expectation of quality through a formal standard
* Achieving the DoD requires whole team “conformance” (which implies verification)

### Definition of Done as a Change Agent

* If a process within the framework deviates from standards or expectations of the Scrum framework or the product standard, the process must be adjusted
* Adjustments to processes (where the outcomes aim to meet the DoD standards) should happen frequently and quickly to remove unnecessary delays and minimize further deviation
* Adaption with standards is most relevant as a tool of improvement and quality when it is at the team level.
* The DoD affects the P.O. and their responsibility to ensure backlog items are clear and transparent

### Definition of Done and Sprint Self-Management

* The quality of work does not decrease within the sprint
* Definition of Done elements scale in effort depending on the PBI, rather than are removed from a backlog item expectation
* Definition of Done, along with personal capacity, and past performance help to improve the team’s ability to sprint forecast.
* Product Owners accept the Sprint backlog item as soon as possible within the Sprint based on the item achieving the DoD. This also helps the PO know which Sprint backlog items should be presented during the Sprint Review with the Business Owner.
* Acceptance by the PO requires clear and transparent DoD achievement, just as Sprint Reviews require a demonstration of functional achievement of the acceptance criteria.

### First Practice Tips

* Be sure each item in the DoD highlights a standard and not just activity
  + Example of a goal versus an activity
    - Activity:
      * All acceptance criteria are tested
    - Standard:
      * For each acceptance criteria, one or more tests are created, and each test has passed and the results are stored in SharePoint
    - Remember – *Do not simply turn the DoD into a check-list of stuff to do*
* Be sure the DoD is both clear as well as transparent
  + Examples
    - Clear but not transparent:
      * For each acceptance criteria, one or more tests are created, and each test has passed
    - Transparent but not clear:
      * Tests are stored in SharePoint
    - Remember – *Transparent means visible and open. You need both parts to understand what the standard is, and how you achieve the standard.*
* Ensure elements in the DoD are essential
  + Examples:
    - An often-done activity but not essential or easily made transparent:
      * Developers review each other’s code
      * Testers verify each other’s results
      * Designers review each other’s documentation

*(The above items are great practices, but not always applicable if done by senior level team members, for example)*

* + - Some elements of the DoD might carry over from non-agile processes:
      * Team solution design is approved by the Solution Design Committee
      * Quality Test Plan is approved by the Quality Assurance Manager

*Some groups have sign-offs and formal non-Agile processes that have not yet transformed and reduce the empowerment and responsibility of Agile teams or require off-team approvals. You may need to continue doing this, but the team should ask the Scrum Master/Managers/etc to help change these practices to empower the team.*

* + - Remember – *Some practices are excellent, but if they are not a required element for the completion of a product backlog item, then challenge their place in the DoD. This changes over time.*