**Level 1 – Initial**

**Level 2** – **Managed**

Goal1: Basic Nexus Management

 Objective 1: Nexus Roles Exist

 Practices:

1. An individual assumes the role of Product Owner
2. An individual assumes the role of Scrum Master
3. A team from provider side organization assumes the role of Development Team
4. A team consisting of Product Owner, Scrum Master and Nexus Integration Team members assumes the role of Nexus Integration Team

 Objective 2: Nexus Artifacts Exist

 Practices:

1. Nexus Product Backlog exists
2. Product Backlog is updated under Product Owner’s authorization
3. Sprint Backlog exists for each Scrum Team
4. Sprint Backlog is updated by Development Team
5. Nexus Sprint Backlog exists
6. Nexus sprint Backlog is updated by Nexus integration team
7. Nexus goal exists
8. Nexus goal is updated by Nexus Teams
9. Product Increment exists
10. Integrated Product Increment exists
11. Definition of “Done exists

Objective 3: Scrum Meetings Occur and are Participated

 Practices:

1. Release Planning Meeting occurs
2. Nexus Sprint Planning Meeting occurs exactly once per Sprint
3. Nexus Sprint Planning Meeting is attended by all Nexus Team Members
4. Daily Scrum Meeting occurs exactly once per workday
5. Daily Scrum Meeting is, at least, attended by Development Team
6. Nexus Daily Scrum Meeting occurs
7. Nexus Daily Scrum Meeting is, at least, attended by Nexus Team(appropriate representatives from individual Scrum Development Teams)
8. Nexus Sprint Review Meeting occurs exactly once per Sprint
9. Nexus Sprint Review Meeting is attended by all Nexus teams and whoever appropriate to provide feedback and invited by Product Owner
10. Nexus Sprint Retrospective Meeting occurs exactly once per Sprint
11. Nexus Refinement Meeting occurs at least once per Sprint
12. Nexus Refinement Meeting is attended by representatives from each scrum team

 Objective 4: Nexus Process Flow is Respected

 Practices:

1. Software development sprint starts with Release Planning Meeting, optionally
2. Cycle of Sprints of development occurs

Goal 2: Software Requirements Engineering

 Objective 1: Clear Definition of Product Owner

 Practices:

1. Product Owner has direct contact with Scrum Team
2. Product Owner has direct contact with client side stakeholders
3. Product Owner is authorized and responsible to define priorities
4. Product Owner has the knowledge to define priorities
5. Product Owner has product’s vision
6. Product Owner has enough authority to make decisions without in needs of going back and forthwith the superiors and not causing the team for waiting / delays / unplanned changes

 Objective 2: Product Backlog Management

 Practices:

1. Product Backlog items are sync with Product Owner’s product vision
2. Product Backlog items are in sync with INVEST(Independent, Negotiable, Valuable, Estimable, Small, Testable ) criteria
3. Product Backlog items are prioritized by Product Owner
4. Product Backlog top items are defined clearly
5. Product Backlog top items are in sync with Release Plan

 Objective 3: Successful Nexus Sprint Planning Meetings

 Practices:

1. Product Owner presents domain knowledge and guides selection and priority decisions
2. Product Owner collaborates actively
3. All Nexus Teams collaborate actively
4. Results on agreed Nexus sprint plan
5. Product Owner satisfied with priorities agreed
6. All Nexus Teams believe that the plan is achievable
7. Each Scrum Team has their individual Sprint Planning part after the common part

 Objective 4: Nexus Sprint Backlog Management:

 Practices:

1. Updated when appropriate during the Sprint
2. Created during nexus sprint planning meeting

**Level 3 – Defined**

Goal 1: Customer Relationship Management

 Objective 1: Successful Managing Definition of “Done”

 Practices:

1. Definition of “Done” is agreed by whole Scrum teams
2. Definition of ”Done” is achieved in each PBI
3. Teams respect the Definition of ”Done”
4. Definition of “Done” completely ensures an Integrated Product Increment

 Objective 2: Product Owner available

 Practices:

1. Product Owner is available for Team
2. Product Owner is reachable

 Objective 3: Successful Nexus Sprint Review Meetings

 Practices:

1. Demonstrates Integrated working software
2. Product Owner and other stakeholders provide feedback
3. Stakeholders accept delivered software
4. Held at the end of the sprint before the Nexus Sprint Retrospective meeting

Goal 2: : Iteration Management

 Objective 1: Sprint Backlog Management

 Practices:

1. Sprint Backlog is highly visible
2. Sprint Backlog is updated daily
3. Sprint Backlog belongs only to Development Team
4. Sprint Backlog items are split into tasks
5. Development Team estimates
6. All Sprint Backlog items are estimated
7. All task are estimated
8. Remaining effort for each task’s estimative are updated daily

 Objective 2: Planned iterations

 Practices:

1. Sprint ends as planned on schedule
2. Daily Scrum happens every workday
3. Within Daily Scrum, problems and impediments are argued and identified
4. Sprints that Sprint Goal becomes obsolete shall be terminated immediately
5. Team is not disturbed by outsiders
6. Within Nexus daily scrum is identified integration issues or newly discovered cross-team dependencies
7. Nexus grooming meeting should be in need
8. Sprint monitoring exists

Objective 3: Measured Velocity

 Practices:

1. Sprint monitoring Chart is highly visible
2. Sprint monitoring is updated daily
3. Development Team does regular analysis of sprint’s progress

 Objective 4: Nexus Integration Team Effectiveness

 Practices:

1. Taking ownership of any integration issues
2. Accountability for successful integration of all work by all Scrum Teams in a Nexus
3. The Product Owner is accountable for ordering and refining the Product Backlog
4. The Scrum Master in the Nexus Integration Team has overall responsibility for ensuring the Nexus framework is understood and enacted.
5. Nexus Integration Team Members ensure that practices and tools are implemented, understood, and used to detect dependencies, and frequently integrate all artifacts according to a definition of “Done.”
6. Nexus Integration Team Members are responsible for coaching and guiding the Scrum Teams in a Nexus

**Level 4 - Quantitatively Managed**

Goal 1: Standardized Product Management

 Objective 1: Quantitative Product Management

 Practices:

1. All products are managed with compliance to all goals, objectives and practices which is defined quantitatively

Goal 2: Process Performance Management

 Objective 1: Measurement and Analysis

 Practices:

1. All metrics from level 2 to level 4 are monitored and managed for all products
2. Product measures are systematized via metrics. They are monitored and managed constantly

**Level 5 – Optimizing**

Goal 1: Performance Management

 Objective 1: Successful Daily Scrum

 Practices:

1. Whole Team participation
2. Problems and impediments are surfaced and the information from the Daily Scrum is used for further handling of problems and impediments
3. Daily Scrum is every day, same time and at the same place
4. Each Development Team member knows what the others are doing
5. Max 15 min.
6. Release Plan monitoring is updated at least every Daily Scrum

 Objective 2: Successful Nexus Sprint Retrospective

 Practices:

1. At 3 stages meeting
2. Results in concrete improvement proposals
3. Some proposals are implemented
4. Lessons learned are recorded
5. The isssues that have impacted more than a single team are identified
6. The individual Scrum Teams should form actions to address these issues
7. Agreement on how to visualize and track the identified actions
8. Nexus Sprint Retrospective Meeting is attended for first and third parts by representatives from each scrum team and for the second part by all scrum team members

 Objective 3: Casual Analysis and Resolution

 Practices:

1. To analyze the occurred impediments daily
2. To differentiate impediments from incidents and problems
3. To make causal analysis retrospective and then take corrective actions against impediments

 Objective 4. Positive Indicators

Practices:

1. High level of energy from whole Scrum teams
2. High level of satisfaction from whole Scrum teams
3. High level of satisfaction from stakeholders
4. Rare extra working hours; if it happens, it must be voluntarily
5. Discussion, constructive criticism
6. Experimentation and Scrum process improvement
7. Periodical and sustainable Nexus Refinement efforts

 Objective 5: Successful Nexus Daily Scrum

 Practices:

1. Participation of the whole representatives from all scrum development teams
2. Inspection the current state of the Integrated Increment
3. Nexus daily scrum is every day, same time and at the same place
4. Focusing on each team’s impact on the Integrated Increment
5. Visualization and managing current dependencies
6. Sharing neccesary information across the teams.