

Model: Permanent agile team					
	Level 1: Aware	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	5 Optimized
Organizational Governance	Informal governance of permanent agile teams exists but links to broader organizational controls are minimal	There are localized governance arrangements for groups of permanent agile teams	Permanent agile teams consistently establish their governance to align with centrally defined organizational governance arrangements	Permanent agile teams and organizational governance are integrated with measurement and feedback is used to refine permanent agile team governance as appropriate to make it more effective	The governance arrangements for permanent agile teams are embedded in organizational controls, with demonstrable continual improvement across the organization
Management Control	Where management control approaches exist, they have been developed in isolation by individual permanent agile teams	Management control is recognized as a key component for permanent agile team success, with localized approaches in place for groups of permanent agile teams	Permanent agile teams consistently establish management control to achieve team objectives within the defined scope using a centrally defined approach	The permanent agile team's management control approach is integrated with the organization's controls and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's management control is embedded within the organization's control mechanisms, focusing on delivering outcomes that enable the organization to achieve its strategic aims and objectives, with continual improvement across the organization
Benefits Management	Where benefits (customer value) management approaches exist, they have been developed in isolation by individual permanent agile teams	Benefits (customer value) management is recognized as a key component for permanent agile team success, with localized approaches in place for groups of permanent agile teams	Permanent agile teams consistently establish benefits (customer value) management to define and track their realization from the delivery of operational capability / features to a centrally defined approach	The permanent agile team's benefits (customer value) management approach is integrated with the organization's performance management and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's benefits (customer value) management is embedded within the organizational change and performance management approach, focusing on outcomes to achieve the strategic aims and objectives of the organization, with continual improvement across the organization
Financial Management	Where finance management (team funding) approaches exist, they have been developed in isolation by individual permanent agile teams	Finance management (team funding) is recognized as a key component for permanent agile team success, with localized approaches in place for groups of permanent agile teams	Permanent agile teams consistently establish finance management (team funding) to track funding and control expenditure, aligned with a centrally defined approach	The permanent agile team's finance management (team funding) is integrated with the organization's finance management approach, and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's finance management (team funding) is embedded within the organization's finance management approach, focusing on investment to achieve the strategic aims and objectives of the organization, with continual improvement across the organization
Stakeholder Management	Where stakeholder management approaches exist, they have been developed in isolation by individual permanent agile teams	Stakeholder management is recognized as a key component for permanent agile team success, with localized approaches in place for groups of permanent agile teams	The organization's permanent agile teams consistently engage and communicate with stakeholders using a centrally established approach	The permanent agile team's stakeholder management is integrated with the organization's stakeholder management approach, and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's stakeholder management is embedded within the organization's stakeholder management approach, focusing on engaging and communicating to achieve the strategic aims and objectives of the organization, with continual improvement across the organization
Risk Management	Where risk management approaches exist, they have been developed in isolation by individual permanent agile teams	Risk management is recognized as a key component for success, with localized approaches in place for groups of permanent agile teams	Permanent agile teams consistently establish risk management to mitigate threats and maximize opportunities aligned with a centrally defined approach	The permanent agile team's risk management approach is integrated with the organization's risk management and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's risk management is embedded within the organization's risk management approach to achieve the strategic aims and objectives of the organization, with continual improvement across the organization
Resource Management	Where resource management (velocity, story point estimation) approaches exist, they have been developed in isolation by individual permanent agile teams	Resource management (velocity, story point estimation) is recognized as a key component for permanent agile team success, with localized approaches in place for groups of permanent agile teams	Permanent agile teams consistently establish resource management (velocity, story point estimation) to meet their capacity and capability requirements, aligned with a centrally defined approach	The permanent agile team's resource management (velocity, story point estimation) approach is integrated with the organization's capacity and capability management and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's resource management (velocity, story point estimation) is embedded within the organization's resource management approach, focusing on maximizing the exploitation of the capacity and capability to achieve the strategic aims and objectives of the organization, with continual improvement across the organization
Agility	Where product (team) backlog refinement and prioritization approaches exist, they have been developed in isolation by individual teams	Product (team) backlog refinement and prioritization is recognized as a key component for permanent agile team success, with localized approaches in place for groups of teams	The organization's permanent agile teams consistently refine and prioritize their product (team) backlog using a centrally established approach	The permanent agile team's product (team) backlog refinement and prioritization is integrated with the organization's product decomposition and prioritization approach, and uses measurement and analysis of performance to verify and refine permanent agile team effectiveness across the organization	The permanent agile team's product (team) backlog refinement and prioritization is embedded within the organization's product decomposition and prioritization approach, to achieve the strategic aims and objectives of the organization, with continual improvement across the organization