Table 9. Do we have better sustainability practices in the organizational environment?

Name	Description	Calculation Formula
Process Maturity Level	Measures how well-defined and controlled an organization's processes are	Not provided
Agile Practices Adoption Rate		Not provided
Agile Team Pulse	Involves team's regular casual assessments to understand their views on adopting iterative development practices, two-level planning, shared vision, continuous integration and a team-based approach	Collected through informal surveys
Estimation Accuracy Delta	Indicates how well the team is planning	*(PH – AH) / PH*. Where *PH* is the estimated hours for each sprint to deliver the proposed and *AH* is the actual hours spent producing tangible results
Effectiveness	Indicates how well the team is planning	*AH / PH*. Where *PH* is the estimated hours for each sprint to deliver the proposed and *AH* is the actual hours spent producing tangible results
Planned Virtual Hour Cost		*CM / PH*. Where *CM* is the cost model applied by the supplier to the company related to economies of scale and *PH* is the estimated hours for each sprint to deliver the proposed
Real Virtual Hour Cost		*CM / AH*. Where *CM* is the cost model applied by the supplier to the company related to economies of scale and *AH* is the actual hours spent producing tangible results
Waste	Indicates the equivalent waste of money	*(Estimation Accuracy Delta ∗ Real Virtual Hour Cost) / 100*
Delta cost	Measures cost savings due to the deviation between real and planned costs	*(Real Virtual Hour Cost - Planned Virtual Hour Cost) / 100*
SAFe Practices Adoption Rate	Self-assessment survey sent to participants. Each question includes a numeric rating (Likert scale) and an optional comment section	The Likert scale has six response options (from 'never' to 'always') to gauge the frequency of practice usage in areas like product ownership health, PI/release health, sprint health, team health and technical health
Measurement Systems Completeness Indicator	Assessment of measurement system completeness for workflow monitoring, as temporal and process dependencies are used between process activities	*(#Activities with measures or indicators / #Activities in total) ∗ 100%*. The measurement system that provides measures or indicators for all activities of the monitored process is 100
Team Happiness		Not provided
Perceived Effectiveness	Measurement of perceived effectiveness of a specific large-scale agile development process created for the so-called CAPTAIN Project, based on Design Thinking, Lean and Scrum concepts	Compiled through surveys given to the team and stakeholders, where responses were rated on a Likert scale. The aim was to measure aspects such as teamwork, requirements gathering, planning, methodology quality, culture, knowledge sharing, overall process perception, team morale, engagement and participant satisfaction.
Employee Engagement	Measures how motivated individuals feel and how actively engaged they are in supporting the organization's goals and values	Various methods exist to gauge employee engagement and each organization should choose what suits them best. Some use an annual survey, while others rely on an Employee Net Promoter Score (eNPS), asking employees how likely they are to recommend their employer on a 10-point scale
Work In Progress	The team can use the Work In Progress (WIP) metric to provide transparency in their progress, potentially reducing their WIP and improving their flow	Maximum amount of work that can exist in each status of a workflow
Flow Load	Measures how many items are currently in the system. Uses the WIP limit to maintain a healthy, limited number of active items	A Cumulative Flow Diagram (CFD) is a widely used tool to visually represent the flow of work over time. It illustrates the work in a particular state, the speed at which new items enter the work queue (arrival rate) and the speed at which they are completed (departure rate).
Business Agility	High-level assessment summarizing how agile the business is at any given time	Two assessment methods are available: (i) Participants fill out assessments independently, followed by group discussion and analysis; (ii) All participants collectively discuss and agree on scores (1 to 5) for each statement. The assessment report includes visualizations tracking progress in SAFe's seven core competencies
Core Competencies	Assessment to help teams and trainings improve the technical and business practices needed to help the portfolio achieve the larger goal	Can be acquired using the same approach as the SAFe Business Agility metric. The assessment report displays progress measurements for seven additional competencies: team and technical agility, execution of value, value delivery, organizational and value stream operation, learning and coaching, customer satisfaction and quality practices