

# DevOps Portfolio Management: Three Domains

v2022.1

**CD PIPELINES  
CLOUD DELIVERY**

**ARCHITECTURE  
SECURITY**

**OBSERVABILITY &  
FEEDBACK**

**TECHNICAL PRACTICES**

**VALUESTREAM & PORTFOLIO  
MANAGEMENT**

**HOLISTIC WORK  
MANAGEMENT & VISIBILITY**

**KATA & MEASUREMENT**

**WORK PROCESS &  
MEASUREMENT**

**EMPOWERED, CROSS  
FUNCTIONAL, LONG-LIVED  
TEAMS**

**SERVICE OWNERSHIP  
& LEADERSHIP**

**CULTURE, LEARNING &  
PSYCHOLOGICAL SAFETY**

**PEOPLE & CULTURE**

# 41 key capabilities that high performers excel at

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## TECHNICAL PRACTICES

1. Test automation
2. Deployment automation
3. Trunk-based development
4. Shifting left on security
5. Loosely coupled architecture
6. Empowered tool choice Ω
7. Continuous integration
8. Continuous testing
9. Version control
10. Test data management
11. Monitoring and observability
12. Database change management
13. Code maintainability
14. Continuous delivery
15. Cloud infrastructure
16. Disaster recovery testing
17. SRE practices †
18. Documentation quality †

## WORK PROCESS & MEASUREMENT Ω

19. Working in small batches
20. Make flow of work visible
21. Gather and implement customer feedback
22. Team experimentation
23. Streamlined change approval: clear and lightweight Ω
24. Avoid functional outsourcing
25. Limit work in process
26. Visual management capabilities
27. Feedback from production
28. Proactive notifications Ω

† New for 2022  
Ω Changed/moved

## PEOPLE & CULTURE

29. Transformational leadership
30. Climate for learning
31. Win-Win for Dev & Ops
32. Westrum organizational culture
33. Culture of psychological safety
34. Job satisfaction
35. Identity
36. Trust
37. Voice
38. Autonomy
39. Retrospectives
40. Belonging †
41. Inclusion †



See more here → [bit.ly/dora-bfd](https://bit.ly/dora-bfd)

## — MEASUREMENT: IF YOU DO NOTHING ELSE → MEASURE THESE THINGS

Lead time	For the primary application you work on, what is your lead time for changes(code committed to successfully running in production)	<input type="checkbox"/> More than six months <input type="checkbox"/> One to six months <input type="checkbox"/> One week to one month <input type="checkbox"/> One day to one week <input type="checkbox"/> Less than one day <input type="checkbox"/> Less than one hour
Deploy frequency	For the primary application your organization works on, how often do you deploy code to production or release it to end users?	<input type="checkbox"/> Fewer than once per six months <input type="checkbox"/> Between once per month and once every six months <input type="checkbox"/> Between once per week and once per month <input type="checkbox"/> Between once per day and once per week <input type="checkbox"/> Between once per hour and once per day <input type="checkbox"/> On demand(multiple deploys per day)
Time to restore	For the primary application you work on, how long does it take to restore service when a service incident or a defect that impacts users occurs?	<input type="checkbox"/> More than six months <input type="checkbox"/> One to six months <input type="checkbox"/> One week to one month <input type="checkbox"/> One day to one week <input type="checkbox"/> Less than one day <input type="checkbox"/> Less than one hour
Change fail %	For the primary application you work on, what percentage of changes to production or releases to users result in degraded service and subsequently require remediation(hotfix, rollback, fix forward, patch)	<input type="checkbox"/> 0-15% <input type="checkbox"/> 16-30% <input type="checkbox"/> 31-45% <input type="checkbox"/> 46-60% <input type="checkbox"/> 61-75% <input type="checkbox"/> 76-100%