The Professional Scrum Competencies

https://www.scrum.org/professional-scrum-competencies

Contents:

Scrum.org has created these Professional Scrum Competencies to help guide an individual's personal development with Scrum. Building proficiency with Scrum starts with the fundamentals, *Understanding and Applying the Scrum Framework*, and it is the foundation for personal growth. The competencies and underlying focus areas apply to the Scrum Team (Product Owner, Scrum Master, and Developers) and to other roles in the organization such as Agile Leaders.

Organizations can benefit from the use of a common understanding of the competencies and focus areas that they use to evaluate and balance their team's proficiencies based on their unique needs. View how Scrum.org Professional Scrum Training Courses cover the Focus Areas.

1/ Understanding and Applying the Scrum Framework

https://www.scrum.org/professional-scrum-competencies/understanding-and-applying-scrum-framework

Understanding and Applying the Scrum Framework allows teams and organizations to iteratively and incrementally deliver valuable products of "**Done**" working releasable software in 30 days or less. Successful use of the Scrum framework requires an understanding and application of the **Scrum Values** and the tenets of **Empiricism** to professionally deliver value to the organization while addressing the inherent complexity of product delivery. The Scrum framework consists of Scrum Teams and their associated **Roles**, **Events**, and **Artifacts**. Each of these components within the framework serves a specific purpose and are essential to Scrum's success and usage. The rules of Scrum bind together the Roles, Events, and Artifacts, governing the relationships and interaction between them.

In the case of **Scaling** and scaled implementations of Scrum, minimizing cross-team dependencies and resolving integration issues are unique and critical challenges when multiple Scrum Teams are collaborating to deliver a product.

The Scrum Guide is the foundational body of knowledge for the Scrum framework and the Nexus Guide builds upon that foundation as the body of knowledge for the Nexus scaling framework.

Understanding and Applying the Scrum Framework provides a necessary foundation for building proficiency within the four additional Professional Scrum Competencies. Proficiency in this competency is relevant and required to effectively practice Scrum in any organizational role.

Within each competency, a number of Focus Areas provide a more detailed view of the knowledge and skills you require to master that competency.

- Empiricism
- Scrum Values
- Scrum Team
- Events
- Artifacts
- Done
- Scaling

empiricism /ɪmˈpɪrəˌsɪzəm/

A cornerstone to Scrum and Agile. A practitioner will be able to apply the concepts of the empirical process to the problems they encounter. That means they can describe problems in terms of learning, break problems down into the smallest increments that will generate valuable evidence, and execute in an empirical way. By learning and practicing the skills in this Focus Area, a practitioner will become an expert in the application of scientific methods to complex problems, understanding why and how to apply an empirical process.

Scrum Values

For agility /əˈdʒɪləti/ to thrive /θraɪv/, the culture of the organization must support the fundamental concepts of agility. A practitioner will understand both
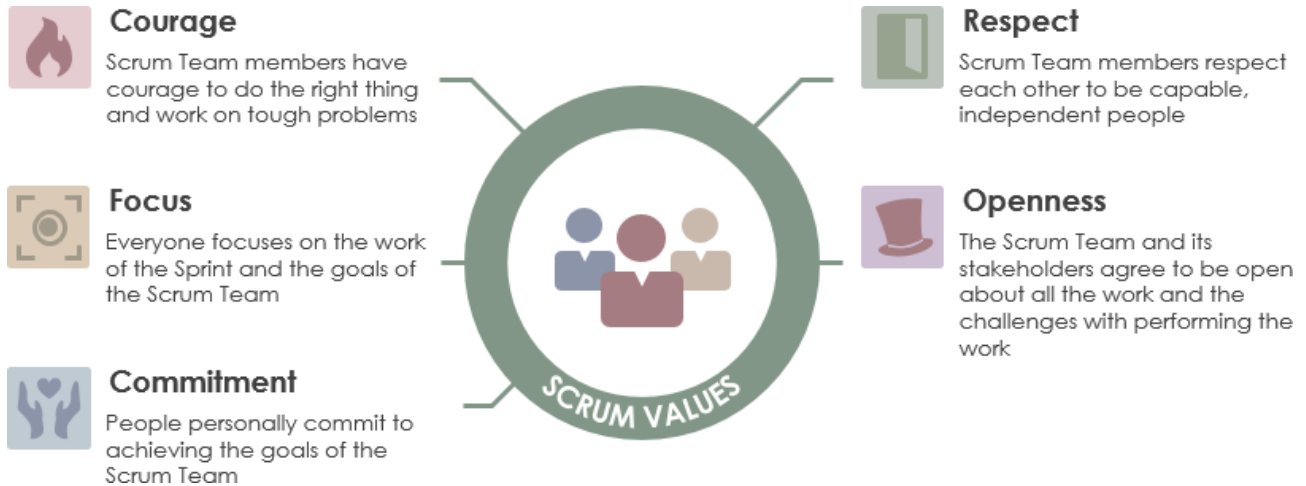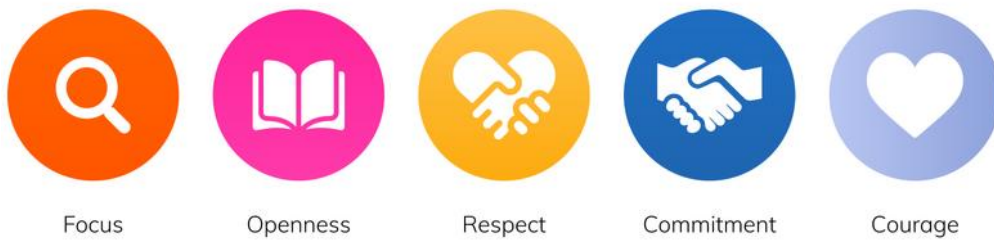
the Scrum Values:

- *Courage →to do the right thing*

- *Focus →the work of the Sprint, goals*

- *Commitment →achieve a goal*

- *Respect, →each other to be capable, independent people*

- *Openness, →Scrum Team and its stakeholders*

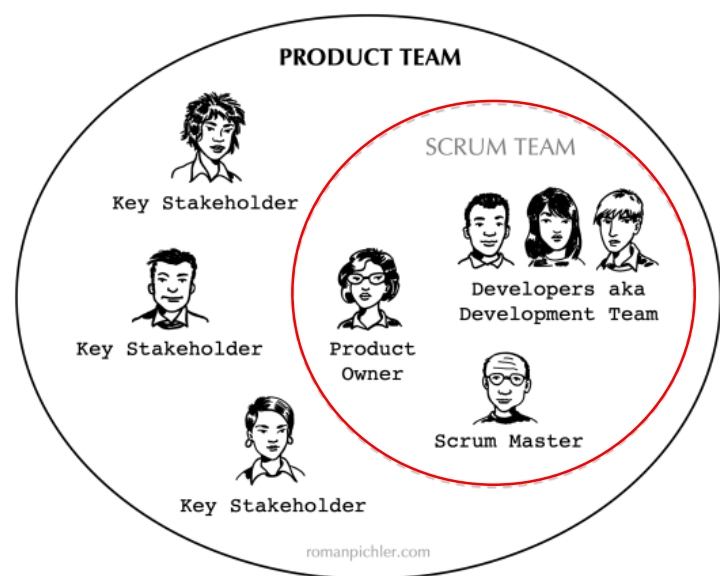and demonstrate that they can apply them in the reality of organizations whose values do not match those of Scrum.

SCRUM VALUES

| Focus | Openness | Respect | Commitment | Courage |

Courage
Scrum Team members have courage to do the right thing and work on tough problems

Focus
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

Commitment
People personally commit to achieving the goals of the Scrum Team

Respect
Scrum Team members respect each other to be capable, independent people

Openness
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work
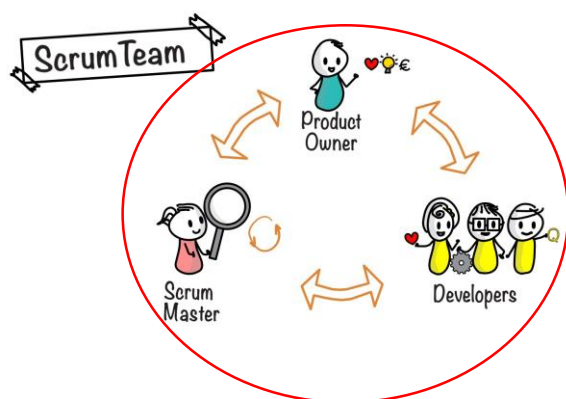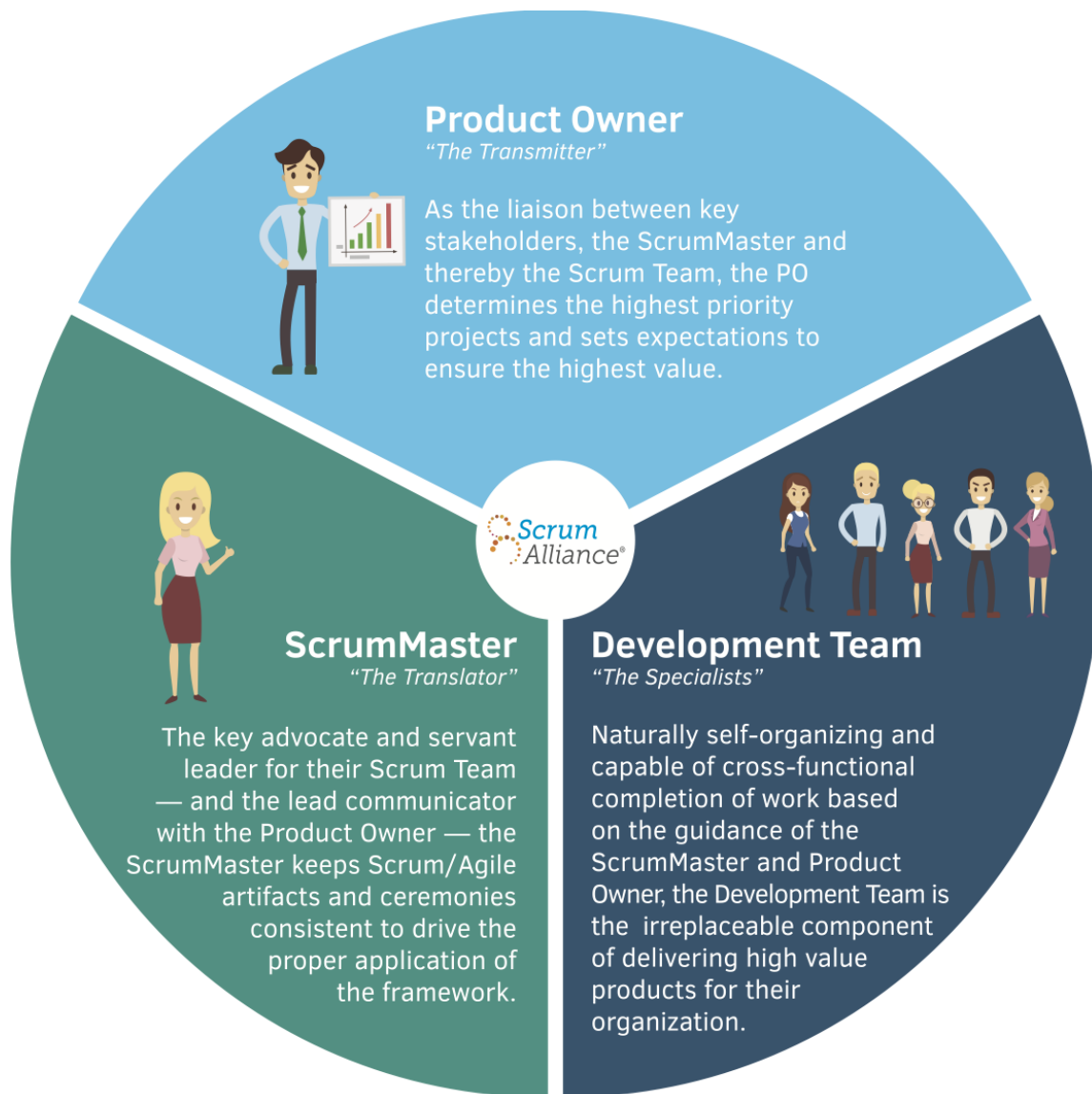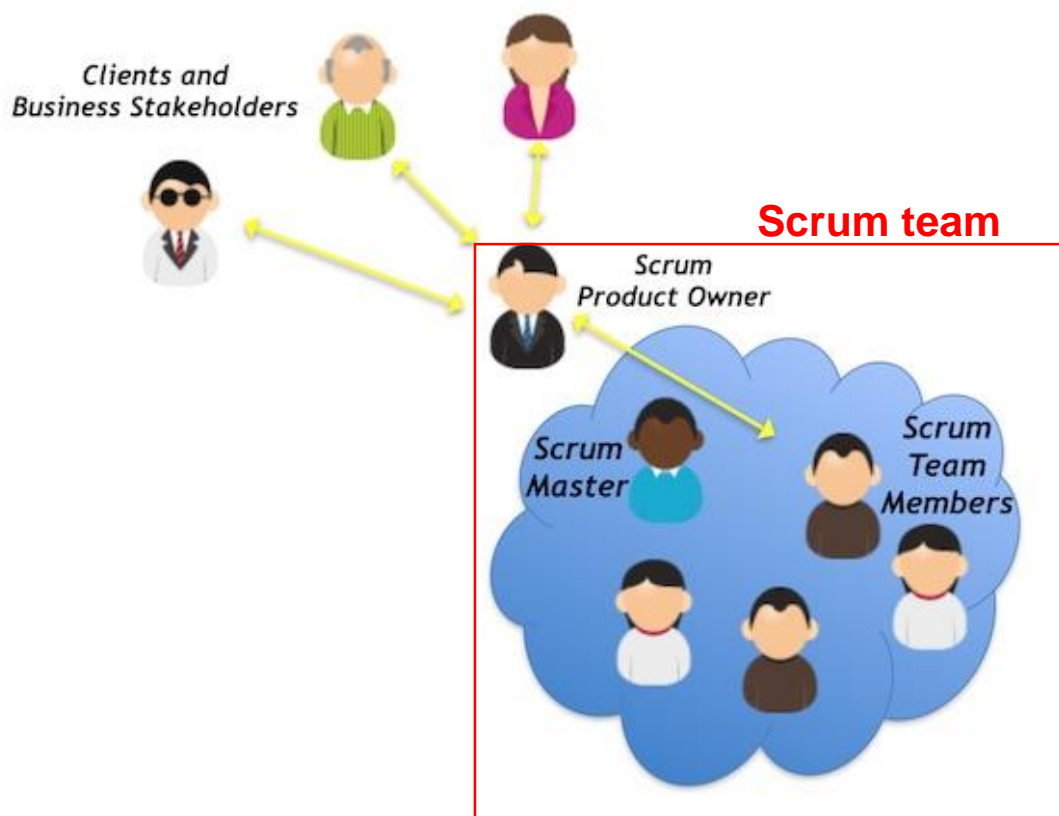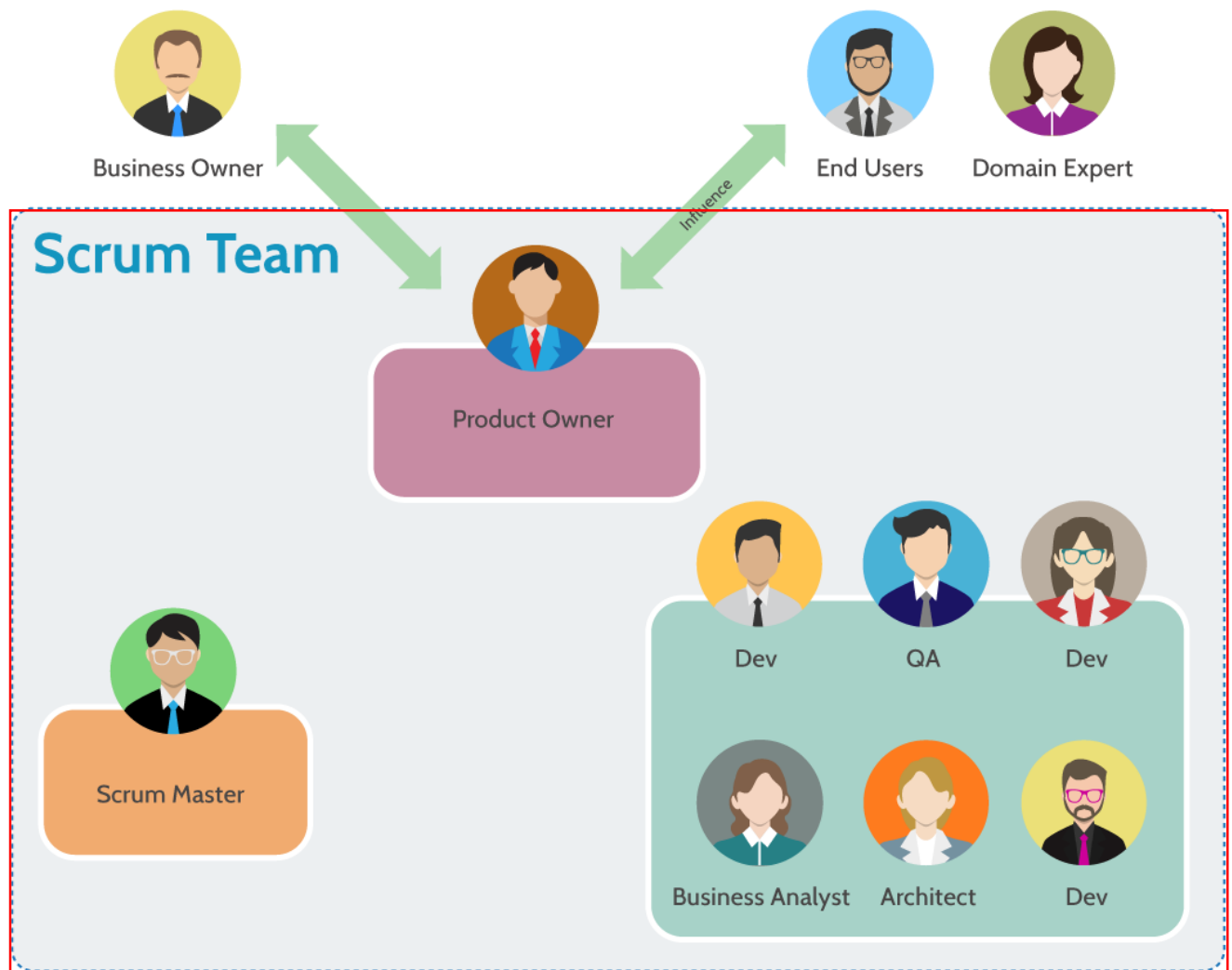
By living the Scrum Values and helping others to apply them, learners will create an environment where empirical process, self- organization, and continual improvement will be more successful.

Scrum Team

The Scrum Team consists of one Product Owner, one Scrum Master, and Developers (= Development team).

Product Owner
"The Transmitter"

As the liaison between key stakeholders, the ScrumMaster and thereby the Scrum Team, the PO determines the highest priority projects and sets expectations to ensure the highest value.

ScrumMaster
"The Translator"

The key advocate and servant leader for their Scrum Team — and the lead communicator with the Product Owner — the ScrumMaster keeps Scrum/Agile artifacts and ceremonies consistent to drive the proper application of the framework.

Development Team
"The Specialists"

Naturally self-organizing and capable of cross-functional completion of work based on the guidance of the ScrumMaster and Product Owner, the Development Team is the irreplaceable component of delivering high value products for their organization.

Business Owner — End Users — Domain Expert

Scrum Team

Product Owner

Influence

Scrum Master

Dev — QA — Dev

Business Analyst — Architect — Dev

Clients and Business Stakeholders

Scrum team

Scrum Product Owner

Scrum Master

Scrum Team Members

SCRUM TEAM ROLES

Product Owner
- Decides what to do and why

Scrum Master
- Focus on how to work better

Dev Team
- Do the work development

Scrum Team

Sprint Backlog | Definition of Done | Increment | self-organized | cross-functional

Development Team

Scrum Master

Product Owner

SCRUM TEAM

Product Owner

Scrum Master

Developer

Designer

Architect

QA Analyst

Business Analyst

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SCRUM PROCESS FLOW

Scrum team

Scrum Team

Scrum Master

Product Owner

Daily Scrum

Sprint planning

Product Backlog

Sprint backlog

Sprint

Shippable Product

Sprint Review

Continuous Improvement & Customization

Sprint Retrospective

Borrowing the idea of scrum from rugby, the agile approach uses a scrum framework to manage effectively the development of products
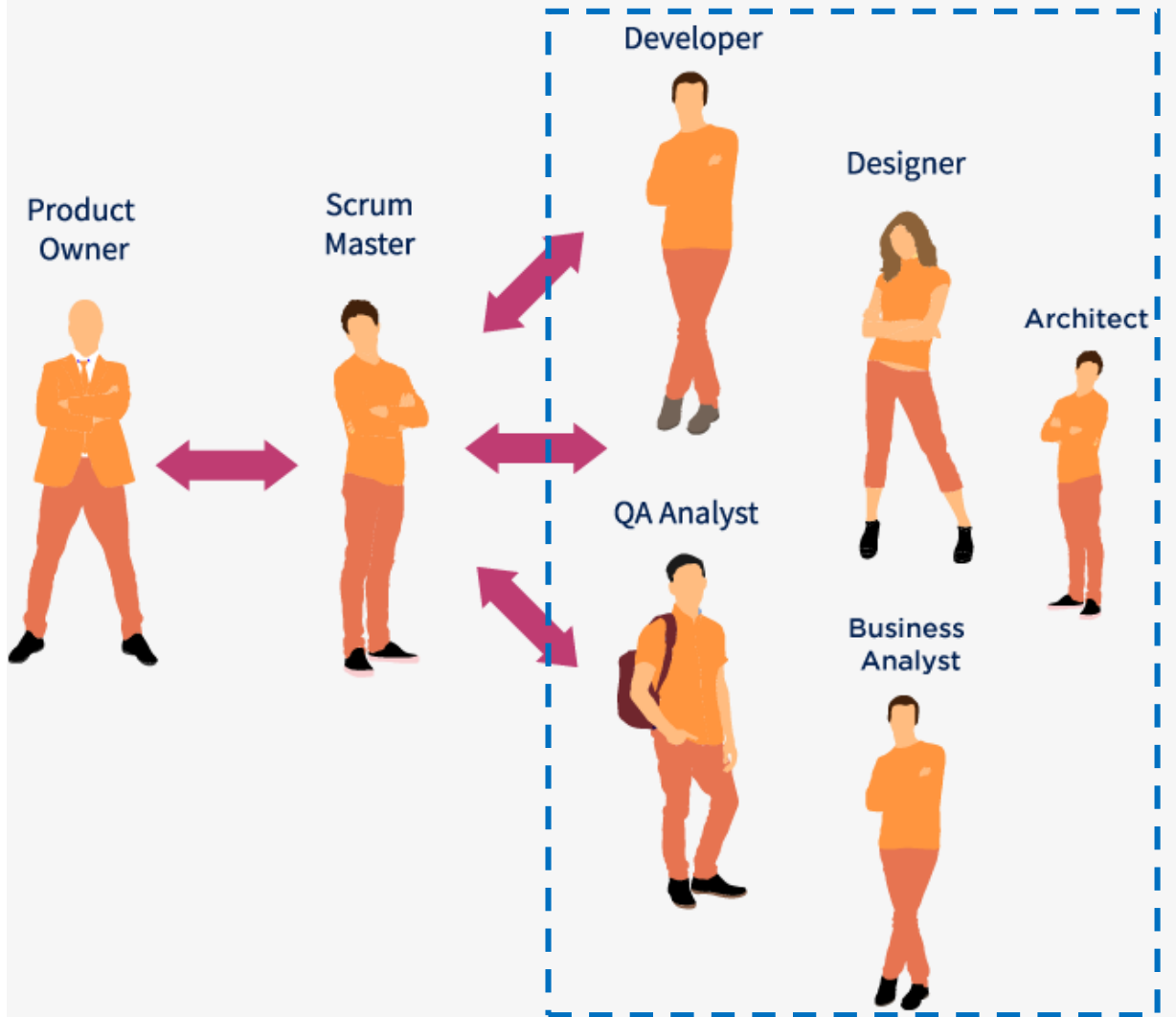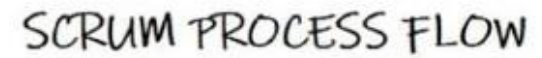
The skilled practitioner will understand how accountability /əˌkaʊntəˈbɪləʈi/ is shared amongst team members and how they take on work in the context of their Product Goal.

Events

The Scrum framework describes 5 events: The Sprint, Sprint Planning, Daily Scrum, Sprint Review, and the Sprint Retrospective. All events are time-boxed and enable progress through adaptation and transparency. The practitioner will understand the events and be able to practice each event, but more importantly be able to apply these events in complex situations and at scale. The events are used to uphold empirical process control, through the three pillars of Scrum: transparency, inspection, and adaptation.

Artifacts

The Scrum framework describes 3 artifacts. The Product Backlog, Sprint Backlog, and Increment. These artifacts provide the team with a minimal set of materials to plan, execute, and review the Sprint. The Practitioner will understand these artifacts and how to implement them in complex, real-world situations. They will also understand the relationship of these artifacts relative to other practices and techniques and how to integrate them into an organization's own process.

Done

The objective of each Sprint is to deliver an Increment. The Definition of Done (DoD) provides a way for the team to make what done means transparent. In this Focus Area, the practitioner will be able to describe what a DoD is, apply it to their particular context, and understand how the DoD enables the benefits of agile. They will also be able to describe the implications of the necessary trade-offs and compromises required to deliver Increments within their organization.

Scaling

Scrum is designed to work at the team, product, and organization level. The practitioner will be able to apply Scrum in increasing levels of complexity and scale. They will be able to demonstrate when to scale and when not to scale and appreciate scaling practices and complementary frameworks that help organizations scale Scrum. The ultimate level of proficiency within this Focus Area is the ability to know what, and what not, to compromise in pursuit of a scaling approach by understanding the trade-offs and benefits of particular concepts and practices. Ultimately, the practitioner will demonstrate that they can scale Scrum and still keep its essential qualities of empiricism, self-organization, and continuous improvement. The practitioner should also be able to demonstrate the results of good scaling practices from both an organization and business perspective.

2/ Developing People and Teams

- Self-Managing Teams
- Facilitation
- Leadership Styles
- Coaching & Mentoring
- Teaching

3/ Managing Products with Agility

- Forecasting & Release Planning
- Product Vision
- Product Value
- Product Backlog Management
- Business Strategy
- Stakeholders & Customers

4/ Developing & Delivering Products Professionally

- Emergent Software Development
- Managing Technical Risk
- Continuous Quality
- Continuous Integration
- Continuous Delivery
- Optimizing Flow

5/ Evolving the Agile Organization

- Organizational Design & Culture
- Portfolio Planning
- Evidence Based Management™