Preamble

The Scrum Master role and function is an important one at\_\_\_\_\_\_. Consistency across the entire company is key, so that a team member should be able to switch teams and work in exactly the same way as they were on their previous team. It is also important to ensure that our Agile values get specific focus within each team. To this end we are implementing a revised structure:

1. Each Team will have a Team Ambassador who is a dedicated member of the Team and who will take on portions of the Scrum Master function within the Team
2. Their will be single Scrum Master who will partner with the Team Ambassador on each Team and who will have more of a strategic focus liaising with other aspects of the business and coaching the TA’s and Teams on our Agile accountabilities and commitments to the business
3. The VP of Technology will receive Team-up feedback from the Teams through the TA and SM and provide Executive sponsorship and vision on our Agile Methodologies

The three functions are described in more detail below.

Team Ambassador Function

Note: Performing this role will have an impact on the Team’s velocity since the TA will be spending some time monitoring progress and outcomes and coaching the team. Velocity may well ***increase*** as a result longer term, but ***initially may decrease*** slightly.

Required skills: Cheerleader, Agile enthusiast, ability to motivate and rally the team, coach

Team Ambassador can be ***anyone*** on the Team and is ***not*** a technical role. Not a tech lead, a people person, a motivator, an Agile champion

1. Facilitate Daily Stand-up Formalities, encouraging all to participate
	1. Nitish will own the Daily Scrum Meeting invites
2. Have visibility into the Sprint Status to help focus the team on the right things for the best possible outcomes and discuss risk if any with SM/PO
	1. Continuous vigilance for top-down work based on priority
	2. Governance between teams to ensure alignment.
3. Ensure we DO NOT start things we cannot QA, including UAT
	1. Decide if “UAT” will be fixed on STAGE-HF, STAGE, or normal dev cycle
	2. Work well to minimize the work the QA time
	3. Focus Team on fixing bugs for Priority Features
4. Definition of Done (for work exiting the Teams)
	1. Code Reviewer should validate DoD (Definition of Done)
	2. Scrum Master to Spot check
	3. Spot check board adherence, time entry, etc
5. Collaborate with DevOps/QA to manage porting and testing expectations
6. Interface with DevOps – provide branch/DB/Env requirements to enable the team work efficiently.
	1. After planning meeting
	2. See and follow Process guidance documents
7. Prep the team for the review meeting
	1. See and follow Process guidance documents
		1. Recommendations for: next release, next sprint, backlog
	2. Be ready to discuss next steps and estimates for incomplete work
	3. Understand what efforts are remaining for last sprint work to be completed
	4. Provide the end of Sprint "after" update tied back to the start of Sprint "before" snapshot
	5. For each Epic:
		1. Outcome / level of completion
		2. Estimated effort remaining if not done
		3. Next Step for the Epic (typ Release or Carry to Next Sprint, ~~put back in backlog~~)
8. Ticket Management (dev cycle) vs. Test Plan management (Release cycle)
9. Facilitate Team estimation on stories being groomed, using Agile techniques (needs training)
10. Facilitate with the Team, DevOps, and other stakeholders the successful execution of Release Planning flow for each release
11. Ensure Team resources available for the ports (ideally whole team)

Scrum Master Function

Notes: Updates from the team come at the end of the sprint based on confidence levels for epic delivery set at the start of the sprint. Until then, the last update to customer needs to remain valid as a date range for delivery. SM will comm updates back to product if we are at risk of falling outside the bounds of the confidence levels set on the epics at sprint start, beyond that Product can stay informed day to day by attending the Daily Scrums.

1. High level goals across all Teams:
2. Communicate business needs into the team and status updates and feedback out of the team
3. Ensure Business “asks” are structured well for Team consumption
4. Negotiate and understand delivery priorities
5. Any item(s) committed for completion by end-of sprint must be escalated to stakeholders (in a reasonable amount of time before sprint-end) if there is any risk involved
6. “before” emails and “after” emails
7. Decide how to use the Teams resources to accomplish business outcomes (example: portal/team UI)
	1. Distributes team resources when possible for bottlenecks or slowed efforts
8. Scrum masters hold the Team Ambassadors and scrum team accountable to their working agreements, scrum values, and to the scrum framework itself.
	1. Continuously assess risk of missing completion date and allocate resources accordingly.
9. Ensuring a good relationship with External (to the Team) stakeholders
10. Gatekeeper for definition of Ready (for work entering the Teams)
	1. Ensures issues meet refinement and works across teams to ensure completion
	2. Prepares iterative release containers for sprint work
11. Interfaces with Customer Support to help ensure structured access to Development resources and timely delivery of fixes to Customer issues
	1. Regular interactions with Support to ensure their needs are being considered and met
	2. Closing the loop on completed items
12. Chairs the Planning meeting following Process Guidance document
13. Provide teams capacity to accept new work accordingly
14. After the Planning completes, Provide the sprint "before" shot of the priorities, estimates, current work remaining
15. Chairs the Review meeting following Process Guidance document
16. provide teams capacity to accept new work accordingly
17. UAT - negotiate with Product when this item should go to PROD
18. Release planning negotiations in general to minimize out of cadence releases
19. Completed work to target to Integration and next Stage port
20. Review sprint management artefacts (Burndown, the board itself, the time logging report, etc) regularly in daily stand-ups with the Team
21. Ensure we DO NOT start things we cannot QA, including UAT
22. Interface with Ops/DevOps - for scheduling ad hoc ports
23. Intra-team barriers (among roles)
24. Team plans - Time to Feedback, unknowns to knows, utilizing team's resources as a TEAM
25. Interface with Rob
26. Provide the "after" updates to the "before" snapshot
27. Actual hours, level of completions, work remaining, additions/subtractions
28. Ensure plan for completion of work remaining
29. Related to Sprint Retrospective
30. Interfaces with Development and provides data about the Teams performance to enable continuous improvement
31. Get inputs from team about what steps are needed to increase teams’ velocity
32. Ensuring team plan to improve in one or two key areas, and HOW
	1. Provide Accountability to the team to hold to this plan
	2. At Next retro, review evidence of growth in the areas named at the previous retro
33. Related to Interactions with the Team
34. Addressing team dynamics, escalations to VP
35. Establishing an environment where the team can be effective (within the team)
36. Coaches their team(s) on our Agile values
* SM Overseer coaching of Team leads / Team SMs
* Team Lead / Team Ambassador coaching of the team
* Team is a Team, the Team directs the team resources, not separate plans for QA
* Every Team is a first-class citizen
1. Understands the Team capacity, historical and current velocity
2. Related to Interactions with the rest of the Company
3. Protecting the team from outside interruptions and distractions.
4. Escalate to VP if these are coming from levels higher than VP
5. General Agile Coaching (On “Top 3” - ***currently***)
6. Estimates and team capacity include ALL roles
7. All items entering the sprint from outside the team meet Definition of Ready
8. Swim lane priority for ***DONE*** delivery
9. Ensure Teams are scheduling and executing Ports as needed

VP Tech function

1. Technical Strategy - oversee the people, processes and technologies across Development, DevOps and QA teams to ensure delivery of outcomes that support the goals of the business and technological advancement of the product & systems.
2. Operational efficiency - enablement through deep understanding of what Agility is and how it creates value.
3. Performance - establish teams’ key performance indicators,
	1. Implement necessary instrumentation for data collection over time.
	2. Use analytics to represent current state and present options for purposeful improvement and goals attainment
	3. Not interfering with the team autonomy in achieving those expectations
4. Manage Accountability - Create an environment that permits accountability by the team
5. Team velocity
	1. Intra-team barriers (among roles)
	2. Ensure all time (>=7 hrs. per day) is tracked (we have a Jira reporting tool)
6. Prepare outcomes for use in planning:
7. Work discovered or not completed
8. Focus on finished quality deliveries
9. Provides standardized reporting that clearly communicates before during and after each sprint:
10. Estimated vs actual effort
11. Worked entered the sprint
12. Completed work exiting the sprint
13. Quantity in progress
14. Work not started
15. Leadership - Maintain a close relationship with the CEO and other members of the company's senior management.
	1. Setting achievable expectations, negotiate and communicate with Product
	2. Interface with Carlos
16. Infrastructure - oversee the company's data, security, maintenance, and the network of a company and may implement (but not necessarily set) the company's technical strategy.
17. Provide decision trees to help us all make the new kinds of decisions we need to make in order to changes of the better in the ways we agree