

## ROLES & RESPONSIBILITIES

Agile teams have specific roles that are different from traditional project management. Its roles are designed to support self-organising teams, reduce red tape, and improve the time it takes from making a decision to action by the team.

## AGILE ROLES AND RESPONSIBILITIES

Agile's roles tend to be derived from Scrum – the most popular of the Agile frameworks. The roles are designed to optimise for:

- Speed of decision-making.
- Self-organisation.
- Red tape reduction.
- Delivery of value.

While there is no project management role in Scrum, the functions of good project management still occur. The responsibilities and accountabilities for delivering good projects are split between Scrum's three roles:

- **Product Owner** – The product goal and vision; budget; release management; change management; stakeholder engagement and communications. The Product Owner is a single person, and not a committee.
- **Scrum Master** – The effectiveness of Scrum; the guardrails that managers establish for self-organisation for the team; coaching the Product Owner, Developers and stakeholders in agility. A Scrum Master isn't an agile project manager. Traditional reporting or delivery management isn't part of their responsibilities.
- **Agile team members ("Developers")** – Delivering an Increment of work every Sprint.; being self-organising within the guardrails of Scrum; not compromising on quality (as defined by the Definition of Done).

## WHAT'S IN THIS PACK?

A set of cards with Scrum roles from the Official Scrum Guide (2020) and other traditional roles.

## HOW TO USE THIS PACK

- Sort the cards against their respective roles.
- If people include the Project Manager and/or Project Committee role in their card sort it is a good signal that their knowledge of agile roles is not yet very advanced.
- The "correct" card sort should see participants not use the Project Manager and/or Project Committee roles and place most of the work to be done against the Developer role.

## AGILE ROLES

The questions of which roles fit against which set of responsibilities is part of the Professional Scrum Master (PSM I) certification course and exam. To pass that exam, the following would be a suitable response.

### SCRUM MASTER

- Accountable for the Scrum Team's effectiveness
- Enables the Scrum Team to improve its practices, within the Scrum framework
- Leaders who serve the Scrum Team and the larger organisation
- Coaches the team members in self-management and cross-functionality
- Helps the Scrum Team focus on creating high-value Increments that meet the Definition of Done
- Causes the removal of impediments to the Scrum Team's progress
- Leads, trains, and coaches the organisation in its Scrum adoption
- Ensures that all Scrum events take place and are positive, productive, and kept within the timebox
- Plans and advises Scrum implementations within the organisation
- Helps find techniques for effective Product Goal definition and Product Backlog management
- Helps employees and stakeholders understand and enact an empirical approach for complex work
- Helps establish empirical product planning for a complex environment
- Facilitates stakeholder collaboration as requested or needed

### PRODUCT OWNER

- Accountable for the budget
- Accountable for Risk Management

- Helps the Scrum Team understand the need for clear and concise Product Backlog items
- Accountable for developing and explicitly communicating the Product Goal
- Accountable for clearly communicating Product Backlog items
- Accountable for ordering Product Backlog items
- Accountable for ensuring that the Product Backlog is transparent, visible and understood
- Accountable for representing the needs of many stakeholders and clients in the Product Backlog
- Responsible for all product-related activities including stakeholder collaboration

## DEVELOPERS

- Committed to creating any aspect of a usable Increment each Sprint
- Structured and empowered by the organisation to manage their own work
- Responsible for verification, maintenance, operation, for the product
- Responsible for working in Sprints at a sustainable pace to improve focus and consistency
- Accountable for creating a plan for the Sprint, the Sprint Backlog
- Accountable for instilling quality by adhering to a Definition of Done
- Adapting the work plan each day toward the Sprint Goal
- Holding each other accountable as professionals
- Responsible for experimentation, research and development, and anything else that might be required for the product

## LINE MANAGER

- Accountable for Team Culture
- Accountable for removing the barriers between stakeholders and Scrum Teams

## ROLES TO EXCLUDE

The following roles are not part of Scrum's roles and responsibilities. These traditional roles exist in project management governance, not in agile's governance frameworks.

- Project manager.
- Project committee.

When many organisations start with agile, they hold onto these roles. As organisations mature, and move toward product management, they retire these roles. The responsibilities of these traditional roles are divided amongst the Product Owner, Scrum Master and Developers, so ultimately there is little reason from the perspective of good governance to retain them.

## TASKS TO EXCLUDE

- Responsible for User Acceptance Testing (UAT) – UAT is a process that is part of traditional Waterfall project management.
- **Responsible for approving and signing-off on the Backlog Items for the Sprint** – Traditional formal sign-off and approval practices delay the delivery of value. Sprint Planning is the event where items from the Backlog are taken and planned for delivery. If an item exists at the top part of the Product Backlog, the Product Owner has deemed that its of sufficient value to deliver in the Sprint.
- **Responsible for sign-off of scope and change management issues** – Scrum doesn't use a traditional sign-off process for change. Any change is recorded in the Product Backlog. The Product Owner determines when that change will be done in a future Sprint by ordering the items in the Product Backlog.
- **Reporting to the Board on progress of activities and deliverables** – While there is no "committee" in Scrum, a Product Owner may be required to report on the progress of delivery and budget expenditure to a committee.
- **Signing off on the product's release into Production** – Release management is an integral part of Sprint Planning. In ITIL4, the authorising of a release moved from a process of decision-making by a change control board (CAB) to a capability. The choice to release value is part of the responsibility of the Product Owner. This aligns to ITIL4 practices.

<p>Enables the Scrum Team to improve its practices, within the Scrum framework</p>	<p>Accountable for the Scrum Team's effectiveness</p>	<p>SCRUM MASTER</p>
<p>Accountable for creating a plan for the Sprint, the Sprint Backlog</p>	<p>Committed to creating any aspect of a usable Increment each Sprint</p>	<p>PRODUCT OWNER</p>
<p>Accountable for clearly communicating Product Backlog items</p>	<p>Accountable for developing and explicitly communicating the Product Goal</p>	<p>DEVELOPERS</p>

<p>Helps the Scrum Team focus on creating high-value Increments that meet the Definition of Done</p>	<p>Coaches the team members in self-management and cross-functionality</p>	<p>Leaders who serve the Scrum Team and the larger organisation</p>
<p>Holding each other accountable as professionals</p>	<p>Adapting the work plan each day toward the Sprint Goal</p>	<p>Accountable for instilling quality by adhering to a Definition of Done</p>
<p>Accountable for representing the needs of many stakeholders and clients in the Product Backlog</p>	<p>Accountable for ensuring that the Product Backlog is transparent, visible and understood</p>	<p>Accountable for ordering Product Backlog items</p>

<p>Helps find techniques for effective Product Goal definition and Product Backlog management</p>	<p>Ensures that all Scrum events take place and are positive, productive, and kept within the timebox</p>	<p>Causes the removal of impediments to the Scrum Team's progress</p>
<p>Responsible for experimentation, research and development, and anything else that might be required for the product</p>	<p>Responsible for verification, maintenance, operation, for the product</p>	<p>Responsible for all product-related activities from stakeholder collaboration</p>
<p>Helps employees and stakeholders understand and enact an empirical approach for complex work</p>	<p>Plans and advises Scrum implementations within the organisation</p>	<p>Leads, trains, and coaches the organisation in its Scrum adoption</p>



Facilitates stakeholder collaboration as requested or needed

Helps establish empirical product planning for a complex environment

Helps the Scrum Team understand the need for clear and concise Product Backlog items

Responsible for approving and signing-off on the Backlog Items for the Sprint

Responsible for working in Sprints at a sustainable pace to improve focus and consistency

Structured and empowered by the organisation to manage their own work

Reporting to the Board on progress of activities and deliverables

Accountable for optimising the utilisation of the Scrum Team

Accountable for removing the barriers between stakeholders and Scrum Teams

<p><b>Accountable for the budget</b></p>	<p><b>Responsible for User Acceptance Testing</b></p>	<p><b>LINE MANAGER</b></p>
<p><b>Accountable for Risk Management</b></p>	<p><b>Signing off on the product's release into Production</b></p>	<p><b>PROJECT MANAGER</b></p>
<p><b>Accountable for Team Culture</b></p>	<p><b>Responsible for sign-off of scope and change management issues.</b></p>	<p><b>PROJECT COMMITTEE</b></p>

## ABOUT ZEN EX MACHINA

Zen Ex Machina (ZXM) provides independent and objective agile coaching and consulting, founded in organisational psychology, culture and change management, to help leaders succeed in their organisations. Ranging in scope from a short strategy session to full agile operating models, ZXM services connect you directly with experienced, certified agile practitioners who apply expert insight to your specific strategic and operational challenges.

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