Profile title	SCRUM MASTER ROLE		(29)
Summary statement	Leads and coaches an agile team.		
Mission	Creates a high performance self-managed dynamic team minimising impediments to development progress. Drives team by applying the agile process to achieve an optimesed work-flow through continuous improvement. Supports team goals and coordinates activities with other teams.		
Deliverables	Accountable	Responsible	Contributor
	• Iteration Retrospective	• Sprint Planning	• Development Process • Team backlog • Training Program
Main task/s	• Help team improve and take responsibilty for their actions to deploy agile values, principles and practices • Support Product Owner in the backlog management • Apply team-building techniques to improve performances. • Promote continuous learning and professional development of team members • Ensure continuous improvement of software quality • Support team self-defined processes and rules • Facilitate regular team meetings, including daily stand-up, Iteration planning, team demo, and retrospective iteration		

The table above is an extract from *European ICT professionals role profiles* Ref. No. CWA 16458-1:2018 E © 2018 CEN

The following pages map SFIA skills and competency levels to the role profile. There are 2 parts to the mapping:

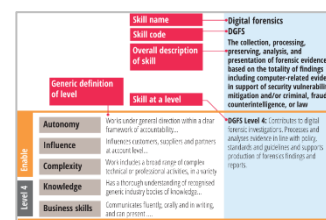- *The Level of responsibility.*

  A common language is used to describe levels of responsibility across roles in all professional disciplines. The SFIA Framework consists of seven levels of responsibility; Level 1, the lowest, to Level 7, the highest. The levels describe the behaviours, values, knowledge and characteristics that an individual should have in order to be identified as competent at the level. Each of the levels is also labelled with a phrase to summarise the level of responsibility.

- *The Professional skills.*

  SFIA 7 consists of 102 professional skills. Each skill description is made up of an overall definition of the skill and a description of the skill at each of up to seven levels.

  The skill level descriptions provide a detailed definition of what it means to practice the skill at each level of competency. The skill level descriptions are aligned to the 7 levels of responsibility which ensures consistency throughout the SFIA framework making it solid and robust across professional disciplines.

Level 7	Set strategy, inspire, mobilise
Level 6	Initiate, influence
Level 5	Ensure, advise
Level 4	Enable
Level 3	Apply
Level 2	Assist
Level 1	Follow

EU ICT Scrum Master role (29)

SFIA Generic Responsibility Levels for the Role

Autonomy - Level 5
• Works under broad direction
• Work is often self-initiated
• Is fully responsible for meeting allocated technical and/or project/supervisory objectives
• Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities

Influence - Level 5
• Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism
• Builds appropriate and effective business relationships
• Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget
• Has significant influence over the allocation and management of resources appropriate to given assignments
• Leads on user/customer collaboration throughout all stages of work
• Ensures users' needs are met consistently through each work stage

Complexity - Level 5
• Performs an extensive range and variety of complex technical and/or professional work activities
• Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts
• Understands the relationship between own specialism and wider customer/organisational requirements

Knowledge - Level 5
• Is fully familiar with recognised industry bodies of knowledge both generic and specific
• Actively seeks out new knowledge for own personal development and the mentoring or coaching of others
• Develops a wider breadth of knowledge across the industry or business
• Applies knowledge to help to define the standards which others will apply

Businesss Skills - Level 5
• Demonstrates leadership
• Communicates effectively, both formally and informally
• Facilitates collaboration between stakeholders who have diverse objectives
• Analyses, designs, plans, executes and evaluates work to time, cost and quality targets
• Analyses requirements and advises on scope and options for continuous operational improvement
• Takes all requirements into account when making proposals
• Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder
• Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives
• Maintains an awareness of developments in the industry
• Takes initiative to keep skills up to date
• Mentors colleagues
• Assesses and evaluates risk
• Proactively ensures security is appropriately addressed within their area by self and others
• Engages or works with security specialists as necessary
• Contributes to the security culture of the organisation

EU ICT Scrum Master role (29)

SFIA Professional Skills for the Role
Core - all people performing this job will need this skill. Optional - some people performing this job will need the skill.

Core: Methods and tools @ Level 5
• Provides advice / guidance / expertise to promote adoption of method and tools and adherence to policies and standards
• Evaluates and selects appropriate methods and tools in line with agreed policies and standards
• Implements methods / tools at programme, project, team level including selection and tailoring in line with agreed standards
• Manage reviews of the benefits and value of methods and tools
• Identify and recommend improvements
• Contributes to organisational policies, standards, guidelines for methods and tools

Core: Relationship management @ Level 5
• Identifies the communications and relationship needs of stakeholder groups
• Translates communications / stakeholder engagement strategies into specific activities and deliverables
• Facilitates open communication and discussion between stakeholders, acting as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans
• Provides informed feedback to assess and promote understanding
• Facilitates business decision-making processes
• Captures and disseminates technical and business information

Core: Knowledge management @ Level 4
• Organises knowledge assets and oversees the lifecycle of identifying, capturing, classifying, storing and maintaining assets
• Facilitate sharing, collaboration and communication of knowledge
• Monitors the use and impact of knowledge; interrogate existing knowledge content to identify and issues, risks and opportunities
• Implement specific knowledge management initiatives

Core: Professional development @ Level 4
• Maintains skills framework, or information about access to standard frameworks
• Advises on required outcomes for learning or development, from knowledge of skills frameworks and organisational development needs
• Assists practitioners with the process of creating development plans based on outcome statements
• Monitors practitioners' continuing professional development records, ensuring that achievements and enhanced capabilities are recorded and referenced to the outcome statements

Core: Organisational capability development @ Level 5
• Develops and maintains a detailed knowledge of capability improvement approaches and techniques and selects appropriate approaches for the organisation
• Contributes effectively to identifying new areas of capability improvement within the organisation which may be enhancements to skills, technology or processes
• Carries out capability improvement assignments, such as maturity or performance assessments to identify strengths and weaknesses
• Selects and prioritises improvement opportunities, generates buy-in and plans improvement activities justified by measurable organisational benefits
• Mentors and supports localised continuous improvement activities

Core: Measurement @ Level 4

• Supports projects, functions or teams in the development of project and/or operational methods for measurement
• Specifies base and derived measures which support agreed information needs
• Identifies and prioritises appropriate measures, scales, and targets
• Specifies how to collect and store the data for each required measure
• Provides guidance on collection of data including automation
• Designs reports and reporting formats