

## Scrum Master

<b>Role Description:</b>					
The Scrum Master will engage and embody agile principles by leading the transition from Waterfall to Agile delivery. The Scrum Master role is responsible for driving the team; facilitating processes and execution, removing impediments, managing risks, and driving relentless improvement.					
<b>RUI:</b>	1017	<b>Grade:</b>	CUK Level 07	<b>DBS check required:</b>	Basic
<b>Directorate:</b>	Carnival UK Shared Services	<b>Reports to:</b>	Director, Product Management		
<b>Function:</b>	Carnival UK Technology	<b>Team:</b>	Technology Architecture & Engineering		
<b>Direct reports:</b>	None				
<b>Accountabilities:</b>					
<p>Build high performing teams</p> <ul style="list-style-type: none"> <li>• Focuses on ever-improving team dynamics</li> <li>• Continuously engage in challenging the norms</li> <li>• Helps manage interpersonal challenges and conflicts to improve performance in quality, predictability and velocity</li> <li>• Escalates people problems to management where necessary</li> <li>• Protects the team from outside interference, negative influences and uncontrolled work</li> <li>• Creates the right culture to support the team</li> <li>• Supports the team to meet their sprint goals</li> <li>• Propagates and maintains good relationships with internal and external stakeholders</li> <li>• Proactively encourage an environment promoting collaboration, communication, knowledge sharing and openness.</li> <li>• Acts as a role model for the team</li> <li>• Supports agile within the organisation; in particular the business</li> <li>• Manages dependencies and risks</li> <li>• Remove impediments in order to allow team to focus on the delivery</li> <li>• Works with Suppliers to ensure they embrace agile from a contractual perspective through to delivery</li> </ul> <p>Promote Agile practices</p> <ul style="list-style-type: none"> <li>• Foster the culture of discipline and ensure team meets their Definition of Done (DoD)</li> <li>• Works with the team to identify and embody their Definition of Ready (DoR)</li> <li>• Promotes best practices and introduces new ideas and practises to improve team efficiency</li> <li>• Reinforces team values and principles such as Built-In Quality, limiting Work in Progress and queue lengths</li> <li>• Facilitates continuous improvement</li> <li>• Shares, visualises and vocalises team metrics</li> <li>• Ensures Burndowns and any reporting is completed in a timely manner to a good level of quality</li> <li>• Guides the team in establishing normalized estimates</li> <li>• Helps the team focus on daily and sprint business objective</li> </ul> <p>Coordinate with other teams</p> <ul style="list-style-type: none"> <li>• Liaises and obtains commitment of resources as per the Program Increment Plan</li> <li>• Coordinates with Shared Services teams</li> <li>• Represents team in the Scrum of Scrums (SOS) meeting and pass information to the team</li> <li>• Communicates with management</li> <li>• Supports the team to meet their sprint goals</li> </ul>					

#### Facilitate team meetings

- Facilitates team meetings including Daily Stand-Up, Sprint Planning, Sprint Review and Sprint Retrospective.
- Facilitates the PI Planning sessions
- Helps ensure the relevant actions are completed from the Program Increment event

#### Coaching and training

- Coaches and supports teams, using a hands-on approach from the beginning of the agile journey
- Training the teams to understand Agile and the way of working within Carnival
- Coaches the Product Owner and Agile Coach
- Leads the agile transformation through demonstration of 'what good looks like'
- Supports the team to reach their maximum potential in ways
- Coaches and trains potential Scrum Masters in their role, through the training on the job approach
- Supporting the Programme Management Office
- Ensures the team adoption of agile is consistent with the Playbook and the Carnival agreed approach
- Working with the Continuous Improvement team to update the Playbook
- Respond to the transformational plan

#### Facilitate preparation and readiness for ART (Agile Release Train) events

- Assists the team in preparation for Programme activities & inter- team and cross team cooperation

#### **Health, Environment, Safety, Security (HESS) Responsibilities:**

- Lead by example by taking care of the health and safety of yourself and others.
- Report all accidents, 'near miss' incidents and work related ill health conditions to your manager, team leader.
- Follow safety rules and procedures.
- Use work equipment, personal protective equipment, substances, and safety devices correctly.
- Take part in safety training & risk assessments and suggest ways of reducing risks.
- Actively promote safe working within your team and encourage safe behaviours.
- Demonstrate safety leadership in accordance with our safety leadership behaviours.

#### **General Responsibilities:**

- Adhere to Corporate Policies and Procedures, including Code of Conduct, Audit Procedures and any control related responsibility for financial data entered, stored, or reported via business systems within employee's control (list not exhaustive).

#### **Scope:**

##### **Problem solving:**

- Removes impediments in order to allow team to focus on the delivery
- Builds relationship with stakeholders to be able to ensure a smooth resolution of impediments

##### **Impact:**

- Assures the alignment of agile delivery to the Agile Playbook by forming part of the Continuous Improvement Centre of Excellence
- Brings best practice from other industries and thought leaders to ensure Carnival remains up-to-date with the industry

##### **Leadership:**

- No direct team management responsibilities, however strong ability to facilitate
- A servant leader who is effective at change management
- Coaches and influences the team and related stakeholders
- Ability to solve problems and empower teams to resolve issues at team level
- Owns and can demonstrate a passion for agile delivery
- Can coach leaders and teams to embody agile principles at all levels of the organisation using the SAFe Framework

#### **Demonstrable Behaviours:**

##### **Self Mastery**

Is direct, truthful and widely trusted. Reflects on how their approach & behaviour impacts others. Learns from experience, feedback & takes action to continuously improve. Faces difficult issues and provides support and feedback to others to do the same.

**Improve & Innovate**

Makes progress & remains calm when facing uncertain situations. Seeks to understand both internal and external customer needs to inform actions. Identifies & implements useful ideas that are new, better and enhance guest or people experience. Takes creative ideas then puts them into practice.

**Engage & Empower**

Invites input & shares ownership and visibility. Seeks to understand different perspectives and cultures. Treats everyone as an individual, safeguards colleagues and teams Wellbeing. Coaches others & creates an environment where people do their best work.

**Accountability & Commerciality**

Displays a can do attitude in good and bad times. Follows through on commitments. Takes personal responsibility for decisions, actions and failures. Seeks to understand the commercial impact when making decisions.

**Inspire & Achieve**

Seeks to makes sense of complex situations. Keeps an eye on the future and identifies the impact on team. Communicates with energy and engages the team. Shows a clear connection between company goals and individual's aspirations & targets

**Knowledge, Experience and Qualifications::****Qualifications – essential:**

- Certified SAFe Scrum Master

**Knowledge/ Experience – essential:**

- Proven track record in working as a Scrum Master in delivering digital projects and products for medium/large sized complex IT and business change projects
- Demonstrable experience in Agile delivery/Scrum Management
- A strong understanding of Agile or Scrum concepts
- Outstanding communication and social skills
- A working knowledge of risk management, mitigation and escalation
- A desire to lead and to demonstrate value-add principles
- An ability to handle conflict and influence decisions
- Experience in implementing agile reporting, i.e. Burndowns
- Experience in utilising tools such as JIRA/Confluence

**Qualifications – desirable:**

- SAFe Program Consultant (SPC)

**Knowledge/ Experience – desirable:**

- N/A

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