Scrum 2020

Empiricism

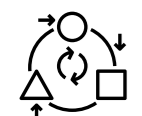**Transparency**
"Work must be visible to those performing and receiving the work."

Inspection
"Progress toward agreed goals must be inspected frequently and diligently."

Adaptation
"If aspects deviate, they must be adjusted as soon as possible."

Scrum Team

Product Owner
"Accountable for maximizing the value of the product."
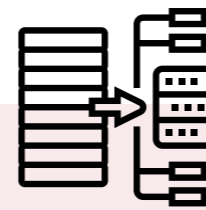
Developers
"People committed to creating any aspect of a usable increment each Sprint."

Scrum Master
"Accountable for establishing Scrum and the Scrum Team's effectiveness."

Artifacts

Product Backlog
"An emergent, ordered list of what is needed to improve the product."
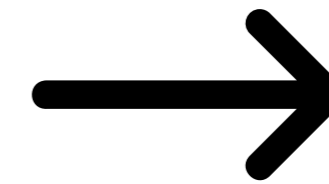
Sprint Backlog
"A plan by and for the developers of the work they plan to accomplish."
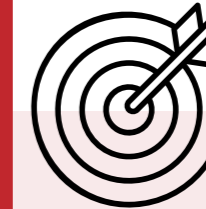
Increment
"A usable and valuable stepping stone toward the Product Goal."

Commitments

Product Goal
"A future state of the product which can serve as a target to plan against."

Sprint Goal
"The single objective for the Sprint creating coherence and focus. "

Definition of Done
"A formal description of the increment for meeting required quality measures."

Values

Commitment
"The Scrum Team commits to achieving its goals and to supporting each other."

Focus
"The primary focus is on the work of the Sprint to make the best possible progress toward these goals."
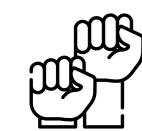
Openness
"The Scrum Team and its stakeholders are open about the work and the challenges."
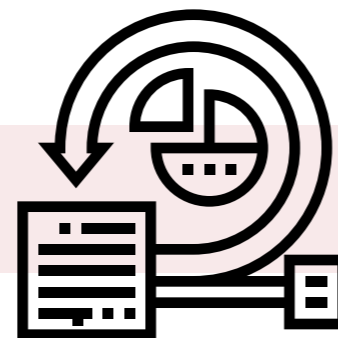
Respect
"Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work."

Courage
"Scrum Team members have the courage to do the right thing, to work on tough problems."

Events

	Who	What	When	How long*
The Sprint	Scrum Team	A container for all other events; the heartbeat of Scrum		1 month or less
Sprint Planning	Scrum Team (optional: SMEs, stakeholders)	The plan for the next Sprint: 1. Why is the Sprint valuable? 2. What can be Done this Sprint? 3. How will the chosen work get done?	At the start of the Sprint	8 hours or less
Daily Scrum	Developers (optional: P.O., S.M.)	Inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary	Same time every day	15 minutes or less
Sprint Review	Scrum Team, Stakeholders	Inspect the outcome of the Sprint and determine future iterations.	At the end of each Sprint	4 hours or less
Sprint Retrospective	Scrum Team	Inspect the how the last Sprint with regards to individuals, iterations, rocesses, tools, and their Definition of Done	After the Sprint Review	3 hours or less

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