

Scrum Alliance Code of Ethics

We believe that the credibility and reputation of Scrum is shaped by the collective conduct of individual practitioners. This Code of Ethics describes the expectations that we have of ourselves and our fellow practitioners in the global Scrum community, and establishes an organization-wide understanding of appropriate behavior. This Code applies to all members of the Scrum Alliance.

We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

The Agile Manifesto

The Agile Manifesto, with its Twelve Principles of Agile Software, is the underpinning of agile product development. We agree to support the Agile Manifesto in its entirety:

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.ⁱ ...

We follow these principles:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.ⁱⁱ

Scrum Values

There are core values that govern the efforts of Scrum Alliance members. These core values form the basis of our decision making and guide our actions. They include commitment, focus, openness, respect, and courageⁱⁱⁱ. This Code affirms these core values as its foundation.

Commitment and Focus

Commitment is our willingness to dedicate ourselves to a goal and to do our best to meet that goal. Focus means that we concentrate on and are answerable for doing the things that we have committed ourselves to do, rather than allowing ourselves to become distracted or diverted.

As practitioners in the global Scrum community:

- We take responsibility for and fulfill the commitments that we undertake – we do what we say we will do.
- We make decisions and take actions based on the best interests of society, public safety, and the environment.
- When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we promptly communicate them to the appropriate individual or body. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences.
- We protect proprietary or confidential information that has been entrusted to us.
- We proactively and fully disclose any real or potential conflicts of interest to the appropriate parties.

Openness

Openness means that we understand and share everything about a project in as visible and honest a way as possible, and act in a truthful manner both in our communications and in our conduct.

As practitioners in the global Scrum community:

- We earnestly seek to understand the truth.
- We strive to create an environment in which others feel safe to tell the truth.
- We are truthful in our communications and in our conduct.
- We demonstrate transparency in our decision-making process.
- We provide accurate information in a highly visible and timely manner.
- We make commitments and promises, implied or explicit, in good faith.
- We do not engage in or condone behavior that is designed to deceive others.

Respect

Respect means that we show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.

An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation and collaboration — an environment where diverse perspectives and views are encouraged and valued.

As practitioners in the global Scrum community:

- We respect the rights and beliefs of others.
- We listen to others' points of view, seeking to understand them.
- We approach directly those persons with whom we have a conflict or disagreement.
- We conduct ourselves in a professional manner, even when it is not reciprocated.

- We negotiate in good faith.
- We do not exercise the power of our expertise or position to influence inappropriately the decisions or actions of others in order to benefit personally at their expense.
- We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.
- We do not engage in any illegal behavior.

Courage

Courage means that we have the daring to do the best that we can and the endurance not to give up. We have the determination and resolution to take ownership of the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

As practitioners in the global Scrum community:

- We share bad news even when it may be poorly received.
- We avoid burying information or shifting blame to others when outcomes are negative.
- We avoid taking credit for the achievements of others when outcomes are positive.
- We would rather say, “no,” than make false promises.
- We accept the possibility of failure but also know that we can learn from failure and apply those learnings to our next attempt.
- We acknowledge that change is inevitable, that change leads to growth, and that growth guides us toward improvement.
- We admit when we need help and we ask for help.

Pledge of Ethics

As a member of the Scrum Alliance, I acknowledge and agree to honor my ethical obligations to my customers, trainers, colleagues, and to the public at large. I pledge to act in accordance with this Scrum Alliance Code of Ethics, to treat people with dignity as independent and equal human beings, and to model these standards with those whom I work. I understand and agree that if I breach this Pledge of Ethics or any part of the Scrum Alliance Code of Ethics, the Scrum Alliance in its sole discretion may hold me accountable for such breach and that such accountability may include the suspension or loss of my Scrum Alliance membership and/or my Scrum Alliance credentials.

ⁱ Kent Beck, et al. “Manifesto for Agile Software Development.” <http://www.agilemanifesto.org/>.

ⁱⁱ Kent Beck, et al. “Principles behind the Agile Manifesto.” <http://www.agilemanifesto.org/principles.html>.

ⁱⁱⁱ Ken Schwaber. *Agile Software Development with Scrum* (Upper Saddle River: Prentice Hall, 2002). 148-154.