AGILE CERTIFIED PRACTITIONER
TODAY’S PRESENTATION WILL COVER

1. OVERVIEW OF THE CERTIFICATION
2. EXAM DETAILS
3. BUILDING YOUR STUDY PLAN
PMI has 8 Certifications
73% of the PMI PPRC membership has a PMP or CAPM certification.
Only 1% (10 members) have earned the PMI-ACP
STAND ALONE

YOU DO NOT NEED OTHER CERTIFICATIONS FROM PMI OR OTHER ORGANIZATIONS TO EARN THIS CREDENTIAL.
“AND”

PMI-ACP complements

• PMP and CAPM
• ScrumMaster Certifications
WHO IS THE PMI-ACP FOR?

WHY SHOULD SOMEONE CARE ABOUT EARNING THE PMI-ACP?
PMI-ACP®

PMI Agile Certified Practitioner (PMI-ACP)®

Created for those who believe in and apply agile principles and practices on projects. It requires a combination of training, experience and an exam. It also bridges agile approaches such as SCRUM, XP, LEAN and Kanban.

Who Should Apply?

If you work on agile teams or if your organization is adopting agile practices, the PMI-ACP is a good choice for you. Compared with other agile certifications based solely on training and exams, the PMI-ACP is evidence of your real-world, hands-on experience and skill.
Overview of the PMI-ACP Certification

About the PMI-ACP Certification

Agile is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace agile as a technique for managing successful projects. The PMI-ACP certification recognizes an individual’s expertise in using agile practices in their projects, while demonstrating their increased professional versatility through agile tools and techniques. In addition, the PMI-ACP certification carries a higher level of professional credibility as it requires a combination of agile training, experience working on agile projects, and examination on agile principles, practices, tools, and techniques. This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management.
The PMI-ACP certification recognizes an individual’s expertise in using agile practices in their projects, while demonstrating their increased professional versatility through agile tools and techniques.
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This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management.
ORGANIZATIONS THAT NEED RESPONSIVENESS
VERSATILITY

Even in a mostly waterfall organization, PMI-ACP demonstrates the ability to lead all types of projects.
Differentiator

or

Disqualifier
WHAT IS REQUIRED TO TAKE THE EXAM?

Who Should Apply?
If you work on agile teams or if your organization is adopting agile practices, the PMI-ACP is a good choice for you. Compared with other agile certifications based solely on training and exams, the PMI-ACP is evidence of your real-world, hands-on experience and skill.

Gain and Maintain Your PMI-ACP
- The certification exam has 120 multiple-choice questions and you have three hours to complete it.
- To maintain your PMI-ACP, you must earn 30 professional development units (PDUs) in agile topics every three years.

Price
Member: US$435.00
Non-member: US$495.00

Prerequisites
- 2,000 hours of general project experience working on teams. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP.
- 1,500 hours working on agile project teams or with agile methodologies. This requirement is in addition to the 2,000 hours of general project experience.
- 21 contact hours of training in agile practices.

APPLY NOW
COST

$435 MEMBER

$495 NON MEMBER
EDUCATION

SECONDARY DEGREE

• HIGH SCHOOL DIPLOMA
• ASSOCIATES DEGREE OR GLOBAL EQUIVALENT
GENERAL PROJECT EXPERIENCE

2000 Project Hours

In last 5 years

Or

PMP

Or

PgMP
AGILE PROJECT EXPERIENCE

1500 hours experience being on an agile team

• In last 3 years
• Don’t have to be the ScrumMaster, XP Coach, or Project Manager
• Just a member of an agile team
TRAINING IN AGILE PRACTICES

21 PDUs

IN AGILE PRACTICES
THE EXAM

120 QUESTIONS
  • (20 ARE PILOT QUESTIONS)

3 HOURS
RETAKE

2 RETAKES

WITHIN ONE YEAR ELIGIBILITY PERIOD

$335 MEMBER

$395 NON MEMBER
CERTIFICATION MAINTENANCE

✓ 3 Year Cycle

✓ 30 PDUs

PDUs earned also apply to your PMP

✓ Renewal Fee

$60 Member

$150 Non Member
WHAT IS ON THE EXAM?
<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
</tr>
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<tbody>
<tr>
<td>Agile Estimating and Planning</td>
<td>Mike Cohn</td>
<td>Pearson Education/Addison Wesley</td>
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<tr>
<td>Agile Project Management: Creating Innovative</td>
<td>Jim Highsmith</td>
<td>Pearson Education/Addison Wesley</td>
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<tr>
<td>Products</td>
<td></td>
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<tr>
<td>Agile Retrospectives: Making Good Teams Great</td>
<td>Esther Derby, Diana Larsen,</td>
<td>Pragmatic Bookshelf</td>
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<td></td>
<td>Ken Schwaber</td>
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<tr>
<td>Agile Software Development: The Cooperative Game</td>
<td>Alistair Cockburn</td>
<td>Pearson Education</td>
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<tr>
<td>Coaching Agile Teams: A Companion for ScrumMasters,</td>
<td>Lyssa Adkins</td>
<td>Pearson Education/Addison Wesley</td>
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<td>Agile Coaches, and Project Managers in Transition</td>
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<td>Effective Project Management: Traditional, Agile,</td>
<td>Robert K. Wysocki</td>
<td>Wiley</td>
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<tr>
<td>Extreme</td>
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<tr>
<td>Exploring Scrum: The Fundamentals</td>
<td>Dan Rawsthorne with Doug Shimp</td>
<td>CreateSpace Publishing</td>
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<tr>
<td>Kanban In Action</td>
<td>Marcus Hammerberg, Joakim Sunden</td>
<td>Manning Publications</td>
</tr>
<tr>
<td>Kanban: Successful Evolutionary Change for your</td>
<td>David J. Anderson</td>
<td>Blue Hole Press</td>
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<tr>
<td>Technology Business</td>
<td></td>
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<td>Lean-Agile Software Development</td>
<td>Alan Shalloway, Guy Beaver,</td>
<td>Pearson Education</td>
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<td></td>
<td>James R. Trott</td>
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<td>The Software Project Manager’s Bridge to Agility</td>
<td>Michele Sliger, Stacia Broderick</td>
<td>Pearson Education</td>
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<tr>
<td>User Stories Applied: For Agile Software Development</td>
<td>Mike Cohn</td>
<td>Pearson Education</td>
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<tr>
<td>Domain</td>
<td>Percentage of Items on Test</td>
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<td>Domain I. Agile Principles and Mindset</td>
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<td>Domain II. Value-driven Delivery</td>
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<td>Domain III. Stakeholder Engagement</td>
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<td></td>
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<td>Domain IV. Team Performance</td>
<td>16%</td>
<td></td>
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<tr>
<td>Domain V. Adaptive Planning</td>
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<td>Domain VI. Problem Detection and Resolution</td>
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<tr>
<td>Domain VII. Continuous Improvement (Product, Process, People)</td>
<td>9%</td>
<td></td>
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<tr>
<td>Domain III</td>
<td>Stakeholder Engagement</td>
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<td>------------</td>
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<td></td>
</tr>
<tr>
<td><strong>Understand Stakeholder Needs</strong></td>
<td></td>
<td></td>
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<tr>
<td>Task 1</td>
<td>Identify and engage effective and empowered business stakeholder(s) through periodic reviews to ensure that the team is knowledgeable about stakeholders’ interests, needs, and expectations.</td>
<td></td>
</tr>
<tr>
<td>Task 2</td>
<td>Identify and engage all stakeholders (current and future) by promoting knowledge sharing early and throughout the project to ensure the unimpeded flow of information and value throughout the lifespan of the project.</td>
<td></td>
</tr>
</tbody>
</table>

| **Ensure Stakeholder Involvement** |
| Task 3 | Establish stakeholder relationships by forming a working agreement among key stakeholders in order to promote participation and effective collaboration. |
| Task 4 | Maintain proper stakeholder involvement by continually assessing changes in the project and organization in order to ensure that new stakeholders are appropriately engaged. |
| Task 5 | Establish collaborative behaviors among the members of the organization by fostering group decision-making and conflict resolution in order to improve decision quality and reduce the time required to make decisions. |

| **Manage Stakeholder Expectations** |
| Task 6 | Establish a shared vision of the various project increments (products, deliverables, releases, iterations) by developing a high level vision and supporting objectives in order to align stakeholders’ expectations and build trust. |
| Task 7 | Establish and maintain a shared understanding of success criteria, deliverables, and acceptable trade-offs by facilitating awareness among stakeholders in order to align expectations and build trust. |
| Task 8 | Provide transparency regarding work status by communicating team progress, work quality, impediments, and risks in order to help the primary stakeholders make informed decisions. |
| Task 9 | Provide forecasts at a level of detail that balances the need for certainty and the benefits of adaptability in order to allow stakeholders to plan effectively. |
WHAT ARE THINGS I WILL SEE ON THE PMI-ACP EXAM?
AGILE ANALYSIS AND DESIGN

- Product roadmap
- User stories
- Backlog
- Story maps
- Progressive elaboration

- Chartering
- Personas
- Agile modeling
- Workshops
- Learning cycle
- Collaboration games
AGILE ESTIMATION

- Relative sizing
- Story points
- T-shirt sizing
- Wide Band Delphi

- Planning poker
- Affinity estimating
- Ideal time
COMMUNICATIONS

- **Information Radiators**
- **Team Space**
- **Co-location**
- **Osmotic Communication**

- **Two Way Communication**
- **Active Listening**
- **Brainstorming**
- **Feedback Methods**
INTERPERSONAL SKILLS

- Emotional intelligence
- Collaboration
- Adaptive leadership
- Negotiation
- Conflict resolution
<table>
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<tr>
<th>METRICS</th>
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<tbody>
<tr>
<td>Velocity</td>
<td>EVM for agile</td>
</tr>
<tr>
<td>Throughput</td>
<td>Defect rate</td>
</tr>
<tr>
<td>Cycle time</td>
<td>Approved iterations</td>
</tr>
<tr>
<td>Lead time</td>
<td>Work in progress</td>
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</table>
PLANNING, MONITORING, AND ADAPTING

• Reviews
• Kanban board
• Task board
• Timeboxing
• Iteration planning
• WIP limits

• Variance / trend analysis
• Stand ups
• Burn down/up charts
• Cumulative flow diagrams
• Backlog grooming
• Feedback loops
PROCESS IMPROVEMENT

• Kaizen
• Five Whys
• Retrospectives
• Process tailoring
• Hybrid models

• Value stream mapping
• Control limits
• Pre-mortem
• Fishbone diagrams
PRODUCT QUALITY

• **Frequent verification and validation**
• “Definition of Done”
• **Continuous integration**
• **Testing (w/ exploratory and usability)**
RISK MANAGEMENT

• Risk Adjusted Backlog
• Risk Burn Down Graphs
• Risk-Based Spike
• Architectural Spike
VALUE-BASED PRIORITIZATION

• ROI/NPV/IRR
• Compliance
• Customer value prioritization
• Requirements reviews

• MVP
• MMF
• Relative prioritization
• MoSCoW
• Kano
FOR THOSE WHO ARE INTERESTED IN THE PMI-ACP...
EXAM PREP STRATEGY IDEAS

• Download the PMI-ACP Handbook
• Download the PMI ACP Exam Outline
• Download Scrum Dan’s free Guide
• Earn a ScrumMaster certification
• Use a Prep Resources (Griffiths, Crowe, PrepCast, etc)
• Use Google, Blogs, Wikipedia, YouTube with your study guide
• Form a study group
• Give yourself time to absorb

**Answer as many sample questions as you can**
FREE RESOURCES

• PMI
  • Handbook
  • Exam Content Outline

• The Scrum Guide

• PMI “Scrum Dan” – PMI-ACP Terminology and Web Resources
  • http://www.agileprojectmanagementtraining.com/agile-exam-resources/free-pmi-acp-study-guide/
BECOME A SCRUM MASTER

- Scrum Alliance, Scrum.org
- CSM or PSM
- Based on “The Scrum Guide” by Ken Schwaber and Jeff Sutherland
- 2 Day Course
- 14-16 PDUs
- Test at the end
PPRC CALENDAR – JULY 27 - 28

EVENT INFORMATION

Calendar
Upcoming Events
Past Events
How to Register
Cancellation Policy

QUICK LINKS

About Us
Member Area
Calendar of Events
Volunteer Opportunities
FAQ
Elections

Training: SCRUM Master Certification Course (Day 1 of 2)

July 27, 2017
9:00 AM MDT to 4:30 PM MDT

Add to Calendar

Colorado Technical University, Colorado Springs
4435 N Chesnut St
Colorado Springs, CO 80907

Venue Website

Directions

TwitterShare

Like
Sign Up to see what your friends like.

REGISTER NOW

Registration closes July 25, 2017 at midnight.
WHAT ARE TRUSTWORTHY PREP RESOURCES TO HELP ME PREPARE?
<table>
<thead>
<tr>
<th>Book</th>
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<tr>
<td>Agile Estimating and Planning</td>
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<td>Agile Project Management: Creating Innovative Products (2nd Edition)</td>
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<td>Agile Software Development: The Cooperative Game (2nd Edition)</td>
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<td>Lean-Agile Software Development: Achieving Enterprise Agility</td>
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<td>The Software Project Manager’s Bridge to Agility</td>
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<tr>
<td>User Stories Applied: For Agile Software Development</td>
<td>40.48</td>
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$430.73
Course Information

**Date:** September 9 - 11, 8:00 a.m. - 5:00 p.m.

**Location:**
Tri Tech Surveying Company  
10401 Westoffice Drive  
Houston, TX 77042

**Costs:**
- Houston Chapter Member: $1125.00  
- Non-Member: $1325.00  
- Unemployed Houston Chapter Members: $750.00

**PDUs:** Up to 24 Hours

Lunch and all materials will be provided for the course.
FOR EVERYONE ELSE…

• Free Resources
• Mike Griffiths – RMC Learning Solutions
• Andy Crowe – Velociteach
• Agile PrepCast
• Other Books
PM FASTrack® PMI-ACP® Exam is the fourth product in RMC’s exam simulation software series, and is developed using the same, best-selling technology platform. The program’s database of 500+ questions allows you to filter questions by domain and keyword—and practice with randomized, timed 120 question tests with the same balance of questions from each domain as the real exam! Other features include free question bank updates, and exam reporting and archiving. All questions are also cross-referenced to the exam guide, so you may quickly and easily return to the book and work on your weak areas. Why be surprised when you take the actual exam? Find your gaps before the exam finds them for you!
ANDY CROWE - VELOCITEACH

Paperback
$40.77

Agile Certified Practitioner (PMI-ACP)® - Practice Test A

3 PDUs
AGILE PREPCAST

<table>
<thead>
<tr>
<th>Feature</th>
<th>PMI-ACP® Simulator</th>
<th>Agile PrepCast Elite</th>
<th>Agile PrepCast Basic</th>
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<tr>
<td>37 hours of audio + video training</td>
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<td>✓</td>
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<td>21 contact hours certificate</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Study videos on your phone, tablet or PC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Explanations in everyday English</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Faster and easier studying</td>
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<td>✓</td>
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<td>400 questions in 4 exams</td>
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<td>✓</td>
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<td>Unlimited simulator exam repeats</td>
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<td>Detailed exam review + explanations</td>
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<td>Simulates &quot;real&quot; exam conditions</td>
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<td>Learn to manage your 3hr exam time</td>
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<tr>
<td>90-day simulator access</td>
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<td>Free email course</td>
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<tr>
<td>Created by team of PMI-ACP® credential holders</td>
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<td>Registered Education Provider</td>
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- REP
- 90 VIDEO AND AUDIO LESSONS
- 40 HOURS OF CONTENT
- EXAM SIMULATOR
  - 4 EXAMS
  - 480 QUESTIONS
## VALUE COMPARISON

<table>
<thead>
<tr>
<th>Option</th>
<th>Package</th>
<th>PDUs</th>
<th>Practice Exams</th>
<th>Sample Questions</th>
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<td>Mike Griffiths RMC</td>
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<td>1 book 4 simulator</td>
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<td>Andy Crowe Velociteach</td>
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<td>2 book 1 online</td>
<td>200 book 120 online</td>
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<tr>
<td>Agile PrepCast</td>
<td>Multimedia Training, Exam Simulator</td>
<td>37</td>
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OTHER BOOKS

USER STORIES APPLIED
For Agile Software Development
Mike Cohn
Foreword by Kent Beck

$40

SCRUM
The Art of Doing Twice the Work in Half the Time
JEFF SUTHERLAND
Co-creator of Scrum
J. J. SUTHERLAND

$16
HIGH LEVEL GUIDANCE FOR THOSE TAKING THE EXAM

• Know the “Spirit” of Agile
  • Values and Principles for Scrum, XP and Lean
  • Being vs Doing

• Know Scrum and XP
  • Roles
  • Ceremonies

• Know the main features of the other methodologies

• Answer questions as a leader or member of an agile team, NOT as a PM!

• Servant Leadership / Empowered Teams

• Be able to read Information Radiators (CFD, Burn up, Burn Down, Risk Burndown etc)

• Equations – only 7 and know that higher value is better option
remember when you had to memorize that table with 47 processes?
• 4 Agile values
• 12 Agile principles
• 5 XP values
• 12 XP principles
• 7 Lean core concepts
• 7 Lean forms of waste
• 4 Agile values
• 12 Agile principles
• 5 XP values
• 12 XP principles
• 7 Lean core concepts
• 7 Lean forms of waste
AGILE METHODOLOGIES

Know these very well

- Scrum, XP

Know these well

- Lean, Kanban

Only focus on the highlights of these

- DSDM, Crystal, AUP, etc
EQUATIONS

LARGER IS BETTER

1. IRR
2. NPV
3. ROI
4. CPI
5. SPI
6. SV
7. CV
A FEW EXAM “TRICKS” TO LOOK OUT FOR

• Don’t answer like a PMP or CAPM
• Know your roles!
• Sprint vs Product Backlog
• Sustainable pace questions
• Compliance trumps the manifesto
• Burn Up vs Burn Down
• Testing activities often occur before development ones
GO GET CERTIFIED!

THANK YOU FOR YOUR TIME
LET’S PLAY A GAME

1. Go to Kahoot.it
2. Enter game PIN
3. Login with your first name and badge #
ADDITIONAL INFO...
RESOURCES

PREP MATERIAL

- HTTPS://WWW.PROJECT-MANAGEMENT-PREPCAST.COM/PMI-ACP-EXAM
- HTTP://SHOP.RMCLS.COM/PRODUCT/AGILE_PREP.ASPX
- HTTPS://WWW.VELOCITEACH.COM/SELF-STUDY-RESOURCES/

FREE

- HTTP://WWW.SCRUMGUIDES.ORG/DOCS/SCRUMGUIDE/V2016/2016-SCRUM-GUIDE-US.PDF
- HTTP://WWW.AGILEPROJECTMANAGEMENTTRAINING.COM/AGILE-EXAM-RESOURCES/FREE-PMI-ACP-STUDY-GUIDE/

PMI

- HTTP://WWW.PMI.ORG/-/MEDIA/PMI/DOCUMENTS/PUBLIC/PDF/CERTIFICATIONS/AGILE-CERTIFIED-PRACTITIONER-HANDBOOK.PDF
- HTTP://WWW.PMI.ORG/-/MEDIA/PMI/DOCUMENTS/PUBLIC/PDF/CERTIFICATIONS/AGILE-CERTIFIED-EXAM-OUTLINE.PDF
- HTTP://WWW.PMI.ORG/-/MEDIA/PMI/DOCUMENTS/PUBLIC/PDF/CERTIFICATIONS/AGILE-CERTIFIED-PRACTITIONER-REFERENCE-MATERIALS.PDF
AGILE VALUES

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan
AGILE 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.
XP VALUES

1. Communication
2. Simplicity
3. Feedback
4. Courage
5. Respect
XP PRINCIPLES

1. Planning Game
2. Small Releases
3. Metaphor
4. Simple Design
5. Testing
6. Refactoring
7. Pair Programming
8. Collective Ownership
9. Continuous Integration
10. Sustainable Pace / 40 Hour week
11. On Site Customer
12. Coding Standards
LEAN CORE CONCEPTS

1. Deferred Decisions
2. Eliminate Waste
3. Amplify Learning
4. Deliver Fast
5. Build Quality In
6. Empower the Team
7. Optimize the Whole
LEAN WASTE

1. Waiting
2. Inventory
3. Defects
4. Extra Processing
5. Transportation
6. Over Production
7. Motion
OTHER THINGS YOU’LL WANT TO KNOW

• DEEP – Detailed, Emergent, Estimable, Prioritized
• CCC – Card, Conversation, Confirmation
• INVEST – Independent, Negotiable, Valuable, Estimable, Small, Timely
• Gulf of evaluation
• Scrum of Scrums
• Information Radiators
• 5 Whys
• Tuckman – Forming, Storming, Norming, Performing, Adjourning