

PMI Agile Certified Practitioner (PMI-ACP)

Introduction

PMI Agile Certified Practitioner (PMI-ACP) formally recognizes your knowledge of agile principles and your skill with agile techniques. Show your peers, employers, and stakeholders that your agile knowledge runs deep.

Created by agility for agilists, the PMI-ACP is our fastest-growing certification, and it's no wonder.

If you work on agile teams or if your organization is adopting agile practices, the PMI-ACP is a good choice for you. The PMI-ACP is evidence of your real-world, hands-on experience and skill as part of an agile team.

Course Highlights

Participants who take part in the PMI-ACP certification training will learn about:

- Agile principles, different methodologies, tools, and techniques
- A holistic understanding of the Scrum framework, artifacts, roles, and responsibilities
- Key Agile project management concepts such as product backlog, sprint review, sprint planning, retrospective
- Agile project phases, managing stakeholders, and understanding the Agile project lifecycle
- Creating high-performance teams to deliver actual business results
- Agile approaches in Scrum, Kanban, TDD, Lean, and Extreme Programming (XP)
- Iterative development for projects and programs in an organization
- Pitfalls to avoid while implementing Agile best practices in an organization
- Applying proper Key performance indicators for continual improvement across projects

Course Outline

Domain I	Agile Principles and Mindset
Task 1	Advocate for agile principles by modeling those principles and discussing agile values in order to develop a shared mindset across the team as well as between the customer and the team.
Task 2	Help ensure that everyone has a common understanding of the values and principles of agile and a common knowledge around the agile practices and terminology being used in order to work effectively.
Task 3	Support change at the system or organization level by educating the organization and influencing processes, behaviors, and people in order to make the organization more effective and efficient.
Task 4	Practice visualization by maintaining highly visible information radiators showing real progress and real team performance in order to enhance transparency and trust.
Task 5	Contribute to a safe and trustful team environment by allowing everyone to experiment and make mistakes so that each can learn and continuously improve the way he or she works.
Task 6	Enhance creativity by experimenting with new techniques and process ideas in order to discover more efficient and effective ways of working.

Task 7	Encourage team members to share knowledge by collaborating and working together in order to lower risks around knowledge silos and reduce bottlenecks.
Task 8	Encourage emergent leadership within the team by establishing a safe and respectful environment in which new approaches can be tried in order to make improvements and foster self-organization and empowerment.
Task 9	Practice servant leadership by supporting and encouraging others in their endeavors so that they can perform at their highest level and continue to improve.
Domain II	Value-Driven Delivery
Define Positive Value	
Task 1	Define deliverables by identifying units that can be produced incrementally in order to maximize their value to stakeholders while minimizing non-value-added work.
Task 2	Refine requirements by gaining consensus on the acceptance criteria for features on a just-in-time basis in order to deliver value.
Task 3	Select and tailor the team's process based on project and organizational characteristics as well as team experience in order to optimize value delivery.
Avoid Potential Downsides	
Task 4	Plan for small releasable increments by organizing requirements into minimally marketable features/minimally viable products in order to allow for the early recognition and delivery of value.
Task 5	Limit increment size and increase review frequency with appropriate stakeholders in order to identify and respond to risks early on and at a minimal cost.
Task 6	Solicit customer and user feedback by reviewing increments often in order to confirm and enhance business value.
Prioritization	
Task 7	Prioritize the units of work through collaboration with stakeholders in order to optimize the value of the deliverables.
Task 8	Perform frequent review and maintenance of the work results by prioritizing and maintaining internal quality in order to reduce the overall cost of incremental development.
Task 9	Continuously identify and prioritize the environmental, operational, and infrastructure factors in order to improve the quality and value of the deliverables.
Incremental Development	
Task 10	Conduct operational reviews and/or periodic checkpoints with stakeholders in order to obtain feedback and corrections to the work in progress and planned work.
Task 11	Conduct operational reviews and/or periodic checkpoints with stakeholders in order to obtain feedback and corrections to the work in progress and planned work.
Task 12	Re-prioritize requirements periodically in order to reflect changes in the environment and stakeholder needs or preferences in order to maximize the value.
Task 13	Elicit and prioritize relevant non-functional requirements (such as operations and security) by considering the environment in which the solution will be used in order to minimize the probability of failure

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Domain III	Stakeholder Engagement
Understand Stakeholder Needs	
Task 1	Identify and engage effective and empowered business stakeholder(s) through periodic reviews in order to ensure that the team is knowledgeable about stakeholders' interests, needs, and expectations.
Task 2	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.
Ensure Stakeholder Involvement	
Task 3	Establish stakeholder relationships by forming a working agreement among key stakeholders in order to promote participation and effective collaboration.
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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.
Domain IV	Team Performance
Team Formation	
Task 1	Cooperate with the other team members to devise ground rules and internal processes in order to foster team coherence and strengthen team members' commitment to shared outcomes.
Task 2	Help create a team that has the interpersonal and technical skills needed to achieve all known project objectives in order to create business value with minimal delay.
Team Empowerment	

Task 3	Encourage team members to become generalizing specialists in order to reduce team size and bottlenecks, and to create a high-performing cross-functional team.
Task 4	Contribute to self-organizing the work by empowering others and encouraging emerging leaders in order to produce effective solutions and manage complexity.
Task 5	Contribute to self-organizing the work by empowering others and encouraging emerging leaders in order to produce effective solutions and manage complexity.
Team Collaboration and Commitment	
Task 6	Facilitate close communication within the team and with appropriate external stakeholders through co-location or the use of collaboration tools in order to reduce miscommunication and rework.
Task 7	Reduce distractions in order to establish a predictable outcome and optimize the value delivered.
Task 8	Participate in aligning project and team goals by sharing project vision in order to ensure the team understands how their objectives fit into the overall goals of the project.
Task 9	Encourage the team to measure its velocity by tracking and measuring actual performance in previous iterations or releases in order for members to gain a better understanding of their capacity and create more accurate forecasts.
Domain V	Adaptive Planning
Levels of Planning	
Task 1	Plan at multiple levels (strategic, release, iteration, daily) creating appropriate detail by using rolling wave planning and progressive elaboration to balance predictability of outcomes with the ability to exploit opportunities.
Task 2	Make planning activities visible and transparent by encouraging participation of key stakeholders and publishing planning results in order to increase commitment levels and reduce uncertainty.
Task 3	As the project unfolds, set and manage stakeholder expectations by making increasingly specific levels of commitments in order to ensure a common understanding of the expected deliverables.
Adaptation	
Task 4	Adapt the cadence and the planning process based on results of periodic retrospectives about characteristics and/or the size/complexity/criticality of the project deliverables in order to maximize the value.
Task 5	Inspect and adapt the project plan to reflect changes in requirements, schedule, budget, and shifting priorities based on team learning, delivery experience, stakeholder feedback, and defects in order to maximize the business value delivered.
Agile Sizing and Estimation	
Task 6	Size items by using progressive elaboration techniques in order to determine likely project size independent of team velocity and external variables.
Task 7	Adjust capacity by incorporating maintenance and operations demands and other factors in order to create or update the range estimate.
Task 8	Create initial scope, schedule, and cost range estimates that reflect a current high-level understanding of the effort necessary to deliver the project in order to develop a starting

	point for managing the project.
Task 9	Refine scope, schedule, and cost range estimates that reflect the latest understanding of the effort necessary to deliver the project in order to manage the project.
Task 10	Continuously use data from changes in resource capacity, project size, and velocity metrics in order to evaluate the estimate to complete.
Domain VI	Problem Detection and Resolution
Task 1	Create an open and safe environment by encouraging conversation and experimentation, in order to surface problems and impediments that are slowing the team down or preventing its ability to deliver value.
Task 2	Identify threats and issues by educating and engaging the team at various points in the project in order to resolve them at the appropriate time and improve processes that caused issues.
Task 3	Ensure issues are resolved by appropriate team members and/or reset expectations in light of issues that cannot be resolved in order to maximize the value delivered.
Task 4	Maintain a visible, monitored, and prioritized list of threats and issues in order to elevate accountability, encourage action, and track ownership and resolution status.
Task 5	Communicate the status of threats and issues by maintaining a threat list and incorporating activities into the backlog of work in order to provide transparency.
Domain VII	Continuous Improvement (Product, Process, People)
Task 1	Tailor and adapt the project process by periodically reviewing and integrating team practices, organizational culture, and delivery goals in order to ensure team effectiveness within established organizational guidelines and norms.
Task 2	Improve team processes by conducting frequent retrospectives and improvement experiments in order to continually enhance the effectiveness of the team, project, and organization.
Task 3	Seek feedback on the product by incremental delivery and frequent demonstrations in order to improve the value of the product.
Task 4	Create an environment of continuous learning by providing opportunities for people to develop their skills in order to develop a more productive team of generalizing specialists.
Task 5	Challenge existing process elements by performing a value stream analysis and removing waste in order to increase individual efficiency and team effectiveness.
Task 6	Create systemic improvements by disseminating knowledge and practices across projects and organizational boundaries in order to avoid the re-occurrence of identified problems and improve the effectiveness of the organization as a whole.

Prerequisites

- Secondary degree
- 21 contact hours of training in agile practices

- 12 months of general project experience within the last 5 years. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP.
- 8 months of agile project experience within the last 3 years.

Target Audience

Job roles that can take up PMI-ACP certification training include, but are not limited to:

- IT Managers
- Project Managers
- Scrum Masters
- Scrum Team Members
- Product Owners
- Software Developers
- Testing Professionals
- Project Consultants
- Anybody who is part of or leading the agile transformation in enterprises
- Anybody who wishes to gain a proper understanding of Agile project management
- Anybody who wishes to clear their PMI-ACP certification exam

Training Schedules & Slots

Weekdays	
Days	No. of Hours
Monday	4
Tuesday	4
Wednesday	4
Thursday	4
Friday	4
Monday	4
Total 6 Days	Total 24 Hours

Weekends	
Days	No. of Hours
Saturday	6
Sunday	6
Saturday	6
Sunday	6
Total 4 Days	Total 24 Hours