The Agile Project Management Approach

The Agile Project Management Philosophy

It is critical to note that agile is not a methodology, but an approach that can utilize a variety of methodologies.

Agile uses organizational models based on people, collaboration, and shared values. The *Agile Manifesto* outlines the primary tenets of the agile philosophy. It uses rolling wave planning, iterative and incremental delivery, rapid and flexible response to change, and open communication between teams, stakeholders, and customers.

Examples of agile methodologies include SCRUM, XP. Lean, and Test-Driven Development (TDD).

A Brief History of Agile

The frustrations of applying sequential project management methods to software development resulted in the emergence of Agile. A group of leading software developers met in Snowbird, Utah, USA in 2001 to discuss their challenges. They ultimately created the *Agile Manifesto*.

What the software industry needed was greater agility– new methods that allowed for changes without significantly impacting cost and production schedules.

A Brief History of Agile
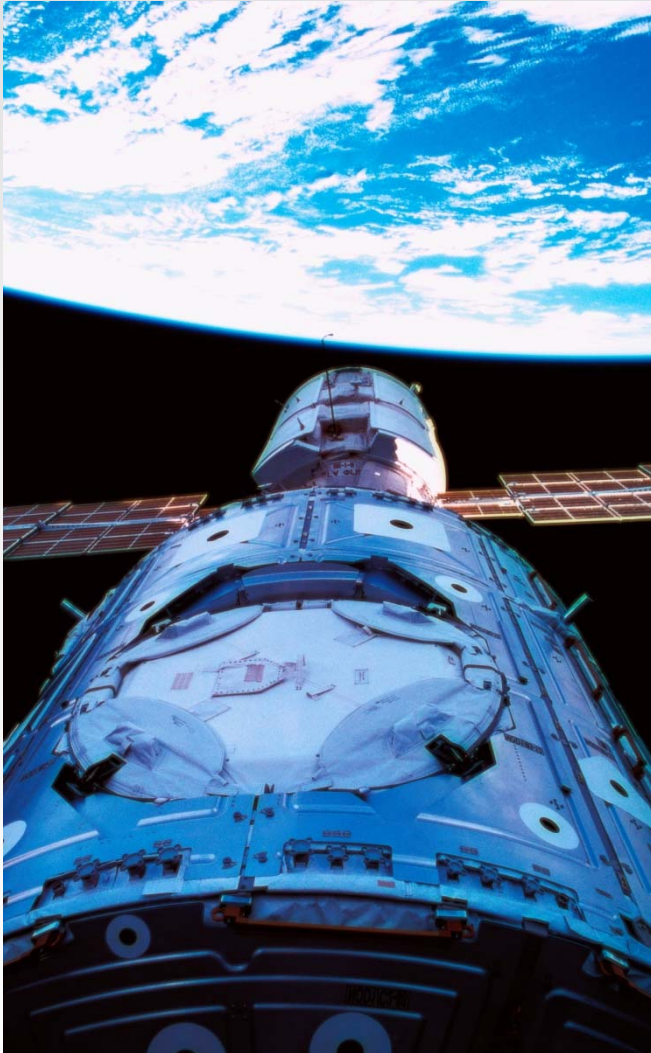
By dividing production into small components (called iterations) that could be simply and rapidly developed and tested, modifications could be made without having to wait for the end product.

Now agile methods are utilized in a variety of industries beyond software development, such as telecommunications, aerospace, and construction , as well as being blended with more traditional, linear project management approaches.

Examples of Agile Principles and Practices

The following examples help illustrate the application of agile principles and practices:

- Early, measurable return on investment through defined, iterative delivery of product increments

- High visibility of project progress, allows early identification and resolution or monitoring of problems

- Continuous involvement of the customer through the product development cycle

- Empowerment of the business owner to make decisions needed to meet goals

- Adaptation to changing business needs, giving more influence over requirement changes

- Reduced product and process waste

The Value of Agile Principles and Practices

Organizations who use agile principles and practices have documented the value they see from the philosophy and techniques:

- Adaptive to changing business needs, giving the organization more influence over adding, changing, or removing requirements

- Early and continuous customer feedback improves communication and empowers business owners who can receive and review critical information necessary to make decisions to steer the project throughout the development process

- Early measurable return on investment

- High visibility and influence over the project progress leading to early indications of problems

- Incremental delivery rather than a single complete delivery at the end of the project; reduces product and process waste

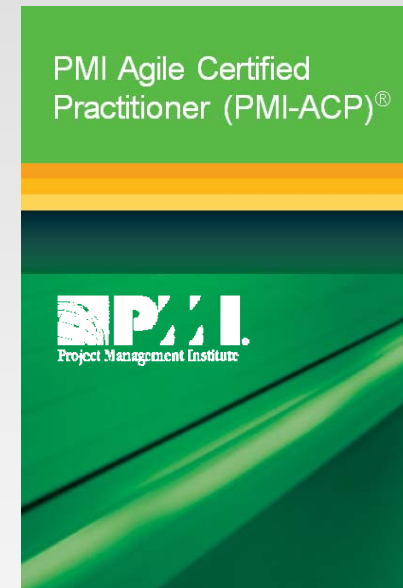# The PMI-ACP® Certification

Agile and Market Opportunity

Worldwide, agile project management methods are being embraced by more and more organizations.

PMI survey data reveal that most hiring managers think a certification in agile project management would be valuable to their firms. Moreover, practitioners believe that agile certification would be beneficial to their careers.

The PMI-ACP® Certification

The PMI-ACP® was developed to help project management practitioners thrive in the challenges of globally-distributed teams, shifting requirements, and the need for rapid responses.

It is meant for those with experience leading or working on agile project teams, and who have knowledge of a variety of agile approaches.

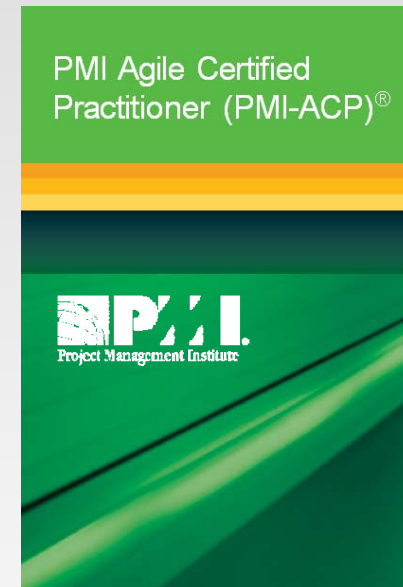# The PMI-ACP® Certification

This PMI-ACP® certification recognizes knowledge of agile principles and practices across agile methodologies (including Scrum, Lean, Kanban, etc.), not simply limiting a practitioner to one agile approach. The certification can be used in a variety of roles, and any member of an agile team may be eligible to apply. It is also important to note that it can be used in a variety of projects and industries, not just in IT. Lastly, the PMI-ACP® does not require PMI's PMP® certification as a prerequisite.

PMI Agile Certified Practitioner (PMI-ACP)®

PMI.
Project Management Institute

The PMI-ACP® Certification

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 in project management as it requires a combination of agile training, experience working on agile projects, and an examination on agile principles, practices, tools, and techniques.

PMI Agile Certified
Practitioner (PMI-ACP)®

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The PMI-ACP® Certification

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. It specifically validates a practitioner's ability to understand and apply agile principles and practices.

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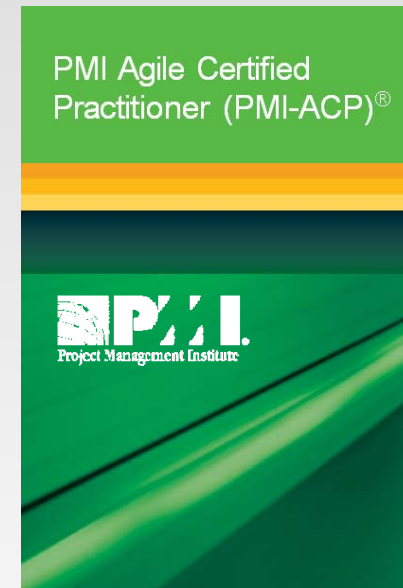
PMI-ACP® Certification Benefits

The PMI-ACP® certification delivers strong positive outcomes to practitioners. It is a certification that is more credible than other certifications that are based only on exams or training. This certification enables practitioners to:

- demonstrate to employers their level of professionalism in agile principles, practices, tools, and techniques; and

- increase their professional versatility in project management tools and techniques.

PMI-ACP® Certificate Eligibility Requirements

To be eligible for the PMI-ACP® certification, candidates must meet the following educational and professional experience requirements.

| Educational Background	General Project Experience	Agile Project Experience	Training in Agile Practices
Secondary degree (high school diploma, associate's degree or global equivalent)	2,000 hours (12 months) working on project teams must have been earned in the last 5 years. PMP® or PgMP® credential holders already meet this criteria and do not need to earn additional hours.	1,500 hours (8 months) working on project teams using agile methodologies. This experience must have been earned in the last 3 years. These hours are in addition to the 2,000 hours required in general project experience.	21 contact hours must have been earned in agile practices.

PMI-ACP® Certification Process

The PMI certification program governs the PMI-ACP® certification process. This robust process was utilized to develop, and now maintains, the PMI-ACP® certification. It serves practitioners with different levels of education and experience. Candidates are assessed by examining their competency using three measures.

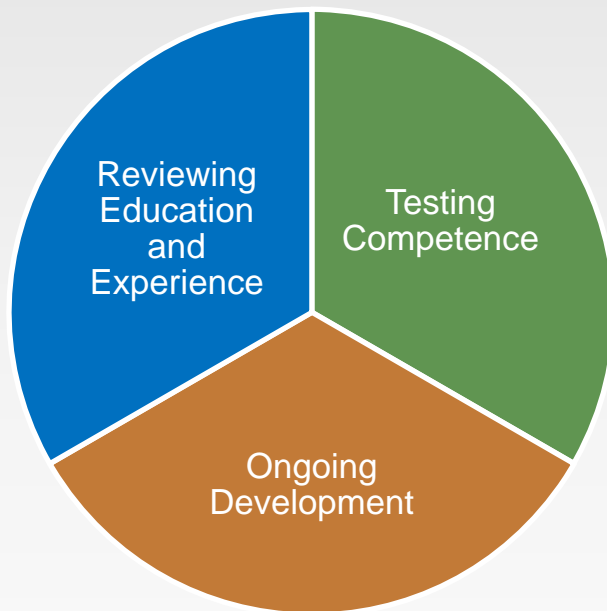Refer to the PMI Agile Certified Practitioner (PMI-ACP)® Handbook for full details on this process.
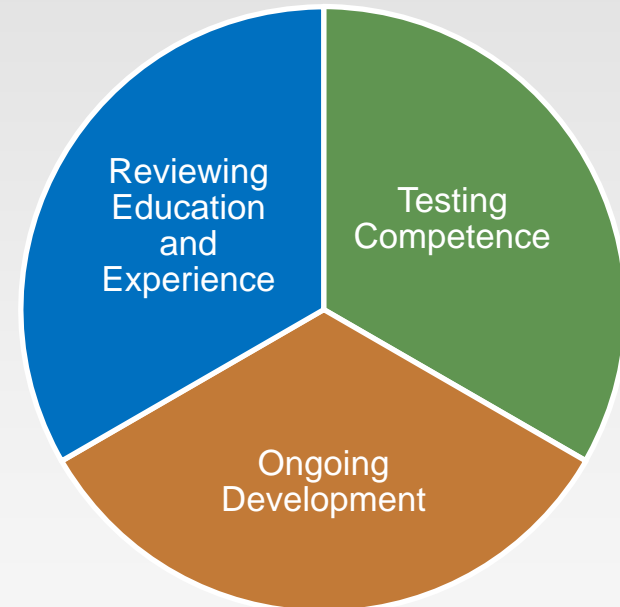
PMI-ACP® Certification Process
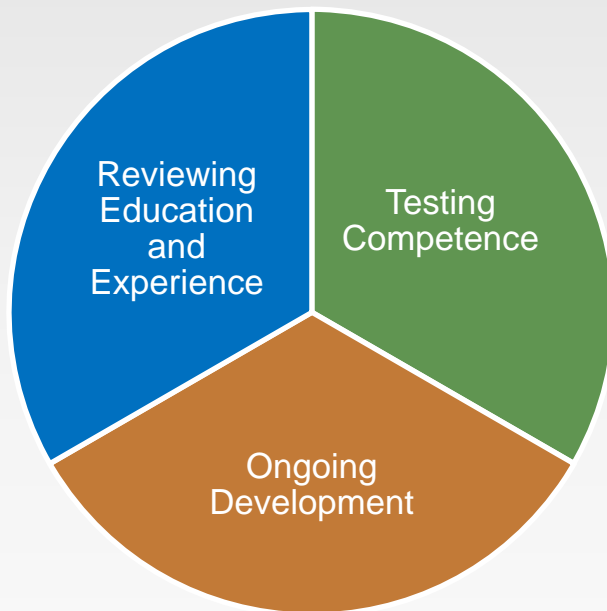
Reviewing Education and Experience

A combination of education and experience in agile practices is required for this certification.
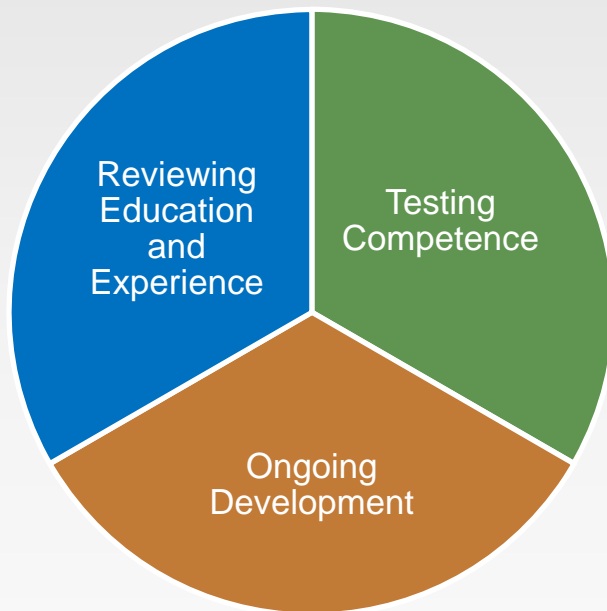
PMI-ACP® Certification Process

Testing Competence

The candidate is required to apply agile concepts and experience to potential on-the-job situations through a series of scenario-based questions.
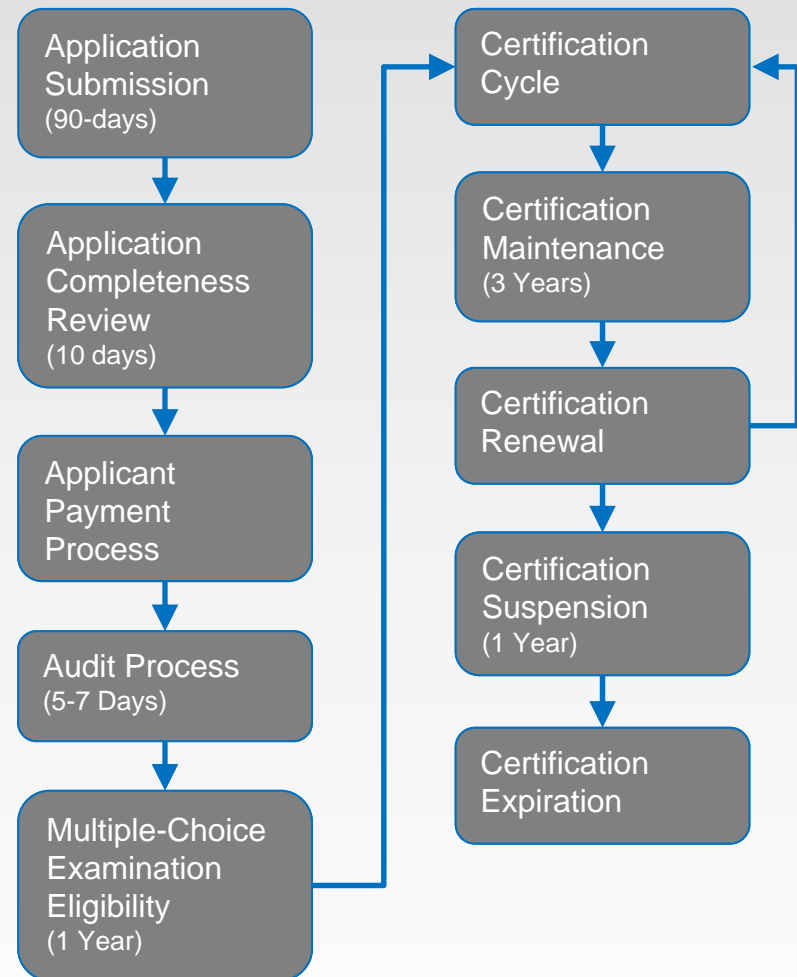
PMI-ACP® Certification Process
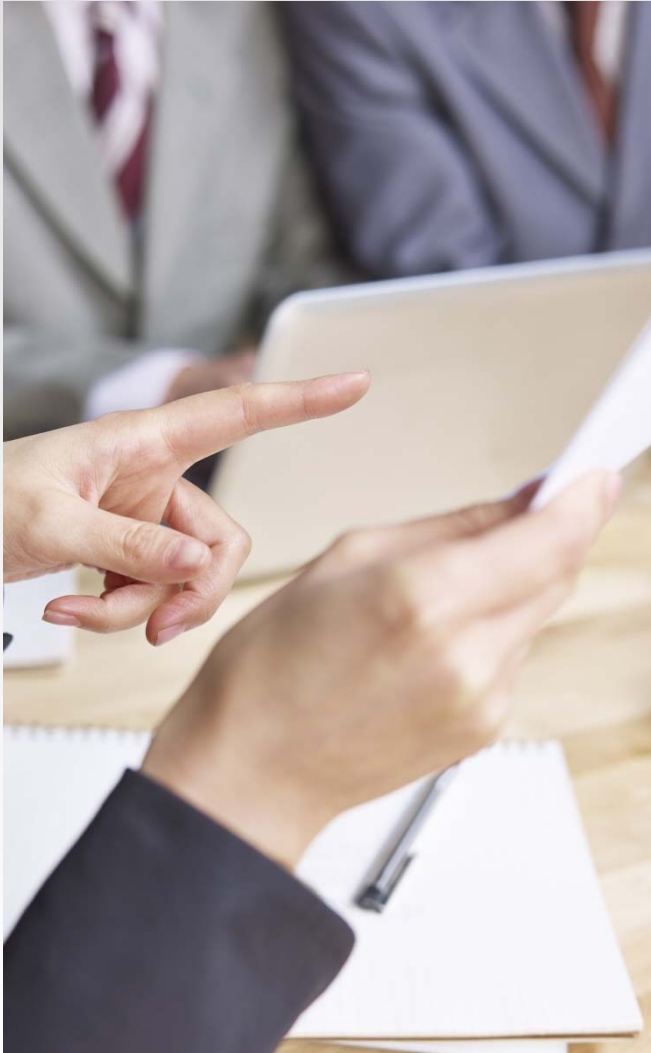

Ongoing Development

Maintenance of the PMI-ACP® certification requires the accumulation of ongoing professional development and education.

PMI-ACP® Certification Process Timeline

Candidates for PMI-ACP® certification must follow a standard process.

Application Submission (90-days)

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Application Completeness Review (10 days)

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Applicant Payment Process

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Audit Process (5-7 Days)

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Multiple-Choice Examination Eligibility (1 Year)

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Certification Cycle

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Certification Maintenance (3 Years)

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Certification Renewal

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Certification Suspension (1 Year)

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Certification Expiration

The PMI-ACP® Certification Exam

The examination for the PMI-ACP® certification is a vital part of the activities leading to earning this certification: it is imperative that the examination accurately reflect the practices, tools, and techniques being used by agile practitioners.

PMI conducted a job analysis that is the basis for the examination. This role delineation study was used in the development of the certification and aligns to industry best practices. It determines the level of importance of each of the tools and techniques, and knowledge and skills required to use agile approaches to project management.

Key Domains and Tasks for the PMI-ACP®

The role delineation study for agile project managers was instrumental in the creation of the PMI-ACP® certification examination.

The tasks identified in the study have been organized into major domains of practice and are listed in the PMI-ACP® Examination Content Outline. Each exam question is referenced to texts, such as those noted on the PMI-ACP® examination preparation reference list.

Candidates are urged to use the Examination Content Outline to guide their study and are also encouraged to study current references in agile, such as those on the reference list.