



How PMI is supporting Agile

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PMI Standards Specialist

What is the Project Management Institute?

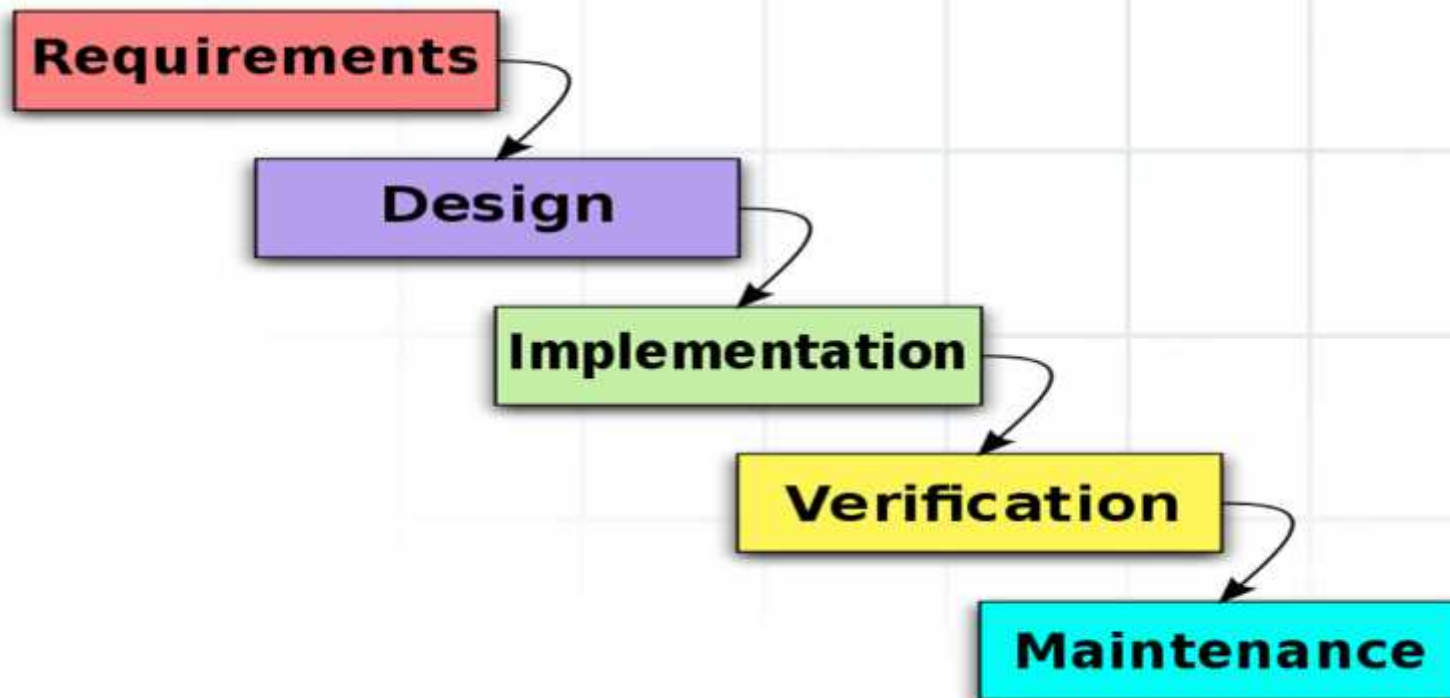
- Professional organization dedicated to advancing the project management profession
- Our slogan: “Making project management indispensable for business results.® ”
- Best known for the *PMBOK® Guide* and PMP® certification

Who is PMI?

- Global not-for-profit professional association since 1969
 - More than 350,000 members, 250 chapters in almost 200 countries
 - Regional offices/service centers in China, Belgium, Japan, India, Singapore, Australia, and the United States
- Global standards and credentials
 - Thirteen global standards developed and updated by expert project management professionals; four foundational standards approved as American National Standards by ANSI
 - Almost three million copies of *PMBOK® Guide* in circulation
 - Five globally recognized certifications for project managers and project team members
 - More than 445,000 certification holders worldwide
- Educational programs
- Advocacy to industry, government, educators

The Waterfall

- PMI is usually thought of as promoting traditional, continuous waterfall approaches to project management -- one phase leads to the next



graphic from http://en.wikipedia.org/wiki/Waterfall_model

The Waterfall (cont'd)

Wikipedia: “The first formal description of the waterfall model is often cited as a 1970 article by Winston W. Royce, though Royce did not use the term "waterfall" in this article. Royce presented this model as an example of a flawed, non-working model (Royce 1970). This, in fact, is how the term is generally used in writing about software development—to describe a critical view of a commonly used software practice.”

(source: http://en.wikipedia.org/wiki/Waterfall_model)

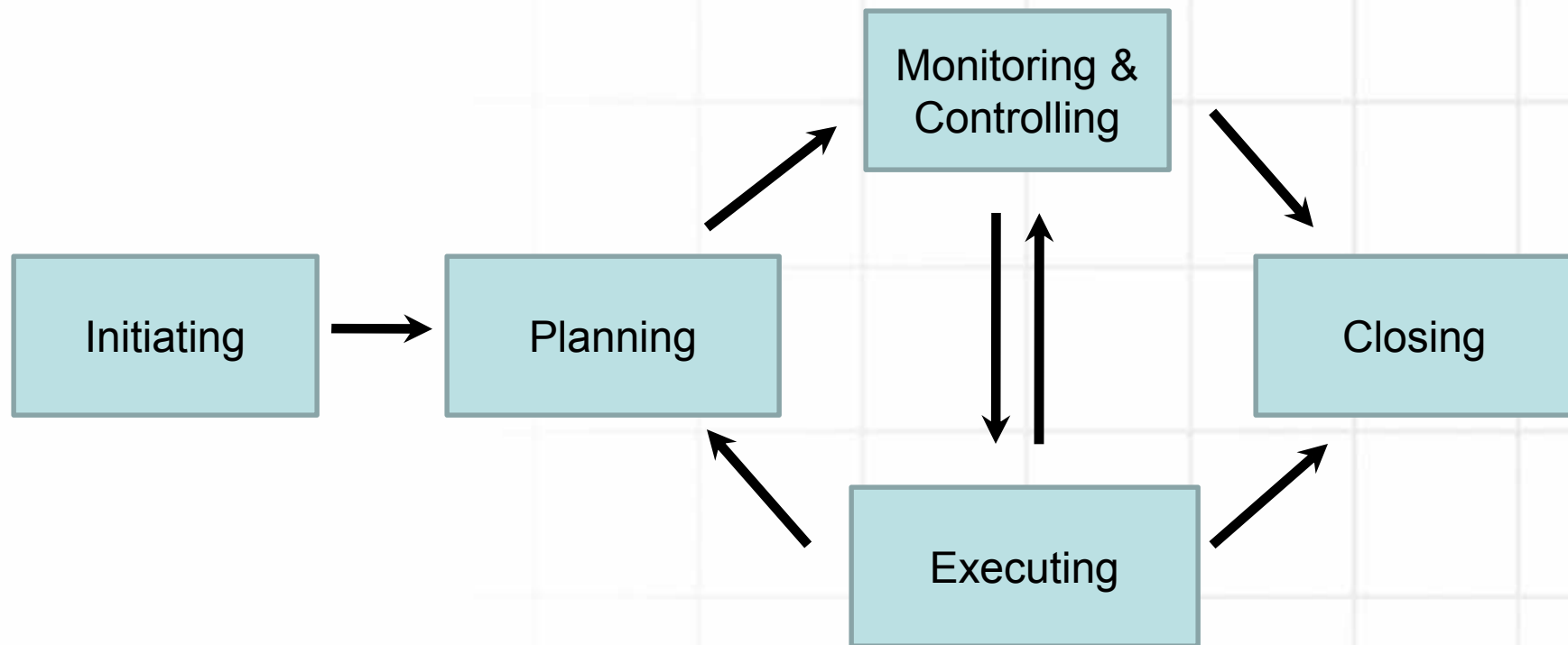
The Waterfall (cont'd)

- The continuous or waterfall approach is not broken or flawed, but perhaps not applicable to all projects
- Other approaches available as well
- Use the right tool for the job

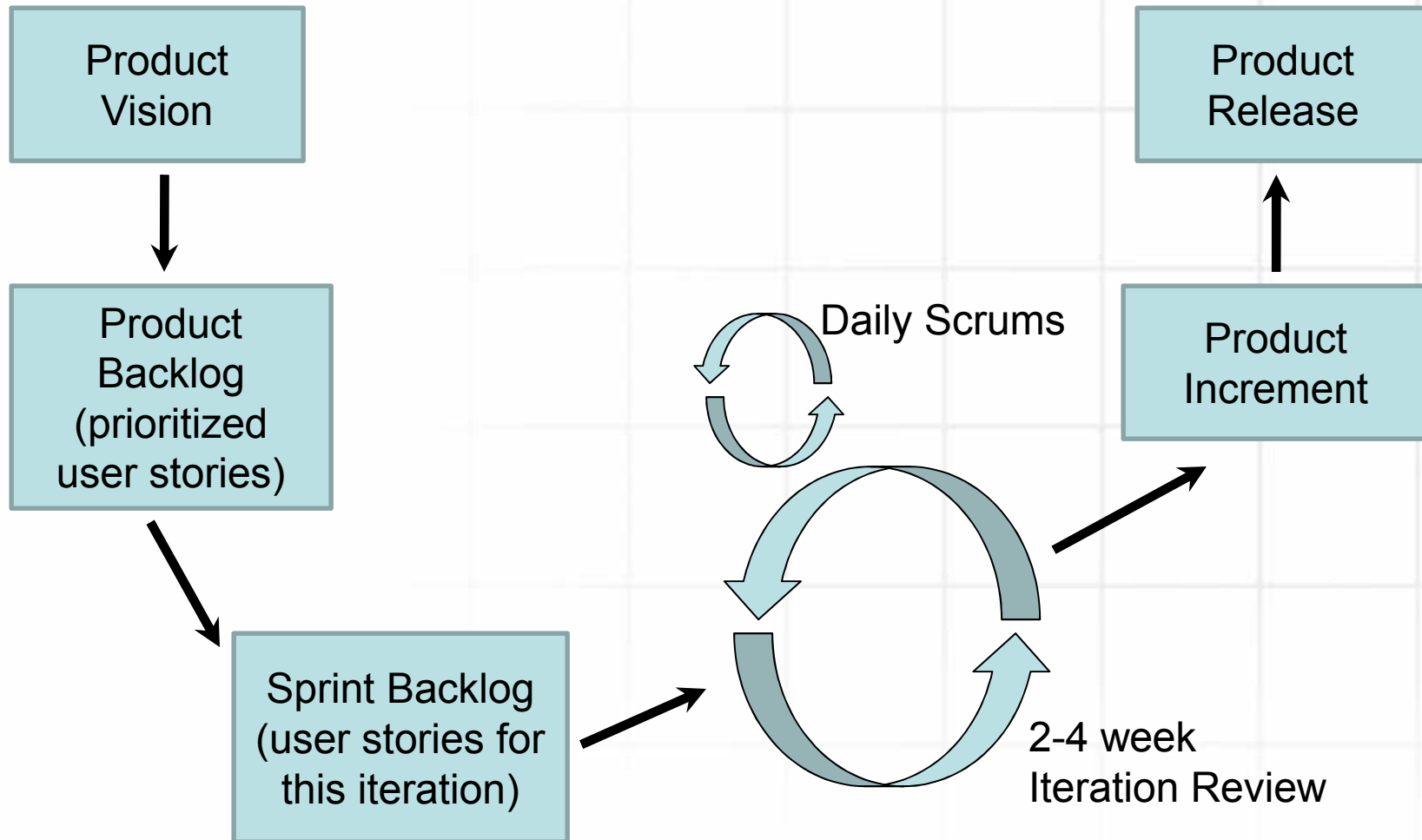
What is Agile?

- An approach to project management
 - Adjust requirements through development; ensure the final product meets evolving needs
 - Break tasks into smaller requirements to deliver frequent iterations of the product
 - Business and technical staff work together daily
 - Reflect/inspect performance at regular intervals; fine tuning

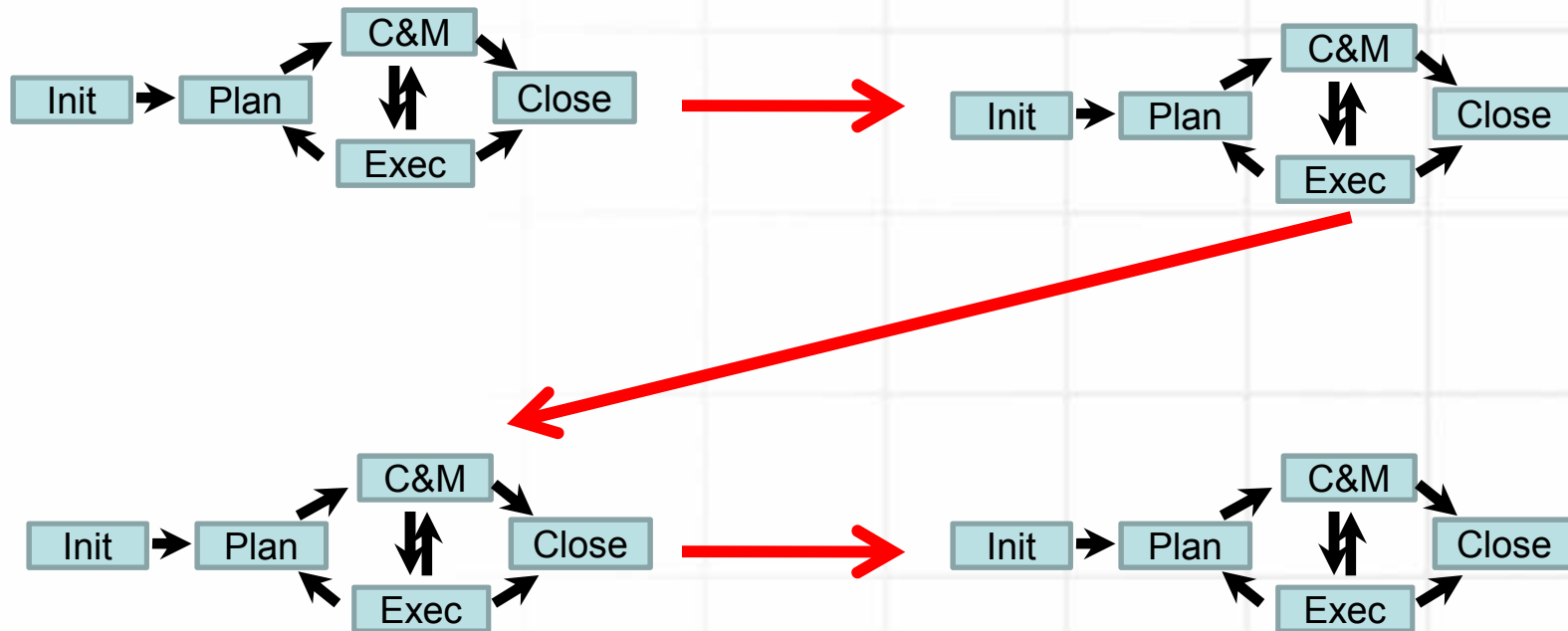
PMBOK® Guide process groups



Agile project flow

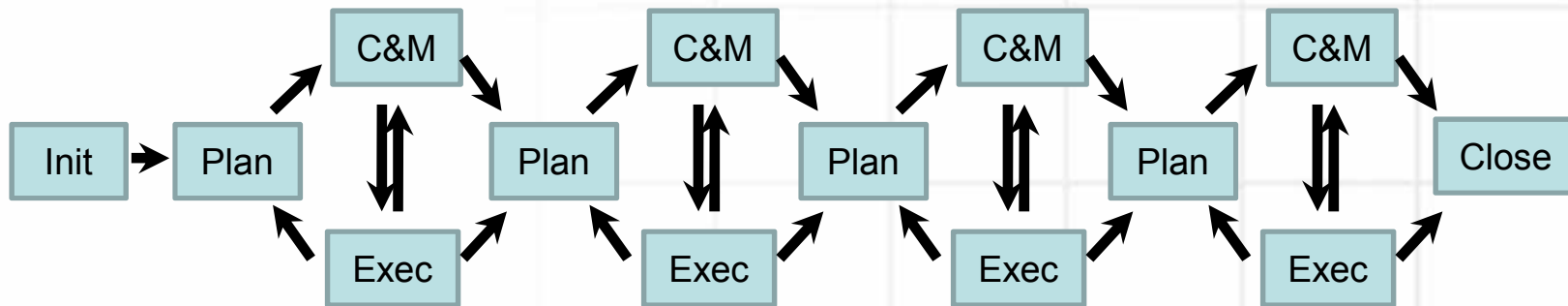


PMBOK® Guide sequential phases



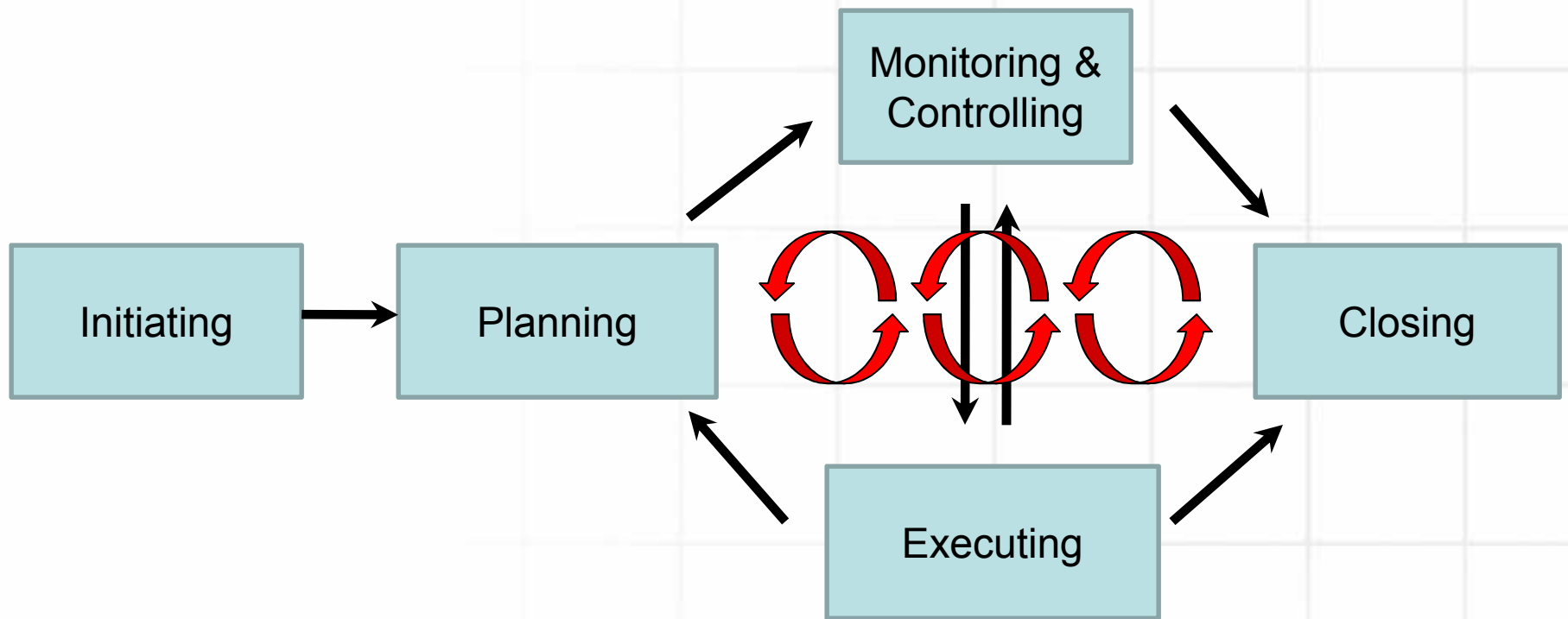
Just one approach...

PMBOK® Guide iterative phases



Just one approach...

A combination?



Just one approach...

PMI's History with Agile

- PMI Global Congress presentations on Agile since 2004
 - 12 sessions at North America Congress 2010; similar number planned for 2011
- SeminarsWorld® sessions on Agile since 2005
- Agile Community of Practice established 2009
- *PMBOK® Guide* Third and Fourth Editions support phased, iterative development; Fifth Edition to continue
- Software Extension to the PMBOK® Guide
- Agile reference sources in PMI Marketplace
- Established an Agile Steering Committee

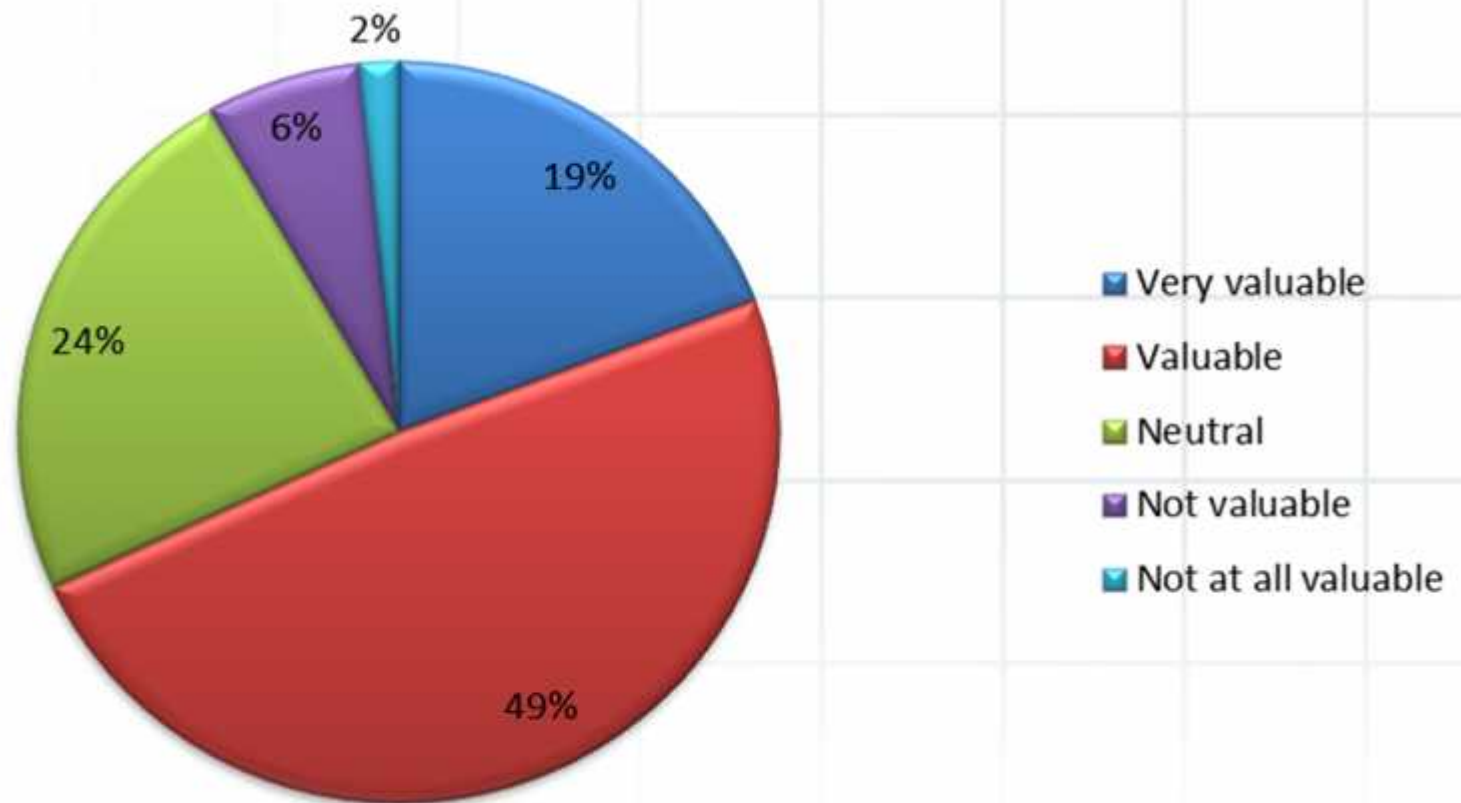
Why Does PMI Care About Agile?

- Responsiveness to the needs of the profession...
- PMI year-long global survey of organizations and practitioners to determine market interest and need (e.g. training, certification, standards)
 - Focus: What are needs, and what role, if any, should PMI play in Agile?
 - Leveraged research, focus groups, and formulated steering committee of Agile thought leaders
 - 1,100 practitioners, 900 hiring managers

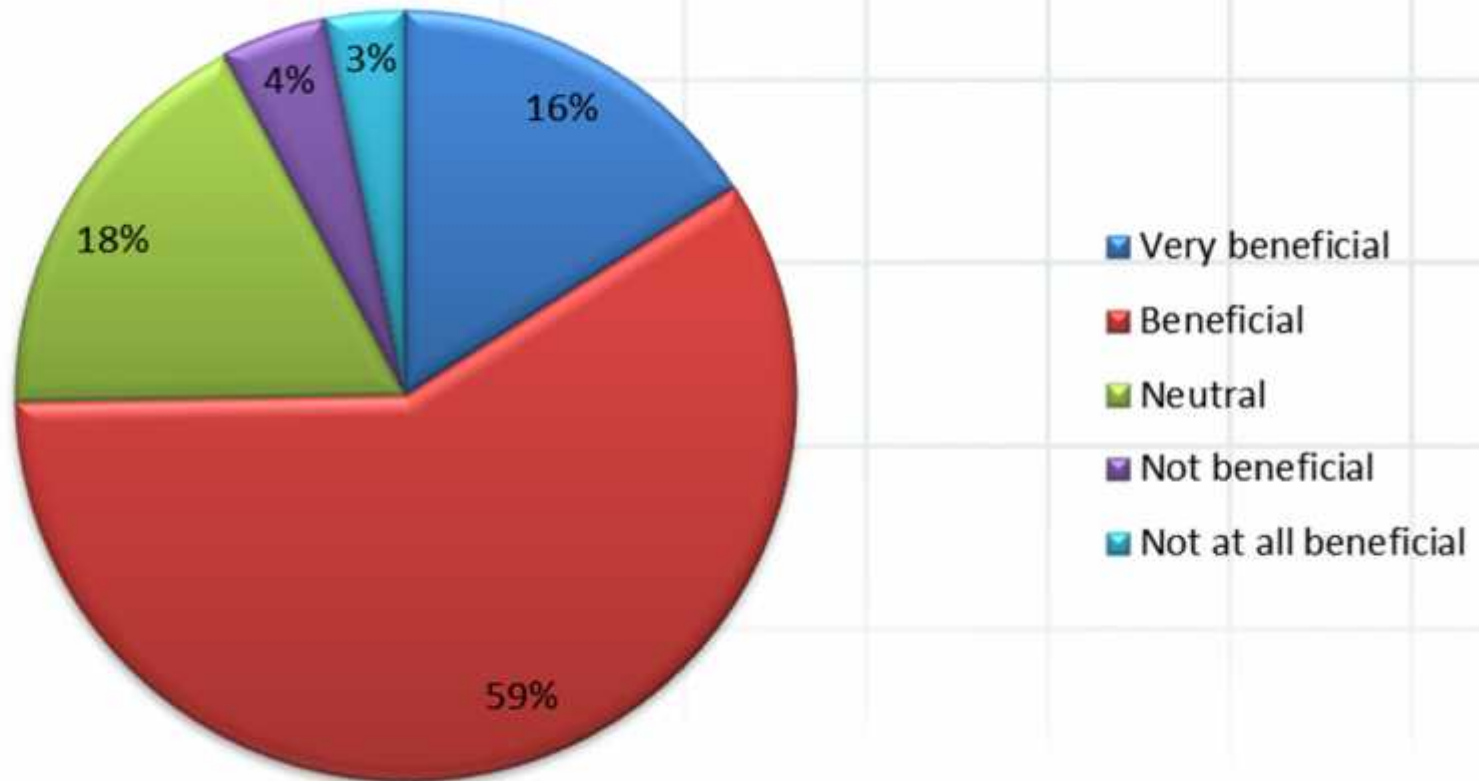
Survey Conclusions

- Agile is used not just in IT
- Number of organizations using Agile has doubled in the last two years
- Significant variety in levels of knowledge and experience among practitioners
- Significant percentage thought that an Agile certification would be useful to them

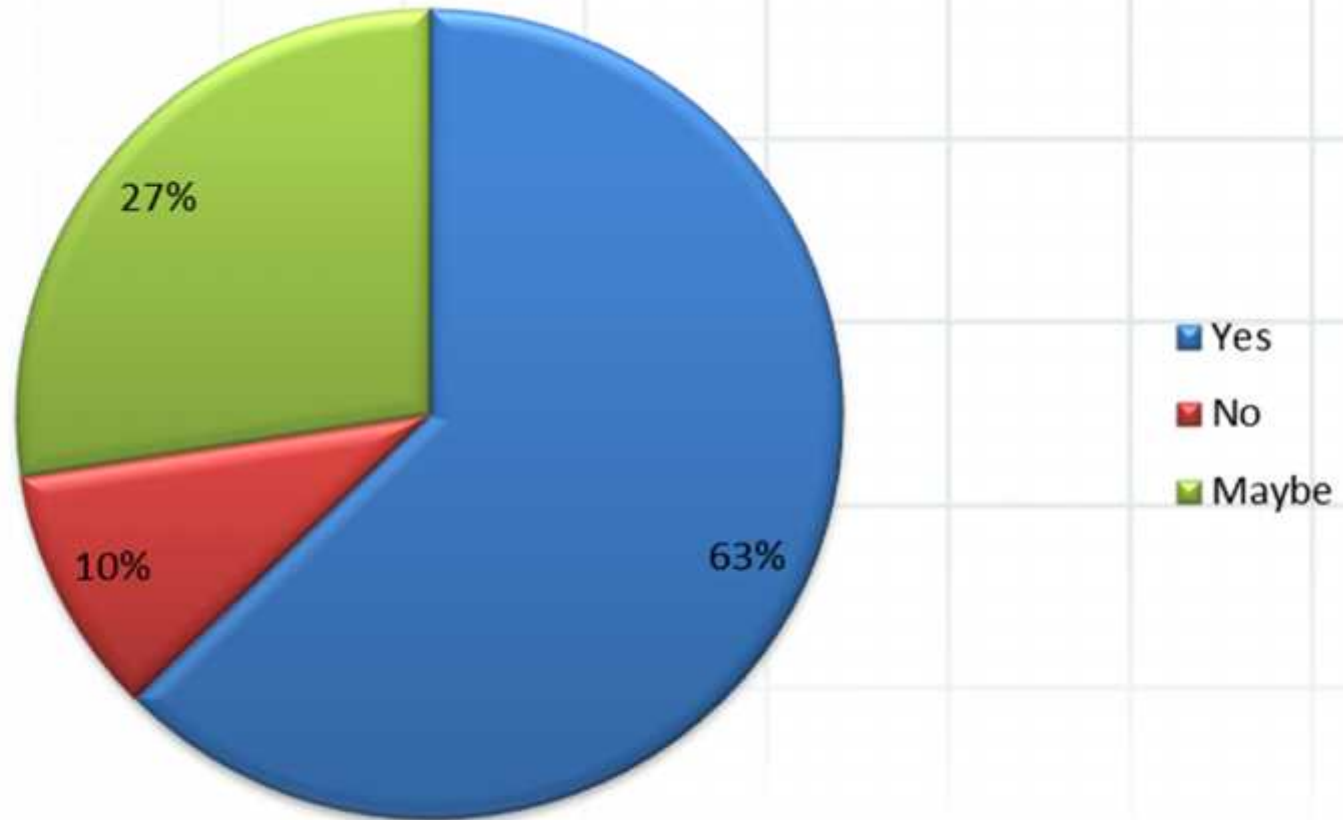
How valuable do you think a certification in Agile project management would be to the project management profession?



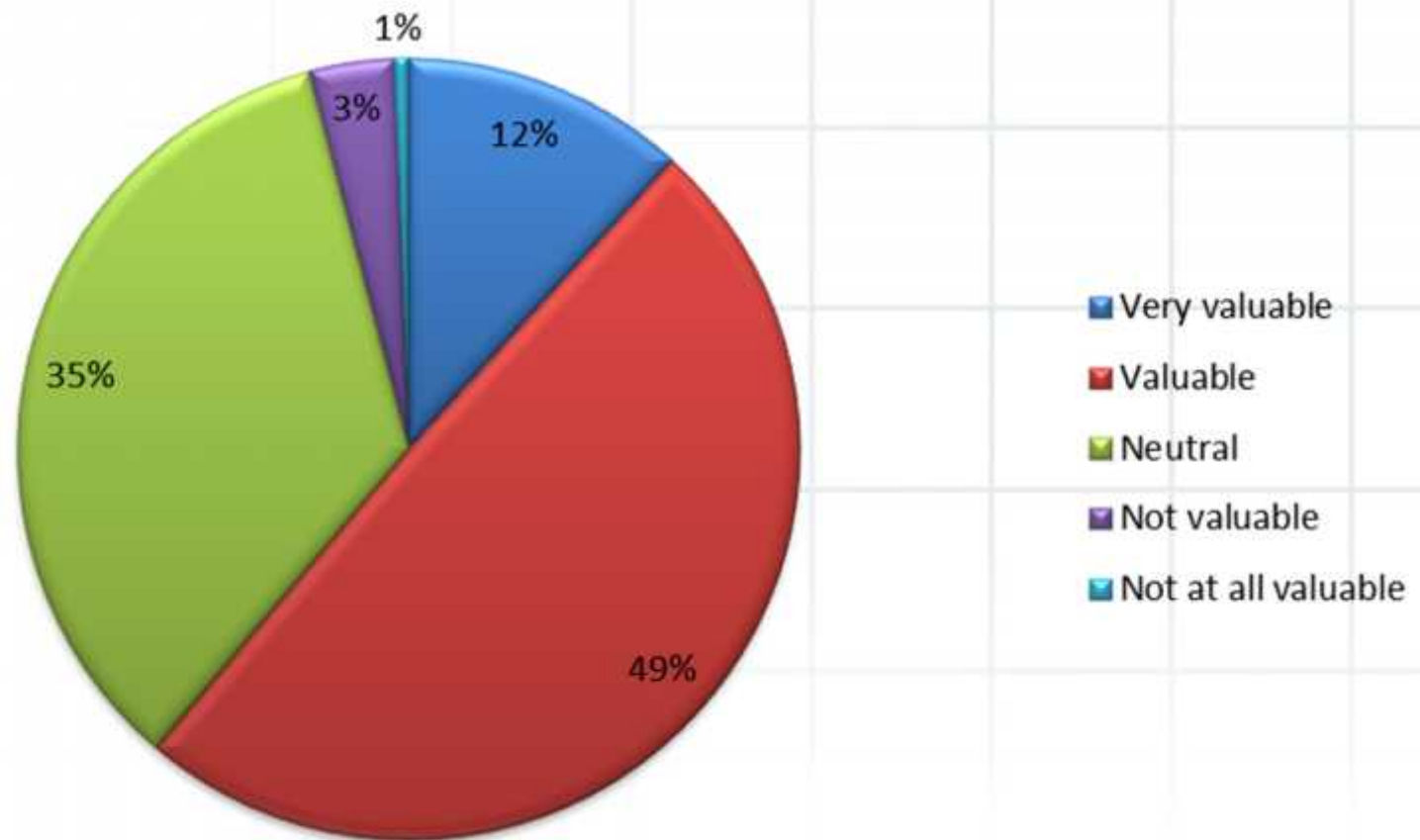
How beneficial would having your project managers certified in Agile project management be to your company's project management practices?



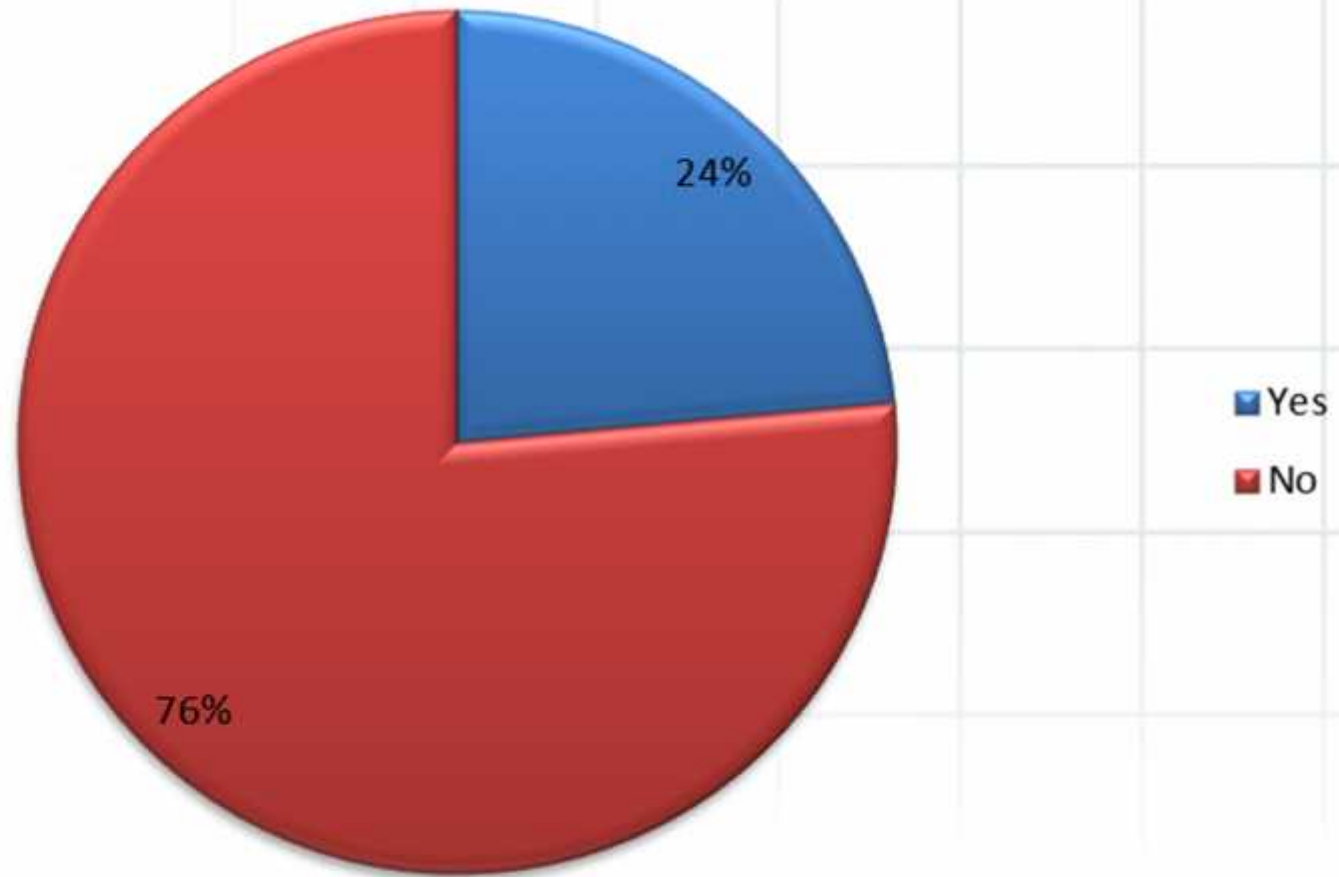
Would you encourage your project managers to pursue a certification that focuses on Agile project management?



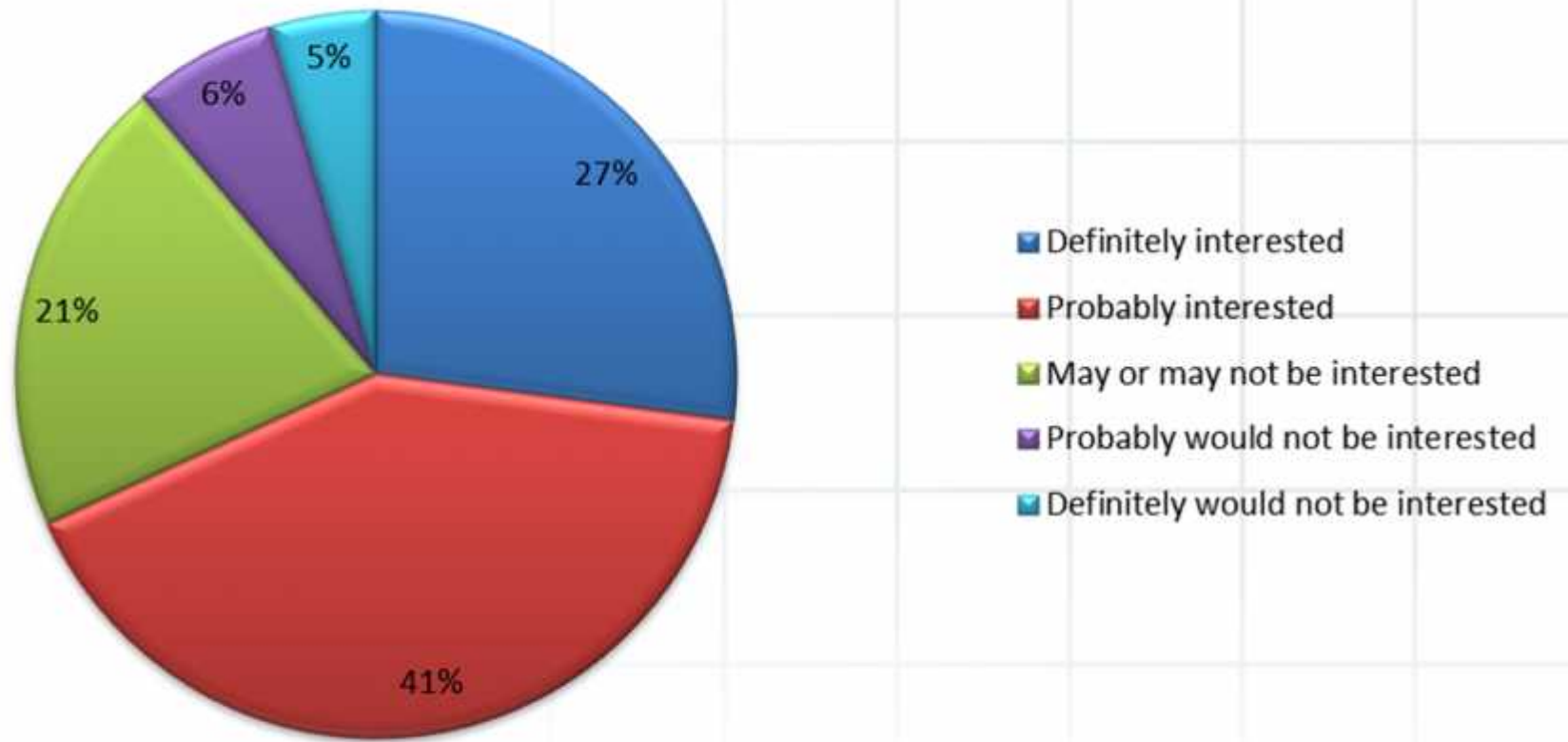
How valuable is Agile project management in managing your projects?



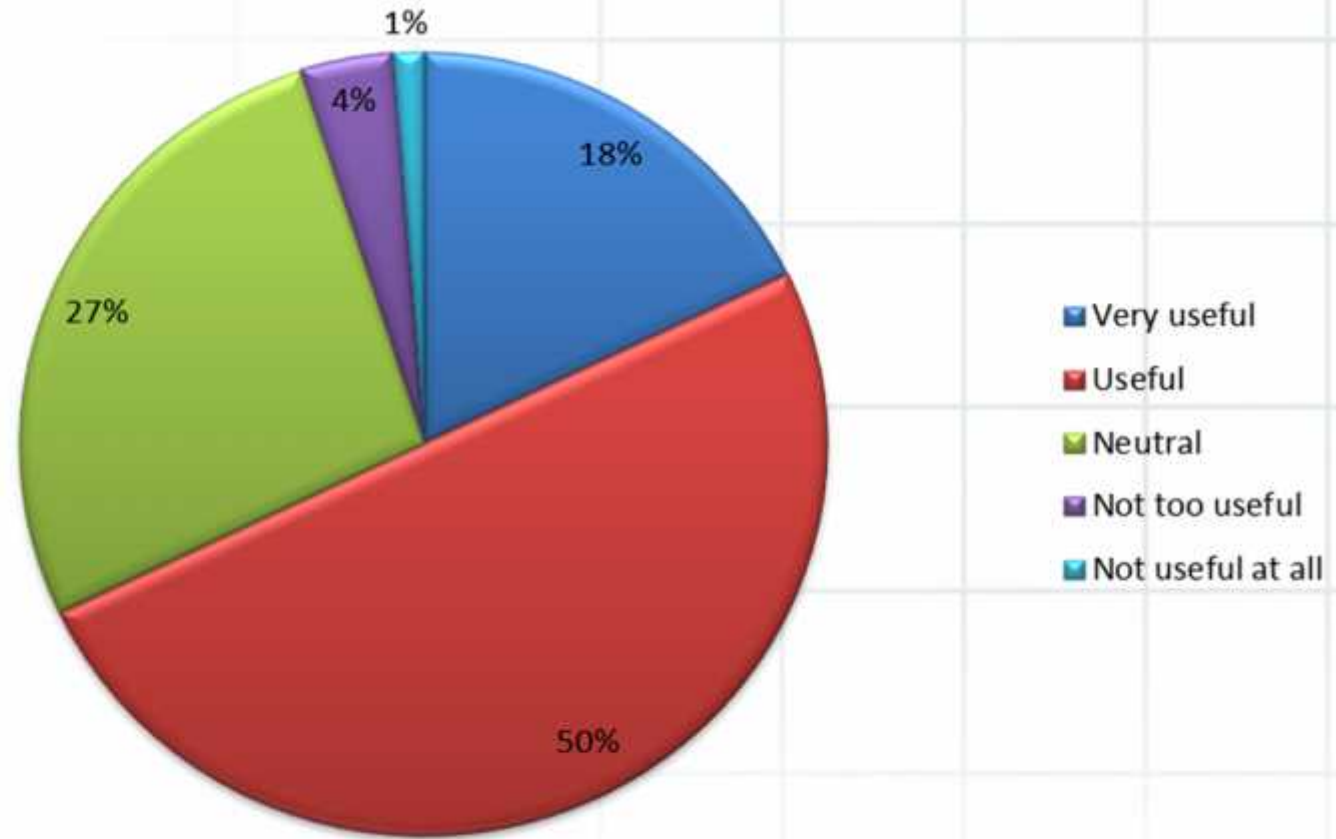
Do you feel there is sufficient training content available for Agile project management?



How interested would you be in obtaining an Agile project management certification?



How useful would an Agile project management certification be to your career?



Agile Steering Committee

- Diverse, cross-methodological leadership
 - Representing Scrum, DSDM, Crystal, XP, Kanban, Lean
- Diverse, Agile certification experience
 - Scrum Alliance, APMG, APLN, IC Agile
- Founding member/co-author of Agile Manifesto
- Founder of Agile CoP
- Agile book authors

Agile Steering Committee

- These influential Agile thought leaders drove the certification development process:
 - Assisted PMI in determining whether certification was the best strategic move for PMI and Agile practice
 - Assisted in market research
 - Developed certification eligibility criteria
 - Led efforts to recruit and vet volunteers to develop the Certification content

The Value of PMI-ACPSM

- For practitioners, PMI-ACPSM helps:
 - Demonstrate a level of professionalism in Agile principles, practices, tools and techniques
 - Increase professional versatility in project management
- For employers, PMI-ACPSM demonstrates a practitioner's:
 - Knowledge of Agile practices, which shows the practitioner has greater breadth and depth as a PM
 - Ability to lead basic Agile projects

PMI-ACPSM Scope

- Certification is:
 - NOT a methodology-specific certification (e.g., Scrum, XP, DSDM, or Lean specific)
 - NOT an Agile Project Manager credential (role-based credential)
 - NOT exclusively for ICT

PMI-ACPSM – Pilot Timing



Market Reaction

- Since February, almost 7,000 people have signed up to receive further information about the PMI-ACP pilot
- 4,000+ individuals have responded to PMI's "Agile knowledge" quiz
- 150,000 individuals have visited PMI's www.PMI.org/Agile launch page
- Since 23 May, over 4,400 applicants have opened a PMI-ACP application
- Over 750 individuals have submitted a PMI-ACP application
- 12 major organizations (Fortune 500) have contacted us
- Traditional Agile Trainers signing up as REPs

** Numbers as of 20 August 2011*

Other PMI Agile Activities

- Agile Community of Practice
- *Software Extension to the PMBOK® Guide*

PMI Agile Community of Practice

- Community of PMI members interested in Agile
- Founded 2009
- 12,000+ members
- Benefits
 - Networking and collaboration
 - Access to shared documents
 - Forum for exchange of information and advice
 - Seminars

Software Extension to the PMBOK® Guide (SWX)

- Project management guidance for software developers and managers
- To be used in conjunction with the *PMBOK® Guide*; guidance specific to the management of software development projects

Project focus

- Not an Agile standard
- From the project charter:

“This document is meant to bridge the gap between the *PMBOK*[®] *Guide* and software developers and project managers wishing to improve their project management techniques for their software development projects. The proposed document would fill the need, first, for *PMBOK*[®] *Guide*-related information for the software development industry, and secondly, provide a link between the *PMBOK*[®] *Guide* and iterative approaches to software development, including Agile development. “

Description of the project

- A joint project of PMI and IEEE CS
 - Shared committee leadership
 - Committee Chair: Dick Fairley on behalf of IEEE CS
 - Committee Vice Chair: Dennis Stevens on behalf of PMI
 - Shared committee membership
 - Shared responsibility for providing committee resources
 - Joint process

“The *Software Project Management Extension to the PMBOK® Guide* will be developed using an open, consensus-based approach fulfilling the requirements of both PMI’s and IEEE CS’s standards development and approval processes.”

Next steps

- First meeting was held 9-11 August 2011, Los Alamitos CA, hosted by IEEE CS
- Development has begun; regular meetings to be held
- Anticipate completion by 3Q2013

Thank you

- PMI Agile resource page
 - <http://www.pmi.org/agile>
- PMI Agile Community of Practice
 - <http://agile.vc.pmi.org/Public/Home.aspx>
- PMI Agile certification (PMI-ACPSM)
 - <http://www.pmi.org/Certification/New-PMI-Agile-Certification.aspx>