# SCRUM ALLIANCE®
# PATH TO CSP® Q & A

**Some items to note:**

- This new program does <u>not</u> affect current CSM® or CSPO® course structure or offerings.
- CSTs or CECs can choose <u>not</u> to teach or coach the Path to CSP offerings (as some choose not to teach CSPO).
- There is no penalty or "downgrading" of CSTs/CECs who do not want to participate in the Path to CSP program.
- The decision to roll out the seven sets of learning objectives together was to emphasize the integration of levels within roles, as well as highlight the the progressive knowledge and skill set building needed for the Advanced and CSP levels. Additionally, the content for each foundational certification is now strengthened and aligned with the 2016 *Scrum Guide*.

## PROGRAM OVERVIEW

**What problem is Scrum Alliance trying to solve?**

In order to improve implementation of Scrum and Agile in the workplace, Scrum Alliance should provide both an accessible platform and encouragement for members to participate in ongoing professional development, including deeper levels of education. The introduction of progressive learning objectives for the Advanced and CSP level of each of the foundational Scrum Roles will help raise the bar, improve recognition, and set an easier entry for the guide level certifications. The new Path to CSP program will provide more credibility, rigor, clarity, guidance, and engagement for members and organizations alike.

**Vision**

Our vision is to produce a progressive model of ongoing education for Scrum Alliance members based on annual interactions and continuing education with Scrum Alliance. We hope this will provide an educational structure that offers flexibility to accommodate the unique needs of Scrum Alliance members.

**Mission**

To create, shape and deliver a new, viable, and desirable CSP program that addresses real work challenges and offers practical solutions to practitioners with clear, measurable and meaningful Scrum role-specific development paths that embrace and encourage advanced and continuing education in the effective application of Scrum and Agile.

**Market Research Findings**

The Path to CSP program team conducted market research focused on the pain points and potential gains of Scrum users and organizations. The user research spanned ScrumMasters, Product Owners, Development Team members and others, and led to the definition, prioritization, and refinement of the Path to CSP program progressive learning objectives.

In September 2016, 13 Innovation Games were held to help determine the customer profile and inform the team on ScrumMaster, Product Owner and Development Team Members' top jobs, pains, and gains. The games included participants in globally distributed time zones from Australia to California. The three most common pains across all roles were communication, teaming, and requirements. The largest gain identified was coaching across all roles. These jobs, pains and gains were thoughtfully integrated into the progressive learning objectives to address deepening levels of understanding and skill building across roles.

The organization surveys (including Capital One, the Tennessee Department of Transportation, Barclays UK, HSBC, SBB, and Volkswagen) used a whitepaper describing the new program's intentions in order to validate the viability and desirability of the program.

In addition, the Path to CSP team conducted several sessions at Scrum Gatherings, other conferences and events, and online to share the direction and achieve alignment with the new program within the CSP and trainer/coach community.

## 1. What are the knowledge areas?

**CSM CERTIFIED**

**12 months experience**

**Advanced Certified ScrumMaster (A-CSM) Learning Areas**

- Agile and Lean Values, Principles & Worldview
- Basic Facilitation
- Coaching Fundamentals
- Self-Organization, Team Dynamics, Definition of Done & Empirical Process Control
- Coaching the Product Owner
- Removing Impediments, Scaling & Organizational Change
- Servant Leadership

**A-CSM CERTIFIED**

**12 months experience**

**Certified Scrum Professional ScrumMaster (CSP-SM) Learning Areas**

- Lean Thinking
- Advanced Facilitation
- Team Dynamics and Effectiveness, Conflict Resolution, Starting New Agile Teams, Software Craftsmanship & Coaching the Development Team
- Coaching the Product Owner
- Organizational Development

**CSP-SM CERTIFIED**

**CSPO CERTIFIED**

**12 months experience**

**Advanced Certified Scrum Product Owner (A-CSPO) Learning Areas**

- Facilitate Stakeholder Discussion, Starting New Agile Teams, Managing Stakeholder, Facilitate Roadmapping & Product Discovery
- Value of Engineering Practices & Technical Debt
- Advanced Product Backlog Item Formulation & Product Backlog Management
- Product Management
- Storytelling
- Scaling Scrum
- Lean Organizations (optional)

**A-CSPO CERTIFIED**

**12 months experience**

**Certified Scrum Professional Product Owner (CSP-PO) Learning Areas**

- Advanced Stakeholder Discussion
- Funding and Financing & Economics of Product Development Collaboration Frameworks
- Facilitate Product Backlog Ordering & Roadmapping at Scale
- Product Launch
- Customer Development
- Entrepreneurship in an Agile Context
- Advanced Product Discovery

**CSP-PO CERTIFIED**

**CSD CERTIFIED**

**12 months experience**

**Advanced Certified Scrum Developer (A-CSD) Learning Areas**

**A-CSD CERTIFIED**

coming soon

**12 months experience**

**Certified Scrum Professional Developer (CSP-D) Learning Areas**

**CSP-D CERTIFIED**

coming soon

Scrum Alliance®

**2. How do I describe this to my students?**

Once a student successfully completes a certification, they will be able to demonstrate that they have:

**Advanced Certified ScrumMaster (A-CSM):** Proven they can work with and facilitate dialogue within teams

**Certified Scrum Professional-ScrumMaster (CSP-SM):** Proven they can work with the organization and extend the impact of Scrum throughout the organization

**Advanced Certified Scrum Product Owner (A-CSPO):** Proven they can prioritize multiple business initiatives and communicate effectively with various stakeholder groups

**Certified Scrum Professional-Product Owner (CSP-PO):** Proven they can validate business value to build a compelling business case for the product

**3. There are a lot of learning objectives in this program. How do I make sense of this?**

When reading the learning objectives, consider them as skill and knowledge areas that one might expect a Scrum and Agile practitioner to have demonstrated competence in at certain points in their career. Each level after CSM or CSPO represents a year of experience. Advanced (formerly Level 2) corresponds with one year of experience and the CSP level corresponds with two years of experience.

When reading the learning objectives for a specific path, we recommend appending this phrase, *"At the successful completion of one year, an Advanced CSX will be able to…"* Here is an example of how to read a learning objective in CSP-PO related to the topic of roadmaps and release planning:

**"Upon successful completion of year two, a CSP-PO will be able to apply at least two methods to determine the profitability of a product in an Agile context."**

**4. Who is the ideal participant for these different levels?**

**Advanced Certified ScrumMaster (A-CSM):** Has worked with a Scrum Team for a year, and has started to reach the limits of impact without proper facilitation skills and system understanding

**Certified Scrum Professional-ScrumMaster (CSP-SM):** Has started working with one or more Scrum Teams, likely participates in organizational change initiatives, can dig through to root causes, and needs guidance in complex approaches to address them

**Advanced Certified Scrum Product Owner (A-CSPO):** Has worked with a Scrum Team for a smaller product, wants to improve their outreach, and optimize their collaboration with the development team

**Certified Scrum Professional-Product Owner (CSP-PO):** Probably responsible for a complex product or program, has worked with several stakeholders — likely in a scaled environment, and is heading towards product championship

## REQUIREMENTS

**1. What are the requirements for students to be certified in Advanced CSM/CSPO or CSP?**
To earn an Advanced <u>and</u> Certified Scrum Professional certification, one must successfully achieve <u>all</u> of the learning objectives defined for both an Advanced level (CSM or CSPO) <u>as well as</u> successfully achieving all of the learning objectives for the CSP level. Certification requirements for each level are separate. Students must successfully complete all Educator-designed components of an approved educational offering, in addition to completing the required two year role-specific work experience to receive the CSP certification.

**2. How do students receive their CSP certifications with the new program? What will happen to the current program?**
As soon as each of the learning objectives (by level) are successfully fulfilled and the required work experience is met, the LO completion is validated by the Scrum Alliance-approved Educator. The current CSP (via online application) program will be phased out in 2017.

**3. Why has the work history requirement for CSP certification been reduced from three to two years?**
This three-year requirement is out of sync with our certification renewal cycles. Moreover, the original work experience wait time used to be one year, which was extended to two years upon introduction of the CSP.

**4. If a Scrum Alliance® member already has the required work experience for the progressive courses, can they progress faster?**
Any role-specific work experience a Scrum Alliance member brings to the progressive courses will be an added benefit to their experience in the program. However, progression in the program is tied to completion of the learning objectives plus work experience.

For example, if a student has already completed their CSM and has at least two years of documented work experience as a ScrumMaster, they would only need to satisfy the learning objectives for both Advanced ScrumMaster and CSP-SM before an Educator could request the CSP-SM certification for the student.
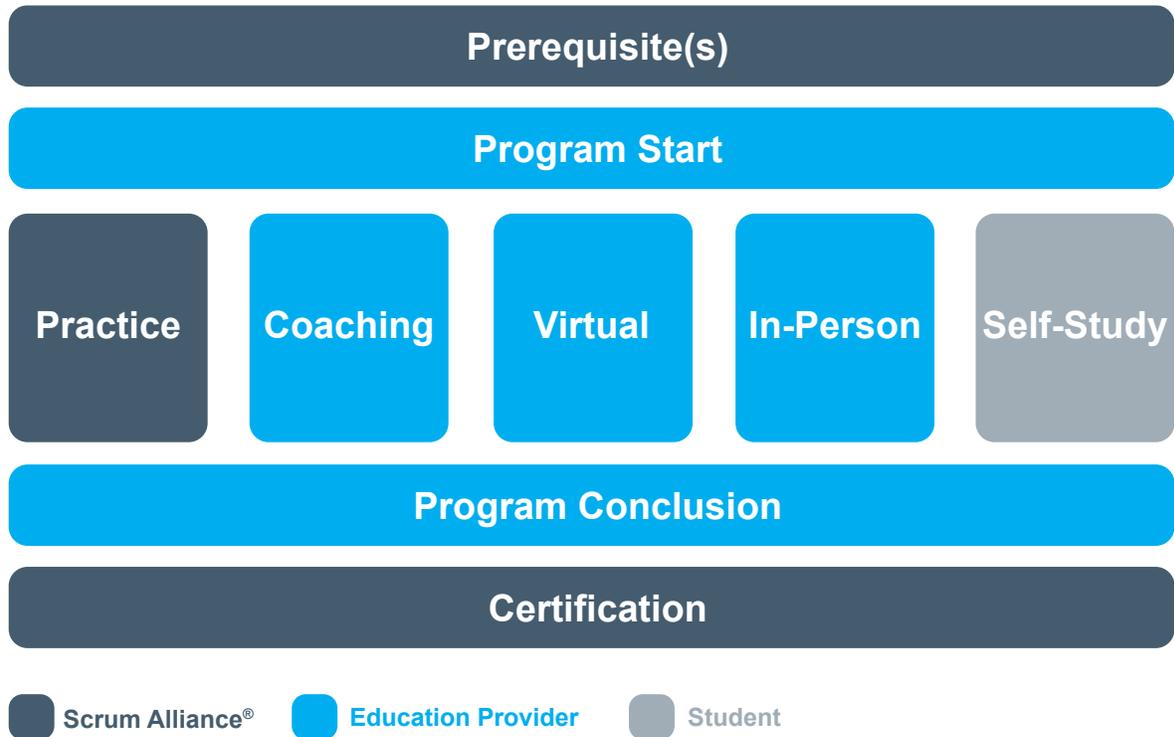
**5. How will members who hold a current CSP be transitioned into the new program?**
Current CSPs will receive the new CSP Level certification that best fits their actual role. The majority of our current CSPs will transitioned to CSP-SM. Our CSPs that actively hold both CSM and CSPO will receive both CSP-SM and CSP-PO. However, upon renewal there will be separate renewal requirements for each CSP certification. CSP-D members will be handled on a case-by-case basis until the CSP-D program is developed.

CSP-SM is not a degradation of CSP and it is tied to a higher level of competency.

# DELIVERY

**1. What is the required Delivery Model for the progressive courses?**

| Prerequisite(s) |
|---|

| Program Start |
|---|

| Practice | Coaching | Virtual | In-Person | Self-Study |
|---|---|---|---|---|

| Program Conclusion |
|---|

| Certification |
|---|

■ **Scrum Alliance®**    ■ **Education Provider**    ■ **Student**

The blended delivery model allows for various implementations to meet the needs of both the student and the Educator. The primary purpose of competency-based learning is the accumulation, practice, reflection, and validation of relevant knowledge, skills, and abilities. This can be done through face-to-face or online training, partial self-study and assessment, mentoring, coaching, or any combination hereof.

**2. What is the requirement for contact hours per progression level?**
The requirement of 16 hours (including breaks and lunch) of in-person, face to face training (25 hours of CSM/CSPO via coaching by a CEC) for **CSM and CSPO** has not changed.

For levels beyond CSM and CSPO, the approved Educator has the choice of constructing an in-person, on-demand, virtual ("live" or not pre-recorded content) — or a blended combination of the above — to create a personalized educational experience for the student. Each Scrum Alliance-approved Educator will deliver a customizable model that fits their students' unique needs.

At a minimum, 16 "contact hours" are required for Advanced certification. Contact hours are defined as Educator-student interaction, which can include in-person, virtual, approved Educator on-demand video, or a blended combination of these methods. Of that minimum 16 hour total course length, at least 4 hours must be either in-person or "live" face to face (e.g., Skype). Course structure for CSP-level educational offerings will be evaluated on a case-by-case basis via the Scrum Alliance-approved Educator review process.

## FUTURE STEPS & FEEDBACK

**1. Will there be a similar offering in the future for CSD® students?**
**Y**es, based on the results of developing and launching the program for CSM and CSPO, Scrum Alliance will develop a program for the progression of CSD students in 2018.

**2. How do I offer feedback for program improvements?**
Scrum Alliance is open to feedback on the learning objectives. You may provide program feedback at any time to Path to CSP team members which include Karim Harbott, Erika Massie, Carlton Nettleton, Lisa Reeder, Andy Schliep, and Jason Tanner. When providing feedback, please make sure that the feedback is actionable and specific.

Updates to the progressive offerings will not appear until after the Dublin Scrum Gathering (October 2017). The team made this decision in order to provide stability for those trainers and coaches who want to experiment creating courses that support the Advanced and CSP Learning Objectives.

## SCRUM FOUNDATION

**1. What are the options for covering the Scrum Foundations learning objectives?**
The learning objectives may be achieved either before a CSM or CSPO course, as self-study or "homework" assigned to a student prior to a course, within the CSM or CSPO course itself, or as part of a longer foundational class. The Scrum Alliance approved Educator validates the successful completion of the Scrum Foundation learning objectives by the student.

Beginning this summer, Scrum Alliance will offer Scrum Foundations online training on our website as a free resource. Interested CSTs or CECs can choose to use the training (at no cost) to cover Scrum Foundations learning objectives for their students. CSTs and CECs may choose to cover the learning objectives in some other way if they prefer. The Scrum Foundations online offering is a series of animated videos that cover a set of foundational learning objectives sourced from the July 2016 edition of the Scrum Guide. The intent is to provide learners with an interactive introduction to the basics of Scrum and to also check for understanding. The online offering is Scrum Alliance-branded only and has no "talking head" segments.

**2. Will the Scrum Foundations be a separate certification?**
No. Scrum Foundations is a set of learning objectives to complete as part of achieving CSM, CSPO, and eventually, CSD. The Scrum Foundations learning objectives are completely transparent to the Scrum Alliance members and CSM and CSPO students and are available on the Scrum Alliance website on the CSM and CSPO landing pages.

The components of Scrum Foundations (which includes Agile Manifesto, Scrum Values, Events, Artifacts) are still required to be covered in all CSM and CSPO courses.

**3. How much time do I have to update my current course training materials to align with Scrum Foundations, CSM and CSPO learning objectives?**
As part of the Path to CSP program, the CSM and CSPO foundational learning objectives have now been updated to be aligned with the 2016 version of the Scrum Guide. The previous or existing learning objectives were released in 2013. The extraction of Scrum Foundations and the strengthening of CSM and CSPO learning objectives reflects terminology and content changes with the most current version of the Scrum Guide.

We ask that all current course training materials be updated and aligned, on the honor system, with the new learning objectives by **September 30, 2017**. Both 2013 and 2017 learning objective versions of CSM and CSPO will be available on the Scrum Alliance website until this date.

In the future, an auditing process may be implemented to "check in" with CSTs and CECs and verify the consistency of the content and delivery of their CSM and CSPO offerings.

## EDUCATOR APPLICATION

**1. When addressing coverage of learning objectives, what level of detail do you expect to see in an Educator Application?**
The team has created mapping documents for Educator applicants to plan, structure, and apply for these progressive educational offerings. Any additional detail that is provided (e.g., photos, flip-charts, workbooks, examples of interactive activities, feedback forms, video, etc.) that is provided is appreciated, and will help supplement the Educator's submission.

**2. I'm already a CST® and/or a CEC and have led trainings which basically cover the new Advanced and and CSP learning objectives already. Do I still need to apply?**
Yes. You are welcome to present a mapping of the learning objectives to your existing material to the Educator review team.

Scrum Alliance®