DAC

Disciplined Agile® Coach (DAC)
Examination Content Outline

Project Management Institute

Disciplined Agile® Coach (DAC)
Examination Content Outline

April 2021 Exam Update

Published by:

Project Management Institute, Inc.

14 Campus Boulevard

Newtown Square, Pennsylvania 19073-3299 USA

Disciplined Agile® Coach (DAC) Exam Content Outline

Table of Contents

INTRODUCTION

Project Management Institute (PMI) certifications are developed by practitioners for practitioners. Our certifications are based on rigorous standards and ongoing research to meet the real-world needs of organizations. PMI Disciplined Agile® certifications span beyond any single approach and tailor your way of working to your unique situation. PMI offers a range of agile training and certifications, from a comprehensive introduction to leading agile and lean approaches like Scum, Kanban, SAFe®, and more, to mastery of accelerating value delivery.

PMI offers a professional certification titled Disciplined Agile® Coach (DAC) for individuals seeking to learn how to coach teams, programs, and across collaborating teams through continuous improvement. The DAC certification will enable individuals to help organizations achieve true agility by coaching teams across the enterprise on how to apply Disciplined Agile and choose their best way of working. The DAC certification accredits a candidates' experience and excellence in agile coaching, advanced knowledge of Disciplined Agile tools & techniques, and ability to serve as PMI and brand ambassadors in organizations.

Requirements for the DAC certification include three years of agile coaching experience and the Disciplined Agile Senior Scrum Master (DASSM) certification, to ensure in-depth knowledge of the DA toolkit. Candidates must first complete the virtual two-day instructor led DAC course through a PMI Authorized Training Provider (ATP). Upon completion of the DAC course, all candidates receive access to the exclusive DAC Community of Practice (CoP) for continued learning, knowledge share, and preparation for the exam. Candidates become eligible to schedule and take the exam immediately upon DAC course completion, with the first exam attempt being included in the course fee. Up to three exam attempts in total are provided within an exam eligibility period of 12 months from the date of course completion. A digital badge will be awarded to all candidates who successfully complete the DAC exam, along with a 12-month renewal period.

PMI conducted a global practice analysis (GPA), which included both extensive market research and a job task analysis (JTA). The GPA identified a number of trends that were used as inputs into the JTA and ensure the validity and relevance of the DAC examination. Validation assures that each examination measures the most critical and frequently performed elements of the project management profession in terms of real settings. PMI strives to ensure its certifications meet market needs and expectations as well as deliver value to both individuals and organizations.

The DAC examination is the final step in earning this professional certification, thus it is imperative that the exam accurately reflects the practices of Agile Coaches. All the questions on the examination have been written and extensively reviewed by subject matter experts and can be found in a minimum of two references. These questions are mapped to the DAC ECO to ensure that an appropriate number of questions are in place for valid examination.

PMI retained Alpine Testing Solutions to develop the global DAC ECO. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

Finally, it is important to note that the volunteer taskforce involved in the GPA study described previously were not bound by any one particular practice guide or textbook. The taskforce members were charged with outlining critical job tasks of individuals at the agile coach level based on their experience and pertinent resources.

Disciplined Agile® Coach (DAC) Exam Content Outline

DAC Course Outline

Pre-workshop (Phase 1, asynchronous learning):

-The Disciplined Agile Coach

-Working toward the end goals of DA coaching

-Supporting change at the individual, team, and group of teams

-Coaching teams within the context of their organization

-Coaching teams through their transformation journey

Workshop (Phase 2, in-class learning):

-The DA Mindset

-Working with your existing governance/PMO team

-Identifying challenges and competencies

-Determining improvement opportunities

-Working with the improvement backlog

-Creating a coaching playbook

-Implementing guided continuous improvement (GCI)

-Visualizing and removing impediments

-Supporting diversity in the workplace

-Guiding teams through the change process

-Overcoming barriers to decision making

-Working with external teams – GCI across disparate teams

-Helping your organization develop needed capacity

Disciplined Agile® Coach (DAC) Exam Content Outline

Examination Blueprint

The following table identifies the proportion of questions from each domain that will appear on the examination.

Domain	Percentage or Items on Test
1. The Disciplined Agile Coach	8.3%
2. Facilitate the DA Way	6.7%
3. Engage the Stakeholders	15%
4. Communicate Continuously	10%
5. Mentorship and Leadership	16.7%
6. Guided Transition and Continuous Improvement	11.7%
7. Coaching, Consulting, Counseling, and Lean Leadership	18.3%
8. Training and Development	6.7%
9. Thought Leadership	6.7%
Total	100%

1	**The Disciplined Agile Coach**	**8.3%**
1.1	Define and Describe the DA Coach and how it fits into the certification journey	
1.2	Explain why DA coaching is important and how it is more effective than "regular" agile coaching	
1.3	Explain how the DA Toolkit supports coaching	
1.4	Describe the different process goals	
2	**Facilitate the DA way**	**6.7%**
2.1	Demonstrate how to plan and facilitate training, events, and ceremonies	
2.2	Identify, plan, and refine the flow and techniques the DA way	
2.3	Develop ground-rules and facilitate collaboration	
3	**Engage the Stakeholders**	**15%**
3.1	Identify when and how to involve all stakeholders	
3.2	Analyze the purpose and context for the transition to DA	
3.3	Identify training needs and DA gaps	
3.4	Develop a coaching agreement and build confidence	
3.5	Define metrics and other approaches for a successful transition	
3.6	Develop the roadmap and identify sponsors for the transition	
3.7	Construct and document brainstorming sessions across the enterprise	
3.8	Explain, market, and promote the new vision to stakeholders	
3.9	Explain core concepts and change management to stakeholders	
4	**Communicate Continuously**	**10%**
4.1	Analyze information in gap analysis	
4.2	Construct and verify objectives that support the vision	
4.3	Identify and sequence the initial initiatives	
4.4	Explain impacts to stakeholders throughout the process	
4.5	Demonstrate support for the organization in communicating and making the change process visible	
4.6	Identify the key components of a successful community of practice	

5	**Mentorship and Leadership**	**16.7%**
5.1	Develop mentorships at individual levels up and down stream	
5.2	Demonstrate different methods to seek DA solutions	
5.3	Apply team building skills and knowledge	
5.4	Utilize and apply emotional intelligence skills and principles (i.e. empathy, etc.)	
5.5	Apply team building skills and knowledge	
5.6	Model the continuous improvement of communication skills	
5.7	Apply psychological safety and the creation of an open and safe environment	
5.8	Apply negotiation, problem solving, and decision-making skills	
5.9	Demonstrate active listening	
5.10	Model and encourage collaboration	
6	**Guided Transition and Continuous Improvement**	**11.7%**
6.1	Apply various methods, practices, and techniques to a situation	
6.2	Construct, introduce, facilitate, and review actions/experiments to the organization using systems thinking	
6.3	Identify initiatives for visible continuous improvement	
6.4	Define success criteria, set, and manage expectations	
6.5	Identify short term wins to determine early successes	
6.6	Identify training needs	
6.7	Facilitate organizational re-design and develop formal paths for change	
7	**Coaching, Consulting, Counseling, and Lean Leadership**	**18.3%**
7.1	Identify issues and explore 'why' with the working group	
7.2	Demonstrate an understanding of personal emotional regulation and presence	
7.3	Demonstrate listening, questioning, flexibility, and continuously adapt to situations	
7.4	Plan goals with individuals, teams, and the organization	
7.5	Develop, integrate, and tailor frameworks and toolkits	

Disciplined Agile® Coach (DAC) Exam Content Outline

7.6	Explain to the client areas of improvement and benefits of solutions	
7.7	Define the appropriate measurement and tracking systems	
7.8	Identify ways to create and cultivate a psychologically safe environment	
7.9	Explain how to nurture the motivation people	
7.10	Explain the practice of mission command	
7.11	Model methods for a middle-up-down management approach	
8	**Training and Development**	**6.7%**
8.1	Develop an environment for continuous learning	
8.2	Develop formal learning outcomes	
8.3	Utilize different content delivery mechanisms	
8.4	Identify and socialize sources of information	
9	**Thought Leadership**	**6.7%**
9.1	Relate how the DA Toolkit relates to other practices	
9.2	Take part in Communities of Practice	
9.3	Identify ways that challenge the DA program to always improve	
9.4	Apply DA Value for the benefit of the community	

Disciplined Agile® Coach (DAC) Exam Content Outline

DAC Application and Payment

DAC Eligibility Requirements
The first step towards obtaining the DAC certification is to successfully complete the instructor-led two-day DAC course offered virtually by a PMI Authorized Training Provider (ATP). Upon completion of the course, candidates may submit an application for the certification exam.

To be eligible for the DAC certification, you need three years of agile experience and the Disciplined Agile Senior Scrum Master (DASSM) certification to ensure in-depth knowledge of the DA tool kit, along with the practices and strategies it contains. Candidates will be required to attend a three-day training course offered by an Authorized Training Provider. Upon completion of the three-day course, candidates are admitted into the exclusive DAC Community of Practice, which provides additional learning, exam preparation opportunities, and the DAC Case Study. Questions matched to the DAC case-study are represented within each domain of the DAC examination blueprint. Candidates will become eligible to register for the DAC exam upon completion of the DAC course. All DAC exams are delivered online through our testing partner, Pearson Vue.

Agile Experience		Certification
Three Years (36 Months) of Agile Coaching Experience	**AND**	Disciplined Agile Senior Scrum Master (DASSM)

How to Record Your Agile Experience on the Application
Use the agile experience section of the online application to record the required three years of experience.

Enter your experience beginning with the most recent. The application will automatically calculate the total months from the start date to finish. Overlapping experience entries will not be calculated as separate entries.

You will be prompted to complete the following fields:

- Project/Product Name
- Organization
- Job Title
- Functional Reporting Area
- Organization Primary Focus
- Team Size
- Agile Methodology
- Experience Description *(high-level description summarizing the experience, including outcome, role, responsibilities, and deliverables – typical response: 200-500 words)*

Application Processing
PMI strives to process applications in a timely manner. Applications will be processed within five business days. This processing timeframe does not apply if your application has been selected for PMI's audit process (refer to the PMI Audit Process section in the handbook for more details).

Disciplined Agile® Coach (DAC) Exam Content Outline

DAC Certification Fees

The fees for obtaining the DAC Certification are subject to membership and regional pricing. Membership is NOT required to obtain the DAC. Initial examination fees must be paid after applications have been approved before you can schedule your examination. The course fee includes your first exam attempt and is paid directly to the Authorized Training Provider.

You are granted a 1-year eligibility period in which to pass the examination. During the eligibility period, you may take the examination up to three times, as candidates do not always pass the examination on their first attempt.

If you need to retake the exam, and your eligibility period is still current, you may do so by submitting the re-exam fee by accessing your candidate MyPMI profile on PMI.org.

The DAC certification is valid for one year and can be renewed by earning & reporting 7 PDUs related to agile content and submitting the annual renewal fee. Renewing your DAC Certification will require a payment based on membership and regional pricing

We currently support U.S. dollar, euro, Brazilian real (BRL), and Indian rupee (INR) currencies.

PMI accepts the following payment methods of credit cards and wire transfers.

Please note that reexamination fees are waived for candidates who have had their exam scores invalidated solely due to data forensics evidence.

DAC Examination Information

Disciplined Agile® Coach (DAC) Exam Content Outline

The DAC examination is comprised of 60 multiple-choice questions. There are no pretest questions included in the DAC exam. All questions are placed throughout the examination randomly. A unique case-study was developed to compliment the DAC course content and made available to all candidates by the course instructor and in the DAC Community of Practice. Questions matched to the DAC case-study are represented within each domain of the DAC examination blueprint.

To schedule your exam, please log-on to PMI.org and access your MyPMI candidate profile. Select the option to take the exam with our testing partner, Pearson Vue.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
60	0	60

The total time to complete the DAC examination including disclosures and tutorials is **150 minutes.**

Allotted Examination Time
120 minutes

It may take some certification candidates less than the allotted 150 minutes to complete the examination.

The DAC exam includes a Non-Disclosure Agreement (NDA) prior to beginning the exam with a duration of five minutes, a tutorial with a duration of 10 minutes, and a post-exam 15-minute survey. Total exam time is 150 minutes. The DAC exam does not include scheduled breaks.

The examination is preceded by a tutorial and followed by a survey, both of which are optional, and take 5–15 minutes to complete. The time used to complete the tutorial and survey is not included in the examination time of 3 hours.
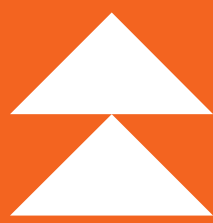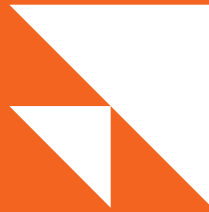
Exam results are made available immediately upon completion of the exam and are accessible in your Pearson Vue Dashboard by clicking on "View Score Reports". The extent of the information provided in the exam score report is a "pass/fail" indication. A passing score is not made available for DA certifications.

Retaking the Exam

All candidates are provided up to three exam attempts within a 12-month exam eligibility period.
In the event of three unsuccessful exam attempts within a single 12-month period, there will be a 45-day waiting period before you can be eligible again. Following the 45-day waiting period, candidates are provided with a new set of three exam attempts within a 12-month exam eligibility period.

During the 45-day waiting period, PMI encourages candidates to leverage the course content provided and Community of Practice resources in preparation for the exam.

Payment for the exam can be submitted from the MyPMI certification dashboard on pmi.org.

Disciplined Agile® Coach (DAC) Exam Content Outline

Project Management Institute.