

CAA[®] - Certified Agile Associate

Certification Hand Book

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Certified Agile Associate (CAA®)

The CAA® Certification Copyrights and Ownership

This document lists all areas in which a Certified Agile Associate is expected to exhibit professional knowledge and competence in accordance to the ACMS Standards, Release 1.0 in addition to the various guidelines to obtain the CAA® global credential. The ACI CAA® online certification examinations feature questions from areas and topics listed in this document based on the directions given in this document.

In addition, as a member of ACI and as a Certified Agile Associate, you are expected to abide by the ACI Professional code of conduct as defined towards the end of this certification handbook.

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The CAA® Certification

The Certified Agile Associate (CAA®) is a professional who has demonstrated in a responsible manner, proven knowledge and expertise which make up the body of knowledge recognized by those who are experts in Agile Frameworks. This is standard which is based on standard principles of Agile, Scrum, Lean Software Development, Kanban, DSDM and other related agile methodologies. This certification by ACI enables the participant to demonstrate his or her skills and knowledge of general principles of various agile methodologies which have come to be called in the industry as Agile Methods. The methods which are focused on this certification are Scrum, Kanban, Lean Software Development, and Extreme Programming. Other agile methods are also covered in a relatively lesser detail.

In addition, a Certified Agile Associate is someone who pledges to abide by the ACI code of conduct in his approach to work and stakeholders with whom he or she may interact with. This certification is designed for entry level professionals designed to gain access to professional work force opportunities and familiarize them with basic principles of Agile development methods.

Benefits of CAA® Certification

- Demonstrate to employers a basic level of understanding in agile practices, tools and techniques. Helps you to brand your agile enterprise application competency in a credible way.
- Helps you to demonstrate your knowledge way of generic agile methods and reinforces your knowledge of applying the agile principles to real world applications.
- Hold a certification that is more credible than not having any knowledge or certification of your skills.
- Develop a basic, applied level of knowledge to gain an understanding of agile and the ability to apply relevant project management methods, leading to successful agile projects.
- Actively promote trust and close co-operation between the business and developers and gives the business ongoing visibility into what is happening.
- Combine knowledge of more traditional management methodologies with agile to better adapt to a changing business environment.
- Help you to get ahead. ACI certification offers financial benefits by making you stand out and better market yourself to current and prospective employers. Most of our candidates have reported a 3000% ROI on their certification cost with us in a span of 4 years from date of certification.
- ACI certifications are renowned throughout the world. Instead of relying only on a written assessment, our certifications more comprehensively assess a candidate. Also, the quality of our certification governance superior which enables affordable certifications with the highest flexibility available in the market today.

Unique Features of CAA® certification

- Completely Authenticated by use of advanced, highly secure exam environment developed using proprietary technology created by our exam authentication partners.
- Wide Industry acceptance across the globe. Valid in more than 120 countries.
- ACI provides you with a FREE individual reference copy of CAAMS® (Certified Agile Associate Master Standards).
- Already 1000+ certified professionals getting across the globe each month. This rate is highest in the planet for any certification and this rate is set to increase in the next few months.
- Valid for 2 yrs. This certificate requires that you upgrade to CAA® after two years as this credential expires after two years who no option to renew it.
- Convenience of taking the exam in your place at a reasonable time, compared to most other options available in the market currently.
- ACI certifications are very flexible and based on general principles and not on any one specific methodology or practices of any particular industry. This ensures you can transfer between different organizations, geographic locations etc.

Comparison of ACI CAA® with other certification bodies

	PMI-ACP	Scrum Alliance (CSM, CSP)	Agile Certification Institute (CAA®, ASM®, APO®, AKP®, ALSF®, ASAP®)	Agile Certification Institute (CSA®, CAA®)
Brand Recognition	High	High	High	High
Exam Authentication	Yes	No	Yes	Yes
Assessment Convenience	No	Yes	Yes	Yes
Certificate Authentication	Yes	No	Yes	Yes
Affordability	495 \$	595 \$	199 \$	99 \$
Training	Mandatory, Expensive	Mandatory, Expensive	Mandatory, convenient and affordable (Many vendors provide training on ACI online store starting at 39\$)	Mandatory, provided for FREE by ACI online store if you submit details of your student ID card [Must have graduated within two years of credential application date]
Eligibility	2.5 Years Work Experience	No Requirements	1 Year of work Experience	No Requirements
Assessment details				
Exam Time	180 min	N/A	90 min	90 min
Exam Questions	120	35	75	75
Exam Qualification Score	60-65%	N/A	65%	65%
Exam Pass Rate	66%	N/A	85%	95%
Exam Location	Cumbersome Prometric Testing Center based test	Non proctored, Non authenticated online test	Authenticated and Remote Proctored, Webcam monitored online test for convenience.	Authenticated and Remote Proctored, Webcam monitored online test for convenience.
Validity	3 yrs	Lifelong	4 yrs	2 yrs

Eligibility and Candidate Evaluation

The CAA® participants must register with the ACI to be able to take up this credential. This certification has no other pre requisites.

The CAA® Credential is awarded on the following parameters

1. A PASS mark of 65% (75 Multiple Choice Questions; 90 Minutes).Two Exam attempts are allowed for a one time single registration to the CAA exam.
2. A Thesis to be submitted (between 400 to 900 words). The topic can be chosen by the candidate. Sample thesis and some sample topics are provided to the candidate once they clear the written assessment on the Planet ACI portal.
3. A Peer and Manager Recommendation expressing their endorsement of the candidate to appear for the CAA® certification. Such recommendations must be obtained from three (3) members after the submission of the thesis. Please note that there is flexibility of the choice of managers given to the candidate and an option to change them at any point, during or after the evaluation is done and candidate does not receive a satisfactory rating.

Eligibility Pre-requisites

To be eligible to apply for this certification, a candidate must demonstrate

1. At least one completed project (Note that we do ask for your company reference letter and is based on honor code system. Also ACI takes candidate data confidentiality with utmost importance and we simply do not use or share your data with anyone).
2. Must have taken some form of training before taking up the certification. This can be from any training organization of your choice all around the planet or also from our online ACI store. There are several vendors who provide Agile training on ACI online store starting for 39\$ and this will suffice for training requirements to appear for CAA® credential examination (If you are not able to get class room training anywhere else).
3. If you are a student or have graduated in the last 2 years (authenticated with your student ID card), then ACI will provide FREE access to training to make you eligible to appear for this credential.

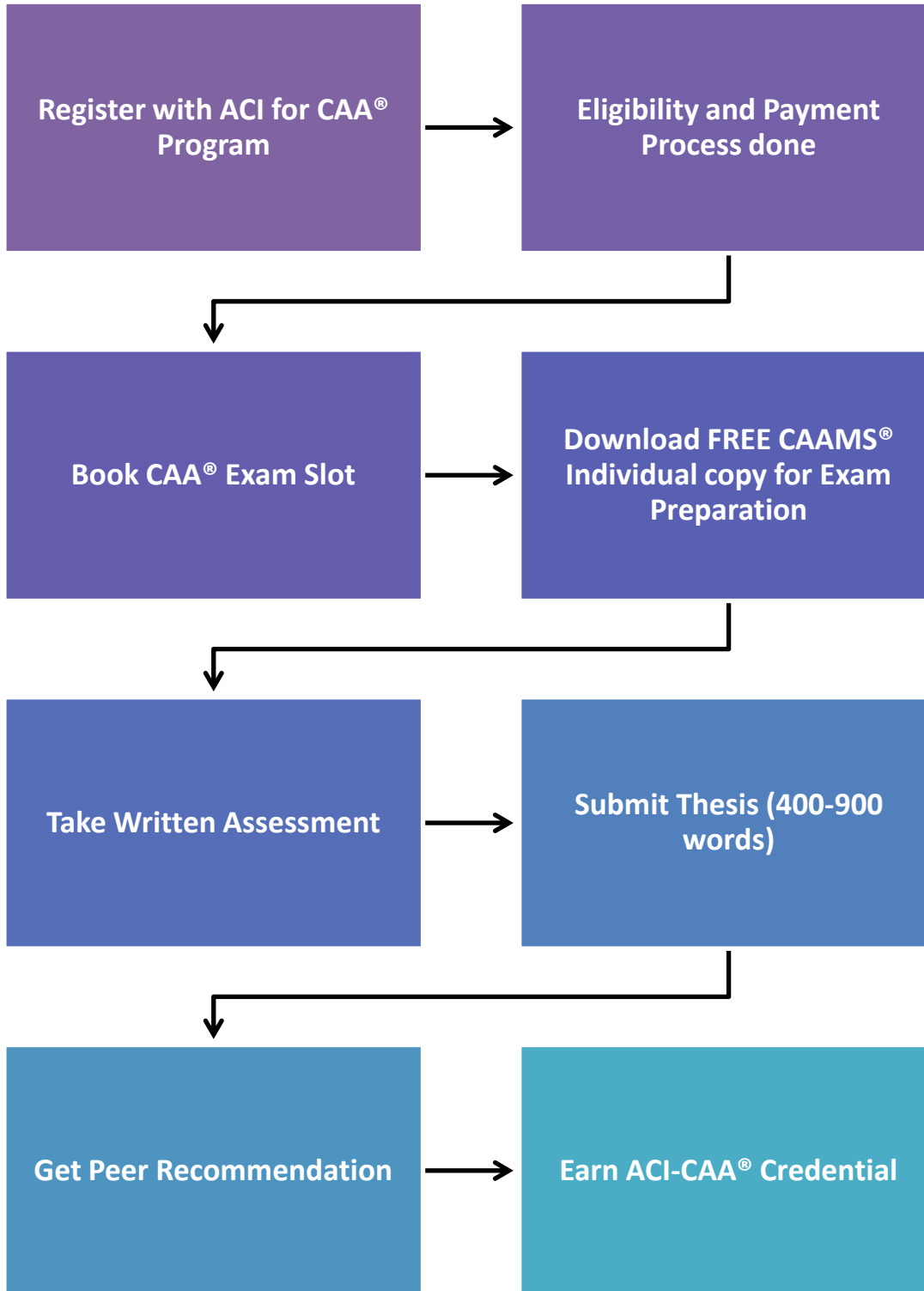
Examination Information

- The written test consists of an objective multiple choice questions numbering 75 and the stipulated time is 90 minutes. There are NO negative markings. A candidate to be successful needs to get 65% aggregate or above to pass the written Exam. While the scoring is based on various sections, the passing of the examination is done based on the aggregate score of the candidate. Also, the scoring is done immediately based on computer generated algorithm.
- You have Two Exam attempts. If you clear the Exam in the First attempt itself, there is no need of the Second attempt. In case the First attempt is not successful the candidate can schedule the Second attempt with a gap of at-least one week from the date of first examination. There are no extra fees for the Second attempt and it can be scheduled any time after a week of the First attempt and within One Year from the date of Registration.
- If for some reason, you were not able to pass the certification after two attempts, you will have to wait for a period of one month before being able to register for the exam for a second time which will provide you with two more attempts. In theory, we do not have a limit on the number of attempts, but between two successive attempts you are expected to have a minimum waiting time of one month.
- The Successful candidates in the written exam are required to submit a recent thesis on benefits of Agile methodology between 400 to 900 words which would be evaluated by the ACI Agile Competency Board. The title and thesis will be completely submitted by the candidate. Several sample thesis and titles are provided for you once you clear the written assessment.
- Following the Thesis, the candidates should obtain a Peer/manager recommendation. The candidate should get an aggregate of 50% in the Peer rating to PASS. If the score is less than 50%, the candidate can opt for a re-evaluation with a different set of managers.
- Our experience over the last thousands of certficants has indicated that all the candidates who were able to clear the written test were able to successfully complete the thesis and peer evaluation. In case, you have difficulty with completion of thesis or peer evaluation after a reasonable attempt, a separate face-to-face evaluation may be done by the board of ACMS (Agile Competency Master Standards) to enable you to receive the CAA® credential.

Examination Validity and Re-certification Procedure

- Once you receive the global credential CAA®, it usually valid for a period of 2 full years. This credential will expire after 2 years and cannot be renewed.
- After two years your certificate license will expire and will be automatically deleted from our registry. After that, a candidate has to undertake a regular certification from ACI. We suggest that the best certification for an associate after CAA® will be CAA®.

Flowchart of the ACI-CAA® Certification Program



Training Information

- At this point in time, ACI does not insist on any mandatory training from our organization to take up CAA® certification. You can take training from any organizations of your choice to satisfy the mandatory training requirements for the CAA® credential. However, we have noticed that 20% of our credential holders (in a mandatory post assessment survey) have indicated they have taken training from our own online store.
- You can do self study based on content available on our website and also practice some of the questions available on our website in addition to purchasing a license for training from our vendors on our online store.
- You are also strongly encouraged to study the reference books suggested in the later sections of this document to feel confident about taking up the CAA® certification exam.

Certificate Shipment Details

- You will be receiving a detailed exam results summary along with a certificate (as soon as you complete the requirements for the credential) online.
- The written assessment details are provided immediately after the written assessment.
- You will also receive a physical certificate along with a lapel pin by snail mail within 3 months of your completing the requirements of the credential.
- The physical certificates are shipped by snail mail from our certificate processing centers located in Singapore, Srilanka, Qatar and India.

ACI Audit Information

ACI conducts application audits to confirm the experience and education, documented on credential applications. The purpose of the audit is to enhance the credibility of the certification program and of the credential holders. For each credential, twenty percentage of applications are randomly selected for audit by a computer algorithm. The certification audit team processes audit materials within one week upon their submission to ACI. Once ACI reviews and approves audit materials, ACI will enable you to continue with the next steps in continuing for your credential.

All the audit materials have to be uploaded directly onto the ACI website. All the Audit materials are strictly confidential and are not shared with any external organization unless required through legal action involving ACI. ACI also furnishes an audit candidate with a general letter outlining the purpose of the audit to any verifying manager or supervisor. In case of non availability of your manager for any reason, candidates can have a colleague, peer, client or sponsor who has intimate knowledge of the project to verify.

ACI is very sensitive to the confidential information involved, and encourages candidates to have the information verified in a way that is consistent with their company practices and policies. Candidates may black out any proprietary information so as long as there are no changes or omissions to the initial information provided to us. ACI may also provide a letter of intent to any managers or supervisors upon request.

Suggested Study Reference Books and Links

1. Succeeding with Agile: Software Development Using Scrum, Author: Mike Cohn
2. Agile Software Development with Scrum, Author: Ken Schwaber
3. Agile Product Management with Scrum: Creating Products that Customers Love, Author: Roman Pichler
4. The Enterprise and Scrum, Author: Ken Schwaber
5. Agile Estimating and Planning, Author: Mike Cohn
6. Coaching Agile Teams: A Companion for ScrumMasters, Agile Coaches, and Project Managers in Transition, Author: Lyssa Adkins
7. Agile Contracts: Creating and Managing Successful Projects with Scrum, Author: Andreas Opelt
8. Extreme Programming Explained: Embrace Change, 2nd Edition (The XP Series), Author: Kent Beck
9. Planning Extreme Programming, Authors: Kent Beck and Martin Fowler
10. The Art of Agile Development, Authors: James Shore and Chromatic
11. Lean Software Development: An Agile Toolkit, Authors: Mary Poppendieck and Tom Poppendieck
12. Kanban: Successful Evolutionary Change for Your Technology Business, Authors: David J. Anderson and Donald G Reinertsen
13. Agile Software Development: Current Research and Future Directions, Authors: Torgeir Dingsøy, Tore Dyba and Nils Brede Moe

Preparation Outline

1. Benefits of Agile Methods
 - a. Drawback of Conventional Methods and benefits of Agile Delivery
 - b. Task Boxing Vs Time Boxing
 - c. Pareto Rule for Software Development
 - d. Conditions and Environmental Factors where Agile methods perform better
 - e. Process Oriented Delivery
 - f. Traditional Roles Vs Agile Delivery Roles
 - g. Benefits of Iterative and Incremental Delivery
 - h. Different Agile methods like Scrum, XP, Kanban, FDD, DSDM, RUP etc
 - i. Core Principles of Agile
 - j. Core Practices of Agile
 - k. Information Radiators, Team Space, Osmotic Communication
 - l. Team Feedback Techniques
2. Agile Manifesto
 - a. History of Agile Manifesto and Leaders of Agile Manifesto
 - b. Four Values of Agile Manifesto
 - c. 12 Principles of Agile Manifesto
3. Extreme Programming Practices
 - a. Five Core Values of XP
 - b. 12 Key Practices of XP
 - c. Refactoring, Reduction of Technical Debt
 - d. Value of Last Responsible Moment
 - e. Theory of Constraints
 - f. Pair Programming
 - g. Energized Work
 - h. Informative Work Space
 - i. Root Cause Analysis

- j. Team Trust Creation
 - k. Ubiquitous Language
 - l. Test Driven Development
 - m. Version Control Systems
4. Scrum Framework
- a. Origin of Scrum Methodology
 - b. Characteristics of Scrum Methodology
 - c. Scrum Roles- Product Owner, Scrum Master, Team Member
 - d. Values, Principles and Practices of Scrum
 - e. Sprint Planning, Sprint Review, Sprint Retrospectives, Daily Scrum
 - f. Scrum Artifacts- Project Backlog, Sprint Backlog, Burn down Charts
 - g. Sequential Vs Parallel Development
 - h. Sprints and Characteristics of Sprints
 - i. Scalability of Scrum, Scrum of Scrums
 - j. Advantages and Disadvantages of Scrum
5. Lean Software Development
- a. Principles of Lean Development
 - b. Just in Methods (Elimination of Muda, Pulls Systems, 5S)
 - c. Continuous Improvement (Kaizen, Poka Yoka)
 - d. Waste Elimination- 5S and 7 Waste Analysis
 - e. Amplify Learning- Feedback, Iterations, Synchronization
 - f. Deliver as fast as possible- Queuing theory, Reducing cycle time
6. General Agile Practices
- a. Team Estimation Techniques, Story Points
 - b. Principles of Story point estimation- Wisdom of Crowd, Quickness in Estimates, Do not overestimate, Make it Fun
 - c. Story Point Estimation Techniques- Wideband Delphi, Affinity Estimation, Planning Poker
 - d. Types of User Stories
 - e. Differences between themes, features, epics and user stories

- f. Release Planning and Planning Guidelines
 - g. Cumulative Flow Diagram
 - h. Information Radiators, Types of Communications
 - i. Agile teams in collocated and distributed settings and communications
 - j. Usage of Task Boards and Kanban Boards
 - k. Agile Design Principles including story maps, story decomposition, wireframes, checkpoints, personas
 - l. Quality through TDD, ATDD, Definition of Done, Collective Code Ownership
 - m. Agile Metrics
 - n. Adaptive Leadership and Emotional Intelligence
 - o. Conflict Resolution Techniques, Brain Storming Techniques
 - p. Risk Burn Down chart, Agile Contracts
7. Kanban Methodology
- a. Mapping the value stream
 - b. Visual Control and Pull Systems
 - c. Queue Replenishment Meetings
 - d. Triage, Sticky Buddies
 - e. Establishing a Delivery Cadence and Input Cadence
 - f. Setting Work in Progress Limits
 - g. Setting Work in Progress Limits
 - h. Metrics: Lead Time, Due date performance, Throughput, Flow Efficiency, Initial Quality, Failure Load
 - i. Scaling: Hierarchical Requirements, Swim Lanes, Systems Integration
8. Professional Ethics and Cultural Sensitivity

CAA® Exam Preparation Guidelines

- You are strongly encouraged to go through the website Agile preparation material for CAA.
- You are also strongly advised to practice the questions given on the reference website above and also the questions provided in this certification handbook.
- You are expected to take some form of agile training of your choice for this certification. You can also take up the training from training online from our vendors at ACI online store for 39\$.
- We strongly recommend, you spend at-least about 20 hours of preparation for this certification exam. This preparation is suggested to be spread over a period of one to two weeks.
- You are recommended to read at-least one of the suggested reference text books by ACI.
- Take the exam at a convenient time and get plenty of sleep a day before the certification exam.
- Make sure you take the certification in a quiet place in a closed room with no disturbance for 90 minutes. Our web cam monitored “Remote Proctoring Technology” flags any individuals other than the candidate in the web cam view.
- The test software locks your screen, and if you move away from the test screen, you will be given a warning. After three warnings, the test will automatically terminate and you have to take a second chance. ACI does not allow any appeals for any reasons whatsoever for this violation which are automatically flagged by our software.
- As a member of ACI, you are expected not to disclose in any public forum the questions you are evaluated on in the ACI assessment for your credential, or disclose any information which is not publicly given out for distribution by ACI. Any action to the contrary will violate ACI code of conduct and could result in revocation of your credential.

CAA® Thesis Writing Guidelines

- All CAA® registrants have to write a thesis on a topic they can choose at their own discretion. This is a mandatory requirement for all registrants and there cannot be any exception to this.
- The thesis has to be written in a text file with no images or graphics and uploaded in the format provided online on designated locations on the planet ACI Assessment Portal as instructed by ACI through email or provided on Planet ACI.
- A typical thesis would have a word-count of 400 to 900 words.
- A few sample thesis provided by previous credential holders of CAA® along with a few suggested topics are provided on the ACI portal for all the registered CAA® registrants.
- It is expected that the thesis will be of original content and not copied from any website. This will be verified by ACI through automated tools. However, you are allowed to be inspired by any other public information available.

CAA® Manager/Peer Recommendation Guidelines

- To complete their eligibility for CAA® Award consideration by ACI, all CAA® registrants have to furnish Manager or peer recommendations. This is mandatory and there are no exceptions.
- Manager or peer recommendations are feedbacks from the Registrant's senior/ supervisor/ managers/peers on areas like Registrant's work performance, professional competence and ethics.
- Manager or peer recommendations are to be filled-in online on the ACI Assessment portal by Registrant's stakeholders as mentioned above. The registrant shall be given a portal link which (s) he has to share with her/ his referees. The referees will then go online on this link and fill-in the Report and submit.
- The report is an online survey of 5 questions and will take roughly about 3 minutes to complete.
- We understand the difficulties associated with this feedback and provide registrants flexibility to change the referees at any time, before or after getting the feedback.
- In case, the applicant is not able to get the required feedback score, the registrant will be given the option to change the referees and opt for another set of feedback at his discretion with no additional fee.

Sample CAA® Practice Questions

1. The team has to constantly transfer data from excel to an application and the team has proposed to develop a feature to do this automatically. Under what revenue stream would you classify this?
 - a. Retained revenue
 - b. Incremental revenue
 - c. **Operational efficiency**
 - d. New Revenue

2. A burn down chart is being used by the project team. In a particular iteration, a user story worth 40 points has been completed. What impact will this have on the updated chart?
 - a. The top will increase by 40 points
 - b. **The top will decrease by 40 points**
 - c. The bottom will increase by 40 points
 - d. The bottom of bar will decrease by 40 points

3. What is the meaning of term "Servant Leadership" typically advocated for an Agile Project Manager to be followed?
 - a. **The manager leads the team by serving the needs of his team members and customers**
 - b. The manager takes up the role of the subordinate and the team decides what work has to be done by manager
 - c. The manager works under the aegis of other leaders
 - d. The manager ONLY listens to the advice of his team members

4. What is one of the most fundamental feature of any explorative process?
 - a. Be predictable
 - b. Be clear
 - c. Be reliable
 - d. **Deliver innovation reliably**

5. What is the primary role of Agile project leader?
 - a. Manager product owners
 - b. **Manage teams without managing their tasks**
 - c. Manage customers
 - d. Manage teams and their work

6. What is the best description of the "Self managed" teams?

- a. Team members take care of scheduling their work by themselves
 - b. Team members take responsibility for their own workload**
 - c. Team members prioritize their tasks by themselves
 - d. Team members deal with the risks by themselves
7. Which phase of planning will consider budget and schedule as satisfactory conditions for performance measures?
- a. Daily planning
 - b. Release planning**
 - c. Product Planning
 - d. Product handoff
8. A burn down chart is a visual chart. What is the purpose of this chart?
- a. It provides the overall progress of a project towards finishing it**
 - b. It is the budget and schedule of a project by iterations
 - c. It is a chart where the project schedule is mapped out in detail and used by team to manage project
 - d. The task list which needs to be completed by the team by the priority number (RPN)
9. As a manager on a Agile project, which of the following is the best thing to adopt in respect of changes?
- a. Completing the plan with minimal changes
 - b. Adapting the plan to changes**
 - c. Controlling the changes to plan
 - d. Make a plan and make changes if there are any change request by the customer
10. At the end of an iteration, once all the stories are "Done done", what has to be done to repository?
- a. It must be shipped to customer
 - b. It must be tagged**
 - c. It must be stored in quality server
 - d. It must be checked for performance
11. Which of the following design principle is concerned with relationships between concepts in a design?
- a. Segregation
 - b. Decoupling**
 - c. Substitution
 - d. Dependency Inversion

12. You are managing a project in a foreign country, where you realize that you will have to pay a fee to some government agencies to get your work done. You should:
- Pay the fee to the government agencies**
 - Refuse to pay the fee because they are bribes and hence unethical
 - Make a case for why fees should be paid to government agencies, and present it to your management
 - Instead of paying the fee, you provide small gifts to government officials to get their support
13. Which of the following is the best estimation scale to be used for estimating large units of work?
- 1, 2, 3, 4, 5 and 6
 - 1, 2, 3, 5, 8, 13 and 21**
 - 1, 2, 2, 4, 8 and 32
 - 20, 25, 30, 35, 40 and 45
14. What is the best way to find the schedule in an Agile project?
- Use story points to estimate project size and team velocity to decide what can be delivered in an iteration**
 - By drawing a network diagram and computing critical path
 - By getting time for each individual task from team and adding them
 - By finding time to complete each story point and adding
15. As a project manager, you provide a brief high level document which explains to the testers what to look for when they are testing. What is this document called?
- Project roadmap
 - Brief retrospective
 - Manifesto
 - Charter**

ACI® Professional Code of Conduct

All ACI credential holders, including all the Accredited Agile Practitioners are expected to abide by the ACI Professional Code of Conduct illustrated below. These are the core values which govern the actions of all ACI members and form the basis of our efforts, policies, and decisions. These are categorized in the following seven sections. As a member of ACI community you are expected to adhere to this code of conduct. In case of any breach of ACI code of conduct, ACI in its sole discretion may hold you accountable for such breach and that such accountability may include the suspension or loss of your ACI membership and/or any ACI credentials earned by you. As an ACI member, you shall

Honesty

- Put honest effort in the performance of any duties taken up.
- Do not knowingly make unauthorized commitments or promises of any kind purporting to bind anyone including other team members, employers etc.
- Not engage in or condone behavior that is designed to deceive others.

Responsibility

- Disclose waste, fraud, abuse, and corruption to appropriate authorities.
- Adhere to all laws and regulations that provide equal opportunity for all members of the society we are part of regardless of race, color, religion, sex, national origin, age, or handicap.
- Ensure compliance with Laws, Rules & Regulations
- Ensure protection and proper use of Assets
- Ensure reporting of any Illegal or Unethical Behavior
- Ensure commitment and Focus
- Take responsibility for and fulfill the commitments that you undertake – Do what you say and say what you will do clearly.
- Make decisions based on the best interests of society, public safety, and the environment.
- Take ownership of any mistakes, errors and make corrections promptly while communicating the same to the concerned at the earliest. Communicate promptly to the appropriate individual or body when you discover errors or omissions caused by others.
- Protect proprietary or confidential information that has been entrusted to you.
- Proactively and fully disclose any real or potential conflicts of interest to the appropriate parties.

Openness

- Earnestly seek to understand the truth and create environment where others can tell the truth.
- Not castigate others for telling the truth and their honest opinions.
- Demonstrate transparency in your decision-making process.

- Provide accurate information in a visible and timely manner.
- Make commitments and promises, implied or explicit, in good faith.

Fairness

- Endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards. Determine such actions from the perspective of a reasonable person with knowledge of the relevant facts.
- Avoid Conflicts of Interest
- Do not take advantage of any undue corporate opportunities, Gifts, loans,
- Do not engage in any outside activity, employment, personal investments or personal interests without prior approvals of the required stakeholders.
- Engage in fair dealing with all the members of the society.
- Do not exercise the power of your expertise or position to inappropriately influence the decisions or actions of others in order to benefit personally at expense of others.
- Do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

Respect

- Respect the rights and beliefs of others; even if they do you agree with your own beliefs.
- Listen to others' points of view, and seek to understand them.
- Approach directly those persons with whom we have a conflict or disagreement immediately without inordinate delay.
- Protect Confidential, Proprietary Information of the concerned parties.

Courage

- Avoid shifting blame to others for negative outcomes and take credit for others achievements.
- Accept possible failures, but learn from them and apply them for next attempts.
- Share bad news even when it may be poorly received.
- Be open to change and believe that change helps in improving the quality of work and services.
- Admit when you need help and ask for help.

Cultural Sensitivity

- Value and respect diversity and be sensitive to cultural differences with the teams.
- Deliberately and intentionally examine cultural misinformation.
- Have empathy by genuinely trying to understand other persons.

CAA® Important Information

1. The Knowledge & Competence Areas mentioned in this document may change in the event of updating or revision of the ACMS standards. ACI duly notifies all its associates, partners, clients, past certificants, certification applicants/registrants and other stakeholders of all such changes and alterations.
2. The list of topics and areas mentioned in this document purports to exactly present the scope of a ACI Certification Examination and does not take any responsibility for any trainings taken towards this by an individual. ACI is NOT RESPONSIBLE in any way for training quality or training content and cannot be held responsible for an applicant/ registrant/ certification examinee failing the ACI Certification Examination because of having undergone training with a certain training provider.
3. All stakeholders are requested to appreciate that it is impossible to create a Training or Learning Program or Training manual that will exactly and completely cover the entire assessment scope to the depths required by a certification body. Hence, under no circumstances can a certification registrant or a Certification Training Provider (CTP) expect the questions in any ACI Certification Examination to be exactly based on the Training Content/ Training Manual/ Instruction Material, Learning Material etc., provided by anyone including ACI. ACI's judgment and decisions on assessment questions have been arrived at after years of extensive international research and analysis and shall remain final, and hence, also, ACI's decisions on a particular Assessment/ Examination event and on a particular certification aspirant/ applicant shall remain final.