Portfolio Management Professional (PfMP)℠ Handbook

Project Management Institute

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How to Use the PfMP℠ Credential Handbook

This handbook contains information on how you can apply for the globally recognized, highly valued PfMP credential. This handbook applies to both computer-based and paper-based testing candidates.

PMI requires that all PfMP credential applicants read this entire handbook. The purpose of this handbook is to provide you with important information about the policies and procedures for obtaining and maintaining the PfMP credential.

The features in this handbook allow you to:

- Find information on each policy or procedure by clicking on a topic in the left navigation bar.
- Find tips and important information by reading ***NOTES*** throughout the handbook.
- Access the online application system by clicking on links within this handbook.

PMI CONTACT INFORMATION

For general information about the Certification Program, contact the Customer Care Service Centre in your region. Find this information at http://www.pmi.org/About-Us/Customer-Care.aspx

PMI Customer Care email:
customercare@pmi.org

Use the Online Certification System to Apply
https://certification.pmi.org

Use the Online Continuing Certification Requirements (CCR) System for credential maintenance
https://ccrs.pmi.org/

PfMP℠ Credential Handbook last updated 5 December 2013.

About PMI's Certification Program

PMI offers a comprehensive certification program for practitioners with different levels of education and experience. The certifications are developed and maintained through a vigorous process.

The certification program includes:

- Certified Associate in Project Management (CAPM)® certification
- PMI Agile Certified Practitioner (PMI-ACP)® certification
- PMI Risk Management Professional (PMI-RMP)® credential
- PMI Scheduling Professional (PMI-SP)® credential
- Portfolio Management Professional (PfMP)℠ credential
- Program Management Professional (PgMP)® credential
- Project Management Professional (PMP)® credential

PMI's certification and credentials are distinguished by their global development and application, which makes them transferable across industries and geographic borders. The strength of PMI's credentials is that they are portable and not tied to any single method, standard or organization.

PMI's certification program is designed to ensure that all certification holders have demonstrated their competence through fair and valid measures. Steps are taken to ensure only the most reliable testing measures are used in the assessment of candidates. For example, interviews can be influenced by how difficult the interviewer tends to be, how well the candidate is performing that day, and even how many questions the interviewer asks along the same line of questioning.

PMI certification and credentials are also developed by project management practitioners *for* practitioners. The certification program is driven by the thousands of certification and credential holders who volunteer to spend time constructing and refining the exam questions used by PMI. These volunteers represent the diversity of PMI's market, coming from every region of the world, industry, job level and experience level.

The exam questions are monitored through industry-standard statistical procedures, also overseen by volunteers.

Finally, PMI's entire certification program is supervised by the Certification Governance Council (CGC), a committee of PMI credential holders who have a Board mandate to oversee PMI's credentials.

A candidate is assessed by examining his or her competence using:

- **Reviewing Education and Experience** – A combination of education and/or experience in project management is required for each certification. For example, the PMP requires both training specifically in project management and experience in the role of a project manager by leading and directing project teams, while delivering project results.
- **Testing Competence** – The candidate is required to apply project management concepts and experience to potential on-the-job situations through a series of scenario-based questions.
- **Ongoing Development** – Maintenance of a PMI certification requires the accumulation of ongoing professional development and education or, in the case of the CAPM® certification, recertification.

PMI Certification Department Mission

Initiate, establish, evaluate, maintain and administer a professional credential program to promote and support project management practitioners and the profession.

Overview of the PfMP Credential

About the PfMP Credential

The PfMP credential recognizes advanced experience, skill and performance necessary to manage and align a portfolio of projects and programs to realize organizational strategy and objectives.

PfMP credential holders oversee the success of one or more portfolios, balance conflicting demands between programs and projects, and allocate resources based on organizational priorities and capacity.

As portfolio management continues to grow and organizations adopt it to achieve strategic objectives, it becomes more important to have individuals competent in this area of practice. As employers demand portfolio managers who can support the strategic objectives of the organization, PfMP credential holders will gain a distinct advantage in employment and promotional opportunities over their peers.

PfMP Credentialing Process Overview

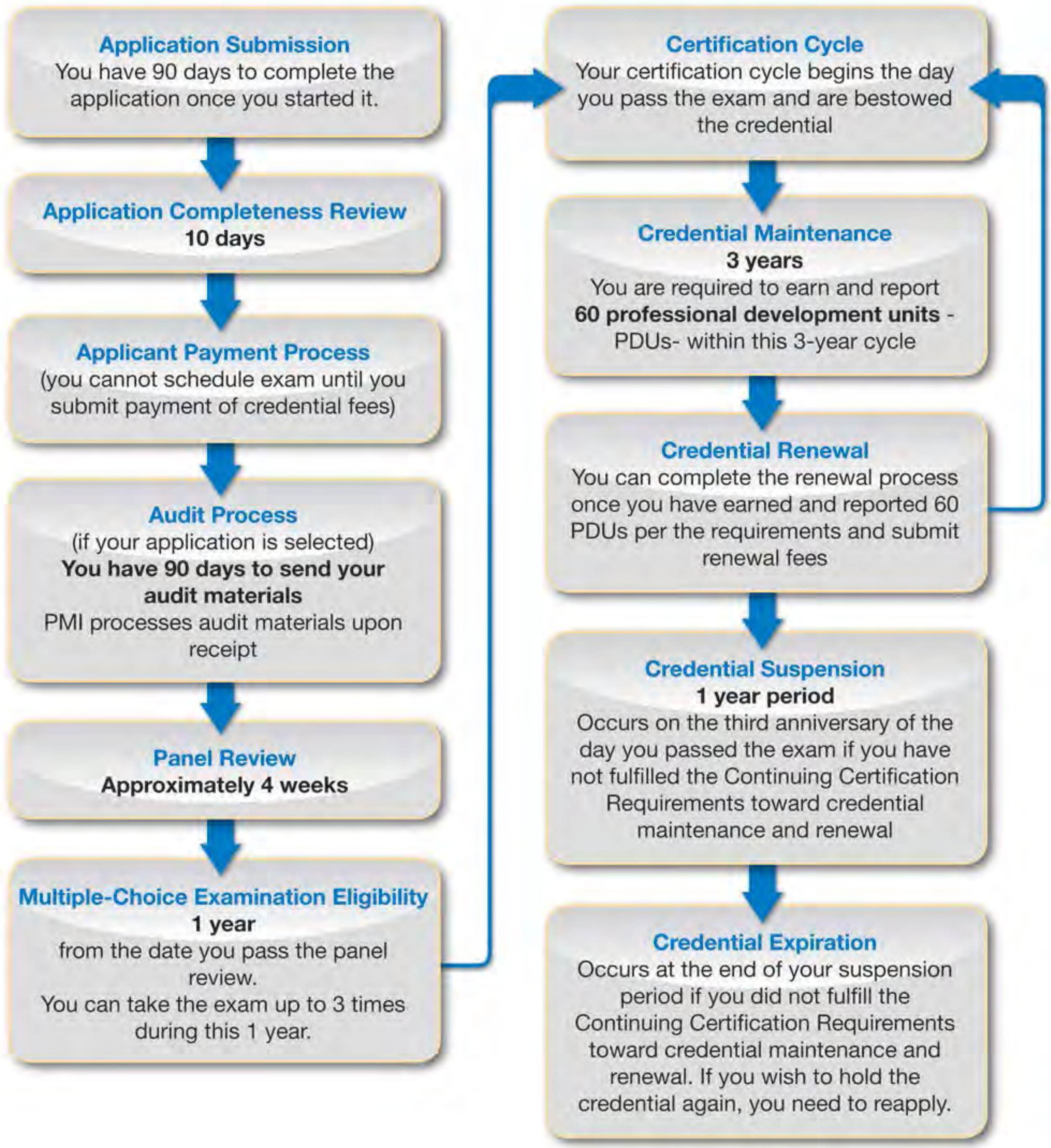
You must pass a sequence of evaluations to obtain the PfMP credential. This process takes approximately four weeks to complete.

Evaluation 1—Panel Review: The initial evaluation occurs through an extensive application review during which a panel of portfolio managers will assess your professional experience based on your responses to the Portfolio Management Experience Summaries provided on the application.

Evaluation 2—Multiple-Choice Examination: The next step occurs with the multiple-choice examination in which you will be called upon to demonstrate your competence in both situational and scenario-based questions.

Overview of the PfMP Credential

Timeline of the PfMP Credential Process



PfMP Role Delineation (Job Analysis)

PMI conducts Role Delineation Studies for each credential every five to seven years. A third party, independent of PMI, conducts the study, which includes PMI volunteers from around the world. These individuals discuss the specific roles associated with each credential and the tasks and responsibilities that are expected to be performed within that role. In other words, a Role Delineation is a job analysis. It also provides a blueprint for the exam and links the exam questions to the role.

The PfMP Role Delineation states that candidates for the PfMP credential:

- Foster alignment of portfolio components (projects, programs, operations) with the strategic objectives and priorities of the organization. In doing so the Portfolio Manager establishes a governance model and portfolio management plan to support effective decision making.
- Perform continuous analysis and monitoring of portfolio components to identify issues, risks, and opportunities for improvement. Portfolio Managers strive to balance and optimize the portfolio to achieve strategic portfolio objectives.
- Possess the advanced business knowledge and specialized domain competencies to enable organizational agility and success.

PfMP Eligibility Requirements

To be eligible for the PfMP credential, you must meet certain educational and professional experience requirements. All portfolio management experience must have been accrued over the last 15 consecutive years.

Educational Background	Portfolio Management Experience	Professional Business Experience
Secondary diploma (high school diploma, associate's degree or global equivalent)	Minimum seven years (10,500 hours) of unique non-overlapping professional portfolio management experience	Minimum eight years (96 months) of professional business experience.

Educational Background	Portfolio Management Experience	Professional Business Experience
Four-year degree (bachelor's degree, global equivalent or higher degree)	Minimum four years (6,000 hours) of unique non-overlapping professional portfolio management experience	Minimum eight years (96 Months) of professional business experience.

How to Complete the Online Application

PMI encourages you to use the online certification system to apply for all credentials. However, printable application forms are available on PMI.org.

Before you begin, check to make sure you meet the credential eligibility requirements and can record the necessary information on the application.

Once you start an online application, you cannot cancel it; however, you can save it unfinished, come back to it later and edit any information you already entered. The application will remain open for 90 days during which time PMI will send you an email reminder to complete the application.

Please ensure that the application includes your valid, unique email address as this will be the primary mode of communication from PMI throughout the credential process. **Although PMI will email you reminders during the process, you have the responsibility to schedule and sit for your examination within the one-year eligibility period** (see Exam Eligibility section of this handbook for more details).

> ***NOTE:*** Electronic communications from PMI may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. Please add customercare@pmi.org and PFMPsupport@pmi.org to the personal address book in your email program to help ensure that you receive important PfMP and CCR program updates from PMI.

Before you submit the application, you will be required to read and agree to the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement, which can be found in this handbook and on PMI.org.

> ***NOTE:*** Incomplete applications and faxed applications will not be processed or returned.

You can also use the online certification system to:

- View your submitted credential application.
- View your examination eligibility status.
- Download PMI audit forms.
- Download your exam report with pass/fail status.
- Apply and submit payment to take or retake any PMI examination and/or evaluation.
- Submit payment for credential renewal.
- Download receipts.
- Access your certification record and update your contact information.
- View your listing on the Certification Registry.

How to Record Your Experience on the Application

Record Your Experience

Use the experience verification section of the online application to record your professional experience in portfolio management.

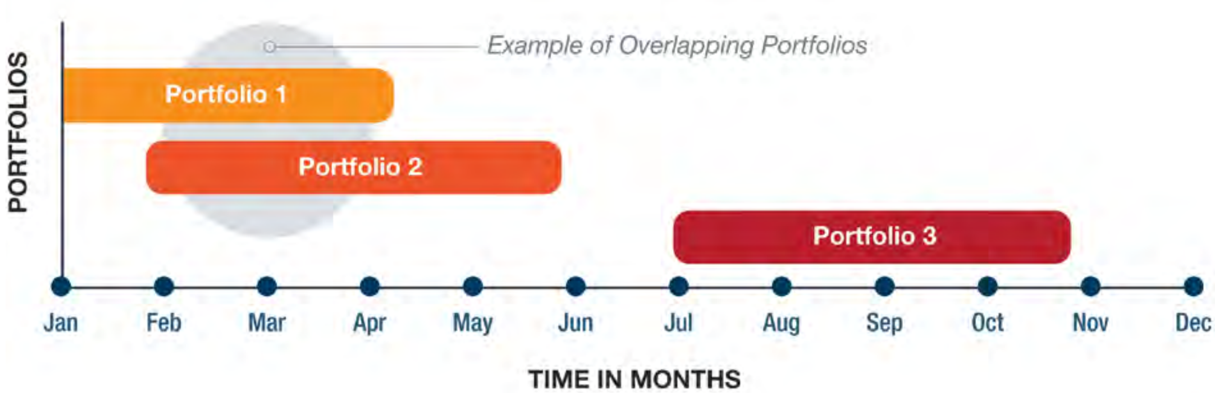
- For your portfolio management experience, you will be asked to include details on the specific portfolios you have managed in your career and how your management of these portfolios helped to achieve strategic objectives. The application also requires a primary contact for each portfolio listed. If you are self-employed or the most senior person in your organization, you may use a client to serve as the primary contact for the program(s). If you are a consultant, the primary contact for your program may include peers and direct reports who work for an external organization.

1. Number of Months of Portfolio Management Experience

Months of professional experience are calculated based on the start and end dates you provide for:

- each portfolio you record as your portfolio management experience

You will have to record 48–84 months of portfolio management experience to meet the four to seven-year eligibility requirement for portfolio management experience. You cannot count the time working on both portfolios during February–April twice. Therefore, Portfolio 1 and Portfolio 2 equal six months (January–June) of portfolio management experience toward your eligibility requirement.



> ***NOTE:*** Any professional portfolio management experience that began more than 15 years before the application submission but ended less than 15 years before the application submission may qualify. However, the portion of that experience that exceeds 15 years is not considered qualified and will not count toward fulfilling the eligibility requirement.

2. Hours of Portfolio Management Experience in Each Domain

To satisfy your professional portfolio management experience requirement, you are asked to record the number of hours spent performing tasks in each of the five portfolio management domains. The five domains are defined in the *PfMP Examination Content Outline*, a brief outline that details the knowledge and skills associated with each domain. A description of the domains also is provided on the application.

The total number of hours spent performing tasks in the portfolio management domains must equal:

- 6,000 if you have a four-year degree (bachelor's degree, global equivalent or higher degree)
- 10,500 if you have a high school diploma, associate's degree or global equivalent

> ***NOTE:*** If your professional experience consists of more than one portfolio, you do not need to have experience in all domains within every portfolio. In other words, the total portfolio management experience recorded must include at least some experience in each domain in order to be eligible.

3. Professional Business Experience

You will have to demonstrate at least eight years of professional business experience to fulfill the eligibility requirements of the PfMP certification. You will have to record a summary of your professional business experience as part of the application. Your portfolio management experience can apply as part of your professional business experience. Note: the professional business experience requirement is not bound by the 15-year timeframe.

4. Portfolio Management Experience Summaries

On the PfMP application, you will be required to record detailed descriptions regarding your professional portfolio management experience in the Portfolio Management Experience Summaries. For each of these questions, indicate which portfolio you are choosing to use as an example in your response. Be thorough, yet concise, in your response, as you may use only a maximum of 500 words to answer the questions.

Tips for Completing the Experience Summaries

- Your answers should be clear and concise, and you should use proper English.
- Consider using a word processing application and spelling/grammar check functions to write/type out your responses, and then copy and paste your experience summaries into your application.
- Be sure to clearly address all elements of the option you select for each experience summary.
- Responses that adequately address all elements of the experience summaries will likely be 300–500 words.
- Portfolio background information provided in the work experience section of your application will be provided to panel reviewers. You do not have to repeat the portfolio description in your responses.

Your responses will be reviewed by a panel of portfolio management subject matter experts. The panel will be looking for evidence of your unique experience in portfolio management. In your responses, make sure you summarize:

- **How** you have operationalized portfolio management concepts.
- **How** the concepts were applied.
- **Why** these concepts were implemented.
- The **results** (if applicable).

Remember to provide relevant examples from your experience that illustrate to the panel reviewers the application of portfolio management concepts. Repetition or paraphrasing of content directly from published standards is not sufficient. Instead, provide specific examples from your personal experience as a portfolio manager.

- Please respond in the first person. We are interested in examples of your personal and individual contribution to the program.

  Correct: I developed (or led the development of) the portfolio governance model by…
  Incorrect: The portfolio team/We developed the portfolio governance model by…

- Do not describe portfolio management activities performed by others. Again, we are interested in **your** individual contribution.
- Describe how you applied portfolio management practices; avoid theoretical responses.
- Re-read your responses before submission to ensure that they are correct and complete.

Application Processing

PMI strives to process credential applications in a timely manner. The application processing timeline depends on how you submit your application—either online using the certification system, or on paper sent by postal mail to PMI. The following table details the application processing timeline.

Application Processing Timeline	
Application submitted:	**Process time:**
Online	10 business days
Paper	20 business days

NOTE: This processing timeline does not apply if your application has been selected for PMI's audit process (refer to the PMI Audit Process section in this handbook for more details).

PfMP Credential Fees

The corresponding fee for the PfMP credential is determined by your PMI membership status and the examination delivery type you select (computer-based versus paper-based). Refer to the Examination Administration section in this handbook to see if you qualify for paper-based exam delivery. Otherwise, plan on taking a computer-based test and submitting the associated fees.

Use the following chart to determine your PfMP credential fee. Most PfMP candidates are members of PMI and sit for the computer-based test.

Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT)	member	$800	€655
Computer-based testing (CBT)	nonmember	$1,000	€815
Paper-based testing (PBT)	member	$700	€570
Paper-based testing (PBT)	nonmember	$900	€735
Reexamination CBT	member	$600	€490
Reexamination CBT	nonmember	$800	€655
Reexamination PBT	member	$500	€410
Reexamination PBT	nonmember	$700	€570
CCR credential renewal	member	$60	USD Only
CCR credential renewal	nonmember	$150	USD Only

The PMI membership rate will apply only if you are a member of PMI in good standing at the time you submit payment for the credential. If you apply for membership right before you apply for the credential, make sure you receive confirmation of your membership before you pay for the credential. If your membership has not been completely processed, you will be charged the nonmember rate.

If PMI membership is obtained after you submit payment for the credential, PMI will not refund the difference.

Review all the benefits of PMI membership or Join Now!

How to Submit Payment

Once your online application has been processed and determined to be complete, PMI will send electronic notification to you requesting payment.

This requires you to go back into the online certification system to complete the following steps:

1. Select your examination delivery method
   (refer to the Examination Administration section in this handbook for more details)
2. Request special accommodations for your examination at no extra cost, if necessary
   (refer to the Special Accommodations section in this handbook for more details)
3. Submit payment
   (refer to the Credential Fees section of this handbook for more details)

You can submit payment of the certification fees in any of the following ways:

Payment type	Method for sending payment
Credit card	Online certification system or postal mail to PMI
Check	Postal mail to PMI
Money Order	Postal mail to PMI
Wire transfer	Email customercare@pmi.org for details

If you choose to submit payment by postal mail, you must also complete and include a Credential Payment Form with your payment.

If you **submit your application by postal mail,** payment is expected to be received with your application.

If you **submit your application online,** you may submit payment by the following ways:

1. Online—Use the online certification system to submit credit card payment. This will enable PMI to process your payment more quickly.

   OR

2. By Postal Mail—Mail a check, money order, credit card information or wire payment information to PMI. For all mail-in payments, please download and complete the Credential Payment Form and submit the completed form with your payment. Include your PMI identification number and user name.

NOTE: When credential payment is received, PMI will send electronic notification indicating one of the following next steps:

- Begin Evaluation 1—panel review
- Application has randomly been selected for PMI's audit process

PfMP Refund Policy

To obtain a refund for the PfMP credential, you must submit a written request to PMI **at least 30 days before the exam eligibility expiration date.** PMI will refund you US$375 if you have not yet scheduled or taken the PfMP multiple-choice examination.

Also, you can receive a refund of US$375 if you fail to meet audit requirements (refer to the PMI Audit Process section of this handbook for details on the audit process).

PMI will **NOT** provide you with a refund in the following instances:

- If your one-year eligibility period has expired and you have not scheduled the exam, you will not receive a refund. You will forfeit the entire fee. **You will not be able to use the initial fees for anything else.** If you still wish to obtain the credential, you will have to reapply and submit all associated fees again.
- If you have scheduled the exam and did not take it, nor provided the necessary cancellation/rescheduling notification to PMI's testing administration partner, Prometric, you will not receive a refund (refer to the Cancellation, Rescheduling, No Show section in this handbook for more details). Again, you will forfeit the fee and not be able to apply it to anything else.

NOTE: You can send a request for refund to customercare@pmi.org or by fax to +1 610 482 9971.

PMI Audit Process

The submission of an application indicates your agreement to comply with the terms of the audit process. All applications are subject to an audit, although only a percentage of applications are selected for audit. The selection of an application for audit is random.

If your application is selected for an audit, you will be notified after payment of the credential fee is received. The electronic audit notification provides detailed information on how to comply with the terms of the audit.

During an audit, you will be asked to submit supporting documentation such as:

- Copies of your diploma/global equivalent
- Signatures from your supervisor(s) or manager(s) from the project(s) and/or program(s) recorded in the experience verification section of the application

PMI provides you with 90 days to submit the requested documentation. If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit materials should be reviewed upon receipt.

You can send your completed audit forms by regular postal mail or express courier service, to the address below. **Please send all materials at one time, in one envelope.** Sending audit documents separately can cause delay in the audit review timeframe.

PMI
Attn: Certification Audit
14 Campus Blvd.
Newtown Square, PA 19073-3299 USA

You may not continue with the credential process until you have complied with the audit requirements.

Once you successfully complete the audit, Evaluation 1, the panel review, will begin. You will be notified within approximately 20 business days if you are eligible to sit for the PfMP exam based on how you perform in the panel review.

Incomplete submissions will not be processed and will result in failure of the audit.

If you fail to meet the audit requirements, you will receive a refund (refer to the Refund Policy section in this handbook for the credential you are pursuing for more details).

NOTE: Please be advised that while the selection process for an audit is primarily random, PMI reserves the right to select any candidate to be audited at any time, including after the credential has been bestowed. If you fail to meet the audit requirements after attaining the credential, you are not entitled to a refund.

All About PfMP's Two Evaluations

Evaluation 1—Panel Review

The panel review process begins once the credential payment is received and the audit is completed (if your application is selected).

A panel of volunteer portfolio managers will assess your professional experience based on your responses to the Portfolio Management Experience Summaries on the PfMP application.

This review panel consists of individuals from around the world who, through an application process, have been identified as subject matter experts in portfolio management and have been trained and calibrated to assess your answers to the Portfolio Management Experience Summaries. To protect against any potential review bias, PMI will ensure that your identity will not be known to the panel reviewers.

The review will verify that you, under very limited supervision, have been responsible for the coordinated management of one or more portfolios that aim to align the investment in projects and programs with organizational strategy.

If you fail the panel review, a certification associate will contact you to discuss your status. It is not possible to continue on to the examination without passing this review.

Once you pass the panel review, you will be eligible to take the examination (refer to the Examination Eligibility section in this handbook for more details).

This process takes approximately four weeks to complete.

Evaluation 2—Examination Information

The PfMP examination consists of 170 multiple-choice questions. Of the 170 questions, 20 are considered pretest questions. Pretest questions do not affect the score but are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are randomly placed throughout the examination.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
150	**20**	**170**

Computer-based testing (CBT) is the standard method of administration for PMI examinations. Paper-based testing (PBT) is available under limited circumstances (refer to the Examination Administration section in this handbook for more details).

The allotted time to complete the computer-based examination is four hours.

Allotted Examination Time
4 hours

It may take some candidates less than the allotted four hours to complete the examination.

There are **no scheduled breaks** during the exam although you are allowed to take a break if needed. If you take a break during the exam, your exam clock continues to count down.

The examination is **preceded by a tutorial and followed by a survey,** both of which are optional and both of which can take up to 15 minutes to complete. The time used to complete the tutorial and survey is not included in the examination time of four hours.

Item Development

PfMP examination questions:

- Are developed and independently validated by global groups of portfolio management content experts.
- Are referenced to current portfolio management titles, which include but are not limited to PMI's global standards.
- Are monitored through psychometric analysis.
- Satisfy the test specifications of the *PfMP Examination Content Outline*.

Examination Blueprint

The PfMP examination is developed based on the PfMP examination blueprint contained in the *PfMP Examination Content Outline*. The examination blueprint details the percentage of questions contained in each performance domain. The following represents the percentage of questions in each of the five performance domains that are included in the examination.

PfMP Exam Blueprint	
Domain	**Percentage of Questions**
Domain 1:Strategic Alignment (8 tasks)	25%
Domain 2:Governance (5 tasks)	20%
Domain 3:Portfolio Performance (10 tasks)	25%
Domain 4:Portfolio Risk Management (6 tasks)	15%
Domain 5:Communications Management (6 tasks)	15%
TOTAL	**100%**

Examination Administration

Computer-based testing (CBT) is the standard method of administration for all PMI examinations. However, paper-based testing (PBT) is available in the following situations only:

1. Candidates who live at least 300 km/186.5 miles from a Prometric CBT site.
2. Employers (Corporate Sponsors) who wish to administer a PMI examination to their employees. In this case, there is no restriction on distance; however, only employees of the corporation may test at these events.

> ***NOTE:*** **You do not have the option of taking a CBT or PBT exam. You can only take a PBT exam if you meet one of the two criteria listed above.**
>
> **Also, PBT tests will only be offered once the initial PfMP pilot has concluded.**

PMI reserves the right to cancel a PBT event that does not have a minimum of 10 candidates. Additional restrictions apply. Sponsors can obtain a copy of the PBT Handbook by contacting pbtexams@pmi.org.

CBT test centers are listed on the Prometric website. If you are unable to locate a Prometric CBT center within a 300 km/186.5 mile-radius of your home, review the PBT listing on the Prometric website to see if there is a PBT event available in your area.

Prometric, a leading global provider of comprehensive testing and assessment services, is PMI's examination administration partner.

> ***NOTE:*** As part of the credential payment process, you need to indicate whether you will be taking a computer-based or paper-based examination. If you need to take a PBT examination, include the site location, date and group testing number on your application.

> ***NOTE:*** **The PfMP examination is administered in English only. Language aids for the PfMP examination are not currently available.**

Special Accommodations for the Examination

You may request the administration of any PMI examination to be modified due to disability, handicap and/or other conditions that may impair your ability to take the examination. There are no additional costs for special accommodations.

> ***NOTE:*** Record your need for special accommodations as part of the payment process (if you applied online) or as part of the application process (if you submitted a paper application).

Once your request is submitted, you must forward supporting medical documentation to PMI by fax (+1 610 239 2257) or email (certexamdelivery@pmi.org). No requests for accommodations will be considered without supporting documentation. You will be unable to schedule an examination until your accommodations are approved by PMI.

PMI is unable to add any accommodations onto an existing examination appointment. If you do not request accommodations during the examination payment process, but will require them, please contact customercare@pmi.org as soon as possible. If you have already scheduled your examination, you will have to cancel it prior to requesting the accommodations. There are no exceptions to this policy.

Examination Eligibility

Once you pass Evaluation 1—the panel review of your application, you will be eligible to take the examination. PMI will send you an email notification with:

- Your unique PMI Eligibility ID.
- The start and end dates for your eligibility period.
- The examination scheduling instructions.

> ***NOTE:*** If your application was selected for audit, your eligibility period begins the day you successfully completed the audit.

The **exam eligibility period** (the period of time during which you are able to test) **is one year**. You may take the examination up to three times within this one-year eligibility period should you not pass on the first attempt.

All PMI examinations are delivered by PMI's testing partner, Prometric. The examination scheduling instructions contained within this handbook and in your eligibility letter will direct you to a section of Prometric's website, where you can select and schedule your examination date and location.

PMI cannot guarantee seating at the testing centers and recommends that you schedule the examination as soon as you select a date on which you want to take it and at least three months before the expiration of your eligibility period.

> ***NOTE:*** You must retain the unique PMI Eligibility ID located on your scheduling notification. This code will be required to register for the examination.

Please print and save all examination scheduling verifications and correspondence received from Prometric for your records.

How to Schedule Your Examination

FOR PBT ADMINISTRATION

If you qualified to take a paper-based examination, **you will not have to do anything to schedule a PBT appointment** because you indicated this administration type as part of the application or payment process. Although you are required to do nothing, you will receive the examination scheduling instructions because PMI's system sends it automatically to everyone.

To confirm your PBT exam appointment, PMI will send an electronic confirmation 20 days before your scheduled appointment. This confirmation will contain site instructions including your eligibility dates, your examination date and location, your arrival times for the examination, information on your government-issued identification and a contact person.

FOR CBT ADMINISTRATION

You cannot schedule an exam appointment until PMI receives payment of your credential fee.

Schedule your Examination Online

Schedule your appointment online at the Prometric website (www.prometric.com/pmi). Upon arrival, you will notice that the page is divided into the two options. Under the section labeled "I want to…," please select the left side, for PMI-PfMP candidates.

You will be prompted to complete the following steps:

1. Select your geographical location from the dropdown menu, and click "**Next**."
2. Select "**Schedule an Appointment**."
3. Read through the examination information presented on your screen, and click "**Next**."
4. Read through and agree to the Policies and Data Privacy Notice
5. Enter your unique PMI Eligibility ID (the number ending with an "E" located on your scheduling notification) and the first four letters of your last name (as they appear on your government issued identification). Click "**Next**."
6. Use the tool provided to search for testing sites in your area. Select "**Schedule an Appointment**."
7. Locate and select your exam date and time. Available dates will appear in blue on the calendar, and dates with no appointments available will be in grey. Select your date from the calendar provided, and then your time. Click "**Next**."
8. Confirm your contact information and provide a valid email address. Please note, the email address provided will be the email that your examination confirmation will be sent to. Once your information is entered and confirmed, click "**Next**."
9. Review your final appointment details, and then click "**Complete Appointment**." Your appointment will not be scheduled until you click "**Complete Appointment**."
10. Your examination confirmation, along with your 16 digit unique confirmation number, will be displayed. This information will also be sent via email to the address provided. Please retain this information for your records.

Exam Policies & Procedures

> ***NOTE:*** Please maintain a copy of the CBT examination confirmation in your files in the unlikely event that there are any discrepancies. PMI will not be able to advocate for you if this confirmation notice is not provided.

Schedule your Examination by Telephone

- If you live in North America, you can use the Prometric Telephone System, an Interactive Voice Response System that enables you to use a touch-tone phone to schedule, reschedule, cancel or confirm existing examination appointments. Test center information (phone number, address and directions) can also be obtained over the telephone or online.

  This telephone service is available Monday through Friday, 8 a.m. to 8 p.m. (U.S. Eastern Time). Please call +1 800 268 2802 and follow the prompts. The hearing impaired may schedule by calling +1 800 529 3590.

- If you live outside North America and wish to schedule your examination appointment by telephone, refer to the Prometric Regional Contact Center chart for the applicable telephone number.

> ***NOTE:*** Please be advised that when scheduling by telephone, you must go to the Prometric website and follow the instructions provided to print your confirmation information.

Prometric Regional Service Centers

Region	Phone Number	Hours of Operation – Local Time
Australia, New Zealand (Auckland)*	603 7628 3333	Mon.–Fri. 8:30 a.m.–5 p.m.
India	91 124 4517140	Mon.–Fri. 9 a.m.–5:30 p.m.
Japan	81 3 5541 4800	Mon.–Fri. 9 a.m.–6 p.m.
Korea	82 2 2116 8331 or 1566 0990	Mon.–Fri. 8:30 a.m.–6 p.m.
Southeast Asia: Bangladesh, Hong Kong, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Singapore, Taiwan, Thailand	60 3 7628 3333	Mon.–Fri. 8 a.m.–8 p.m.
Europe: Armenia, Belgium, Bulgaria, Croatia, Finland, France, Georgia, Germany, Greece, Hungary, Ireland, Italy, Kazakhstan, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Russia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Uzbekistan	31 320 239 540	Mon.–Fri. 9 a.m.–6 p.m.
Middle East: Egypt, Israel, Jordan, Kuwait City, Lebanon, Saudi Arabia, Syria, United Arab Emirates; North Africa	31 320 239 530	Sun.–Thurs. 9 a.m.–6 p.m.
Sub-sahara Africa: Botswana, Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zimbabwe	31 320 239 593	Mon.–Fri. 9 a.m.–6 p.m.
Latin America: Argentina, Bolivia, Brazil, Chile, Colombia, Dominican Republic, Guatemala, Mexico, Panama, Peru, Venezuela; Caribbean	443 751 4995	Mon.–Fri. 9 a.m.–5 p.m. EST

*Candidates who live in Christchurch or Wellington, New Zealand need to contact pbtexams@pmi.org to schedule an exam appointment.

Exam Policies & Procedures

When calling Prometric's Customer Care Center, the Customer Service Representative will ask for:

1. Testing program: (Project Management Institute)
2. Name of examination: (CAPM, PfMP, PMI-RMP, PMI-SP, PMP or PMI-ACP)
3. PMI Eligibility ID (e.g., 1234567E1)

> ***NOTE:*** Please maintain a copy of the CBT examination confirmation in your files in the unlikely event that there are any discrepancies. PMI will not be able to advocate for you if this confirmation notice is not provided.

How to Schedule an Examination with Special Accommodations

If you have been granted special accommodations for the examination administration from PMI, please follow these steps:

- Candidates in North America must call the Prometric Special Conditions Dept. at 1 800 967 1139
- Candidates who live outside North America must contact Prometric's Regional Service Center in your region. Please see the phone list above.

When scheduling your examination with special accommodations, be prepared to provide the following:

1. Testing program: (Project Management Institute)
2. Name of examination: (CAPM, PfMP, PMI-RMP, PMI-SP, PMP or PMI-ACP)
3. PMI Eligibility ID (e.g., 1234567E1)

> ***NOTE:*** If you neglect to apply for special accommodations at the time you complete the application and wish to do so as you schedule your exam, you must first contact certexamdelivery@pmi.org. **You cannot schedule the exam with special accommodations without first applying for the accommodations and getting them approved.**

Rescheduling/Cancellation Policy for CBT Exams

You can reschedule or cancel your exam at any time, as long as you do so more than two full calendar days before your scheduled exam appointment. However, because of limited seating capacity at Prometric Testing Centers, late rescheduling and cancellations will result in a fee. It is recommended that you reschedule or cancel your exam as soon as you know you won't be able to make the appointment. Please read the following policy carefully.

Within 30 Days of Your Appointment

If you reschedule or cancel your exam within 30 days of your scheduled appointment, you will be charged a fee of US$70. This fee helps to ensure greater seating availability at Prometric Testing Centers since candidates who wait until the last minute to reschedule or cancel their exams are "reserving" seats that could be used by others.

The fee will be charged when you go online to Prometric's website to reschedule or cancel your exam within the 30-day period. The $70 charge will appear on your credit card as a charge from Prometric.

The 30-day period does not include the day of the exam appointment. For example, if you scheduled your exam for 5 May, you must reschedule or cancel the exam on or before 4 April to avoid the fee.

For emergency situations in which you are unable to change your exam appointment before 30 days within your exam appointment, the Extenuating Circumstance Policy may apply. However, PMI will evaluate these situations on a case-by-case basis to determine if a refund of the rescheduling fee is appropriate.

Read the FAQs document for more details on this new rule.

Within 2 Days of Your Appointment

You need to reschedule or cancel your appointment **before** you are within two calendar days of your exam appointment. If you wait until you are within two days of your exam appointment, you will be able to cancel your appointment and you will forfeit the entire exam fee. You will not be able to reschedule your appointment at this point and will need to pay associated reexamination fees to schedule a new exam.

Examples

Date of Exam Appointment	Date that you Reschedule or Cancel	Fee Amount
30-Day Policy		
5 May	4 April (or before)	No Fee
5 May	5 April (up until 2 May)	US$70
2-Day Policy		
5 May	2 May	US$70
5 May	3 May (you are unable to reschedule, but can cancel the appointment)	Forfeit the entire exam fee

How to Reschedule or Cancel Your CBT Appointment
To reschedule or cancel your CBT appointment, go to the Prometric website (www.prometric.com/pmi). Under the section labeled "I want to…," please select the left hand side, for PMI-PfMP candidates. You should select your geographical location from the drop down menu, and click "Next." From the menu of options provided, select "Reschedule/Cancel an appointment," and follow the prompts. You will need your unique 16 digit confirmation number.

Please note, if you are within two days of your examination appointment, not counting the date of the appointment itself, you will be unable to reschedule your appointment. The only option presented will be to cancel. Cancellation of an appointment within two days of the examination will result in the forfeiture of the full examination fee, as dictated by the policies on the previous page.

Emails to Prometric or PMI are not acceptable forms of communication to reschedule or cancel your examination appointment.

If you have Internet connectivity problems, or experience any issues rescheduling or cancelling your examination online, you can call Prometric directly to reschedule or cancel your appointment. Contact telephone numbers for all Prometric Service Centers are located in your Examination Scheduling Instructions and in this handbook. **All candidates are instructed not to call the testing site to reschedule or cancel the examination.**

Rescheduling/Cancellation Policy for PBT Exams

To reschedule or cancel a paper-based testing (PBT) exam appointment, you must email pbtexams@pmi.org no later than 35 calendar days before the scheduled examination administration date. Include your name, your PMI identification number, group ID number, (both found on your confirmation email) and the location of the PBT event in your email. The group ID number is available on the Prometric website or from the PBT sponsor.

Extenuating Circumstances

PMI understands that there are times when personal emergencies may cause you to:

1. Reschedule or cancel your exam within 30 days of the appointment, or
2. Miss a scheduled exam appointment (resulting in a no-show status).

These are referred to as extenuating circumstances and can include:

- medical emergency,
- military deployment,
- death in immediate family,
- illness in immediate family, or
- natural disaster.

Extenuating circumstances do not include work-related circumstances.

Should a situation like this occur, PMI will examine your situation and take appropriate action.

1. If your circumstance forces you to reschedule or cancel your exam within 30 days of the appointment:

Go online to the Prometric website as soon as you know you are unable to make your scheduled appointment and reschedule or cancel your exam. You will be charged the $70 fee; however, you can contact PMI Customer Care with an explanation and supporting documents (e.g., accident report, medical documentation, etc.) to obtain a refund on the late rescheduling/cancellation fee, if approved by PMI.

2. If your circumstance forces you to miss your scheduled exam appointment (resulting in a no-show status):

   Please **Contact PMI Customer Care within 72 hours following the missed exam appointment.** You will be asked to provide an explanation along with supporting documentation (e.g., accident report, medical documentation, etc.) in order for you to reschedule or cancel your exam without penalty, if approved by PMI.

PMI will review all claims on a case-by-case basis. If your extenuating circumstance claim is not approved, you will be required to pay the full reexamination fee to sit for the exam.

No-Show Status

Failure to notify Prometric or PMI within the specified time periods to reschedule or cancel your exam and failure to meet a scheduled examination appointment will result in a no-show status. If you reach a no-show status, you will forfeit the exam fee and have to pay the full reexamination fee in order to schedule another examination.

PMI Examination Security & Confidentiality

The examination, answer sheets, worksheets and/or any other test or test-related materials remain the sole and exclusive property of PMI. These materials are confidential and are not available for review by any person or agency for any reason.

Examination (pass/fail) results are confidential and will not be disclosed to anyone without candidate consent, unless directed by valid and lawful subpoena or court order. If you would like your examination results to be released to a third party, you must provide PMI with a written request that specifically identifies the types of details (e.g., examination date, pass/fail status, etc.), about the examination results that the third-party person or organization should receive.

When you submit an application, you agree to abide by the PMI Certification Application/Renewal Agreement (found in this handbook). Among other things, this document addresses post-examination questions and discussions. It states: ***"…Furthermore, I agree not to discuss, debrief or disclose, in any manner, the specific content of PMI examination questions and answers, to any individual."***

Any such discussion would be a potential violation of the Certification Application/Renewal Agreement and thus, could affect the status of your credential, up to and including revocation of your credential or permanent suspension from any PMI credential examinations.

Examination Site Requirements & Instructions

In order to be admitted into the Prometric testing center, you must bring a valid and current (non-expired) form of government-issued identification. Your identification must include:

1. English characters/translation
2. your photograph and
3. your signature

If your government-issued identification does not display a photograph or a signature, a secondary form of identification may be used, which includes a photograph and/or signature (whichever is missing from the government-issued identification), and your name printed on the identification. All identification must be current (non-expired)

All forms of identification being presented at the testing center must match your name exactly as it appears on the scheduling notification. Your identification documents must be in good condition, and cannot be bent, frayed, taped, cracked or otherwise damaged in any way. You will not be permitted to test if the name on your identification documents does not exactly match the name on your scheduling notification, or if your identification is damaged. Neither PMI nor Prometric will make any exceptions to this policy.

If you do not provide the appropriate and/or matching identification, you will not be permitted to test. If you still wish to take the exam, you will be required to apply for reexamination and pay the reexamination fee in order to take the exam at a later date, when valid identification is available.

The following are acceptable forms of government-issued identification:

- Valid driver's license
- Valid military ID
- Valid passport
- Valid national identification card

The following are acceptable forms of secondary identification:

- Valid employee ID
- Valid credit card with signature
- Valid bank (ATM) card

The following are not acceptable forms of identification:

- Social Security cards
- Library cards

Check-in procedure

On the day of your examination, please **arrive a half hour before your scheduled appointment**. You must sign in, present the required identification, and provide your unique PMI Eligibility ID. You may also be asked to provide the confirmation number received when scheduling the appointment.

PROHIBITED from the Testing Center:

You may NOT bring anything or anyone into the testing area or to the desk where you take the exam. This includes, but is not limited to:

food	beverages	book bags
coats	sweaters	luggage
calculators	eyeglass cases	pagers
cellular telephones	tape recorders	dictionaries
watches	wallets	medication
eye drops	any other personal items	

Items such as sweaters and jewelry may be worn into the testing center, but cannot be removed once you have entered the testing room.

You will be provided with a locker on the day of your examination to store your personal belongings. Once your items are stored, you will be unable to access your locker until you have completed your examination appointment.

If you will require any personal items in the testing room due to a medical condition, such as food, beverages or medication, you will need authorization from PMI prior to scheduling your examination appointment. Please review the Special Accommodations policy on page 22 for additional information on obtaining authorization.

What to Expect at the Testing Center

On the day of your examination, please arrive a half hour before your scheduled appointment. Candidates who arrive late to an appointment will not be permitted to test. You will be asked to sign into the testing center and present your identification documents. You may also be asked to provide your examination confirmation. The Testing Center Administrator will ask you to empty your pockets and roll up your sleeves, and will scan you with a metal detecting wand. You will be provided with your locker and key, and will be asked to relocate all personal items to your secure locker. The Testing Center Administrator reserves the right to ask you to relocate any and all personal items in your pockets to your locker. The only items that may remain on your person at all times are your government-issued identification and your locker key. Once your items have been stored, you will be unable to access the locker again until your examination appointment has been completed.

Once you have completed the check-in process, the Testing Center Administrator will provide you with **either** a booklet of scratch paper and two pencils **or** two erasable marker boards, two markers and an eraser. Which of these two note-taking items is provided is dependent on the testing center's available supplies; candidates will not have a choice between scratch paper and the marker boards. Calculators are built into the CBT exam; however, you may raise your hand at any time during the examination and request a hand held calculator. Hand held calculators will be provided to all candidates taking a PBT exam. If you require additional scratch paper at any time during the examination, you may raise your hand and request it. The Testing Center Administrator will remove the used scratch paper and provide you with a fresh booklet. Candidates may only have either one booklet of scratch paper or two marker boards at their testing terminal at any given time.

You will then be escorted into the testing room by the Testing Center Administrator, who will seat you at your workstation and begin your examination. On the first screen, you will be asked to verify both your name and the examination you are taking. Once this information is verified, the examination tutorial will begin. A clock is built into the CBT exam, and will begin to count down as soon as the tutorial has begun.

A candidate may exit the tutorial at any time; if a candidate does not voluntarily end the tutorial, once the 15 minute time window has elapsed, the tutorial will automatically end and the examination will begin. There are no scheduled breaks during the examination. If you wish to take an unscheduled break, you may get up from your terminal at any time and exit the testing room. All candidates will have to sign in and out of the testing center and present their government-issued identification documents upon each entrance and exit.

All examination appointments are monitored by continuous audio and video recording.

If you observe any irregularity in the testing center, or experience any issues during your examination appointment, you are required to raise your hand and inform the Testing Center Administrator as the issue is occurring.

Testing Aids

Test candidates are prohibited from bringing calculators and scrap paper into the test site. However, **these items will be provided for you by Prometric on the day of the exam:**

- Calculators are built into the CBT exam and will be provided to those candidates taking a PBT exam
- Writing materials for taking notes during the examination, either:
  - Scrap paper and pencils, *or*
  - Erasable board and markers

Termination of Examination Administration/Grounds for Dismissal

You are expected to conduct yourself in a professional manner at all times at the testing center. Any person who violates the PMI Test Security & Confidentiality Policy will be subject to disciplinary action(s) by the PMI Certification Department.

The test center administrator/supervisor or proctor is authorized to dismiss you from an examination administration and the PMI Certification Department may cancel your scores, or take other appropriate action, when there is a reasonable basis for concluding that you have engaged in any of the following conduct:

1. Using or attempting to use someone else to take the test
2. Failing to provide acceptable personal identification, as outlined on the preceding page
3. Having access to or using notes or any prohibited aid related to the test
4. Creating a disturbance (disruptive behavior in any form will not be tolerated; the test administrator/supervisor has sole discretion in determining whether specific conduct constitutes disruptive behavior)
5. Communicating, in any manner, with another person other than the test administrator/supervisor or proctor about the test during the administration, including attempting to give or receive assistance
6. Attempting to remove scrap paper from the testing room, or tearing the scrap paper in any way
7. Eating or drinking in the testing room
8. Leaving the testing room or test center vicinity without permission
9. Removing or attempting to remove, examination-related material, or portions of a test in any format from the testing room
10. Attempting to tamper with a computer
11. Engaging in any dishonest or unethical conduct, such as cheating

12. Failing to follow any other examination administration regulations set forth in PMI Certification Program policies given by the test administrator/supervisor, or specified in any examination materials

The PMI Certification Department reserves the right to take all action including, but not limited to, barring you from future testing and/or canceling your scores, for failure to comply with the test administrator/supervisor's directions. If your scores are cancelled, you will be notified of such action and its basis, and your examination fees will not be refunded.

Although tests are administered under strict supervision and security measures, examination irregularities may sometimes occur. You are required to contact PMI as soon as possible to report any observed behavior that may lead to an invalid score—for example, someone copying from another test taker, taking a test for someone else, having access to test questions before the examination, or using notes or unauthorized aids. All information will be held in confidence.

Examination Report

Upon completion of the computer-based examination, you will receive a printed copy of your test results. In addition to the overall pass/fail status, important diagnostic information on your performance is provided for each domain. This information provides specific guidance for both passing and failing candidates.

Understanding Your Exam Report

Your test results are reported in two ways:

1. A pass/fail result score is generated based on your overall performance on the examination.
2. The second level of results is the assignment of one of three proficiency levels to each chapter.
   - Each topic domain is assigned one of three levels of proficiency—Proficient, Moderately Proficient and Below Proficient—based on the number of questions answered correctly within the domain.
   - This provides direction about your strengths and weaknesses.

PMI defines the levels of "proficiency" as follows:

Proficient – indicates performance is above the average level of knowledge in this domain.
Moderately Proficient – indicates performance that is at the average level of knowledge in this domain.
Below Proficient – indicates performance is below the average level of knowledge in this domain.

For candidates who pass the examination, the performance information will help identify specific chapters to focus on for continuing education purposes. For candidates who fail the examination, the performance information will identify specific domains where improvement or further study may be required in order to successfully complete the examination in the future.

Candidates who take a computer-based examination receive the exam report at the test center the day they sit for the examination. You can also access your exam report on the online certification system 10 business days after your examination date.

Candidates who take a paper-based examination will NOT receive the exam report the day of the exam. You will be able to access your exam report on the online certification system approximately six to eight weeks after your examination date.

HAND SCORING for the paper-based test is available up to six months after the administration. The fee for hand scoring is US$45. For more information or to request hand scoring please contact customercare@pmi.org. PMI does not offer hand scoring for computer-based tests.

> ***NOTE:*** If you do not pass the credential examination on your first attempt, you have two more opportunities to retest within your one-year eligibility period. Refer to the Reexamination section in this handbook for more details.

Establishing the Passing Score

The passing score for all PMI exam is determined by sound psychometric analysis. PMI uses subject matter experts from across the globe to help establish a point at which each candidate should pass the examination(s) and the examination point of difficulty. Data that show how candidates actually performed are cross referenced with the subject matter experts to ensure that the point of difficulty on each examination is healthy.

> ***NOTE:*** You will not see your certification status on the online Certification Registry until PMI receives your examination results from Prometric.

Reexamination

You are granted a one-year eligibility period in which to pass the examination. During the eligibility period, you may take the examination up to three times because candidates do not always pass the examination on their first attempt. Gauge your time carefully to leave enough time during the eligibility period to retake the examination, if needed.

Reexamination fees apply to the second and third attempts to pass the examination.

Exam Administration Type	PMI Member Status	US Dollars	Euros
Reexamination CBT	member	$600	€490
Reexamination CBT	nonmember	$800	€655
Reexamination PBT (available post-pilot)	member	$500	€410
Reexamination PBT (available post-pilot)	nonmember	$700	€570

If you fail the examination three times within your one-year eligibility period, you must wait one year from the date of the last examination you took to reapply for the credential. However, after failing a credential examination three times, candidates may opt to apply for any other PMI credential. For example, a candidate who failed the PfMP examination three times in his or her one-year eligibility period must wait one year to reapply for the PfMP. However, he or she can apply for the CAPM, PMI-SP, PMI-RMP, PMI-ACP or PMP (and submit associated initial credential fees) at any time.

If your eligibility period expires without you passing the examination, you must reapply for the credential.

PMI Appeals Procedure

All challenges to PMI's Certification Program are governed by the comprehensive and exclusive rules of the PMI Certification Appeal Procedures. The PMI Office of Certification Appeals will conduct the review of all certification related appeals submitted by a candidate and/or existing certification holder, in collaboration with the PMI Certification Manager, render the final decision.

All certification related appeal requests must be made in writing via email (certappeals@pmi.org) or postal mail to the Office of Certification Appeals (14 Campus Boulevard; Newtown Square, PA 19073-3299; USA). The Office of Certification Appeals will maintain a record of each appeal, the subsequent action(s) taken, and the decision made. The Office of Certification Appeals will be responsible for all communications with the person who submitted the appeal.

This appeal process is the only method to review all decisions made by the PMI regarding applications, eligibility, examinations, test administration and results, Continuing Certification Requirements (CCR) and other application or testing-related certification issues and/or challenges or complaints*.

** Disciplinary decisions made by PMI regarding persons already certified and credentialed by PMI are evaluated under a separate process, the PMI Ethics Case Procedures, which is detailed at*: http://www.pmi.org/About-Us/Ethics/Ethics-Complaints.aspx.

Use of Your PfMP Credential

Once you pass the examination, you are granted the PfMP credential. You may refer to yourself as a PfMP credential holder as long as you have an active certification status. You are authorized to use the PfMP designation in block letters after your name on business cards, personal letterhead, resumes, websites and in your email signature.

Please note that as part of the application process, you agreed to adhere to the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement. This means, among other things, that you will only use the PfMP designation in the manner stated above and that you will not use the PfMP designation in company names, domain names, product names or any other unauthorized manner.

Certificate Package

Within six to eight weeks, you will receive a credential package that includes:

- Congratulatory letter
- Information on how to maintain and renew your credential
- Credential certificate

Both of these documents list your:

- Credential number—a unique identification number used by PMI to maintain your individual certification records
- Your credential cycle dates

You will want to file this information in a safe and easily accessible location. You will need to refer to it in order to report professional development activities to maintain your credential.

Until you receive your certificate package, you may use your exam report (available online through the certification system) to validate your credential status.

Online Certification Registry

The online Certification Registry automatically lists names of all credential holders. This feature allows verification of credential holders for the benefit of employers, service purchasers and others. Users can search for credential holders by first name, last name or by country.

Credential holders can choose to be removed from the registry, so the absence of your name in the registry does not necessarily mean that you are not credentialed. You can opt out of inclusion in the registry or update your demographic information by visiting PMI.org.

Continuing Certification Requirements (CCR) Program

About the CCR Program

Once you have attained the PfMP credential, you must participate in the Continuing Certification Requirements (CCR) program to maintain an active certification status. The PfMP certification cycle lasts three years during which you must attain no less than 60 professional development units (PDUs) toward credential maintenance. **Upon successful completion of a single cycle, a new, three-year cycle begins.**

The CCR program supports the ongoing educational and professional development of PMI's credential holders. The purpose of the CCR program is to:

- Enhance the ongoing professional development of credential holders
- Encourage and recognize individualized learning opportunities
- Offer a standardized and objective mechanism for attaining and recording professional development activities
- Sustain the global recognition and value of PMI credentials.

CCR/Credential Maintenance Overview

In order to satisfy the CCR program and maintain an active certification status, you must:

1. Determine certification/CCR cycle
2. Attain no less than 60 PDUs during each certification/CCR cycle
3. Report PDUs with the online CCR System
4. Complete the online Application for Renewal process, which includes:
   - Reaffirm PMI Code of Ethics and Professional Conduct
   - Reaffirm PMI Certification Application/Renewal Agreement
   - Submit the credential renewal fee—US$60 for PMI members; US$150 for nonmembers
5. Receive new certificate with updated certification/CCR cycle dates

Work Online

Use the online certification system to:

- View your listing on the Certification Registry
- Update your contact information
- Determine your Certification/CCR cycle dates on your certification record

Use the online CCR System to:

- Search activities (courses/events) that award professional development units (PDUs)
- Report PDUs as you earn them
- Check your PDU transcript
- Submit the application and payment for credential renewal (done through the online certification system on which you also applied for the credential)

How to Determine Your Certification/CCR Cycle

Your active certification the day you pass the examination and ends three full years later. Once you renew the PfMP certification, a new, three-year cycle begins.

The following table provides a sample of how to determine your active certification/CCR cycle. You also can check this information on your certificate or on the online certification system.

	PfMP Certification Cycle
Certification/CCR cycle begins	The day you pass the exam
Certification/CCR ends	On the third anniversary of passing the exam
Calculations:	
If you pass the exam on…	15 September 2011
Your certification/CCR cycle starts…	15 September 2011
Your certification/CCR cycle ends…	15 September 2014
Therefore, you need to renew your certification by…	14 September 2014
Your next cycle starts…	15 September 2014
Your next cycle ends…	14 September 2017
Suspension status begins	On the third anniversary of: passing your exam or the start date of your last certification cycle if you do not comply with the CCR program
Your certification EXPIRES	One year after the suspension period begins

Certification Status

Active Status

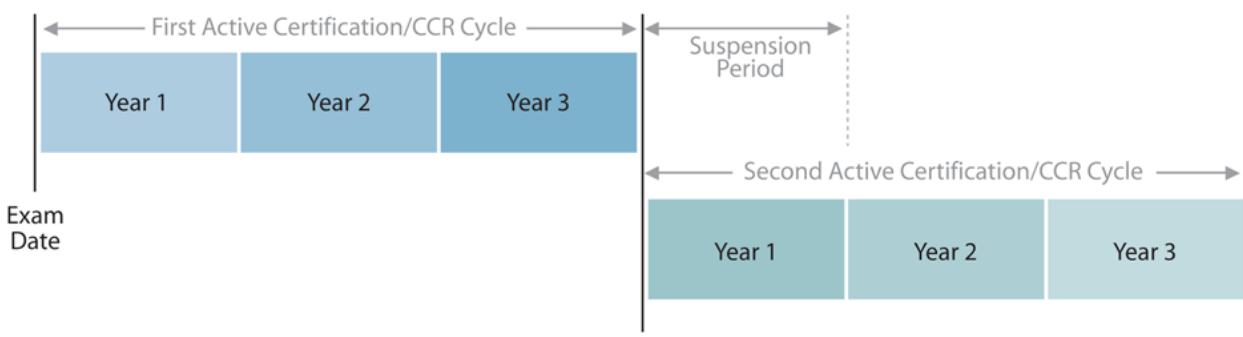
Once you earn the credential, you are considered to be in active status. When you earn and record your PDUs and renew your credential before the certification/CCR cycle end date, you remain a credential holder in good standing and considered to be in active status.

Credential holders in active status will be listed in the online Certification Registry, which allows verification of your credentialed status. The online Certification Registry automatically lists names of PMI's credential holders. You can choose to be removed from the registry, so the absence of your name in the registry does not necessarily mean that you are not credentialed.

Suspended Status

If you do not satisfy the CCR program within your active certification dates, you will be placed on suspended status. The suspension period lasts one year (12 months). If you are in suspended status, you may not refer to yourself as a credential holder or use the credential designation until you earn the necessary PDUs or complete the renewal process within the one-year suspension period.

The date of your next CCR cycle will not change after you are reinstated to active status from suspended status. (The suspension period overlaps the time frame of your next cycle—see chart below).



Expired Status

If you do not earn the necessary PDUs or do not complete the renewal process within the suspension period, you will lose your credential. If you let your credential expire, you may not refer to yourself as a credential holder or use the credential designation. To attain the credential again, you will be required to reapply for the credential by submitting the initial application again, submit the associated fees and retake the examination.

Retired Status

If you are a credential holder in good standing, who wishes to voluntarily relinquish your active status due to retirement, you are eligible to apply for retired status. To qualify, you must no longer earn primary remuneration for practicing project and/or program management and must have been a credential holder in good standing for at least 10 consecutive years.

Once you are in retired status, you do not need to earn or report PDUs.

To apply for retired status, submit an email request to certccr@pmi.org or fax (1 484 631 1332). PMI will send you guidelines about retired status and a form to complete. There is also a US$100 processing fee.

If you get back into the practice of project management, you can apply for active status again by contacting PMI's Customer Care. Once you have active status again, you will be required to earn and report PDUs.

Professional Development Units (PDUs)

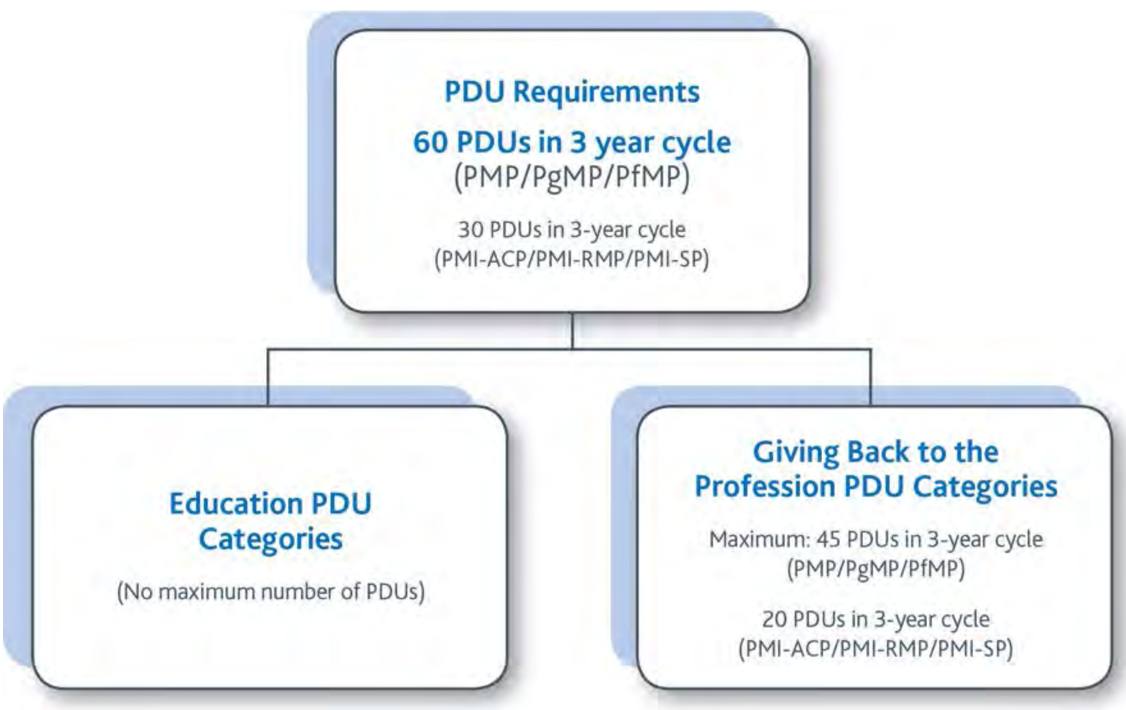
The professional development units (PDUs) are the measuring unit used to quantify approved learning and professional service activities.

PDU activities for PfMP credential holders must be related to portfolio management topics that are substantially consistent with the *Standard for Portfolio Management* and *PfMP Examination Content Outline* and involve appropriate expert resources.

Each professional development activity yields **one PDU for one hour spent engaged in the activity**. Some limitations apply and can be found in the next section that discusses PDU categories and associated policies. PDU categories fall into two divisions—Education and Giving Back to the Profession—as illustrated here.

Education	Giving Back to the Profession
Courses offered by PMI's R.E.P.s, chapters or communities	Creating New Portfolio Management Knowledge
Continuing Education	Volunteer Service
Self-Directed Learning	Work as a Professional in Portfolio Management

In other words, PDU requirements to maintain the PfMP credential are as follows:



NOTE: If you attend courses that calculate by Continuing Education Units (CEUs), please be aware that for conversion purposes, one CEU equals 10 PDUs.

Fractions of PDUs also may be reported in quarterly increments. This means that if you spent 15 minutes participating in a qualifying PDU activity, you can report 0.25 PDU. If you spend 30 minutes in a qualifying PDU activity, you can report 0.50 PDU.

Each credential requires a certain number of PDUs per credential/CCR cycle.

Credential	Number of PDUs
PMP	60
PgMP	60
PfMP	**60 PDUs in the specialized area of portfolio management**
PMI-SP	30 PDUs in specialized area of project scheduling
PMI-RMP	30 PDUs in specialized area of project risk management
PMI-ACP	30 PDUs in the specialized area of agile project management
CAPM	No PDUs. Re-exam at end of cycle

Why You Should Keep PDU Documentation

You should maintain a personal CCR folder in a safe and easily accessible place to file documentation that supports your reported PDU activities. For each claim, you should keep a copy of the submission and the supporting documentation required (refer to the professional development units section in this handbook for more details).

A percentage of credential holders will be randomly selected for PMI's audit process. During an audit, these credential holders will be asked to submit supporting material to verify any PDUs submitted. Therefore, documentation for all PDU claims should be maintained for at least 18 months after the CCR cycle has ended.

PDU Categories

The CCR program organizes PDUs into the following categories with the associated policies noted.

EDUCATION CATEGORIES

CATEGORY A: Courses offered by PMI's R.E.P.s, chapters and communities

Earn PDUs by attending educational courses offered by PMI's Registered Education Providers (R.E.P.s). These providers adhere to quality criteria established by PMI and are solely authorized to issue PDU certificates to attendees. R.E.P.s can be identified by their logo:

Examples of R.E.P.s include schools, consultants, corporate training departments, professional associations, government agencies and PMI chapters. View the searchable database of R.E.P.s and the courses they offer using the online CCR system.

You can also earn PDUs by attending events (seminars, conferences, etc.) offered by PMI, PMI chapters and communities of practice. These event listings can be found on PMI's events calendar or on the websites of your specific chapter or the community of practice to which you belong.

You can also earn PDUs by taking a PMI® Publication Quiz (reading an article and correctly answering at least 80 percent of the questions).

PDU Rule

1 hour of instruction related to portfolio management equals 1 PDU. You can report PDUs in 0.25, 0.50 and 0.75 increments.

Documentation required upon audit request:

Registration form, certificate or letter of attendance

CATEGORY B: Continuing Education

Earn PDUs:

- By completing an academic course being offered by a university or college
  OR
- By attending relevant educational courses, conferences, seminars or symposiums offered by training organizations NOT registered with PMI. This may include training (or a webinar) offered by your employer, another professional or membership association, or a non-R.E.P. training organization. Similar events offered by PMI or PMI chapters and communities may be submitted under the Category A option.

When only a portion of a course relates to portfolio management, calculate PDUs by the percentage of the overall curriculum focused on the topic.

Report each course separately. Entire degree programs will not be recognized for PDU credits, only individual courses.

PDU Rule

1 hour of instruction related to portfolio management equals 1 PDU. You can report PDUs in 0.25, 0.50 and 0.75 increments.

Documentation required upon audit request:

For an academic course, please provide the transcript or grade report indicating a passing mark.

For a non-R.E.P. or community course, please provide the registration form, certificate or letter of attendance, and a brochure or course materials (syllabus) outlining the subject matter covered and the qualifications of the instructor/lecturer.

CATEGORY C: Self-Directed Learning

Earn PDUs for self-directed learning activities which are individualized learning events involving personally conducted research or study.

Learning may include informal activities such as:

- reading articles, books, or instructional manuals;
- watching videos, using interactive CD-ROMs, podcasts, or other source material;
- having formal discussions with colleagues, coworkers, clients, or consultants;
- being coached or mentored by a colleague, coworker or consultant (If you served as a coach or mentor to someone else, report that activity under the Volunteer Category)

Qualifying activities must be relevant to portfolio management, meet a specified purpose, and use knowledgeable resources.

PDU Rule

1 PDU is awarded for every 1 hour spent in a self-directed learning activity listed in this category.

PDU restrictions: PfMP credential holders cannot earn more than 30 PDUs in this category per 3-year certification cycle

Documentation required upon audit request:

Evidence supporting your reported learning project, including notes from and dates of discussion or reading.

GIVING BACK TO THE PROFESSION CATEGORIES

PfMP credential holders may not earn more than a total of 45 PDUs in the three "Giving Back to the Profession" categories per 3-year certification cycle.

CATEGORY D: Creating New Portfolio Management Knowledge

Earn PDUs for creating new knowledge for portfolio management.
Qualifying activities include:

- Authoring (co-authoring) a portfolio management textbook
- Authoring (co-authoring) a peer-reviewed article
- Authoring (co-authoring) a non-peer-reviewed article
- Authoring (co-authoring) an article for PMI's Knowledge Shelf
- Authoring an article for relevant electronic newsletters
- Authoring of article on an official organization, professional, or company blog
- Presenting in a webinar
- Presenting in a podcast
- Creating a course or developing course content for portfolio management-related courses
- Serving as a speaker or instructor for portfolio management-related courses and presentations
- Serving as a moderator of a relevant discussion
- Serving as a subject matter expert for a panel discussion

Both the time required to prepare or create this knowledge and the time to present it can be claimed for PDUs. For example, when serving as a speaker, if you spent 7.5 hours to create your presentation and 1 hour to deliver it, this would count for 8.5 PDUs.

PDU Rule

1 PDU is awarded per 1 hour of activity in this category.

The PDUs claimed in this category count against the maximum of 45 PDUs allowed for PfMP credential holders in the "Giving Back to the Profession" categories (Categories D, E and F).

Documentation required upon audit request:

Copies of publications, sample educational materials or course agendas.

CATEGORY E: Volunteer Service

Earn PDUs by providing volunteer, non-compensated portfolio management to non-employer or non-client customer groups.

Examples of qualifying activities include:

- Serve as an elected volunteer officer in a portfolio management capacity(including PMI chapters and communities of practice). This work must be done for legally recognized non-profit, not-for-profit, or charitable groups and organizations.
- Serve as a volunteer/appointed committee member in a portfolio management capacity (including PMI chapters and communities of practice). This work must be done for legally recognized non-profit, not-for-profit, or charitable groups and organizations.
- Providing portfolio management-related volunteer services to PMI or another professional project management association. This work must be done for legally recognized non-profit, not-for-profit, or

charitable groups and organizations. Examples may include:

- Volunteering at a PMI global congress,
- Serving on a PMI Members Advisory Board,
- Working on PMI standards,
- Participating in activities for PMI's Certification Department, or
- Participating in PMI research activities.

  Specific PDU amounts are awarded for these activities based on your level of participation

  View volunteer opportunities online to see how you can earn PDUs in this category.

- Provide volunteer portfolio management-related services to:
  - a community or charitable group,
- Provide mentoring and coaching to a colleague, coworker or consultant
  - Mentoring sessions must be relevant to project management, meet a specified purpose, and use knowledgeable resources. (If you were coached or mentored by someone else, report that activity under the Self Directed Learning Category)

PDU Rule

1 PDU is awarded for 1 hour of volunteer (non-compensated) service.

The PDUs claimed in this category count against the maximum of 45 PDUs allowed for PfMP credential holders in the "Giving Back to the Profession" categories (Categories D, E and F).

Documentation required upon audit request:

For volunteer services: letter or certificate from the organization served acknowledging you performed portfolio management related tasks.

For coaching or mentoring services: evidence supporting your coaching or mentoring arrangement, including notes from and dates of discussions, or readings.

CATEGORY F: Working as a Professional in Portfolio Management

Earn PDUs for working as a portfolio manager.

PDU Rule

For working as a portfolio manager for a minimum of 6 months within the 12 month period, you can earn a total of:

- 15 PDUs per cycle for PfMP credential holders

You may claim:

1. 5 PDUs per 12-month period for PfMP credential holders

The PDUs claimed in this category count against the maximum of 45 PDUs allowed for PfMP credential holders in the "Giving Back to the Profession" categories (Categories D, E and F).

Documentation required upon audit request:

Proof of employment (job description)

Limits on PDU Categories

Once the maximum number of PDUs in the new PDU categories has been met, additional claims in the respective category will not be approved.

PDU activities completed prior to obtaining the PfMP credential are not accepted toward the renewal requirements. Further, you cannot claim participation in the same course or activity more than once.

> ***NOTE:*** If your CCR cycle has been extended by suspension, all PDU maximum limits still apply. No new maximum limits will be set. Therefore, if you already were approved for 15 PDUs for working as a project manager, you cannot claim any more PDUs for this activity during the suspension period.

How to Transfer PDUs to the Next CCR Cycle

If you earn more than the required PDUs in your CCR cycle, you may apply the following amounts of PDUs to your next certification/CCR cycle.

Credential	No. of PDUs allowed to be transferred to the next cycle
PfMP	**20 PDUs**
PMI-ACP	10 PDUs
PMI-RMP	10 PDUs
PMI-SP	10 PDUs
PMP	20 PDUs
PgMP	20 PDUs

Only PDUs earned in the final year (12 months) of your certification cycle can be transferred.

How to Record Your PDU Activities

You are responsible for recording your PDU activities as they occur. The most efficient way to record PDUs is by using the online CCR System.

The online CCR System also allows you to search for activities that award PDUs and to view your transcript to confirm that PDUs have been posted.

Although PMI encourages you to record PDUs using the online system, you may download, complete and send electronic or paper copies of the PDU Activity Reporting Form found online. This should be done upon completion of each activity. You only need to send the PDU Activity Reporting Form. You do not need to send supporting documentation for activities recorded at this point, but you should retain such documentation in the event you are audited.

Action	Resource
Email the PDU Activity Reporting Form to:	certccr@pmi.org
Mail the completed PDU Activity Reporting Forms to:	Project Management Institute Attn: CCR Records Office 14 Campus Blvd Newtown Square, PA 19073-3299 USA
Fax the Activity Reporting Form to PMI, CCR Records Office	+1 484 631 1332

PDU Submission Deadline

You must record your PDUs and complete the renewal process before your CCR cycle ends in order to avoid suspension of your credential (refer to the Suspended Status section in this handbook for more details).

If you do not earn and record the required PDUs within your CCR cycle, your credential will be suspended. The one-year suspension period can be used to earn and record the required PDUs.

In addition, you can record PDUs up to 12 months after the expiration date of the CCR cycle in which the activities were completed.

How to Maintain Multiple Credentials

No one PMI credential serves as a prerequisite for another. You can earn multiple credentials or *all* of PMI's credentials if you meet the eligibility requirements. If you hold a credential and want to earn another, PMI makes it simple for you to earn PDUs toward maintaining your credentials simultaneously.

More information will be coming on how you can maintain the PfMP credential along with other PMI credentials.

Application, Fees & Audit Process for Credential Renewal

After the CCR Records Office confirms that you have met the PDU requirements, you will receive electronic notification to apply for credential renewal. Once you receive the notification, you can complete the Application for Certification Renewal and submit payment of the renewal fee on the online certification system.

The renewal fee for PMI members is US$60 and US$150 for nonmembers.

PMI's **membership renewal** fee is different and separate than the **credential renewal fee.**

You must complete the application and submit payment no later than 90 days after your credential end date.

Alternatively, you may submit the Application for Certification Renewal and payment by postal mail to PMI.

> ***NOTE:*** Electronic communications from PMI may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. Please add customercare@pmi.org to the personal address book in your email program to help ensure that you don't miss important CCR program updates from PMI.

After processing the completed application and the renewal payment, PMI will send you an updated certificate with the new active certification/CCR cycle dates. Please allow six to eight weeks for postal delivery of your certification.

You may cancel your credential at any time. To do so, contact Customer Care in writing. PMI will refund one third of the renewal fee for each full year of the renewed certification/CCR cycle that you have not used following the date of the written cancellation request.

PMI Audit Process

As the recipient of a PMI credential, you have agreed to comply with its terms of use, including adherence to the terms of the audit process. The terms of the audit process provide that all credential holders are subject to an audit. In the event of an audit, you will be permitted to renew your credential only after you successfully complete the audit and meet all the terms of the audit.

PMI Code of Ethics & Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

This Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and our fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.

The purpose of this Code is to instill confidence in the project management profession and to help an individual become a better practitioner. We do this by establishing a profession-wide understanding of appropriate behavior. We believe that the credibility and reputation of the project management profession is shaped by the collective conduct of individual practitioners.

We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics and Professional Conduct. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

Our hope that this Code of Ethics and Professional Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build upon and evolve our profession.

1.2 Persons to Whom the Code Applies

The Code of Ethics and Professional Conduct applies to:

1.2.1 All PMI members

1.2.2 Individuals who are not members of PMI but meet one or more of the following criteria:

.1 Non-members who hold a PMI certification

.2 Non-members who apply to commence a PMI certification process

.3 Non-members who serve PMI in a volunteer capacity.

Comment: *Those holding a Project Management Institute (PMI)® credential (whether members or not) were previously held accountable to the Project Management Professional (PMP)® or Certified Associate in Project Management (CAPM)® Code of Professional Conduct and continue to be held accountable to the PMI Code of Ethics and Professional Conduct. In the past, PMI also had separate ethics standards for members and for credentialed individuals. Stakeholders who contributed input to develop this Code concluded that having multiple codes was undesirable and that everyone should be held to one high standard. Therefore, this Code is applicable to both PMI members and individuals who have applied for or received a credential from PMI, regardless of their membership in PMI.*

1.3 Structure of the Code

The Code of Ethics and Professional Conduct is divided into sections that contain standards of conduct which are aligned with the four values that were identified as most important to the project management community. Some sections of this Code include comments. Comments are not mandatory parts of the Code, but provide examples and other clarification. Finally, a glossary can be found at the end of the standard. The glossary defines words and phrases used in the Code. For convenience, those terms defined in the glossary are underlined in the text of the Code.

1.4 Values that Support this Code

Practitioners from the global project management community were asked to identify the values that formed the basis of their decision making and guided their actions. The values that the global project management community defined as most important were: responsibility, respect, fairness, and honesty. This Code affirms these four values as its foundation.

1.5 Aspirational and Mandatory Conduct

Each section of the Code of Ethics and Professional Conduct includes both aspirational standards and mandatory standards. The aspirational standards describe the conduct that we strive to uphold as practitioners. Although adherence to the aspirational standards is not easily measured, conducting ourselves in accordance with these is an expectation that we have of ourselves as professionals—it is not optional.

The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behavior. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

Comment: *The conduct covered under the aspirational standards and conduct covered under the mandatory standards are not mutually exclusive; that is, one specific act or omission could violate both aspirational and mandatory standards.*

CHAPTER 2. RESPONSIBILITY

2.1 Description of Responsibility

Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

2.2 Responsibility: Aspirational Standards

As practitioners in the global project management community:

2.2.1 We make decisions and take actions based on the best interests of society, public safety, and the environment.

2.2.2 We accept only those assignments that are consistent with our background, experience, skills, and qualifications.

Comment: *Where developmental or stretch assignments are being considered, we ensure that key stakeholders receive timely and complete information regarding the gaps in our qualifications so that they may make informed decisions regarding our suitability for a particular assignment.*

In the case of a contracting arrangement, we only bid on work that our organization is qualified to perform and we assign only qualified individuals to perform the work.

2.2.3 We fulfill the commitments that we undertake – we do what we say we will do.

2.2.4 When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences.

2.2.5 We protect proprietary or confidential information that has been entrusted to us.

2.2.6 We uphold this Code and hold each other accountable to it.

2.3 Responsibility: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Regulations and Legal Requirements

2.3.1 We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.

2.3.2 We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

Comment: *These provisions have several implications. Specifically, we do not engage in any illegal behavior, including but not limited to: theft, fraud, corruption, embezzlement, or bribery. Further, we do not take or abuse the property of others, including intellectual property, nor do we engage in slander or libel. In focus groups conducted with practitioners around the globe, these types of illegal behaviors were mentioned as being problematic.*

As practitioners and representatives of our profession, we do not condone or assist others in engaging in illegal behavior. We report any illegal or unethical conduct. Reporting is not easy and we recognize that it may have negative consequences. Since recent corporate scandals, many organizations have adopted policies to protect employees who reveal the truth about illegal or unethical activities. Some governments have also adopted legislation to protect employees who come forward with the truth.

Ethics Complaints

2.3.3 We bring violations of this Code to the attention of the appropriate body for resolution.

2.3.4 We only file ethics complaints when they are substantiated by facts.

Comment: *These provisions have several implications. We cooperate with PMI concerning ethics violations and the collection of related information whether we are a complainant or a respondent. We also abstain from accusing others of ethical misconduct when we do not have all the facts. Further, we pursue disciplinary action against individuals who knowingly make false allegations against others.*

2.3.5 We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

CHAPTER 3. RESPECT

3.1 Description of Respect

Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.

An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation — an environment where diverse perspectives and views are encouraged and valued.

3.2 Respect: Aspirational Standards

As practitioners in the global project management community:

3.2.1 We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.

3.2.2 We listen to others' points of view, seeking to understand them.

3.2.3 We approach directly those persons with whom we have a conflict or disagreement.

3.2.4 We conduct ourselves in a professional manner, even when it is not reciprocated.

Comment: *An implication of these provisions is that we avoid engaging in gossip and avoid making negative remarks to undermine another person's reputation. We also have a duty under this Code to confront others who engage in these types of behaviors.*

3.3 Respect: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

3.3.1 We negotiate in good faith.

3.3.2 We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.

3.3.3 We do not act in an abusive manner toward others.

3.3.4 We respect the property rights of others.

CHAPTER 4. FAIRNESS

4.1 Description of Fairness

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self interest, prejudice, and favoritism.

4.2 Fairness: Aspirational Standards

As practitioners in the global project management community:

4.2.1 We demonstrate transparency in our decision-making process.

4.2.2 We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.

Comment: *Research with practitioners indicated that the subject of conflicts of interest is one of the most challenging faced by our profession. One of the biggest problems practitioners report is not recognizing when we have conflicted loyalties and recognizing when we are inadvertently placing ourselves or others in a conflict-of-interest situation. We as practitioners must proactively search for potential conflicts and help each other by highlighting each other's potential conflicts of interest and insisting that they be resolved.*

4.2.3 We provide equal access to information to those who are authorized to have that information.

4.2.4 We make opportunities equally available to qualified candidates.

Comment: *An implication of these provisions is, in the case of a contracting arrangement, we provide equal access to information during the bidding process.*

4.3 Fairness: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Conflict of Interest Situations

4.3.1 We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.

4.3.2 When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed.

Comment: *A conflict of interest occurs when we are in a position to influence decisions or other outcomes on behalf of one party when such decisions or outcomes could affect one or more other parties with which we have competing loyalties. For example, when we are acting as an employee, we have a duty of loyalty to our employer. When we are acting as a PMI volunteer, we have a duty of loyalty to the Project Management Institute. We must recognize these divergent interests and refrain from influencing decisions when we have a conflict of interest.*

Further, even if we believe that we can set aside our divided loyalties and make decisions impartially, we treat the appearance of a conflict of interest as a conflict of interest and follow the provisions described in the Code.

Favoritism and Discrimination

4.3.3 We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery.

4.3.4 We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

4.3.5 We apply the rules of the organization (employer, Project Management Institute, or other group) without favoritism or prejudice.

CHAPTER 5. HONESTY

5.1 Description of Honesty

Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

5.2 Honesty: Aspirational Standards

As practitioners in the global project management community:

5.2.1 We earnestly seek to understand the truth.

5.2.2 We are truthful in our communications and in our conduct.

5.2.3 We provide accurate information in a timely manner.

Comment: *An implication of these provisions is that we take appropriate steps to ensure that the information we are basing our decisions upon or providing to others is accurate, reliable, and timely.*

This includes having the courage to share bad news even when it may be poorly received. Also, when outcomes are negative, we avoid burying information or shifting blame to others. When outcomes are positive, we avoid taking credit for the achievements of others. These provisions reinforce our commitment to be both honest and responsible.

5.2.4 We make commitments and promises, implied or explicit, in good faith.

5.2.5 We strive to create an environment in which others feel safe to tell the truth.

5.3 Honesty: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

5.3.1 We do not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.

5.3.2 We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

Comment: *The aspirational standards exhort us to be truthful. Half-truths and non-disclosures intended to mislead stakeholders are as unprofessional as affirmatively making misrepresentations. We develop credibility by providing complete and accurate information.*

APPENDIX A

A.1 History of this Standard

PMI's vision of project management as an independent profession drove our early work in ethics. In 1981, the PMI Board of Directors formed an Ethics, Standards and Accreditation Group. One task required the group to deliberate on the need for a code of ethics for the profession. The team's report contained the first documented PMI discussion of ethics for the project management profession. This report was submitted to the PMI Board of Directors in August 1982 and published as a supplement to the August 1983 *Project Management Quarterly.*

In the late 1980's, this standard evolved to become the Ethics Standard for the Project Management Professional [PMP®]. In 1997, the PMI Board determined the need for a member code of ethics. The PMI Board formed the Ethics Policy Documentation Committee to draft and publish an ethics standard for PMI's membership. The Board approved the new Member Code of Ethics in October 1998. This was followed by Board approval of the Member Case Procedures in January 1999, which provided a process for the submission of an ethics complaint and a determination as to whether a violation had occurred.

Since the 1998 Code was adopted, many dramatic changes have occurred within PMI and the business world. PMI membership has grown significantly. A great deal of growth has also occurred in regions outside North America. In the business world, ethics scandals have caused the downfall of global corporations and non-profits, causing public outrage and sparking increased government regulations. Globalization has brought economies closer together but has caused a realization that our practice of ethics may differ from culture to culture. The rapid, continuing pace of technological change has provided new opportunities, but has also introduced new challenges, including new ethical dilemmas.

For these reasons, in 2003 the PMI Board of Directors called for the reexamination of our codes of ethics. In 2004, the PMI Board commissioned the Ethics Standards Review Committee [ESRC] to review the codes of ethics and develop a process for revising the codes. The ESRC developed processes that would encourage active participation by the global project management community. In 2005, the PMI Board approved the processes for revising the code, agreeing that global participation by the project management community was paramount. In 2005, the Board also commissioned the Ethics Standards Development Committee to carry out the Board-approved process and deliver the revised code by the end of 2006. This Code of Ethics and Professional Development was approved by the PMI Board of Directors in October 2006.

A.2 Process Used to Create This Standard

The first step by the Ethics Standards Development Committee [ESDC] in the development of this Code was to understand the ethical issues facing the project management community and to understand the values and viewpoints of practitioners from all regions of the globe. This was accomplished by a variety of mechanisms including focus group discussions and two internet surveys involving practitioners, members, volunteers, and people holding a PMI certification. Additionally, the team analyzed the ethics codes of 24 non-profit associations from various regions of the world, researched best practices in the development of ethics standards, and explored the ethics-related tenets of PMI's strategic plan.

This extensive research conducted by the ESDC provided the backdrop for developing the exposure draft of the PMI Code of Ethics and Professional Conduct. The exposure draft was circulated to the global project management community for comment. The rigorous, standards development processes established by the American National Standards Institute were followed during the development of the Code because these processes were used for PMI technical standard development projects and were deemed to represent the best practices for obtaining and adjudicating stakeholder feedback to the exposure draft.

The result of this effort is a Code of Ethics and Professional Conduct that not only describes the ethical values to which the global project management community aspires, but also addresses the specific conduct that is mandatory for every individual bound by this Code. Violations of the PMI Code of Ethics and Professional Conduct may result in sanctions by PMI under the ethics Case Procedures.

The ESDC learned that as practitioners of project management, our community takes its commitment to ethics very seriously and we hold ourselves and our peers in the global project management community accountable to conduct ourselves in accordance with the provisions of this Code.

APPENDIX B

B.1 Glossary

Abusive Manner. Conduct that results in physical harm or creates intense feelings of fear, humiliation, manipulation, or exploitation in another person.

Conflict of Interest. A situation that arises when a practitioner of project management is faced with making a decision or doing some act that will benefit the practitioner or another person or organization to which the practitioner owes a duty of loyalty and at the same time will harm another person or organization to which the practitioner owes a similar duty of loyalty. The only way practitioners can resolve conflicting duties is to disclose the conflict to those affected and allow them to make the decision about how the practitioner should proceed.

Duty of Loyalty. A person's responsibility, legal or moral, to promote the best interest of an organization or other person with whom they are affiliated.

Project Management Institute [PMI]. The totality of the Project Management Institute, including its committees, groups, and chartered components such as chapters, colleges, and specific interest groups.

PMI Member. A person who has joined the Project Management Institute as a member.

PMI-Sponsored Activities. Activities that include, but are not limited to, participation on a PMI Member Advisory Group, PMI standard development team, or another PMI working group or committee. This also includes activities engaged in under the auspices of a chartered PMI component organization—whether it is in a leadership role in the component or another type of component educational activity or event.

Practitioner. A person engaged in an activity that contributes to the management of a project, portfolio, or program, as part of the project management profession.

PMI Volunteer. A person who participates in PMI-sponsored activities, whether a member of the Project Management Institute or not.

PMI Certification Application/Renewal Agreement

1) I agree to satisfy and conduct myself in accordance with all PMI certification program policies and requirements, including this Agreement and the PMI Code of Ethics and Professional Conduct (as they may be revised from time to time); and I shall maintain confidentiality of PMI examination questions and content. Furthermore, I agree not to discuss, debrief or disclose, in any manner, the specific content of PMI examination questions and answers, to any individual.
2) I agree that I shall at all times act in a truthful and honest manner and provide truthful and accurate information to PMI. I agree that any intentional or unintentional failure to provide true, timely and complete responses to questions in this application or renewal form may lead to further investigation and/or sanctions by PMI. I also agree to promptly report to PMI any possible violations of the terms of this Agreement or the PMI Code of Ethics and Professional Conduct by PMI members or by persons who have applied for a PMI credential or have been awarded a credential by PMI.
3) I agree to notify the PMI Certification Department in a timely manner of changes concerning the information I have provided, including my current address and telephone number.
4) I have reported, and will continue to report, to the PMI Certification Department, within sixty (60) days of occurrence, any matters, proceedings, lawsuits, settlements and/or other agreements, administrative agency actions, or organizational actions relating to my profession or occupation, including all complaints relating to my professional activities as a project management practitioner, and matters or proceedings involving, but not limited to certification, credentialing, malpractice, disciplinary ethics or similar matters. I also agree to promptly report, within sixty (60) days of occurrence, any felony criminal charges, convictions, or plea agreements or other criminal charges, convictions, or plea agreements relating to acts of dishonesty or unethical conduct.
5) I agree that if my compliance with any of the terms of this agreement requires or includes an explanation and supporting documents, I will provide a complete and accurate explanation and true copies of the materials to the PMI Certification Department with this application.
6) I agree that the PMI Certification Department has the right to communicate with any person, government agency or organization to review or confirm the information in this application or any other information related to my application for PMI credentialing. Further, I agree to and authorize the release of any information requested by the PMI Certification Department for such review and confirmation.
7) I agree that the PMI credential status does not imply licensure, registration or government authorization to practice project management or to engage in related activities.
8) I agree that all materials that I submit to the PMI Certification Department become the property of the PMI Certification Department, and that the PMI Certification Department is not required to return any of these materials to me.
9) I agree that upon achieving the PMI credential, my name may be posted on the PMI website as part of an Online Registry to be created and maintained by PMI.
10) I agree that information related to my participation in the PMI certification process may be used in an anonymous manner for research purposes only.
11) I agree that all disputes relating in any way to my application for a PMI credential and/or my involvement generally in a PMI certification program, will be resolved solely and exclusively by means of PMI Certification Department policies, procedures and rules, including the Appeals Process.
12) PMI reserves the right to suspend or revoke the credential of any individual who is determined to have failed to uphold, or otherwise breached this Agreement, or committed a violation of the PMI Code of Ethics and Professional Conduct.
13) I release and indemnify PMI and the PMI Certification Department from all liability and claims that may arise out of, or be related to, my project management and related activities.
14) I hereby release, discharge and indemnify PMI, its directors, officers, members, examiners, employees, attorneys, representatives, agents and the PMI Certification Department from any actions, suits, obligations, damages, claims or demands arising out of or in connection with this application, the scores given with respect to the examination or any other action taken by PMI with regard to credentialing, testing and professional development including, but not limited to, all actions related to ethics matters and cases. I understand and agree that any decision concerning my qualification for any credential, as well as any decisions regarding my continuing qualification for any credential and my compliance with the PMI Code of Ethics and Professional Conduct, rest within the sole and exclusive discretion of PMI, and that these decisions are final.

This Agreement may be updated or revised from time to time. It is your responsibility to obtain the most up-to-date copy online. **Agreement last updated March 2007.**