

CAPM[®]

Certified Associate in Project Management (CAPM)SM Credential Handbook



The **CAPM** is a credential for those who contribute to a project team.

Making project management indispensable for business results.®



Table of Contents

Topic	Page
Copyright and Revision Information	2
Introduction	
About PMI's Credentials	3
Why You Need the Credential Handbook	4
PMI Contact Information	4
<hr/>	
All About the CAPM Credential	
Overview & Timeline of the CAPM Credential Process	5
CAPM Eligibility Requirements & Verification	6
CAPM Examination Information & Blueprint	7
CAPM Credential Fees & Refund Policy	9
CAPM Credential Renewal	10
How to Apply Online	12
CAPM Credential Application Checklist	13
<hr/>	
Exam Policies & Procedures	
Application Processing	14
Credential Payment Process	14
Examination Scheduling Instructions	15
Examination Administration	16
Examination Language Aids	16
Special Accommodations for the Examination	17
How to Schedule Your Examination Appointment	17
Examination Cancellations, Rescheduling, No Shows	19
PMI Examination Security & Confidentiality Policy	20
Examination Site Requirements & Instructions	20
Examination Results Notification & Score Report	22
Reexamination	23
PMI Appeals Procedure	23
<hr/>	
Credential Terms of Use	
PMI Audit Process	24
PMI Code of Ethics and Professional Conduct	25
PMI Certification Application/Renewal Agreement	30
Use of Your PMI Credential	31

CAPM Credential Handbook

This handbook contains information on how you can apply for the Certified Associate in Project Management credential — a credential designed to reflect individual’s knowledge of project management processes and terminology. This handbook applies to both computer-based and paper-based testing candidates.

CAPM Credential Handbook last updated January 2009

©2000 Project Management Institute, Inc. All rights reserved.

Revised: 2005, 2006, 2007, 2008, 2009.

“PMI”, the PMI logo, “Making project management indispensable for business results”, “PMBOK”, “CAPM”, “PMP”, the PMP logo, “Program Management Professional (PgMP)”, “PgMP”, “PMI Scheduling Professional (PMI-SP)” and “PMI-SP” are registered marks of Project Management Institute, Inc. “Project Management Professional (PMP)”, Certified Associate in Project Management (CAPM)”, “PMI Risk Management Professional (PMI-RMP)” and “PMI-RMP” are service marks of Project Management Institute, Inc.

For a comprehensive list of PMI marks, contact the PMI Legal Department.

INTRODUCTION

About PMI's Credentials

Thank you for your interest in PMI's family of credentials.

As a global organization with a 40-year history of advocacy for the profession, Project Management Institute (PMI®) supports practitioners with project management credentials that objectively assess experience, education and knowledge.

The family of credentials includes:

- Certified Associate in Project Management (CAPM)SM
- PMI Risk Management Professional (PMI-RMP)SM
- PMI Scheduling Professional (PMI-SP)[®]
- Program Management Professional (PgMP)[®]
- Project Management Professional (PMP)SM

PMI credentials establish your dedication to and proficiency in project management. To attain a credential, you must satisfy the educational and professional experience requirements established by PMI and demonstrate your ability to apply your project management knowledge to situational and scenario-based questions in the examination. In the case of PgMP, you also must successfully complete two additional evaluations.

When you earn one or several of these prestigious credentials, you gain distinction and recognition in a growing community of project management practitioners. A PMI credential also increases your visibility within your organization and on a global level.

In order to maintain the credential, you must show ongoing professional commitment to the field of project management by satisfying PMI Continuing Certification Requirements (CCR) program and renewing the credential.

If you are ready to establish your credibility in the application of project management practices and become a more valuable member of your organization, you have taken a step in the right direction. This handbook discusses all of the policies and procedures that are involved with applying for, obtaining and maintaining a PMI credential. Please read it before you apply.

PMI Certification Department Mission

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

Why You Need the Credential Handbook

PMI requires that all credential applicants read this entire handbook. It is important to read and understand this handbook because:

- It helps you determine which credential is most appropriate for you
- It contains important information about the credential process
- It outlines the eligibility requirements for each credential
- It provides contact information for PMI and PMI's test administration partner, Prometric
- It gives guidelines for examination scheduling, test administration, and test site policies
- It discusses credential fees and refund policies
- It details PMI's policies and procedures, such as the audit process and appeals procedure
- You will have to affirm that you have read and understand this handbook before you submit your credential application

If you need clarification or have any questions about any part of this handbook or the policies contained herein, please contact PMI's [Customer Care](#) team by e-mail or telephone (+1 610 356 4600) before you proceed with your application.

PMI Contact Information

PMI Global Operations Center

14 Campus Blvd.
Newtown Square, PA 19073-3299 USA
Phone: +1 610 356 4600
Fax: +1 610 356 4647
E-mail: customercare@pmi.org
Online: www.PMI.org

Asia Pacific Service Centre

73 Bukit Timah Road
#04-01 Rex House
Singapore 229832
Phone: +65 6496 5501
Fax: +65 6336 6449
E-mail: customercare.asiapac@pmi.org

Europe, Middle East and Africa (EMEA) Service Centre

Avenue de Tervueren 300
B-1150 Brussels, Belgium
Phone: +32 2 743 15 73
Fax: +32 2 743 15 50
E-mail: customercare.emea@pmi.org

India Service Centre

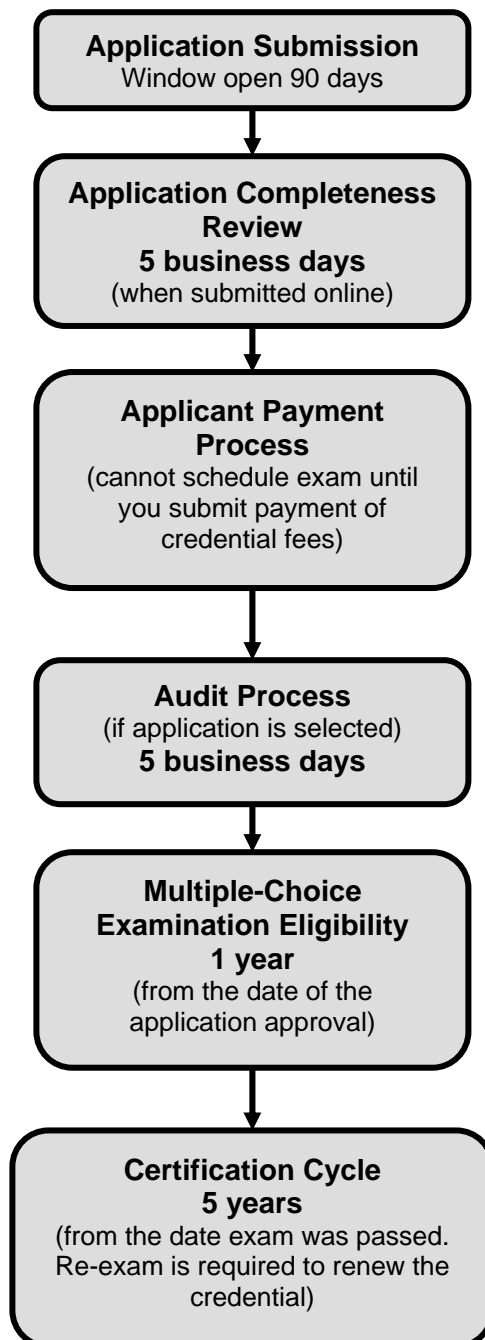
Phone: +91 124 4517140
E-mail: customercare.india@pmi.org

ALL ABOUT THE CAPM CREDENTIAL

Overview & Timeline of CAPM Credential Process

Launched in 2003, the CAPM recognizes individuals with a demonstrated understanding of the fundamental knowledge, processes, and terminology as defined in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, the standard of project management's good practices. The CAPM credential candidate contributes to a project team as a subject matter expert and may also serve as a sponsor, facilitator, liaison, or coordinator. These project team members assume full or partial responsibility for individual project tasks in their areas of expertise (e.g., finance, marketing, legal), which may not be industry-specific, but relevant across many functional areas and industries.

Timeline of the CAPM Credential Process



CAPM Eligibility Requirements

To be eligible for the CAPM credential, you must meet certain educational and professional experience requirements. At minimum, you need a high school diploma or global equivalent and must meet one of the following eligibility requirements.

Educational Background		Option 1		Option 2
High School diploma, associate's degree or global equivalent	AND	1,500 hours of professional experience on a project management team	OR	23 contact hours of formal education

How to Document your Experience and/or Education for the Application

Use the experience verification section of the online application to document your professional project management experience (option 1) or use the project management education section of the online application to document your project management education (option 2).

Option 1: Professional Project Management Experience

If you choose to report 1,500 hours of professional project management experience, document your work on a project. Document projects individually regardless of the number of projects you document. Do not group project management experience. Also, document the number of hours applied to the five project management process groups and summarize, by process, your experience on each project.

Option 2: Project Management Education

If you chose to document 23 contact hours of specific instruction that addressed learning objectives in project management. Document all education hours regardless of when they were accrued. The course work must be completed at the time of application.

NOTE: One contact hour is equivalent to one actual hour (60 minutes) of training or instruction received.

The course hours may include content on project quality, scope, time, cost, human resources, communications, risk, procurement, and integration management.

You can satisfy the educational requirements by demonstrating the successful completion of courses, workshops and training sessions offered by one or more of the following types of education providers:

- A. PMI Registered Education Providers (R.E.P.s)*
- B. PMI Component organizations*
- C. Employer/company-sponsored programs
- D. Training companies or consultants
- E. Distance-learning companies, including an end-of-course assessment
- F. University/college academic and continuing education programs

** Courses offered by PMI R.E.P.s, PMI Components (chapters, specific interest groups, colleges), or PMI, are pre-approved for contact hours in fulfillment of the educational eligibility requirement.*

NOTE: One hour of classroom instruction equals one contact hour. If you have completed a university or college course on project management that met for three hours per week for 15 weeks, you would document 45 contact hours on the application. If only a portion of a course dealt with project management, only the hours spent on project management can be applied toward the total.

The following education does not satisfy the education requirements:

- PMI chapter meetings*
- Self-study (e.g., reading books)

**If at least one hour of a chapter meeting is spent conducting a learning activity, the hour(s) spent in that activity can be counted towards the educational eligibility requirement.*

NOTE: While you may be able to document applicable classes that counted toward an associate's or bachelor's degree, you cannot document the degree program in its entirety because some classes within the program will not apply

Refer to the PMI Credential Examination Policies & Procedures section in this handbook for details on next steps after you submit your application.

CAPM Examination Information & Blueprint

The CAPM examination is comprised of 150 multiple-choice questions. Of the 150 questions, 15 are considered pretest questions. Pretest questions do not affect the score and 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
135	15	150

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 three hours. 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 three hours.

Allotted Examination Time
3 hours

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

Item Development

CAPM examination questions:

- Are developed and independently validated by global work groups of CAPM credential holders
- Are referenced solely to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.
- Are monitored through psychometric analysis

To help you prepare for the examination, use this [conversion tool](#) which helps you determine which edition of the *PMBOK® Guide* you should study.

Examination Blueprint

The CAPM examination blueprint identifies the proportion of questions from each chapter of the *PMBOK® Guide—Third Edition* that will appear on the examination. The questions are derived by combining the overall evaluations of importance, criticality, and frequency, and by converting the results into percentages.

The percentages are used to determine the number of questions related to each chapter that appears on the examination.

<i>PMBOK® Guide— Third Edition Chapter</i>	Percentage of Questions
1	4%
2	4%
3	11%
4	11%
5	11%
6	11%
7	9%
8	7%
9	7%
10	7%
11	11%
12	7%
TOTAL	100%

Refer to the PMI Credential Examination Policies & Procedures section in this handbook for more details.

CAPM Credential Fees & Refund Policy

You must submit payment of the CAPM credential fee as part of the payment process (if you submit an application online) or as part of the application process (if you submit a paper application). You can submit payment by credit card using the [online certification system](#) or through postal mail to the Global Operations Center if you chose to pay by check, money order or wire. For all mail-in payments, please include your PMI identification number and user name.

The proper fees for payment are determined by your PMI membership status and the examination delivery option (computer-based versus paper-based) for your geographic location. Refer to the Examination Administration section in this handbook to help you determine if computer-based delivery or paper-based delivery of the examination is most appropriate for you. Once you determine the examination delivery option, use the following chart to determine the credential fee.

Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT)	member	\$225	€185
Computer-based testing (CBT)	nonmember	\$300	€250
Paper-based testing (PBT)	member	\$225	€185
Paper-based testing (PBT)	nonmember	\$300	€250
Reexamination CBT or PBT	member	\$150	€125
Reexamination CBT or PBT	nonmember	\$200	€170
Credential renewal, CBT or PBT	member	\$225	€185
Credential renewal, CBT or PBT	nonmember	\$300	€250
Credential renewal reexam CBT/PBT	member	\$150	€125
Credential renewal reexam CBT/PBT	nonmember	\$200	€170

The PMI membership rate will only apply 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 non-member rate.

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

If you are interested in becoming a member of PMI at the time you apply for the credential, you can submit your membership application and credential application at the same time and receive the membership rate. PMI membership applications are available online at www.PMI.org.

CAPM Refund Policy

To obtain a refund for the CAPM credential, you must submit a written request to PMI at least one month prior to the examination eligibility expiration date. PMI will retain a processing fee of US\$100 if you have not taken the examination. If your one-year eligibility period expired and you have not taken the examination, you will not receive a refund.

PMI will not consider giving you a refund if you have taken the examination or have not provided the necessary cancellation/rescheduling notification to PMI's testing administration partner, Prometric, for a scheduled examination appointment (refer to the Cancellation, Rescheduling, No Show section in this handbook for more details).

If you fail to meet audit requirements, you will receive a refund less a US\$100 processing fee. Refer to the PMI Audit Process section of this handbook for details on the audit process.

CAPM Credential Renewal

Once you pass the CAPM examination, you are certified for a period of five years. Before the end of your five-year certification period, you have the option to renew your CAPM credential or, if eligible, you may apply for any other of PMI's credentials.

Credential renewal assures employers, peers, and project team members that you are versed in the most current project management processes and terminology.

Overview of Process to Renew your CAPM Credential

1. Submit the online application for renewal
2. Reaffirm PMI Code of Ethics and Professional Conduct and the PMI Certification Application/Renewal Agreement
3. Submit the appropriate credential renewal fee and PMI will e-mail you a web link to the examination scheduling instructions
4. Schedule, sit for and pass the CAPM examination
5. Receive a new certificate with your original credential number and certification cycle dates

How to Determine Your Certification Cycle

Your active certification cycle begins the day you pass the examination and five full years later.

You can determine your certification cycle in one of the following ways:

- Check your CAPM certificate for your active certification date and expiration date
- Check for certification cycle dates online at www.PMI.org
- Calculate your cycle – if you passed the examination on 15 September 2007, your certification expires on 14 September 2012. Your next certification/CCR cycle begins on 15 September 2012 and ends on 14 September 2017.

Process for Credential Renewal

You must apply for credential renewal and take the examination during the last year of your certification cycle. Using the sample dates above, if you passed your examination and earned the initial credential on 15 September 2007, your renewal period begins 15 September 2011. You must apply for renewal and pass the examination by 14 September 2012 (your credential expiration date).

NOTE: You do not need to provide eligibility information again on your renewal application. The certification system has maintained this information from the initial application you completed. Also, your renewal application is not subject to PMI's audit process.

You can start your one-year examination eligibility period at any point during the fifth year of the CAPM certification cycle.

- If you wait until the month before your credential expires to apply for credential renewal, you have 12 months to take the examination, but only one month in which to take the examination to be considered for credential renewal.
- If you pass the examination after your credential expiration date, you will be considered a new CAPM which means that you will receive a new credential identification number and a new certification cycle date.

NOTE: The difference between the renewal period and the eligibility is this—the renewal period starts 12 months before your credential expiration date. The examination eligibility period is always one year, during which you may take your credential examination a maximum of three times. These periods may, or may not run simultaneously depending on when you apply for credential renewal.

If your credential expires and you wish to renew it, you have to go through the full application process again as though you are new candidate. This process requires you to complete an online application with eligibility information, be subject to PMI’s audit process and submit associated fees. If you renew after your credential expires, you will be issued a new CAPM credential number and a new certification cycle date.

CAPM Policies and Procedures

The CAPM renewal process contains the same policies and procedures as the initial credential process. Refer to following sections in this handbook for details on:

- CAPM Credential Fees & Refund Policy
- CAPM Examination Information & Blueprint
- PMI Credential Examination Policies & Procedures
- PMI Audit Process
- PMI Code of Ethics and Professional Conduct
- PMI Certification Application/Renewal Agreement

CAPM Renewal Refund Policy

To obtain a refund for the CAPM credential, you must submit a written request to PMI at least one month before your examination eligibility expiration date. If you have not taken the examination, PMI will grant a refund of US\$125 for initial examination fees and US\$50 for reexamination fees. If your one-year eligibility period expires and you have not taken the examination, you will not receive a refund.

PMI will not consider giving you a refund if you have taken the examination or have not provided the necessary cancellation/rescheduling notification to PMI’s testing administration partner, Prometric, for a scheduled examination appointment (refer to the Cancellation, Rescheduling, No Show section in this handbook for more details).

Apply Online

At this point, you have all the information you need to get started on the application. PMI encourages you to use the online certification system to apply for all credentials.

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

You can use the application checklist on the next page to help you get started with the process, but be sure to finish reading this handbook. The handbook goes on to tell you about exam policies and procedures and credential terms of use. It also provides you with copies of the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement, which you will need to confirm that you read and will follow in order to complete the application.

You can also use the online certification system to:

- Apply and submit payment to take or retake any PMI examination and/or evaluation
- View your submitted credential application
- View your examination eligibility status
- Download PMI audit forms and/or examination score reports
- Access your certification record and update your contact information
- View your listing on the Credential Registry
- Submit payment for credential renewal
- Download receipts

[Click here](#) to gain access to the online certification system.

CAPM Credential Application Checklist

Use the following checklist as a guide when you complete the credential application.

- ✓ Write your name exactly as it appears on your government-issued identification that you will present when you take the examination.
 - ✓ Ensure application includes your valid e-mail address since this is PMI's primary way of communicating with you throughout the credential process.
 - ✓ Document your attained education and provide all requested information.
-

Eligibility Requirements

- ✓ Option 1 Project Management Experience:
 - Document a total of at least 1,500 hours of professional experience on a project management team in the experience verification section.
 - Document the total number of hours you applied to the five project management process groups and summarize the deliverables for the projects you have managed or made contributions to.

OR

- ✓ Option 2 – Project Management Education:
 - Document 23 contact hours of project management education section.
-

- ✓ Affirm that you have read and understand the policies and procedures outlined in the credential handbook; have read and accept the terms and responsibilities of the PMI Code of Ethics and Professional Conduct; and have read and accept the terms and responsibilities of the PMI Certificate Application/Renewal Agreement.
 - ✓ Affirm that you have provided true and accurate information on the entire application, understanding that misrepresentations or incorrect information provided to PMI can result in disciplinary action(s), including suspension or revocation of my examination eligibility or credential.
-

Credential Payment Process

During the payment process, you will be required to go to the [online certification system](#) to complete the following steps:

1. Select your examination delivery method
2. Request a language aid for your examination, if appropriate
3. Request special accommodations for your examination, if necessary
4. Submit payment

You cannot schedule your examination until your credential payment is received.

EXAM POLICIES & PROCEDURES

Application Processing

PMI strives to process credential applications in a timely manner. The application processing timeline depends on how applications are submitted – either online using the certification system or on paper sent by postal mail to the Global Operations Center. The following table details the application processing timeline.

Application Processing Timeline		
Application submitted:		Process time:
Online		Five business days
Paper	by individuals	10 business days
	by corporations	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).

Applicant Contact Information

Please ensure that the application includes your valid e-mail address as this will be the primary mode of communication from PMI throughout the credential process. Although PMI will e-mail you reminders during the process, you have the responsibility to schedule and sit for your examination within the one-year eligibility period.

Credential Payment Process

Once your online application has been processed and determined to be complete, PMI will send electronic notification to submit payment of the credential fee.

This requires you to go back into the [online certification system](#) to complete the following steps:

- Select your examination delivery method
(refer to the Examination Administration section in this handbook for more details)
- Request a language aid for your examination, if appropriate
(refer to the Language Aids section in this handbook for more details)
- Request special accommodations for your examination, if necessary
(refer to the Special Accommodations section in this handbook for more details)
- Submit payment
(refer to the Credential Fees section(s) of this handbook for more details)

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

- Examination scheduling instructions to help you schedule your examination
- Application has randomly been selected for PMI's audit process

If you are eligible to take the examination and you received examination scheduling instructions, you can schedule the examination appointment. If you have been selected for audit, you will be notified with instructions for how to comply with the terms of the audit.

NOTE: If you send a paper application by postal mail, payment of the credential fee is expected to be received with the application.

Regardless of how you submit the credential application (online or by postal mail), you may submit payment for the credential fee online or by postal mail.

- Use the online certification system to submit credit card payment. This will enable the payment process to be expedited more quickly.
- OR
- Mail a check or money order, or wire payment to the PMI Global Operations Center. For all mail-in payments, please use the online [Credential Payment Form](#). Include your PMI identification number and user name.

Examination Scheduling Instructions

Once payment of the credential fee has been received and processed, and if you have not been selected for PMI's audit process, PMI will send electronic [examination scheduling instructions](#).

The examination scheduling instructions confirm that you are eligible to take the examination. However, you may be subject to PMI's audit process after you gain eligibility to test (refer to the PMI Audit Process section in this handbook for more details).

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

The examination scheduling instructions direct you to the section of the [Prometric website \(www.prometric.com/pmi\)](#) where you can select and schedule your examination date and location. Prometric is PMI's examination administration partner.

PMI cannot guarantee seating at the testing centers and recommends that you schedule the examination within the following time frames:

- at least six weeks in advance of your preferred test date and
- at least three months before the expiration of your eligibility period

NOTE: You must retain the unique PMI identification code 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.

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 186.5 miles/300 km 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.

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 pbtextams@pmi.org.

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

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.

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

Examination Language Aids

All PMI examinations are administered in English. Language aids for the questions and answers of the PMP and CAPM examinations are available to assist you if English is your second language.

Language aids are available in the following 10 languages:

Chinese (Simplified)	French
German	Hebrew
Italian	Japanese
Korean	Portuguese (Brazilian)
Russian	Spanish

Language aids are provided at the time the examination is administered and are protected under the PMI Test Security & Confidentiality Policy.

If you would like a language aid, you should indicate your need as part of the payment process (if you submit your application online) or as part of the application process (if you submit a paper application).

Once the examination is scheduled, you should review the confirmation notice to verify that your request for a language aid has been processed. If you had selected a language aid, and the confirmation notice makes no indication, contact PMI [Customer Care](#).

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.

NOTE: Document 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).

You must submit to PMI, by fax or mail, supporting medical or other appropriate documentation to complete your request. Please keep a copy of all submitted forms for your records.

Refer to the How to Schedule an Examination section in this handbook for more details.

How to Schedule Your Examination Appointment

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 examination appointment, PMI will send an electronic confirmation 20-25 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 a PMI exam until PMI receives payment of your credential fee.

Schedule your Examination Online

Schedule your appointment online at the [Prometric website](#). When you press "Start," you will be prompted to complete the following steps:

1. Select the country where you live
2. Select "Schedule an Exam" option
3. Read and Agree to the Data Privacy Notice
4. Enter your Eligibility ID and first four letters of your last name
5. Make a selection from the Available Test Sites offerings in your area
6. Select the examination date and time

Schedule your Examination by Telephone

If you live inside 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. (US Eastern Time). Please call 1-800-268-2802 and follow the prompts. Hearing impaired may schedule by calling 1-800-529-3590. Please be advised that when scheduling by the Prometric Telephone System, you must go to the [Prometric website](#) and follow the instructions provided to print your confirmation information.

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. 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	612 9640 5899	Monday–Friday 8:30 a.m. – 5 p.m.
India	91 124 4517140	Monday–Friday 9 a.m. – 5:30 p.m.
Japan	81 3 5541 4800	Monday–Friday 8:30 a.m. – 7 p.m.
Korea	82 2 2116 8331 or 1566 0990	Monday–Friday 8:30 a.m. – 7 p.m.
South East Asia: Bangladesh, Hong Kong, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Singapore, Taiwan, Thailand	60 3 7628 3333	Monday–Friday 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	Monday–Friday 8 a.m. – 8 p.m.
Middle East: Egypt, Israel, Jordan, Kuwait City, Lebanon, Saudi Arabia, Syria, United Arab Emirates; North Africa	31 320 239 530	Sunday–Thursday 9 a.m. – 6 p.m.
Sub-sahara Africa: Botswana, Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zimbabwe	31 320 239 593	Monday–Friday 8 a.m. – 6 p.m.
Latin America: Argentina, Bolivia, Brazil, Chile, Colombia, Dominican Republic, Guatemala, Mexico, Panama, Peru, Venezuela; Caribbean	443 751 4995	Monday–Friday 9 a.m. – 5 p.m. EST

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, PgMP, PMI-RMP, PMI-SP, PMP)
3. PMI identification code (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 who live inside North America must call Prometric Special Conditions Department at 1-800-967-1139
- Candidates who live outside North America must e-mail certexamdelivery@pmi.org

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

1. Testing program: Project Management Institute
2. Name of examination: (CAPM, PgMP, PMI-RMP, PMI-SP, PMP)
3. PMI identification code (e.g., 1234567E1)

Examination Cancellations, Rescheduling, No Shows

If you need to cancel or reschedule a CBT examination, you must do so no later than 48 hours before your scheduled examination appointment.

You should call Prometric directly and not the local site where you are scheduled to take the examination. Contact telephone numbers for Prometric are located on the examination scheduling instructions. You can cancel online by following the prompts on the [Prometric website](http://www.prometric.com/pmi) (www.prometric.com/pmi).

To cancel or reschedule a PBT examination, you must e-mail PMI at pbtexams@pmi.org no later than 35 calendar days prior to the scheduled examination administration date. Include your name, your PMI identification number, group ID number, and the location of the PBT event in your e-mail. The group ID number is available on the [Prometric website](http://www.prometric.com/pmi) or from the PBT sponsor.

If you fail to notify the appropriate party within the specified time period and/or fail to meet a scheduled examination appointment, you forfeit the full credential fee and will have to pay the full reexamination fee in order to schedule another examination.

Cancellation/Reschedule Policy	
Examination Type	Time requirements
CBT	48 hours before the examination
PBT	35 calendar days before the examination

PMI understands that there are times when extenuating circumstance (e.g., medical emergency, military deployment, death in immediate family, illness in immediate family) may prevent you from meeting a scheduled examination appointment, resulting in a no-show status. Should a situation like this occur, you will be asked to provide an explanation along with supporting documentation (e.g., accident report, medical documentation, death certificate). Contact PMI [Customer Care](#) within 72 hours following the scheduled examination date. If you do not contact PMI within 72 hours following a missed appointment, fees will apply in order to schedule a new appointment. PMI will review all claims on a case-by-case basis. If PMI determines that your claim is not extenuating, you will be required to request a reexamination and pay the full reexamination fee to sit for the examination. You are allowed a maximum of one year from the date your application is approved, to apply for reexamination.

PMI Examination Security & Confidentiality Policy

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 amount of details (e.g., examination date, pass/fail status, percent by domain score report), 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 to 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 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 identification may be used, which includes a photograph and/or signature (whichever is missing from the government-issued identification).

Your government-issued identification must match your name exactly as it appears on the scheduling notification. You will not be permitted to test if the name on your government-issued identification does not exactly match the name on your scheduling notification. 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 and will be required to apply for reexamination and pay the reexamination fee in order to take the examination at a later date.

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 one half hour prior to your scheduled appointment. You must sign in, present the required identification, and provide your unique PMI identification code. You may also be asked to provide the confirmation number received when scheduling the appointment.

Testing Aids

You are prohibited from bringing anything into the testing area. A Prometric examination proctor will provide you with calculators and scrap paper. Dictionaries of any kind are not allowed.

You will be given scratch paper and a pencil to use during the examination; however, these materials cannot be removed from the test site and must be returned to the examination proctor at the conclusion of the examination.

Test Site Conduct

No visitors are permitted into the testing rooms (including children). No additional jackets, sweaters or personal belongings are allowed in the testing area, including but not limited to books, notes, calculators, cell phones, pagers, food, and drink. Smoking is prohibited in the testing center.

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
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
7. Exceeding time permitted for a scheduled break. There are no scheduled breaks during exam. Prometric does allow unauthorized breaks
8. Eating or drinking in the testing room
9. Leaving the testing room or test center vicinity without permission
10. Removing or attempting to remove, examination-related material, or portions of a test in any format from the testing room
11. Attempting to tamper with a computer
12. Engaging in any dishonest or unethical conduct, such as cheating
13. 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 Results Notification & Score 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.

The score report lists each domain with one of three possible proficiency levels-Proficient, Moderately Proficient and Below Proficient.

Proficient – indicates performance that 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 that is below the average level of knowledge in this domain

For candidates who pass the examination, the performance information will help identify specific domains 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.

For computer-based examinations, in addition to receiving your test results at the test center the day you sit for the examination, you can also access your test results on the [online certification system](#) 10 business days after your examination date.

For paper-based examinations, you will not receive your results the day of the examination. You will be able to access your test results on the [online certification system](#) approximately six to eight weeks after your examination date.

NOTE: You will not see your certification status on the online [Credential Registry](#) until PMI receives your examination results from Prometric.

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 PMI by e-mail or phone. 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 credential examinations 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 shows how candidates actually performed is cross referenced with the subject matter experts to ensure that the point of difficulty on each examination is healthy.

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.

If you fail the examination three times within the one-year eligibility period, you must wait one year from the date of your last examination to reapply for the credential. However, after failing a credential examination three times, candidates may opt to apply for any other PMI credential (e.g., a candidate who failed the PMP examination three times in their one-year eligibility period must wait one year to reapply for the PMP, but can apply at any time for the CAPM).

Reexamination fees apply to the second and third attempts to pass the examination during each eligibility period. If your eligibility period expires without you having passed the examination, you must reapply for the credential.

PMI Appeals Procedure

PMI's certification program is administered and supervised at the Global Operations Center. All challenges to the certification program are governed by the comprehensive and exclusive rules of the PMI Certification Governance Council's (CGC) Certification Appeal Procedures.

The appeals process is the only method to review all decisions made by the PMI Certification Department regarding applications, eligibility, examinations, test administration and results, and other application or testing-related certification issues and/or challenges or complaints.

Disciplinary decisions made by PMI regarding individuals who hold a PMI credential are governed by and reviewed under a separate procedure, detailed in a separate PMI policy document, PMI Certification Disciplinary Case Procedures.

Candidates for the credential, or individuals who currently hold the credential, may submit a written request to the PMI Certification Department for review of an adverse credential program action, decision or determination.

CREENTIAL TERMS OF USE

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) documented in the experience verification section of the application
- Copies of certificates and/or letters from the training institute(s) for each course documented on the application to meet the required contact hours of project management education

If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit should take about five business days to complete.

You can send your completed audit forms by regular postal mail or express courier service, to either address below. PMI will not accept faxed or emailed audits documents. **Please send all materials at one time, or in one envelope, to expedite the processing time.**

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

If you are in Europe, Middle East and Africa, you can send you material to the EMEA Service Centre for processing. All other candidates must send their material to PMI.

EMEA Service Centre
Avenue de Tervueren, 300
B-1150 Brussels, Belgium

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

Once you successfully complete the audit, you are permitted to take the examination and your one-year examination eligibility period starts.

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.

PMI Code of Ethics and 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 as 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. **Document last updated March 2007.**

Use of Your PMI Credential

Once you receive a passing score on your examination, you are granted the CAPM credential. You may refer to yourself as a CAPM credential holder as long as you have an active certification status.

Certificate Package

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

- Congratulatory letter
- Information on how to maintain and/or 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 maintain your credential.

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

Online Credential Registry

The online [Credential 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 the PMI Members area of www.PMI.org if you are a PMI member. Non-members should contact [Customer Care](#).