

# PgMP<sup>®</sup>

## Program Management Professional (PgMP)<sup>®</sup> Credential Handbook



The **PgMP** is a credential for those who achieve an organizational objective through defining and overseeing projects and resources.

Making project management indispensable for business results.<sup>®</sup>



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# **PgMP Credential Handbook**

This Handbook contains information on how you can apply for the PgMP, a credential for professionals who possess the knowledge, experience and authority to make and implement decisions that advance organizational strategies.

***PgMP Credential Handbook last updated September 2009***

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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)<sup>SM</sup>
- PMI Risk Management Professional (PMI-RMP)<sup>SM</sup>
- PMI Scheduling Professional (PMI-SP)<sup>®</sup>
- Program Management Professional (PgMP)<sup>®</sup>
- Project Management Professional (PMP)<sup>SM</sup>

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](mailto:customercare@pmi.org)  
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### Asia Pacific Service Centre

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### 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](mailto:customercare.emea@pmi.org)

### India Service Centre

Phone: +91 124 4517140  
E-mail: [customercare.india@pmi.org](mailto:customercare.india@pmi.org)

## ALL ABOUT THE PgMP CREDENTIAL

### Overview & Timeline of the PgMP Credential Process

The PgMP is a credential that recognizes demonstrated experience, skill, and performance in the oversight of multiple, related projects that are aligned with an organizational objective and strategic goal. Candidates for the PgMP manage a program’s resources to ensure the ultimate success of the program and are responsible for modifying programs and making decisions that advance strategic and business objectives to ensure the ultimate success and acceptance of the program. Program managers define and initiate projects, assign project managers to manage cost, schedule, and performance of component projects and oversee multiple projects directed at achieving a strategic goal.

#### PgMP Credentialing Process Overview

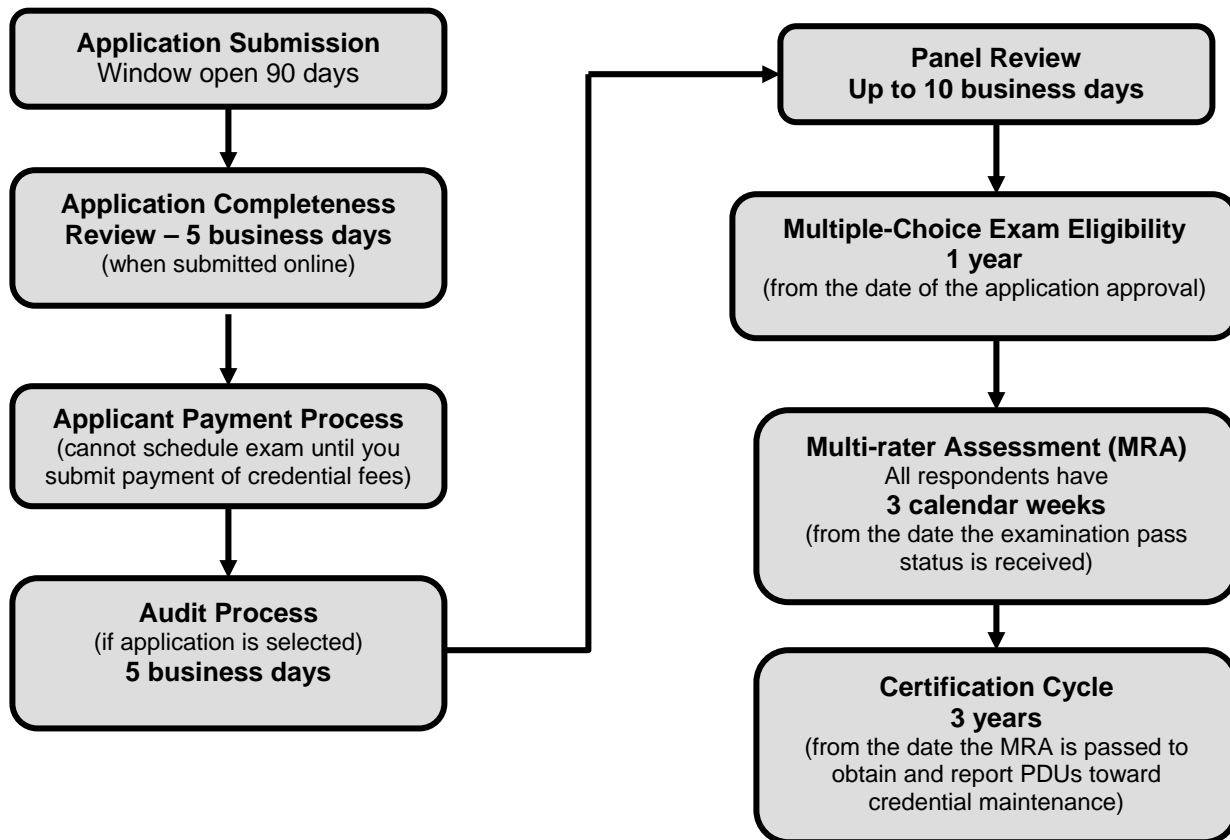
Unlike other PMI credentials, you must pass a sequence of three evaluations to obtain the PgMP credential.

**Evaluation 1 – Application Review:** The initial evaluation occurs through an extensive application review during which a panel of program managers will perform a review of your professional project and program management experience.

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

**Evaluation 3 – Multi-rater Assessment (MRA):** Once you pass the examination, you will be moved to the third and final evaluation, which is the MRA. Similar to a 360-degree review process, a team of raters that you select will assess your abilities to perform tasks that are pertinent to program management.

Timeline for Obtaining the PgMP Credential



# PgMP Eligibility Requirements

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

- Under minimal supervision, program managers are responsible and accountable for the coordinated management of multiple related projects directed toward strategic business and organizational objectives. These programs contain complex activities that may span functions, organizations, geographic regions and cultures. Program managers build credibility, establish rapport and maintain communication with stakeholders at multiple levels, including those external to the organization.
- Program managers define and initiate projects, and assign project managers to manage cost, schedule, and performance of component projects, while working to ensure the ultimate success and acceptance of the program. Program managers maintain continuous alignment of program scope with strategic business objectives, and make recommendations to modify the program to enhance effectiveness toward the business result or strategic intent. Program managers are responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program.
- Program managers possess the knowledge and skills needed to be effective in both the project and business or government environments, and to make decisions that accomplish strategic objectives. In addition, the program manager should have advanced skills in finance, cross-cultural awareness, leadership, communication, influence, negotiation, and conflict resolution.

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

Educational Background	Project Management Experience	Program Management Experience
High School diploma, Associate's degree or global equivalent	<ul style="list-style-type: none"> <li>• Minimum four years (6,000 hours) of unique non-overlapping professional project management experience*</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum seven years (10,500 hours) of unique non-overlapping professional program management experience**</li> </ul>
<b>OR</b>		
Bachelor's degree, global equivalent or higher degree	<ul style="list-style-type: none"> <li>• Minimum four years (6,000 hours) of unique non-overlapping professional project management experience*</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum four years (6,000 hours) of unique non-overlapping professional program management experience**</li> </ul>

\*Project Management Experience – as identified under the five process groups defined in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

\*\*Program Management Experience – for each program listed, there must be at least two corresponding projects that share the common strategic goal and budget of the program.

If you obtained a bachelor's degree, global equivalent or higher degree from a degree program that has been accredited by the PMI Global Accreditation Center for Project Management, you will receive 1,500 hours toward the professional program management experience requirement. Therefore, you will only need to fulfill 4,500 hours of program management experience to meet the eligibility requirement. For a list of PMI accredited university programs, go to [www.PMI.org](http://www.PMI.org). If you need to document this education on your credential application, please contact PMI [Customer Care](#).

## How to Calculate your Professional Experience on the Application

Use the experience verification section of the online application to document and report your professional experience in project and program management. Document projects individually regardless of the number of projects you document.

- List projects and programs individually
- Do not group your project management experience
- For your program management experience, you will be asked to include details on at least two projects that are associated with each program (e.g., two projects that share the common strategic goal and budget of the program)

The application also requires a primary contact for each project and each program listed. If you are self-employed or the most senior person in your organization, you may use a client or program sponsor 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.

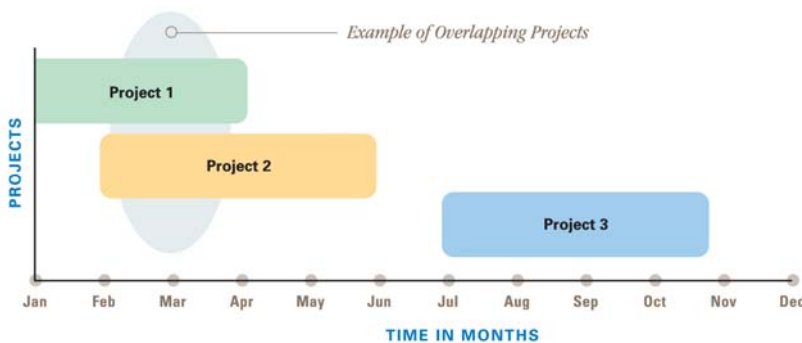
In the event that you hold the PMP, you will need to re-enter your project management professional experience on your PgMP application.

## Number of Months of Project & Program Management Experience

Months of professional experience are calculated based on the start and end dates you provide for each project you enter as your project management experience, and for each program you enter as your program management experience.

## Number of Months of Project & Program Management Experience

Each month in which you worked on multiple, overlapping projects and/or programs is to count as one month toward the total requirement. In the following example, the project manager worked on Project 1 and Project 2 simultaneously February–April. However, the time spent on both projects counts as three, not six months toward the total to fulfill the professional project management experience requirement.



Any professional experience that began more than 15 years prior to the application date but ended less than 15 years prior to that date may be entered. However, the portion of that experience that exceeds 15 years is not considered qualified, and will not count toward fulfilling the eligibility requirement.

## Hours of Program Management Experience

To satisfy your professional program management experience requirement, you are asked to enter the number of hours spent performing tasks in each of the six program management domains. The six domains are defined in the *Program Management Professional Examination Specification*, a book 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 program management domains must equal:

- 6,000 if you have a 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 program, you do not need to have experience in all six domains within every program. In other words, the total program management experience documented (the sum of all programs), must include at least some experience in each domain in order to be eligible.

### **Program Management Experience Summaries**

You will be required to provide short descriptions in response to questions about your professional program management experience. For each of these questions, indicate which documented program you are choosing to use as an example in your response. Be thorough, yet succinct, in your response, as you may only use a maximum of 1,000 characters to answer (refer to the Panel Review section in this handbook for more details).

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

## **Evaluation 1—Panel Review**

Within the initial evaluation, the application review, there is a sub-process that you can pass or fail.

Once the credential payment is received, and you successfully complete the terms of the audit process (if your application is selected), you will be moved to the panel review.

A panel of program managers will assess your professional experience based on your responses to the Program Management Experience Summaries provided on the application. This review panel consists of individuals who, through an application process, have been identified as subject matter experts in program management.

The review will verify that you, under very limited supervision, have been responsible for the coordinated management of multiple, related projects and, in many cases, ongoing operations directed toward a common organizational objective.

Your responses will be reviewed following a sound psychometric approach so that all applicants are held to the same standard. To protect against any potential review bias, PMI will ensure that your identity will not be known to the panel reviewers.

If you fail the panel review, a certification associate will contact you to discuss your status. It is not possible to continue 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 Scheduling Instructions section in this handbook for more details).

## Evaluation 2—Examination Information & Blueprint

The PgMP examination consists of 170 multiple-choice questions. Of the 170 questions, 20 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
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. 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.

Allotted Examination Time
4 hours

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

### Item Development

PgMP examination questions:

- Are developed and independently validated by global groups of program management content experts
- Are referenced to current program and project management textbooks and periodicals
- Are monitored through psychometric analysis
- Satisfy the test specifications of the *Program Management Professional Examination Specification*

### Examination Blueprint

The PgMP examination is developed based on the PgMP examination blueprint contained in the *Program Management Professional Examination Specification*. The examination blueprint details the percentage of questions contained in each performance domain. The following represents the percentage of questions in each of the six performance domains that are included in the examination.

Domain	Percentage of Questions
Defining the program	14%
Initiating the program	12%
Planning the program	20%
Executing the program	25%
Controlling the program	21%
Closing the program	8%

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

## Evaluation 3—Multi-rater Assessment (MRA)

After PMI receives your passing score for the multiple-choice examination, PMI begins the multi-rater assessment (MRA) process. The MRA is the third and final evaluation for the PgMP credential and functions similar to a 360-degree review.

PMI will send an electronic notification containing a link to an online performance evaluation survey to you for a self evaluation, and to the 12 reference contacts you provided on your application. The survey consists of 74 questions/statements to which you and your raters must respond. Your reference contacts should consist of at least:

- One supervisor
- Four peers
- Four direct reports
- Three professional references of your choice

The raters will evaluate your ability to perform tasks that are relevant to program management, as defined by the *Program Management Professional Examination Specification*. The MRA will be available for three calendar weeks. An electronic reminder will be sent to any rater who has not responded after two weeks. Once you pass the MRA, you will receive the PgMP credential.

### How to Select Your 12 Reference Contacts

When you select your 12 reference contacts, be mindful of the following selection recommendations.

Chose contacts by role, not by formal title:

- Supervisor—A contact who has approval authority of the program you manage (e.g., the executive sponsor or client)
- Peer—Other manager performing similar tasks and having similar responsibilities as you
- Direct report—Individual who worked on a project team under your direction or a project manager that reported to you while managing a project within your program
- Professional references of your choice—Individual belonging to any of the three categories (supervisor, peer or direct report) described above

Know your contacts:

- Contacts should be chosen for their ability to witness your work as completely as possible. They should be knowledgeable of your work as a program manager in order to be effective. Sample MRA statements are provided below to give you an understanding of the type of performance your contacts should have witnessed. Since not all contacts can witness all aspects of your work, a “No basis for judgment” option will be provided for each statement in the MRA survey.
- Contacts should be chosen for their ability to be objective and to provide meaningful feedback about your use of program management skills and your abilities.
- If the contact is not familiar with your work, the contact is more likely to respond “No basis for judgment” to the statements. The more statements you receive with this response, the more likely you will reach a status of having insufficient data to determine the overall score for the MRA. If a score cannot be determined, the result will be failure.
- Contacts should be fluent in English as the MRA survey is presented only in English.

Make sure all of your contacts will respond:

- As with any study data, a minimum percentage of responses must be met for the study to be statistically valid. If the minimum number of contacts has not responded, a score will not be applied to the assessment and the assessment will be considered invalid. The PgMP credential cannot be granted without a passing score on the MRA. It is imperative that you choose contacts who know your work and who will respond.

- E-mail your contacts as soon as you receive notice that you have passed the multiple-choice examination to ensure that their e-mail addresses are current and to alert them that you have selected them to participate in the MRA process. If you find that you need to update an e-mail address once you have entered the reference contact in the application, a PgMP Support Specialist at the Global Operations Center is available to assist you.

To help you decide who to choose as contacts, here are some sample statements from the MRA survey:

1. Prepares program goal statements by aligning them to the organizational strategy.
2. Produces a program scope definition by integrating stakeholder requirements.
3. Increases team commitment by communicating expectations.
4. Ensures closure of constituent projects by implementing closeout plans.
5. Archives lessons learned by entering them into the program management information system.

### **Results Notification and Score Report for the MRA**

Upon completion of the MRA, you will receive a copy of your results. PMI reports your scores using a diagnostic score report, which not only includes pass/fail status, but also a breakdown of performance by domain.

### **Multi-rater Reassessment**

If you do not pass the MRA, you must wait one year before participating in the MRA again. In addition to your score report, you will receive a detailed report reflecting how you evaluated yourself and a combined report showing how your raters evaluated you. You can use this report as a professional development tool prior to applying for reassessment.

After completing the one-year waiting period, PMI will send electronic notification providing a six-month window during which you may apply for the multi-rater reassessment without having to reapply for the credential. You may use the same reference contacts as previously submitted or may chose new raters for the reassessment.

**NOTE:** You can apply for the multi-rater reassessment through the [online certification system](#). You are responsible for this expense, which is listed on the Credential Fees chart.

After the six-month multi-rater reassessment window has expired, if you have not chosen to retake the MRA, your application will close permanently. If you wish to pursue the PgMP credential after that, you will have to apply for the credential through a new application and repeat all three evaluations.

If you pass the MRA on the second attempt, you are granted the credential. If you do not pass the MRA on this second attempt, you must wait another year before completing a new credential application, which will require you to repeat the first two evaluations in addition to the MRA.

### **Using the MRA as a Development Tool**

If you do not pass the multiple-choice examination, you are still entitled to undergo the MRA. If you failed the examination for fraudulent purposes or improper behavior, you will not be given the option to take the MRA.

If you failed the examination and chose not to retake it, or if your eligibility period has expired, you will be given the opportunity to take the MRA for developmental purposes only. You can take the MRA, but will not be scored and will not receive a pass/fail status. Instead, you will receive a detailed report reflecting your self evaluation and a combined report showing how your raters evaluated you, which can be used as a professional development tool.

Once you decide to move on to the MRA, without having passed the examination or having retaken it, you no longer have the option to retake the examination.

## PgMP Credential Fees & Refund Policy

You must submit payment of the PgMP 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	\$1,500	€ 1250
Computer-based testing (CBT)	nonmember	\$1,800	€ 1500
Paper-based testing (PBT)	member	\$1,200	€ 1000
Paper-based testing (PBT)	nonmember	\$1,500	€ 1250
Reexamination CBT	member	\$500	€ 420
Reexamination CBT	nonmember	\$600	€ 500
Reexamination PBT	member	\$400	€ 335
Reexamination PBT	nonmember	\$500	€ 420
Multi-rater Reassessment	member	\$400	€ 335
Multi-rater Reassessment	nonmember	\$500	€ 420
CCR credential renewal	member	\$60	€ 50
CCR credential renewal	nonmember	\$150	€ 125

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](http://www.PMI.org).

## PgMP Refund Policy

To obtain a refund, you must submit a written request to PMI at least one month prior to the examination eligibility expiration date. A refund of US\$700 will be made if you have not yet taken the PgMP multiple-choice 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).

Similarly, refunds will not be given if you taken the multiple-choice examination, but cannot fulfill or, have not passed the MRA.

If you fail to meet the audit requirements or do not pass the application review, you will receive a refund of US\$700.

## PgMP Credential Maintenance

Once you have attained the PgMP credential, you must participate in the Continuing Certification Requirements (CCR) program to maintain an active certification status. The PgMP certification cycle lasts three years from the date you received the credential, during which you must attain no less than 60 professional development units (PDUs) toward credential maintenance.

### How to Determine Your Certification/CCR Cycle

Your active certification/CCR cycle begins the day you are granted the PgMP credential and ends three full years later.

You may calculate or check your certification/CCR cycle in one of the following ways:

- Check your PgMP certificate
- Use the [online certification system](#)
- Check the CCR section of this handbook for sample calculations

**NOTE:** If you hold the PMP and the PgMP credentials, you can align your certification/CCR cycles and earn and report a total of 60 PDUs (not 120 PDUs) during the aligned three-year cycle to maintain both credentials. See next page for details.

If you hold the PMP or PgMP and apply for one of the specialty credentials—PMI-RMP or PMI-SP—you cannot align the certification/CCR cycles, but you can apply the PDUs you earn for the specialty credentials to the maintenance of your PMP or PgMP credential. See next page for details.

### Overview of Process to Maintain an Active Certification Status:

1. Determine certification/CCR cycle
2. Attain no less than 60 PDUs during each certification/CCR cycle
3. Report PDUs on the online Activity Reporting form
4. Complete the online Application for Renewal
5. Reaffirm PMI Code of Ethics and Professional Conduct
6. Reaffirm PMI Certification Application/Renewal Agreement
7. Submit the credential renewal fee – US\$60 for PMI members; US\$150 for nonmembers
8. Receive new certificate with updated certification/CCR cycle dates

Refer to the Continuing Certification Requirements (CCR) Program section in this handbook for more details on the following:

- CCR process
- Credential status
- PDU-qualifying activities

## 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 easy for you to earn PDUs toward maintaining your credentials simultaneously.

### Align Certification/CCR Cycles for PgMP and PMP

Earn 60 PDUs (not 120 PDUs) during your three-year cycle to maintain both the PMP and PgMP credentials. There are two options for aligning your certification cycles and you make this selection as part of the application process.

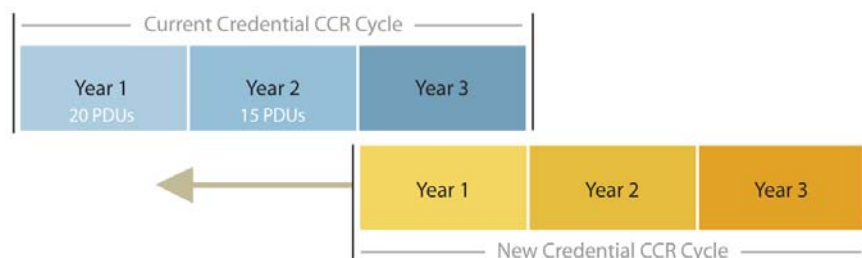
**Option A** – the credential you already have – the “current” credential – and the “new” credential will share PDUs going forward. Any PDUs earned for your current credential before you obtained the new credential will be forfeited. The renewal date for your current credential will be set equal to the newly-acquired credential renewal date.

**OPTION A:** Align both CCR cycles to the date of your new credential.



**Option B** – The new credential will share the PDUs you already earned for your current credential and any that you earn moving forward. The renewal date for the new credential will be set equal to the existing renewal date for the credential you currently hold.

**OPTION B:** Align both CCR cycles to the date of your current credential.



### Apply PDUs for Specialty Credentials to your PMP or PgMP

If you hold the PMP or PgMP and apply for one of the specialty credentials—PMI-RMP or PMI-SP—you cannot align the certification/CCR cycles, but you can apply the PDUs you earn for the specialty credentials to the maintenance of your PMP or PgMP credential.

Therefore, to maintain the PMP and the PMI-SP, for instance, you only have to earn and report 60 PDUs (not 90 PDUs). Be mindful that in order to maintain the PMI-SP or PMI-RMP credential(s), the professional development activities must be in the specialized area of project risk management or project scheduling respectively.

## 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, PMI's audit process and the CCR program. 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.



# PgMP Application Checklist

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

- ✓ Align your certification/CCR cycles, if applicable.
  - ✓ 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 throughout the credential process.
  - ✓ Document your attained education and provide all requested information.
- 

## Experience Verification Section

*\*Be mindful to complete the minimum requirements for this section because if you are audited, you will need to obtain signatures for all documented experience.*

- ✓ Document your professional experience according to the eligibility requirements in the experience verification section.
  - ✓ With a high school diploma, associate's degree or global equivalent:
    1. A total of at least four years of professional project management experience; and
    2. A total of at least seven years (10,500 hours) of professional program management experience with at least some experience in each of the six program management domains; and
    3. Detail at least two project associated with each program documented.
    4. Experience dating back past 15 years from the completion of this application will not fulfill the requirements.

### OR

- ✓ With a bachelor's degree, global equivalent or higher degree:
    1. Document a total of at least four years of professional project management experience; and
    2. Document a total of at least four years (6,000 hours) of professional program management experience with at least some experience documented in each of the six program management domains; and
    3. Detail at least two project associated with each program documented.
    4. Experience dating back past 15 years from the completion of this application will not fulfill the requirements.
  - ✓ Provide responses to the eight Program Management Experience Summaries.
  - ✓ Provide current information for 12 reference contacts (one supervisor, four peers, four direct reports, three professionals of your choice) who will serve as raters on your Multi-rater Assessment.
- 

- ✓ 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 Certification 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:

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

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 you pass evaluation 1, the panel review of your application, you will be eligible to take the examination, PMI will send electronic [examination scheduling instructions](#).

The examination scheduling instructions confirms 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. This year begins the day you pass evaluation 1 and are deemed eligible to take the exam. 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 directs you to the section of the [Prometric website](#) ([www.prometric.com/pmi](http://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 [pbtexams@pmi.org](mailto:pbtexams@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.

**NOTE:** The PgMP examination is administered in English only. Language aids for the PgMP 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.

**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.
<b>South East Asia:</b> Bangladesh, Hong Kong, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Singapore, Taiwan, Thailand	60 3 7628 3333	Monday–Friday 8 a.m. – 8 p.m.
<b>Europe:</b> 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.
<b>Middle East:</b> Egypt, Israel, Jordan, Kuwait City, Lebanon, Saudi Arabia, Syria, United Arab Emirates; <b>North Africa</b>	31 320 239 530	Sunday–Thursday 9 a.m. – 6 p.m.
<b>Sub-sahara Africa:</b> Botswana, Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zimbabwe	31 320 239 593	Monday–Friday 8 a.m. – 6 p.m.
<b>Latin America:</b> 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](mailto: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 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 [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 also 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 and the MRA, 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 [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 their 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 (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. If your eligibility period expires without you passing 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.

## CREDENTIAL 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.

## Continuing Certification Requirements (CCR) Program

The Continuing Certification Requirements (CCR) program supports the ongoing educational and professional development of individuals who have attained the PgMP, PMP, PMI-SP and/or PMI-RMP credential(s). 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.

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

1. Earn and report the appropriate amount of professional development units (PDUs) during each three-year certification/CCR cycle
2. Complete an Application for Certification Renewal
3. Reaffirm PMI Code of Ethics and Professional Conduct and PMI Certification Application/Renewal Agreement
4. Submit payment of the renewal fee

## Why You Should Maintain a CCR Folder

You should maintain a personal CCR folder in your home or office file cabinet as a 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).

**NOTE:** 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.

## How to Determine your Certification/CCR Cycle

Your active certification/CCR cycle begins the day you pass the multi-rater assessment and ends three full years later.

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

	PgMP
Certification/CCR cycle begins	The day you pass the Multi-rater Assessment (MRA)
Certification/CCR expires	On the anniversary date of the day you passed the MRA three years later
<b>Calculations:</b>	
If you pass the MRA on...	15 September 2008
Your certification/CCR cycle starts...	15 September 2008
Your credential expires...	15 September 2011
Therefore, you need to renew your credential by...	14 September 2011
Your next cycle starts...	15 September 2011

## Certification Status

### Active Status

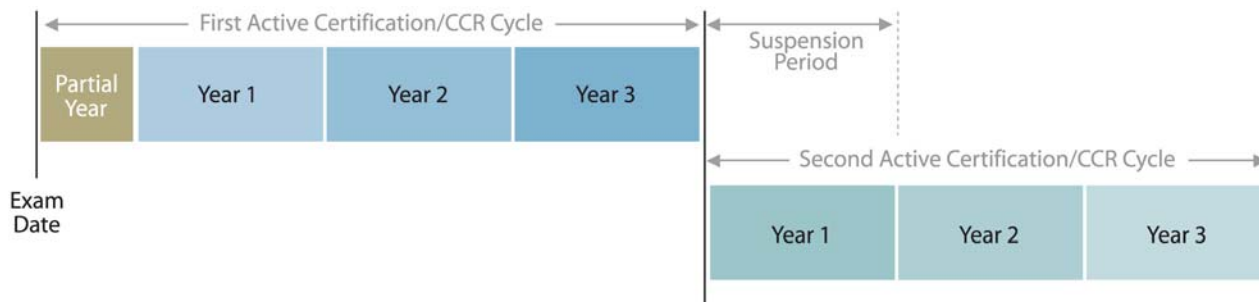
Once you report your PDUs and renew your credential prior to the certification/CCR expiration date, you are a credential holder in good standing and considered to be in active status. When you are in active status, you will be listed in the [Online Registry](#), which allows verification of your credentialed status.

### Suspended Status

If you do not satisfy the CCR program within your active certification dates, you will be placed on suspended status. If you are in suspended status, you may not refer to yourself as a credential holder or use the credential designation(s) until the overdue requirements are earned, within a maximum of one year beyond the certification/CCR expiration date.

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

If you do not meet the overdue requirements within the suspension period, you will lose your credential(s). If you fail to comply with the CCR program and lose your credential, you will be required to reapply for the credential, retake the three evaluations, and submit the fees associated with the initial credential application.



## 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.

If you are interested in applying for retired status, you should submit a written request by postal mail to the attention of the Certification Department at PMI.

## Professional Development Units (PDUs)

The professional development units (PDUs) is the measuring unit used to quantify approved learning and professional service activities. Typically, one PDU is earned for every one hour spent in a planned, structured learning experience or activity.

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

Each credential requires a certain number of PDUs per three-year credential cycle.

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

The CCR Program organizes PDUs into five categories.

### Category 1: Formal Academic Education

PDUs may be earned by completing an academic course after attaining a PMI credential. Courses must be offered for degree credit and be related to project and/or program management. One hour of degree credit in a typical 15-week semester earns 15 PDUs. One quarter semester hour (10 weeks) earns 10 PDUs. When only a portion of a course relates to project and/or program management, PDUs are calculated on a percentage of the overall curriculum focused on project and/or program management. Each course must be submitted on a separate CCR Activity Reporting Form. PMI does not recognize entire degree programs for PDU credits, only individual courses.

**Documentation required upon PMI audit/request:** transcript or grade report indicating a passing mark.

### Category 2: Professional Activities and Self-directed Learning

A predetermined number of PDUs may be earned by participating in specified professional activities. Use the Guide to Category 2 Activities to determine PDUs in this category.

**Documentation required upon PMI audit/request:** copies of publications, sample educational materials or course agendas.

## Guide to Category 2 Activities

Letter Code	Description	Number of PDUs Earned
2A	Author or coauthor of an article pertaining to project and/or program management published in a refereed journal (e.g., <i>Project Management Journal</i> <sup>®</sup> ).	30 PDUs per article (author) 20 PDUs per article (co-author)
2B	Author or coauthor of an article pertaining to project and/or program management published in a non-refereed journal (e.g., <i>PM Network</i> <sup>®</sup> ).	15 PDUs per article (author) 10 PDUs per article (co-author)
2C	Speaker/teacher on project and/or program management topic at a conference, symposium, workshop or formal course.	10 PDUs per activity
2D	Speaker on a project and/or program management topic at PMI Component meeting (e.g., chapter meeting).	5 PDUs per activity
2E	Member or moderator of a project and/or program management panel discussion at a conference, symposium, workshop or formal course.	5 PDUs per activity
2F	Author or coauthor of textbook that pertains to project and/or program management.	40 PDUs (author) 20 PDUs (co-author)
2G	Developer of content for a structured project and/or program management learning courseware.	10 PDUs per new course
2H	Practitioner of project and/or program management services for more than 1,500 hours in a calendar year.	5 PDUs per 1-year (12-month) period

### PDUs for Self-Directed Learning Activities

2-SDL	Self-directed learning activities are individualized learning events involving personally conducted research or study. Learning may include informal activities such as discussions or coaching sessions with colleagues, coworkers, clients or consultants. It may include articles, books, instructional manuals, videos, CD-ROMs or other material resources.*	Maximum 15 self-directed learning PDUs may be earned per 3-year CCR cycle.
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\*Qualifying self-directed learning activities must be relevant to project and/or program management, meet a specified purpose, and use knowledgeable resources. Use the Self-Directed Learning Activities Worksheet to determine PDUs for Category 2 – Self-Directed Learning.

**Documentation required upon PMI audit/request:** evidence supporting your reported learning project, including notes from and dates of discussion or reading.

### Category 3: Courses offered by PMI Registered Education Providers/PMI Components

PDUs may be earned by attending educational courses offered by organizations registered with PMI and designated as PMI Registered Education Providers (R.E.P.s) or PMI Components. 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 include schools, consultants, corporate training departments, professional associations, government agencies and PMI chapters, specific interest groups (SIGs) and colleges. View the [searchable database](#) of R.E.P.s and the courses they offer online.

**Documentation required upon PMI audit/request:** registration form, certificate or letter of attendance.



#### Category 4: Courses offered by Other Education Providers

Contact hours of project and/or program management education may be earned by attending relevant educational courses offered by organizations not registered with PMI. To calculate the number of PDUs earned, use the following formula: one contact hour of learning relevant to project and/or program management within a structured activity or course equals one PDU.

**Documentation required upon PMI audit/request:** registration form, certificate or letter of attendance, and a brochure or course materials outlining the subject matter covered and the qualifications of the instructor/lecturer.

#### Category 5: Volunteer Service to Professional or Community Organizations

A maximum of 20 PDUs may be earned per CCR cycle through professional service to a project management organization or by providing non-compensated project management services to non-employer or non-client customer groups. The volunteer services must meet the definition of a project as outlined in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

**NOTE:** The *PMBOK® Guide* defines a project as a temporary endeavor undertaken to create a unique product, service or result (*PMBOK® Guide—Fourth Edition*, p. 434).

Examples of qualifying activities and their associated PDU values include the following:

- Serve as an elected officer for a project management organization (including PMI components).
  - Minimum three months of participation: 2 PDUs per year  
(No PDUs are awarded for service less than three months)
  - Minimum six months of participation: 5 PDUs per year
  - Twelve months of participation: 10 PDUs per year
- Serve as a volunteer/appointed committee member for a project management organization (including PMI components).
  - Minimum three months of participation: 1 PDU per year  
(No PDUs are awarded for service less than three months)
  - Minimum six months of participation: 3 PDUs per year
  - Twelve months of participation: 5 PDUs per year
- Provide project and/or program management-related services to a community or charitable group or to a group of college students for educational purposes (5 PDUs per year).
  - The sponsoring organization must be a legally recognized not-for-profit organization.

View [volunteer opportunities](#) online to see how you can earn PDUs in this category.

**Documentation required upon PMI audit/request:** letter or certificate from the organization served acknowledging you for leading project tasks or participating as part of a project team.

## How to Calculate PDUs

There are no minimum requirements for the number of PDUs earned in any specific category. You may accomplish your PDUs through any combination of the various categories, with the following restrictions:

Category	No. of maximum PDUs per three-year CCR cycle
Category 2-SDL	15 PDUs
Category 2H	15 PDUs (5 PDUs per year)
Category 5	20 PDUs

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

Fractions of PDUs also may be reported in quarterly increments following one full hour. This means that after you report one full hour in a certain activity, you also may report an additional 0.25 PDUs within the same activity if applicable.

## 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
PMI-RMP	10 PDUs earned in the third year of current cycle
PMI-SP	10 PDUs earned in the third year of current cycle
PgMP	20 PDUs earned in the third year of current cycle
PMP	20 PDUs earned in the third year of current cycle

**Only PDUs earned in the third year of your certification cycle can be transferred.**

## How to Report your PDU Activities

You are responsible for reporting your PDU activities as they occur. The most efficient way to report PDUs is by using the online [PDU resources system](#).

The online PDU resources system also allows you to view your transcripts to confirm that PDUs have been posted. Please allow up to three weeks for claims to be processed and listed on the online transcript.

**NOTE:** For those who hold the PMI-RMP and PMI-SP credentials, you will currently need to track your PDUs manually using the Activity Reporting Form. The online PDU tracking system is currently being upgraded and cannot support electronic entry of PDUs for the specialty credentials.

Therefore, PMI asks that you complete the Activity Reporting Form as you acquire PDUs and keep it in the credential folder you are advised to create for important credential documents. Once the system is upgraded (Quarter 1, 2009), PMI will notify you and you can then begin to track your PDUs online.

If you currently hold a PMP or PgMP credential, you can track those PDUs online.

Although PMI encourages you to report PDUs using the online system, you may complete and send paper copies of the Activity Reporting Form found on the [online certification system](#) or in the back of this handbook. This should be done upon completion of each activity. You only need to send the Activity Reporting Form. You do not need to send supporting documentation for activities reported at this point, but should retain such documentation in the event you are audited.

Action	Resource
Mail the completed Activity Reporting Forms to:	PMI/CCR Records Office College of Continuing Education 1700 Asp Avenue Norman, Oklahoma 73072-6400 USA
Fax the Activity Reporting Form to PMI/CCR Records Office	+1 405 325 6925

### PDU Submission Deadline

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

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

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

## Application, Fees & Audit Process

After the CCR Records Office confirms that you have met the PDU requirements, the Certification Department will send electronic notification for you 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 non-members.**

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

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

**NOTE:** Electronic communications from PMI may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. Please add [customercare@pmi.org](mailto:customercare@pmi.org) to the personal address book in your e-mail 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 the Certification Department 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 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 or the Multi-rater Assessment, you are granted THE PgMP credential. You may refer to yourself as a PgMP 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](http://www.PMI.org) if you are a PMI member. Non-members should contact [Customer Care](#).