

Certified Associate in Project Management (CAPM)[®] Handbook

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Overview

How to Use the CAPM® Certification Handbook

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

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

The features in this handbook allow you to:

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

[PMI CONTACT INFORMATION](#)

customercare@pmi.org

Online Certification System – <https://certification.pmi.org>

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

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

Overview

About PMI's Certification Program

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

The certification program includes:

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

The PMP[®] credential scheme is accredited by the American National Standards Institute (ANSI) against the International Organization for Standardization (ISO) 17024. The 17024 standard includes rigorous requirements for examination development and maintenance and for the quality management systems for continuing quality assurance.

The PMP credential is registered against the ISO 9001:2000 standard for quality management systems.

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

The CAPM tests on individual's knowledge of the *Project Management Body of Knowledge (PMBOK[®] Guide)* and merely requires those who attain it to retest and recertify at the end of the five-year certification cycle.

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

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

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

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

A candidate is assessed by examining their competence using:

- **Reviewing Education and Experience**—A combination of education and/or experience in project management is required for each certification.
- **Testing Competence**—The candidate is required to apply project management concepts and experience to potential on-the-job situations through a series of scenario-based questions.
- **Ongoing Development**—Maintenance of a PMI certification requires the accumulation of ongoing professional development and education or, in the case of the CAPM certification, re-certification.

PMI Certification Department Mission

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

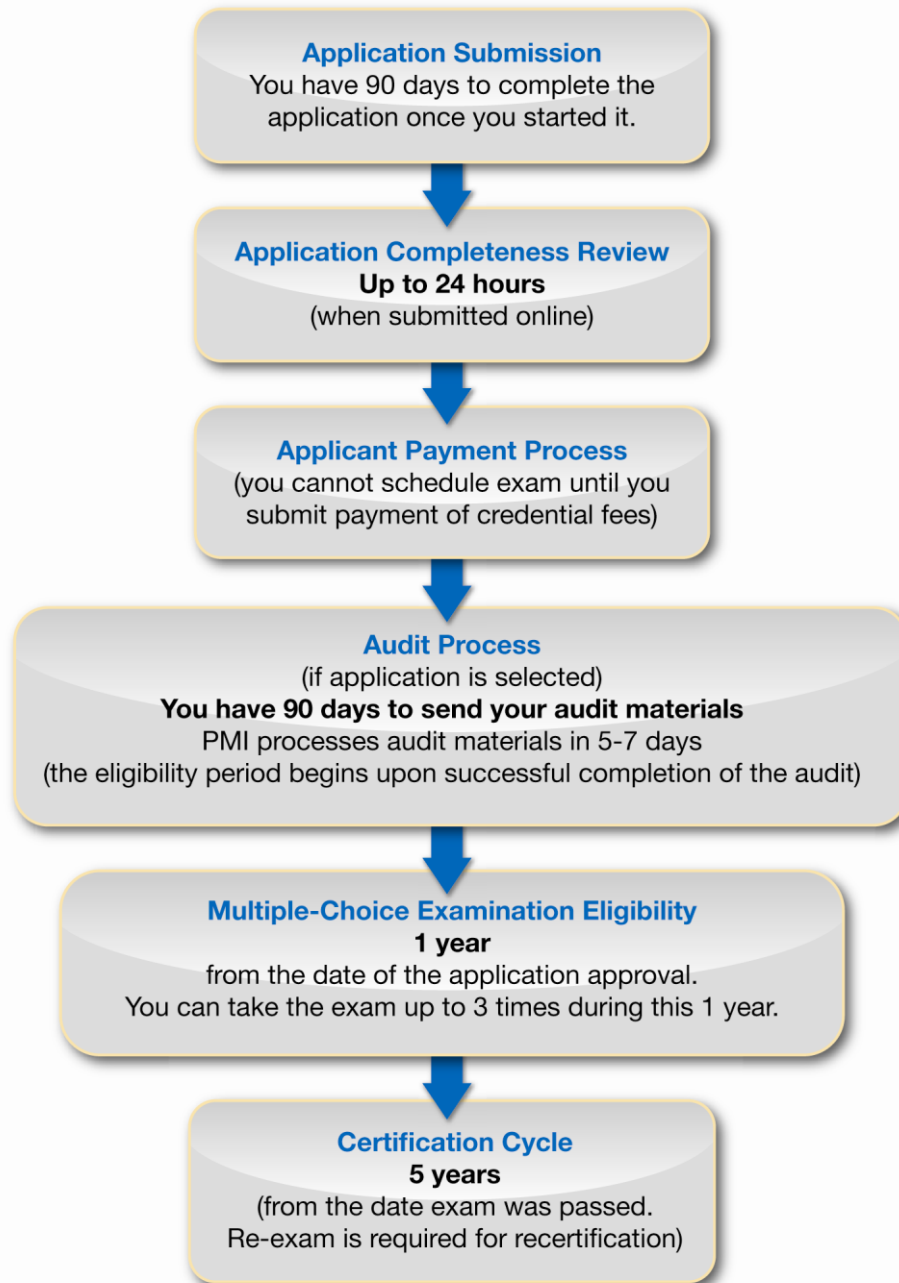
Overview of the CAPM Certification

The CAPM certification offers recognition to practitioners who are starting a career in project management as well as project team members who wish to demonstrate their project management knowledge. This certification denotes that the individual possesses the knowledge in the principles and terminology of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, the standard of project management's generally recognized good practices.

Individuals who contribute specialized skills to a project team can benefit from this certification by allowing them to align their work with that of project managers. The knowledge a practitioner gains from earning the CAPM certification can be applied to on-the-job experiences which help develop growing levels of competence in the practice of project management. Individuals who carry the CAPM designation after their name enjoy a high level of credibility from PMP® credential holders, project managers, employers and peers.

All about the CAPM Certification, Application & Payment

Timeline of the CAPM Certification Process



All about the CAPM Certification, Application & Payment

CAPM Eligibility Requirements

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

OPTION 1

Educational Background		Project Experience
Secondary diploma (high school diploma / global equivalent)	AND	1,500 hours of professional experience on a project team

OR

OPTION 2

Educational Background		Project Management Education
Secondary diploma (high school diploma / global equivalent)	AND	23 contact hours of formal education

All about the CAPM Certification, Application & Payment

How to Record your Experience or Education on the Application

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

OPTION 1: PROFESSIONAL PROJECT EXPERIENCE

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

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).

OPTION 2: PROJECT MANAGEMENT EXPERIENCE

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

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

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

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

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

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

The following education does not satisfy the education requirements:

- PMI chapter meetings*
- Self-directed learning (e.g., reading books, watching instructional videos or sessions with coaches or mentors)

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

NOTE: While you may be able to record applicable classes that counted toward a degree, you cannot record the degree program in its entirety because some classes within the program will not apply to the requirement.

All about the CAPM Certification, Application & Payment

How to Complete the Online Application

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

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

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

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

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

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

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

You can also use the online certification system to:

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

All about the CAPM Certification, Application & Payment

Application Processing

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

Application Processing Timeline		
Application submitted:		Process time:
Online		Up to 24 hours
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).

All about the CAPM Certification, Application & Payment

CAPM Certification Fees

The proper fees for payment are determined by your PMI membership status and the examination delivery type (computer-based versus paper-based) for your geographic location. Refer to the Examination Administration section in this handbook to see if you qualify for paper-based exam delivery. Otherwise, plan on taking a computer-based exam and submitting the associated fees. Use the following chart to determine the certification fee.

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

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

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

If you are interested in [becoming a member](#) of PMI at the time you apply for the certification, you can submit your membership application and certification application at the same time and receive the membership rate.

All about the CAPM Certification, Application & Payment

How to Submit Payment

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

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

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

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

Payment type	Method for sending payment
Credit card	online certification system or postal mail to PMI
Check	Postal mail to PMI
Money Order	Postal mail to PMI
Wire transfer	

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

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

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

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

OR

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

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

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

All about the CAPM Certification, Application & Payment

CAPM Refund Policy

To obtain a refund for the CAPM certification, you must submit a written request to PMI at least **30 days before the exam eligibility expiration date**. PMI will retain a processing fee of US\$100 if you have not yet scheduled or taken the examination.

You also can receive a refund, less a US\$100 processing fee, if you fail to meet audit requirements (refer to the PMI Audit Process section of this handbook for details on the audit process).

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

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

NOTE: You can send a request for refund to [PMI Customer Care](#) or by fax to +1 610 482 9971.

PMI's Audit Process

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 by email 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) recorded on 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

PMI provides you with 90 days to submit the requested documentation. If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit should take about five to seven business days to complete.

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

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

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

Once you successfully complete the audit, your one-year examination eligibility period starts.

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

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

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

CAPM Recertification

CAPM Recertification

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

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

Overview of the Process for CAPM Recertification

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

How to Determine Your Certification Cycle

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

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

- Check your CAPM certificate
- Use the online certification system
- Calculate your cycle—if you passed the examination on 15 September 2010, your certification ends on 14 September 2015. Your next certification/CCR cycle begins on 15 September 2015 and ends on 14 September 2020.

Process for CAPM Recertification

You must apply for recertification and take the examination during the last year of your certification cycle.

Using the sample dates above, if you passed your examination and earned the initial certification on 15 September 2010, your renewal period begins 15 September 2014, which provides you with one year during which you can take the exam up to three times. You must apply for renewal and pass the examination by 14 September 2015 (your certification end date).

	Calculations
Certification begins the day you pass the exam. If you pass the exam on...	15 September 2010
Your certification cycle begins...	15 September 2010
Your certification cycle ends...	15 September 2015
Therefore, your renewal period begins...	14 September 2014
And you must renew the certification by...	15 September 2015
Your new cycle begins (if you pass the exam)...	15 September 2015

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

CAPM Recertification

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

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

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

If your certification expires and you wish to renew it, you have to go through the full application process again as though you are new candidate. This process requires you to complete an online application with eligibility information, be subject to PMI's audit process and submit associated fees.

CAPM Policies and Procedures

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

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

CAPM Recertification Refund Policy

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

PMI will not consider giving you a refund if:

1. You have not taken the examination
2. You have scheduled an exam appointment but have not taken the exam or 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).

CAPM Examination Policies & Procedures

CAPM Examination Information

The CAPM examination is comprised of 150 multiple-choice questions. Of the 150 questions, 15 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are placed throughout the examination randomly.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
135	15	150

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

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

Allotted Examination Time
3 hours

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

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

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

Item Development

CAPM examination questions:

- Are validated by global work groups of CAPM certification holders
- Are referenced solely to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition.
- Are monitored through psychometric analysis

CAPM Examination Policies & Procedures

CAPM Examination Blueprint

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

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

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

CAPM Examination Policies & Procedures

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.

NOTE: You do not have the option of taking a CBT or PBT exam. You can only take a PBT exam if you meet one of the two criteria listed above.

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

CBT test centers are listed on the [Prometric website](#). If you are unable to locate a Prometric CBT center within a 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.

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

NOTE: As part of the 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.

CAPM Examination Policies & Procedures

Examination Language Aids

All PMI examinations are administered in English. Language aids for the questions and answers of the PMP and CAPM examinations are available to assist you if English is your second language. There are no additional costs for language aids.

Language aids are available in the following 13 languages:

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

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

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

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

Special Accommodations for the Examination

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

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

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.

CAPM Examination Policies & Procedures

Examination Eligibility

Once payment of the credential fee has been received, and you successfully completed the application audit (if your application was selected), you are deemed eligible to take the examination. PMI will send you an email notification with:

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

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

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

The examination scheduling instructions direct 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 timeframes:

- 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 eligibility ID located on your scheduling notification. This code will be required to register for the examination.

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

CAPM Examination Policies & Procedures

How to Schedule Your Examination

FOR PBT ADMINISTRATION

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

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

FOR CBT ADMINISTRATION

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

Schedule your Examination Online

You can schedule your CBT exam appointment online at the [Prometric website](#).

When you press "Get Started," you will be prompted to complete the following steps:

1. Select "Schedule an Appointment"
2. Choose the country and state/province in which you would like to sit for the examination
3. First time test takers will need to create an account by selecting the link "Are you a New User," and will be prompted to enter their PMI eligibility ID during registration. By creating this account, you are using a Prometric login and password that is different than your PMI.org login and password.
4. Select **PMI-Project Management Institute** in the "Client" field and **PMI-Project Management Institute** in the "Program" field
5. Review CAPM Eligibility Requirements and scheduling information
6. Select **CAO-001 Certified Associate in Project Management** in the "Exam" field. Choose your preferred language and currency
7. Make a selection from the Available Test Sites offerings in your area and select **Schedule Appointment**
8. Select the examination date and time

NOTE: Print out your exam confirmation information once you schedule your exam online. 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.

CAPM Examination Policies & Procedures

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.

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

NOTE: Please be advised that when scheduling by telephone, you must go to the [Prometric website](#) to print your confirmation information.

Prometric Regional Service Centers

Region	Phone Number	Hours of Operation – Local Time
Australia, New Zealand (Auckland)*	612 9640 5899	Monday–Friday 8:30 a.m. – 5 p.m.
India	91 124 4517140	Monday–Friday 9 a.m. – 5:30 p.m.
Japan	81 3 5541 4800	Monday–Friday 8:30 a.m. – 7 p.m.
Korea	82 2 2116 8331 or 1566 0990	Monday–Friday 8:30 a.m. – 7 p.m.
South East Asia: Bangladesh, Hong Kong, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Singapore, Taiwan, Thailand	60 3 7628 3333	Monday–Friday 8 a.m. – 8 p.m.
Europe: Armenia, Belgium, Bulgaria, Croatia, Finland, France, Georgia, Germany, Greece, Hungary, Ireland, Italy, Kazakhstan, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Russia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Uzbekistan	31 320 239 540	Monday–Friday 8 a.m. – 8 p.m.
Middle East: Egypt, Israel, Jordan, Kuwait City, Lebanon, Saudi Arabia, Syria, United Arab Emirates; North Africa	31 320 239 530	Sunday–Thursday 9 a.m. – 6 p.m.
Sub-Sahara Africa: Botswana, Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zimbabwe	31 320 239 593	Monday–Friday 8 a.m. – 6 p.m.
Latin America: Argentina, Bolivia, Brazil, Chile, Colombia, Dominican Republic, Guatemala, Mexico, Panama, Peru, Venezuela; Caribbean	443 751 4995	Monday–Friday 9 a.m. – 5 p.m. EST

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

- Testing program: (Project Management Institute)
- Name of examination: (CAPM, PgMP, PMI-RMP, PMI-SP, or PMP)
- PMI eligibility ID (e.g., 1234567E1)

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

CAPM Examination Policies & Procedures

How to Schedule an Examination with Special Accommodations

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

- Candidates in North America must call Prometric Special Conditions Department at +1 800 967 1139
- Candidates who live outside North America must contact Prometric's Regional Service Center in your region

When scheduling your exam 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, or PMP)
3. PMI eligibility ID (e.g., 1234567E1)

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

CAPM Examination Policies & Procedures

Examination Cancellations, Rescheduling, No Shows

If you need to cancel or reschedule a CBT examination, **you must do so 48 hours before your scheduled examination appointment.**

However, please be mindful to cancel or reschedule your exam as soon as possible. Because there is limited seating capacity at the testing centers, late cancellations could affect others who wish to schedule their exams for the same date at the same testing center.

If you fail to notify Prometric 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.

You can cancel or reschedule your appointment at any time, but, for example, if you cancel a CBT exam appointment 47 hours ahead of its schedule (as opposed to 48 hours before the exam as is policy), **you will be penalized the exam fee.**

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

To cancel your CBT appointment, you should call Prometric directly and not the local test 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 logging in and 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 email PMI at pbtextams@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 email. The group ID number is available on the [Prometric website](http://www.prometric.com) or from the PBT sponsor.

PMI understands that there are times when **extenuating circumstances** may prevent you from meeting a scheduled examination appointment, **resulting in a no-show status**. Such extenuating circumstances can include but are not limited to:

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

Should a situation like this occur, you will be asked to provide an explanation along with supporting documentation (e.g., accident report, medical documentation, death certificate). Contact PMI [Customer Care](#) within 72 hours following the scheduled examination date. If you do not contact PMI within 72 hours following a missed appointment, fees will apply in order to schedule a new appointment. PMI will review all claims on a case-by-case basis. If PMI determines that your claim is not extenuating, you will be required to request a reexamination and pay the full reexamination fee to sit for the examination. You are allowed a maximum of one year from the date your application is approved, to apply for reexamination.

CAPM Examination Policies & Procedures

PMI Examination Security & Confidentiality

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

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

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

Any such discussion would be a potential violation 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.

CAPM Examination Policies & Procedures

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 and
2. your photograph

If your government-issued identification does not display a photograph or a signature, a secondary identification may be used, which includes a photograph and/or signature (whichever is missing from the government-issued identification).

Your government-issued identification must match your name exactly as it appears on the scheduling notification. You will not be permitted to test if the name on your government-issued identification does not exactly match the name on your scheduling notification. Neither PMI nor Prometric will make any exceptions to this policy.

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

The following are acceptable forms of government-issued identification:

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

The following are acceptable forms of secondary identification:

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

The following **ARE NOT** acceptable forms of identification:

- Social Security cards
- Library cards

Check-in procedure

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

PROHIBITED from the Testing Center:

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

- | | | |
|---------------------|----------------|--------------------------|
| food | beverages | book bags |
| coats | sweaters | luggage |
| calculators | eyeglass cases | paggers |
| cellular telephones | tape recorders | dictionaries |
| children | visitors | any other personal items |

CAPM Examination Policies & Procedures

Testing Aids

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

- Calculators are built into the CBT exam and will be provided to those candidates taking a PBT exam
- Pencils
- Note boards

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. Eating or drinking in the testing room
8. Leaving the testing room or test center vicinity without permission
9. Removing or attempting to remove, examination-related material, or portions of a test in any format from the testing room
10. Attempting to tamper with a computer
11. Engaging in any dishonest or unethical conduct, such as cheating
12. Failing to follow any other examination administration regulations set forth in PMI Certification Program policies given by the test administrator/supervisor, or specified in any examination materials

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

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

CAPM Examination Policies & Procedures

Examination Report

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

Understanding Your Exam Report

Your test results are reported in two ways:

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

PMI defines the levels of “proficiency” as follows:

Proficient – indicates performance is above the average level of knowledge in this chapter.

Moderately Proficient – indicates performance that is at the average level of knowledge in this chapter.

Below Proficient – indicates performance is below the average level of knowledge in this chapter.

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

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

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

HAND SCORING for the paper-based test is available up to six months after the administration. The fee for hand scoring is US\$45. For more information or to request hand scoring please contact PMI [Customer Care](#) by email 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 exams 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 exam(s) and the exam point of difficulty. Data that show how candidates actually performed is cross referenced with the subject matter experts to ensure that the point of difficulty on each exam is healthy.

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

CAPM Examination Policies & Procedures

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

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

CAPM Certification Policies & Procedures

PMI Appeals Procedure

All challenges to PMI's Certification Program are governed by the comprehensive and exclusive rules of the PMI Certification Governance Council's (CGC) Certification Appeal Procedures. PMI's Office of Certification Appeals makes the final decision on all appeals.

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

Disciplinary decisions made by the Office of Certification Appeals 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 Office of Certification Appeals for review of an adverse credential program action, decision, or determination. Requests can be sent by postal mail to PMI, or by email to certappeals@pmi.org.

This policy may be distributed to all credential holders that may be interested in submitting an appeal to PMI's Office of Certification Appeals.

CAPM Certification Policies & Procedures

Use of Your CAPM Certification

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

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

Certificate Package

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

- Congratulatory letter
- Information on how to maintain and/or renew your certification
- Certificate

Both of these documents list your:

- Certification number – a unique identification number used by PMI to maintain your individual certification records
- Your certification 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 certification.

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

Online Certification Registry

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

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

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.
Agreement last updated March 2007.