PMI Professional in Business Analysis (PMI-PBA)SM Handbook

Project Management Institute

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How to Use this Handbook

This handbook contains information on how you can apply for the PMI Professional in Business Analysis (PMI-PBA)SM credential. It applies to both computer-based and paper-based testing candidates.

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

This handbook allows 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

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

PMI Customer Care email:customercare@pmi.org

Use the online certification system to apply https://certification.pmi.org

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

PMI Professional in Business Analysis (PMI-PBA) Handbook was updated on 27 January 2015

About PMI's Certification Program

PMI offers a comprehensive certification program for practitioners with many different levels of education and experience. There are currently two certifications and six credentials which are developed and maintained through a vigorous process.

The Certification program includes:

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

PMI's certifications and credentials are distinguished by their global development and application, which makes them transferable across industries and geographic borders. The roles and tasks of project professionals around the globe are researched and documented to define each credential. The strength of PMI's credentials is that they are portable and not tied to any single method, standard or organization.

PMI's certification program is designed to ensure that all certification and credential 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 certifications 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. 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 certification program is supervised by the Certification Governance Council (CGC), a committee of PMI certification and credential holders who have a board mandate to oversee the program.

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

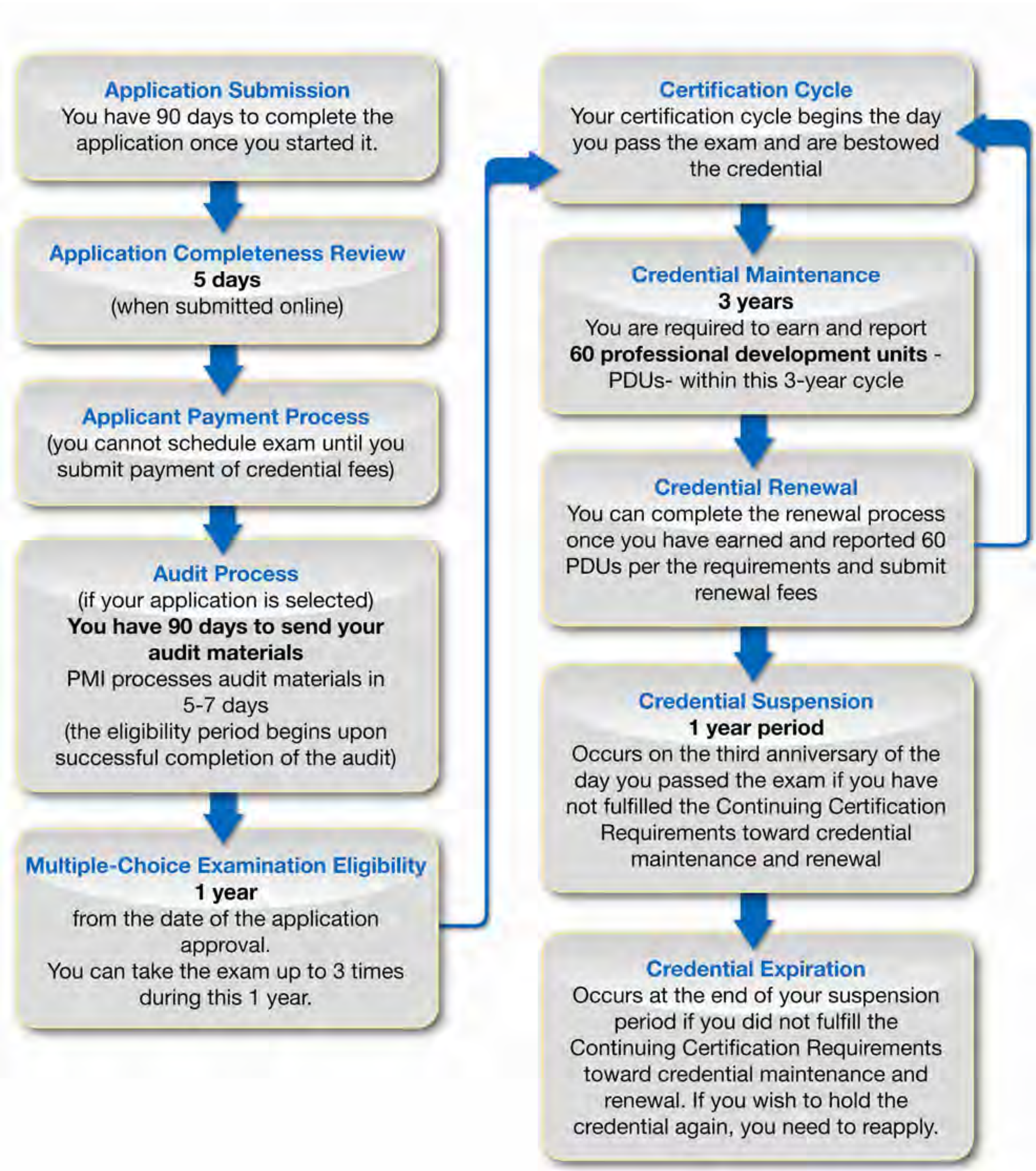
About the PMI-PBA Credential

Business analysis is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace business analysis as a technique for uncovering business needs, managing requirements, and creating effective solutions to business problems. The PMI-PBA credential recognizes an individual's expertise in business analysis, and using these tools and techniques to improve the overall success of projects.

In addition, the PMI-PBA credential carries a high level of professional credibility. It requires a combination of business analysis training, experience working on projects, and examination on business analysis principles, practices, tools, and techniques. This global credential also supports individuals in meeting the needs of organizations that rely on business analysis practitioners to play key roles on their project teams.

Overview of the PMI-PBA Credential

Timeline of the PMI-PBA Credential Process



Business Analysis Role Delineation

PMI conducted a Role Delineation Study (RDS) in the development of the credential in alignment with industry best practices. This study determined the level of importance of each of the tasks, tools and techniques, and knowledge and skills required to use business analysis principles and practices in project management. It is the basis for the creation of the examination. The examination for the PMI-PBA credential is a vital part of the activities that lead to earning this credential. Thus, it is imperative that the examination accurately reflect the business analysis practices, tools and techniques being used by practitioners of business analysis.

The PMI-PBA Role Delineation states that candidates for the PMI-PBA credential:

- Perform their duties under general supervision and are responsible for working with stakeholders to define an organization's business requirements in order to shape the output of projects and ensure they deliver the expected business benefit. .
- Spearhead the discovery, analysis and overall management of the requirements for a project.
- Demonstrate sufficient knowledge and experience to appropriately apply business analysis tools and techniques to enable project success.

Overview of the PMI-PBA Credential

PMI-PBA Eligibility Requirements

To be eligible for the PMI-PBA credential, you must meet the following educational and professional experience requirements.

Educational Background	+	Business Analysis Experience	+	General Project Experience	+	Training in Business Analysis
Secondary degree (High school diploma, associate's degree or global equivalent).		7,500 hours (5 years) working as a practitioner of business analysis. This experience must have been earned in the last 8 years.		*2,000 hours working on project teams. This project experience can be inclusive of the 7,500 hours of business analysis experience listed. Any business analysis experience that occurred within the context of a project can be included. This experience must have been earned in the last 8 years.		35 contact hours. Hours must have been earned in business analysis practices.
Bachelor's degree or higher degree (or global equivalent).		4,500 hours (3 years) working as a practitioner of business analysis. This experience must have been earned in the last 8 years.		*2,000 hours working on project teams. This project experience can be inclusive of the 4,500 hours of business analysis experience listed. Any business analysis experience that occurred within the context of a project can be included. This experience must have been earned in the last 8 years.		35 contact hours. Hours must have been earned in business analysis practices.

*Note: for those who hold an active PMP and/or PgMP credentials, PMI has already verified you have exceeded the project experience requirements. In other words, active PMP and/or PgMP credential holders will be accepted as fulfilling the general project experience requirements.

How to Complete the Online Application

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

Before you begin: Check to make sure you meet the 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 email address as this will be the primary mode of communication from PMI throughout the certification process. **Although PMI will email you reminders during the process, you have the responsibility to schedule and sit for your examination within the one-year eligibility period** (see Exam Eligibility section of this handbook for more details).

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

You can also use the online certification system to:

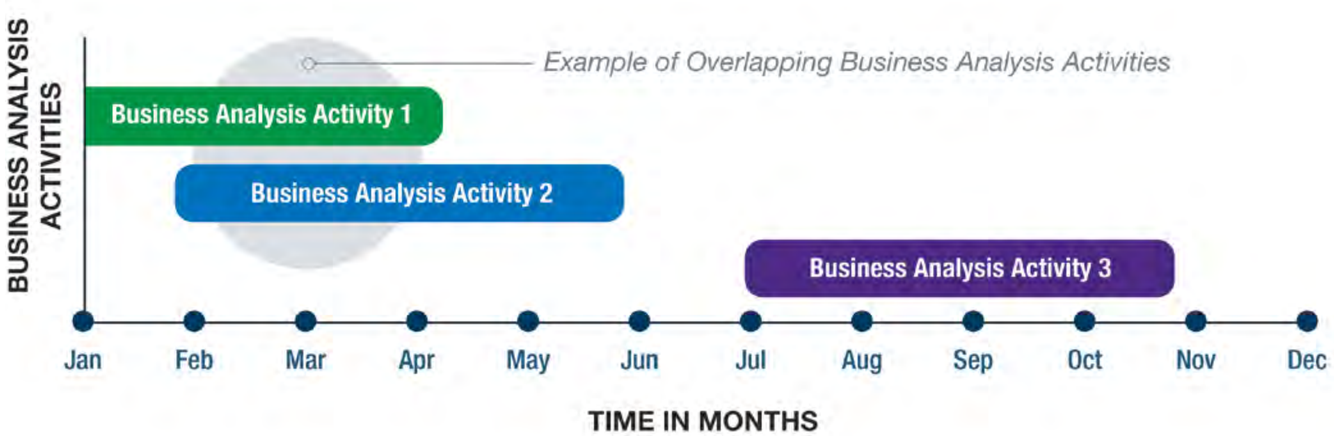
- View your submitted application
- View your examination eligibility status
- Download PMI audit forms
- Download your exam report with your pass/fail status
- Apply and submit payment to take or retake any PMI examination and/or evaluation
- Submit payment for certification renewal
- Download receipts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

How to Record Your Experience on the Application

Business Analysis Experience

Use the Business Analysis Experience Worksheet in the application to record your business analysis experience.

Record each business analysis activity you worked on individually. You need a minimum of 4,500 hours of unique, non-overlapping experience accrued within the last eight years. This means that each month you worked on multiple, overlapping activities (projects that ran simultaneously) counts as one month toward the total requirement.



General Project Experience

Use the General Project Experience Worksheet in the application to record your general project experience. This can include your business analysis experience, as long as it was within the context of a project. Record each project you worked on individually.

You need a minimum of 2,000 hours of unique, non-overlapping experience accrued within the last eight years. This means that each month you worked on multiple, overlapping projects (projects that ran simultaneously) counts as one month toward the total requirement. Using the example below, the time spent working on Project 1 from January-April would count as four months toward the eligibility requirement while the time spent working on Project 2 during May-June would count as two months toward the eligibility requirement. However, you cannot count the time working on both projects during February-April twice. Therefore, Project 1 and Project 2 equal six months (January-June) of project experience toward your eligibility requirement.

Note: The experience included as part of the business analysis experience requirement can count towards the general project experience as long as this experience occurred within the context of a project.

PMI-PBA Application & Payment

How to Record Your Training on the Application

Record at least 35 contact hours of training on business analysis practices. Business Analysis training can include topics covering business analysis methodologies, principles and practices.

Record all training hours, regardless of when they were accrued. **The course work must be completed by the time you submit your application.**

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

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

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

**Courses offered by PMI R.E.P.s, PMI chapters and communities of practice or by PMI are pre-approved for contact hours in fulfillment of the educational eligibility requirement.*

The following education does not satisfy the training 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 training 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.

PMI-PBA 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		5 calendar 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).

PMI-PBA Credential 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 credential fee.

Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT)	member	$405	€ 340
Computer-based testing (CBT	nonmember	$555	€ 465
Paper-based testing (PBT)	member	$250	€ 205
Paper-based testing (PBT)	nonmember	$400	€ 335
Reexamination CBT	member	$275	€ 230
Reexamination CBT	nonmember	$375	€ 315
Reexamination PBT	member	$150	€ 125
Reexamination PBT	nonmember	$300	€ 250
CCR certification renewal	member	$60	USD Only
CCR certification renewal	nonmember	$150	USD Only

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

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

Review all the benefits of PMI membership or join now!

How to Submit Payment

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

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

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

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

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

If you choose to submit payment by postal mail, you must also complete and include a printed copy of the 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 payment form and submit the completed form with your payment. Include your PMI identification number and user name.

NOTE: When certification 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.

PMI-PBA Refund Policy

To obtain a refund for the PMI-PBA credential, you must make a request at least **30 days before the exam eligibility expiration date.** A refund of US$200 will be made if you have not yet scheduled or taken the CBT exam. A refund of US$135 will be made if you have not yet scheduled or taken the PBT exam.

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

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

- If your one-year eligibility period has expired and you have not scheduled the exam, you will not receive a refund. You will forfeit the entire fee. You will not be able to use the initial fees for anything else. If you still wish to obtain the credential, you will have to reapply and submit all associated fees again.
- If you have scheduled the exam and did not take it, nor provided the necessary cancellation/rescheduling notification to PMI's testing administration partner, Prometric, you will not receive a refund. Again, you will forfeit the fee and not be able to apply it to anything else.

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

PMI Audit Process

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

If your application is selected for an audit, you will be notified by email after payment of the certification 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 in the experience verification section of the application.
- Copies of certificates and/or letters of registration from the training institute(s) for each course recorded on the application to meet the required contact hours of training in business analysis practices.

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 certification 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, your credential will be revoked and you will not be entitled to a refund.

PMI-PBA Exam Information

The PMI-PBA exam is comprised of 200 multiple-choice questions. Of the 200 questions, 25 are considered pre-test questions. Pre-test questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future questions. All questions are randomly placed throughout the exam.

No. of Scored Questions	No. of Pre-test (Unscored) Questions	Total Examination Questions
175	**25**	**200**

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

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

Allotted Examination Time
4 hours

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

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

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

Item Development

PMI-PBA exam questions:

- Are developed and independently validated by global work groups of business analysis professionals;
- Are referenced to the current business analysis reference list;
- Are monitored through psychometric analysis; and
- Satisfy the *PMI-PBA Examination Content Outline*.

PMI-PBA Exam Blueprint

The PMI-PBA credential exam is developed based on the *PMI-PBA Examination Content Outline*. The exam blueprint details the topic areas in which exam questions will focus. The allocation of questions will be as follows:

	Percentage of Questions
Domain 1: Needs Assessment (5 tasks)	18%
Domain 2: Planning (6 tasks)	22%
Domain 3: Analysis (8 tasks)	35%
Domain 4: Traceability and Monitoring (5 tasks)	15%
Domain 5: Evaluation (4 tasks)	10%
Total	**100%**

For details on the topic areas covered in each of these categories, access the *PMI-PBA Examination Content Outline*.

Examination Administration

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

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

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

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

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

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

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

> ***NOTE:*** **The PMI-PBA credential exam is administered in English only. Language aids for the PMI-PBA exam are not currently available.**

Special Accommodations for the Exam

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 postal 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 your Examination section in this handbook for more details.

Legal Restrictions on Taking the Examination

PMI is subject to US export controls and sanctions laws and regulations. PMI products and services, including examination administration, may not be exported, re-exported or otherwise furnished to countries subject to comprehensive US sanctions, unless there is US government authorization, or to a person or entity on certain lists of designated parties maintained by the US government, including the US Treasury Office of Foreign Assets Control (OFAC) List of Specially Designated Nationals and Blocked Persons (SDN List), among others.

For that reason, you will be required as part of your application to take the examination to certify that you are not on any list of designated parties maintained by the US government, that you are not in any way affiliated with the governments of countries subject to comprehensive US sanctions, currently Iran, Sudan, Syria and Cuba, and that you are not ordinarily or permanently resident in countries subject to comprehensive US sanctions, unless the US government has authorized the provision of such examinations to persons ordinarily or permanently resident in those countries. As of June, 2014, the US government has given authorization for individuals ordinarily resident in Iran and Sudan to take professional certificate examinations.

Export control and sanctions laws may change from time to time, and PMI reserves the right to implement any changes or additions to these restrictions as appropriate.

Exam Policies & Procedures

Exam Eligibility

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

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

> ***NOTE:*** If your application was selected for audit, your eligibility period begins the day you successfully complete 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 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 as soon as you select a date on which you want to take it and at least three months before the expiration of your eligibility period.

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

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

> ***NOTE:*** If your one-year eligibility period has ended and you have not scheduled the exam, you will not receive a refund. **You will forfeit the entire fee.** You will not be able to use the initial fees for anything else. If you still wish to obtain the credential, you will have to reapply and submit all associated fees again.

How to Schedule Your Exam

FOR PBT ADMINISTRATION

Important Note – PBT testing will not be available during the pilot testing timeframe. PBT testing will be made available post pilot.

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 exam scheduling instructions because PMI's system sends it to everyone automatically.

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 contact information.

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](www.prometric.com/pmi) (www.prometric.com/pmi). 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?" 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 (PR0, PR1)** in the "Program" field.
5. Review PMI-PBA eligibility requirements and scheduling information.
6. Select **PMI-Professional in Business Analysis (PMI-PBA)®** in the "Exam" field. Choose your 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.
9. Enter your PMI Eligibility ID, confirm your email address, agree to the Data Privacy Notice and click on "Commit Registration."

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.

Exam 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. (U.S. Eastern Time). Please call +1 800 268 2802 and follow the prompts. The hearing impaired may schedule by calling +1 800 529 3590.

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

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

Prometric Regional Service Centers

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

When calling Prometric's Customer Care Center, the customer service representative will ask for:

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

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

Exam Policies & Procedures

How to Schedule an Examination with Special Accommodations

If you have been approved for 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. Please see the phone list above.

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

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

If you need to reschedule or cancel an appointment with special accommodations, you will need to call the same number you used when scheduling.

> ***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.**

Rescheduling/Cancellation Policy for CBT Exams

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

Within 30 Days of Your Appointment

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

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

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

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

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

Within 2 Days of Your Appointment

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

Examples

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

Exam Policies & Procedures

How to Reschedule or Cancel Your CBT Appointment

To reschedule or cancel your CBT exam appointment, go to the Prometric website and follow the prompts. Emails to Prometric or PMI are not acceptable forms of communication to reschedule or cancel your exam appointment.

If you have Internet connectivity problems, you can call Prometric directly to reschedule or cancel your appointment. Call Prometric using the same number you called when scheduling your exam and not the local test site where you are scheduled to take the examination. Contact telephone numbers for Prometric are located on your Examination Scheduling Instructions and in this handbook.

Rescheduling/Cancellation Policy for PBT Exams

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

Extenuating Circumstances

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

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

These are referred to as extenuating circumstances and can include:

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

Extenuating circumstances do not include work-related circumstances.

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

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

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

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

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

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

No-Show Status

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

PMI Examination Security & Confidentiality

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

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

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

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

Exam Policies & Procedures

Examination Site Requirements & Instructions

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

1. English characters/translation
2. Your photograph

Your government-issued identification must match your name exactly as it appears on the scheduling notification. The identification documents must be the originals, and cannot be photocopies. 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

Name Change Procedure
After submitting your examination payment, you will receive an eligibility letter from PMI via email. This eligibility letter will confirm the way your name will appear on the day of your examination, under the "Name exactly as it appears on your identification" field. If you will require an update or change for your name for the purposes of taking the credential examination, you must contact PMI as soon as possible in order to request the change.

Email: CertQuestions@pmi.org
Fax: +1 610 482 9971
Attn: Name Change for Exam

Along with your request, please include the following information, exactly as it appears on the government issued identification documents that you plan to present at the testing center:

- First Name [Given Name]
- Middle Name
- Last Name [Surname/Family Name]

Please send any name change information as soon as possible. **PMI is unable to guarantee that any updates can be made to the name within five business days of a scheduled examination.**

Exam Policies & Procedures

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	pagers
cellular telephones	tape recorders	dictionaries
watches	wallets	any other personal items

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
- Scrap paper and pencils
- Markers and 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 Certification Department.

The test center administrator/supervisor or proctor is authorized to dismiss you from an examination administration and the 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:

- Using or attempting to use someone else to take the test.
- Failing to provide acceptable personal identification.
- Having access to or using notes or any prohibited aid related to the test.
- 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).
- 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.
- Attempting to remove scrap paper from the testing room, or tearing the scrap paper.
- Eating or drinking in the testing room.
- Leaving the testing room or test center vicinity without permission.
- Removing or attempting to remove, examination-related material, or portions of a test in any format from the testing room.
- Attempting to tamper with a computer.
- Engaging in any dishonest or unethical conduct, such as cheating.

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

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

Examination Report

Important Note – During the pilot phase, you will not receive an examination report. A completion notice will be provided after testing during the pilot timeframe. The final test results will be made available after the pilot period has ended.

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 Results
Your exam results are reported in two ways:

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

PMI defines the levels of "proficiency" as follows:

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

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

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

Candidates who take a paper-based examination will not receive the test results the day of the exam. You will be able to access your test results 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 customercare@pmi.org. PMI does not offer hand scoring for computer-based tests.

> ***NOTE:*** If you do not pass the exam 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 examination(s) and the examination point of difficulty. Data that show how candidates actually performed are cross referenced with the subject matter experts to ensure that the point of difficulty on each examination is healthy.

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

Reexamination

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

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

Exam Administration Type	PMI Member Status	US Dollars	Euros
Reexamination CBT	member	$275	€ 230
Reexamination CBT	nonmember	$375	€ 315
Reexamination PBT	member	$150	€ 125
Reexamination PBT	nonmember	$300	€ 250

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

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

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

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

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

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

Use of Your PMI-PBA Credential

Once you pass the exam, you are granted the PMI-PBA credential. You may refer to yourself as a PMI-PBA credential holder as long as you have an active credential status. You are authorized to use the PMI-PBA 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 PMI-PBA designation in the manner stated above and that you will not use the PMI-PBA designation in company names, domain names, product names, or any other unauthorized manner.

Certificate Package

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

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

Both of these documents list your:

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

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

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

Online Certification Registry

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

Certification and 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 certified. You can opt out of inclusion in the registry or update your demographic information by visiting PMI.org.

Continuing Certification Requirements (CCR) Program

About the CCR Program

Once you have attained the PMI-PBA credential, you must participate in the Continuing Certification Requirements (CCR) program to maintain an active credential status. The PMI-PBA credential cycle lasts three years. During the cycle, you must attain no less than 60 professional development units (PDUs) toward credential maintenance. **Once you successfully complete a single cycle, a new three-year cycle begins.**

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

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

CCR/Certification Maintenance Overview

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

Work Online

Use the online certification system to:

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

Use the online CCR System to:

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

How to Determine Your Certification/CCR Cycle

Your active certification/CCR cycle begins the day you pass your credential examination and ends three full years later. Once you renew your credential, a new, three-year certification cycle begins. Regardless of when you renew your credential, it will be extended an additional 3 years beyond your current cycle end date. You will then begin another 3-year certification cycle during which you must again meet the requirements of the CCR program to maintain an active certification status.

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.

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

Continuing Certification Requirements (CCR) Program

Credential Status

Active Status

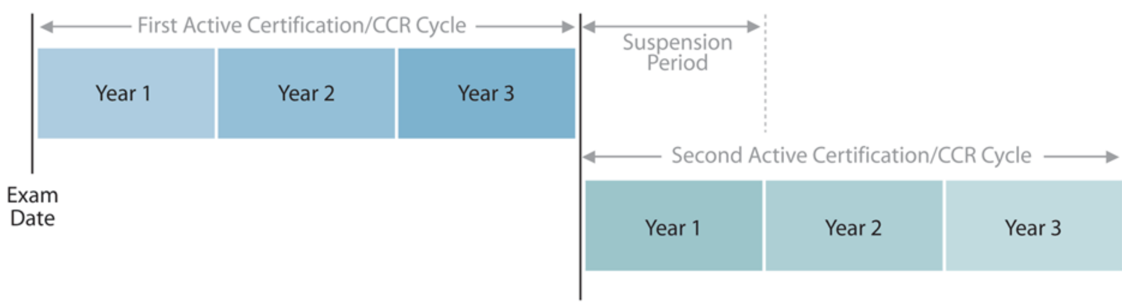
Once you earn the credential, you are considered to be in active status. When you earn and record your PDUs and renew your credential before the certification/CCR cycle end date, you remain a credential holder in good standing and considered to be in active status.

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

Suspended Status

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

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



Expired Status

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

Retired Status

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

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

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

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

Continuing Certification Requirements (CCR) Program

Professional Development Units (PDUs)

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

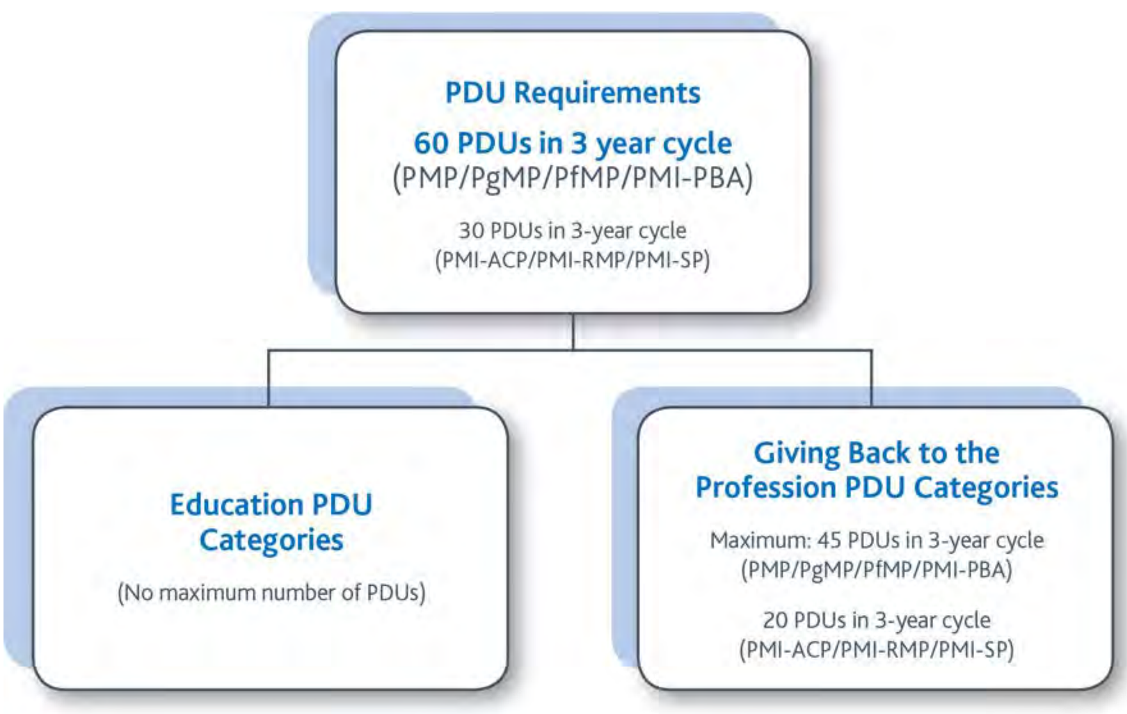
PDU activities for the PMI-PBA credential must be related to business analysis topics that are substantially consistent with the knowledge areas outlined in the current version of the *PMI-PBA Examination Content Outline* and involve appropriate expert resources.

Each professional development activity yields one PDU for one hour spent engaged in the activity. Some limitations apply and can be found in the next section that discusses PDU categories and associated policies. PDU activities must be completed at the time the PDU claim is being submitted. Each separate, unique activity being claimed for PDUs must be entered as its own claim; multiple activities or entire degree or recertification programs will not be accepted as a single claim.

PDU categories fall into two divisions—Education and Giving Back to the Profession—as illustrated here:

Education	Giving Back to the Profession
Courses offered by PMI's R.E.P.s, chapters or communities	Creating new project management knowledge
Continuing Education	Volunteer Service
Self-Directed Learning	Work as a professional in project management

In other words, PDU requirements to maintain the PMI-PBA credential are as follows:



Continuing Certification Requirements (CCR) Program

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

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

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

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

Why You Should Keep PDU Documentation

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

A percentage of certification and credential holders will be randomly selected for PMI's audit process. During an audit, these certification 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.

Continuing Certification Requirements (CCR) Program

PDU Categories

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

EDUCATION CATEGORIES

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

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

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

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

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

PDU Rule

1 hour of instruction related to business analysisequals 1 PDU. You can report PDUs in 0.25, 0.50 and 0.75 increments.

Documentation required upon audit request:

Registration form, certificate or letter of attendance

CATEGORY B: Continuing Education

Earn PDUs:

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

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

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

PDU Rule

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

Documentation required upon audit request:

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

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

CATEGORY C: Self-Directed Learning

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

Learning may include informal activities such as:

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

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

PDU Rule

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

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

Documentation required upon audit request:

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

GIVING BACK TO THE PROFESSION CATEGORIES

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

CATEGORY D: Creating New Business Analysis Knowledge

Earn PDUs for creating new knowledge for business analysis.
Qualifying activities include:

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

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

PDU Rule

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

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

Documentation required upon audit request:

Copies of publications, sample educational materials or course agendas.

CATEGORY E: Volunteer Service

Earn PDUs by providing volunteer, non-compensated business analysis services to non-employer or non-client customer groups.

Examples of qualifying activities include:

1. Serve as an elected volunteer officer in a business analysis capacity(including PMI chapters and communities of practice). This work must be done for legally recognized non-profit, not-for-profit, or charitable groups and organizations.
2. Serve as a volunteer/appointed committee member in a business analysis capacity(including PMI chapters and communities of practice). This work must be done for legally recognized non-profit, not-for-profit, or charitable groups and organizations.

3. Providing business analysis-related volunteer services to PMI or another professional project management association. This work must be done for legally recognized non-profit, not-for-profit, or charitable groups and organizations. Examples may include:
   - Volunteering at a PMI global congress
   - Serving on a PMI Members Advisory Board
   - Working on PMI standards
   - Participating in activities for PMI's Certification Department
   - Participating in PMI research activities.

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

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

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

PDU Rule

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

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

Documentation required upon audit request:

For volunteer services: letter or certificate from the organization served acknowledging your participation as part of a project team in a business analysis capacity.

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

CATEGORY F: Working as a Professional in Business Analysis

Earn PDUs for working in a business analysis related role.

PDU Rule

For working in a business analysis related role for a minimum of 6 months within the 12 month period, you can earn a total of:

- 15 PDUs per cycle for PMI-PBA credential holders

You may claim:

- 5 PDUs per 12-month period for PMI-PBA credential holders

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

Documentation required upon audit request:

Proof of employment (job description)

Limits on PDU Categories

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

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

NOTE: If your CCR cycle has been extended by suspension, all PDU maximum limits listed here apply. No new maximum limits will be set. Therefore, if you already were approved for 7.5 PDUs for working on a project team, you cannot claim any more PDUs for this activity during the suspension period.

How to Transfer PDUs to the Next CCR Cycle

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

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

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

How to Record Your PDU Activities

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

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

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

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

PDU Submission Deadline

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

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

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

How to Maintain Multiple Certifications/Credentials

If you hold a credential and want to earn another, PMI makes it simple for you to earn PDUs toward maintaining your credentials simultaneously. PMI allows credential holders to simultaneously earn Professional Development Units (PDU's) for multiple credentials in the following ways.

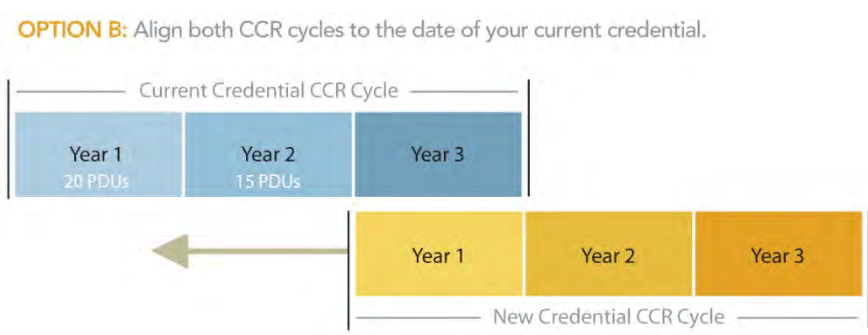
Align Certification/CCR Cycles for PMP and PgMP

If you hold the PMP and PgMP credentials, you have the ability to align the certification/CCR cycles (this is not applicable for any of the other PMI credentials). With this you can earn 60 PDUs (not 120 PDUs) during your three-year cycle to maintain both the PMP and PgMP credentials. You also have to pay only one renewal fee (US$60) when you align your 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 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.



Continuing Certification Requirements (CCR) Program

Apply PDUs to Multiple Credentials

If you hold the PMP and/or PgMP and obtain the PfMP, PMI-ACP, PMI-PBA, PMI-RMP, or PMI-SP credential(s), you can apply the PDUs you earn for these credentials to the maintenance of your PMP and/or PgMP.

PDUs claimed must be based on the content and nature of the activity. This means you cannot apply the PDUs specific to the PMP and/or PgMP towards the maintenance of other credentials unless the activity expressly states that this is applicable.

If the content of an educational activity is applicable to multiple credentials (other than PMP/PgMP), then the PDUs should be claimed based on the amount of time spent on each particular area. Here are some examples to help illustrate this:

Example 1
A 2 hour project management course was taken. The PDU breakdown would be as follows:

Credentials	PDUs applied
PMP/PgMP	2
PfMP	0
PMI-ACP	0
PMI-PBA	0
PMI-RMP	0
PMI-SP	0

Example 2
A 15 hour course on portfolio management was taken and 3 hours were dedicated to portfolio risk management. The PDU breakdown would be as follows:

Credentials	PDUs applied
PMP/PgMP	15
PfMP	15
PMI-ACP	0
PMI-PBA	0
PMI-RMP	3
PMI-SP	0

Example 3
A 10 hour project/program management course covering multiple areas including risk management (3 hrs), scheduling (2 hrs), business analysis/requirements management (2 hrs) and agile (1 hr) was taken. The PDU breakdown would be as follows:

Credentials	PDUs applied
PMP/PgMP	10
PfMP	0
PMI-ACP	1
PMI-PBA	2
PMI-RMP	3
PMI-SP	2

Application, Fees & Audit Process for Certification Renewal

After the CCR Records Office confirms that you have met the PDU requirements, you will receive electronic notification to apply for certification 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.

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

You must complete the application and submit payment no later than 90 days after your certification end date. Alternatively, you may submit the Application for Certification Renewal and payment by postal mail to PMI.

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

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

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

PMI Audit Process

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

PMI Code of Ethics & Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

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

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

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

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

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

1.2 Persons to Whom the Code Applies

The Code of Ethics and Professional Conduct applies to:

1.2.1 All PMI members

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

.1 Non-members who hold a PMI certification

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

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

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

1.3 Structure of the Code

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

1.4 Values that Support this Code

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

1.5 Aspirational and Mandatory Conduct

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

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

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

CHAPTER 2. RESPONSIBILITY

2.1 Description of Responsibility

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

2.2 Responsibility: Aspirational Standards

As practitioners in the global project management community:

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

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

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

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

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

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

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

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

2.3 Responsibility: Mandatory Standards

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

Regulations and Legal Requirements

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

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

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

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

Ethics Complaints

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

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

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

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

CHAPTER 3. RESPECT

3.1 Description of Respect

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

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

3.2 Respect: Aspirational Standards

As practitioners in the global project management community:

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

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

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

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

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

3.3 Respect: Mandatory Standards

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

3.3.1 We negotiate in good faith.

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

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

3.3.4 We respect the property rights of others.

CHAPTER 4. FAIRNESS

4.1 Description of Fairness

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

4.2 Fairness: Aspirational Standards

As practitioners in the global project management community:

4.2.1 We demonstrate transparency in our decision-making process.

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

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

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

4.2.4 We make opportunities equally available to qualified candidates.

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

4.3 Fairness: Mandatory Standards

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

Conflict of Interest Situations

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

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

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

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

Favoritism and Discrimination

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

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

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

CHAPTER 5. HONESTY

5.1 Description of Honesty

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

5.2 Honesty: Aspirational Standards

As practitioners in the global project management community:

5.2.1 We earnestly seek to understand the truth.

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

5.2.3 We provide accurate information in a timely manner.

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

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

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

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

5.3 Honesty: Mandatory Standards

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

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

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

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

APPENDIX A

A.1 History of this Standard

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

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

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

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

A.2 Process Used to Create This Standard

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

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

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

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

APPENDIX B

B.1 Glossary

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

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

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

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

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

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

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

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

PMI Certification Application/Renewal Agreement

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

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