

THE ULTIMATE GUIDE

For Passing the PMP

Everything you need to know to study less,
retain more & take your time back.

yourpm**sidekick**

Contents

Preface	1
Chapter 1: Introduction	2
Why I wrote this guide	2
How to get the most out of this guide	3
Who this guide is for	3
Who this guide isn't for	4
About Us	5
Chapter 2: Getting Started	6
Understand what is required	6
Common FAQ's	7
Application template	8
Study styles	14
Sample study plan	16
Lessons learned from others	22
Chapter 3: Studying	24
What to expect	24
Passing the first try	24
Challenges While Studying	25
Get an accountability partner	25
Time management	28
The Pomodoro Technique	30
How to avoid procrastination	35
The study plan isn't working, now what?	38
Chapter 4: Testing your Knowledge	41
Knowing when you're ready	41
Stagnant scores - How to overcome	41
Chapter 5: Taking the exam	44
What to expect on exam day	44
Taking the Exam:	45
Brain Dump	45

What if you feel like you're failing?	46
Techniques to using while taking the test	46
Before hitting Submit.....	48
Chapter 6: Post PMP	49
ROI For the PMP Certification	49
Career Guidance:	49
Resume & LinkedIn Tips.....	49
Interviews:	49
Common interview questions I received (When a PMP is required for the role)	49

Preface

You're here because you want to pass the PMP.

You've probably heard from others that the exam is rough, and it takes a lot to conquer the first time. Yet, you've probably seen others bragging about how they got all Above Targets (AT) the first time around and swear by their approach.

I will let you know right now, there is no magic formula for passing. What there is, is a whole lot of PMP's out there, including myself who've done things the hard way because everyone told them it was the only way to pass. I am here to tell you, there are many ways. I want to help you find yours.

I am a total advocate of working smarter not harder, so if there is a quicker, better and easier way to get the same result - - I'll share it! You don't need to spend 8 months preparing like I did.

So if you're ready to start your journey to becoming a PMP and:

- Want to be more marketable in the industry
- Achieve your personal goal of taking and passing the PMP
- Getting a salary increase
- Or Finding a flexible/versatile role

Without:

- Memorizing the ITTOs
- Reading the PMBOK
- Or becoming overwhelmed trying to figure out what to focus on

If the above describes you, you'll love this guide.

Chapter 1: Introduction

Why I wrote this guide

For aspiring PMP's, there is a lot of time and effort that goes into choosing resources, finding time to study and what to study for that matter. Getting the certification could hugely impact your income and the types of opportunities you seek out. For some, a 20% increase could mean a lifestyle change - allowing more vacations, or extra payments on student loans or credit card debt. Imagine what you could do with a better, higher paying job and an extra 5k, 10k, 15k +, and what that would do for you and your family. It can make a huge impact.

When we decided to write this guide, we wanted to fill the gaps left on the market by other providers. We're not teaching PMP material (unless there is enough interest), instead we're creating the SUPPLEMENTAL information we wish was around for us when we were preparing for the exam.

While some of the information within exists to paint a complete picture for our readers, most of the guide focuses on the areas that no one talks about. Like how to fit studying for the exam into your life with your job, family and all of life's other responsibilities. Despite all the material on the internet, I still talk to aspiring PMP's who are frustrated, overwhelmed and unsure where to begin.

And then, sometimes, I talk to others who hit a plateau in their practice exams scores. They're nervous because they set a date and the date is fast approaching. These professionals are a nervous wreck trying to determine whether they should put off the exam 2 days before because and eagerly are posting on reddit asking, "Am I ready?"

There's no resource that dives DEEP into the topic. That addresses the emotional and psychological impacts preparing for an exam of this stature has on a person and their life for the 4 months or so they're in study mode. If you don't have the right mind-set, it will affect everything else – how you feel, how you study and even how you balance all the demands of your time.

Collectively, we've spent hundreds of hours surveying professionals who've been preparing for the exam, and those happily passed and were eagerly adding "PMP" behind their name on LinkedIn. We've heard the successes of those passing the first time around and landing awesome new jobs. We've also heard from the stressed who were on their third attempt and desperately trying to pass without waiting a whole year before they could try again.

I want to share their advice; lessons learned and provide you with some awesome tools so your journey can be all smooth sailing from here. And when you hit high tide, we'll show you ways to re-navigate and keep sailing forward. This won't be a "Top 10 tips to Passing the PMP" kind of article. It's an ultimate guide!

I know why there isn't a guide like this out there yet. It's an INSANE amount of work to go beyond the surface information.

And it's exactly why I'm super excited to write it and share it with you.

We promise to provide alternative perspectives and help you by providing techniques, tools and resources to aid in your studying. Life is stressful enough; if we can make your study journey just a little less painful, then we've done our job. That is why we created this guide to give you a taste of the exclusive content we typically reserve only for our subscribers.

How to get the most out of this guide

The Ultimate Guide was carefully crafted to include the foundation of material you'll need, plus the information that others don't address - the "real pains and fears" that aspirants have.

At a minimum, we suggest doing a quick once over that way you know the types of challenges you may encounter. If you're unlike the majority and don't face struggles on choosing resources, fighting for time to study, procrastination, or understanding what to study and what you don't have to, then you won't need to reference those sections later. But you'll know they're there and you'll have a Playbook if that changes.

Most importantly, take action! Look at some of the different techniques and strategies that have been shared and see if they can be incorporated into your study strategy. Remember, if something isn't working - - don't continue, try something else.

Who this guide is for

Look, we're under no delusion that this guide will be useful for 100% of the people out there. While we know it holds incredible value, and there are groups that this guide will work wonders for, there are those that it won't.

Let's discuss who this guide is best suited for.

You'll benefit from this guide if:

- You come from a business or technical field
- Hold multiple degrees and/or certifications
- Consider yourself an ambitious career-oriented professional
- Are financially conscience
- You're ready to cross this personal goal off your list of many accomplishments
- And you meet the requirements to sit for the exam of course!

But are fearful when it comes to:

- That damn application and getting audited
- Investing time and money and not passing
- The overwhelming amount of information

Yet, you're here since you realize that obtaining the PMP is important because:

- The certification can lead to a nice salary bump, obviously
- It will help you find a more flexible/versatile role
- It can increase marketability and promotion opportunities

And would be all the more possible if:

- There was a sample plan you could follow and commit to
- You had a good idea of knowing when your exam ready
- You could make sense of all the info out there
- There was time to study
- You could figure out how to balance family, work and studying
- There was a way to retain all the information you're consuming

Sound like you? 😊

Who this guide isn't for

If the above didn't resonate, chances are you may not find a ton of value in the guide. As much as I'd love for my readers to find value in this guide because it's unlike no other, it's just not going to be for everyone. That would be unrealistic.

If it did resonate with you, but you have a game plan that looks like the following:

1. Do several cram sessions
2. Take thousands of practice exam questions
3. Take the test
4. Never look back

You'll have to acknowledge that our material will challenge those ideas. Keep reading with caution.

You may identify with a lot of the "invisible scripts" below. If you can't be honest with yourself and realize that all the hearsay isn't realistic, or a smart move in general, then I'd suggest that you immediately go to Step 5: *In the top right-hand corner, click the "X"*. Our material isn't for you.

PMP COMMON MYTHS	
INVISIBLE SCRIPT	WHAT IT MEANS
I am going to just memorize everything	I don't know how to study; I want to take the exam quickly and as easy as possible with the least amount of effort
Everyone else uses Rita, Prep Cast and/or the PMBOK so I will too	These resources must really work and if it works for everyone else, it will work for me.
The PMP content is useless in the real world	I've never used half this stuff at work, and I will probably never need it. I'll learn it for the exam.
All I need to do is get my PMP	Having my PMP will open doors and someone will reach out, offer me an awesome job with a great salary and I'll be set! I just have to pass the test.
You can't pass without the PMBOK	PMI tells me I need to read the PMBOK to pass, so I have to read it. I hear it is boring, but it is the only way to be sure I read the correct material.
I'll become a PM when I get the PMP	The PMP means I am a good PM and I'll know all there is to know about project management.

About Us

Hey, what's up? Echo and Joey here and we're the founders of Your PM Sidekick!

We help ambitious and experienced professionals, from business and technical fields, prepare to take the PMP exam with focused supplemental material that fills in the gaps left by other material on the market. We do this by helping aspirants understand the content by leveraging real-world case studies to apply the material and provide time management techniques to avoid burnout and increase information retention. All of this to help you achieve your personal goals of getting a high paying, flexible role as a PMP, allowing more time for travel, hobbies and a higher salary.

Chapter 2: Getting Started

Understand what is required

Let's talk basic requirements!

Although they may seem straightforward, I continually get feedback from those I talk to, asking clarifying questions about the requirements. Let's start there.

Eligibility:

The PMP is not a certification you can choose to take without any project management experience. To be able to sit for the exam you must fall into one of the below categories.

- 4-year degree, 36 months of experience leading projects, AND 35 hours project management education/training

— OR —

- High school diploma, associate's degree or the global equivalent, 60 months of experience leading projects, AND 35 hours project management education/training

Application:

If you meet the academic and practitioner requirement, then you must submit your application demonstrating you meet the requirements before sitting the exam.

- The application will require information about where you've worked, your roles and responsibilities, and project durations. In addition, you'll be asked to include information about the institutions you've attended, courses that have been completed and your qualifying hours.

Exam:

The test includes a 200-question, multiple choice exam which you'll have 4 hours to complete.

- 175/200 are graded and your score is determined using an Above Target, Target, Below Target and Needs Improvement scale.
- The other 25 questions are questions that PMI is testing. As the test taker, you *will not know* which questions are being graded and which are strictly for PMI testing use only.

PDU's:

Professional development units (PDU's) are measurement of professional development; 1 PDU = 1 hour of learning.

- The PMP certification holders are required to maintain 60 hours of professional development every 3 years

For more specifics, head on over to PMI's site: <https://www.pmi.org/microsites/site/official-pmp-guide>

Common FAQ's

Q: If I did a research paper or thesis, does this count as hours towards the PMP?

A: While a ton of hard work goes into educational work such as a thesis, it does not align with the PMI definition of a "project."

Q: I am an engineer with 8 years of experience. I have been doing project execution throughout my career – but I do not have a 'project manager' title. Is that okay?

A: If you can show that you've led projects from start to finish, then you should be fine. The role would really need to be a leadership role. If all the projects were execution only, that could raise a red flag. I see a similar question arise as it relates to military

Q: Can classes I took in college count towards the 35 credit hours of training?

A: Are they relevant to project management? If so, then Yes! Topics such as scheduling, planning, risk, scope, etc would work just fine. Even general classes like Intro to Project Management.

Q: How long does it take for my application to be approved?

A: Typically, 5 days. The wait time can seem long, but it beats the DMV's processing time. Am I right?

Q: Is there a minimum amount of time I have to wait to schedule the exam once my application is approved?

A: Nope! You can schedule to take the exam right away, provided that there is availability at a facility near you.

Application template

I remember putting my application together before I started studying for the PMP. Most of what guided my decision about preparing for the PMP was what everyone else recommended.

When it came time to start my application I looked around for some free templates online. Even while I was waiting to have enough document-able experience, I started looking at templates. I never started because they were either too complex, or only captured some of the information that was needed, which would lead to separate data collection elsewhere.

So I did nothing.

I was so frustrated and fearful that I would get audited if I didn't have everything perfect.

So, I waited until I had enough experience and searched for templates...again. And wasted more time. I finally made the decision to create my own. Working harder than I needed to.

Cut to Joey taking the test

I shared with him my...rough around the edges excel file that I used to collect my information. I shared all the secrets I knew and learned through my excessive research, because I wanted to be sure the application wasn't hell for him like it was for me.

In general, a lot of people seem to feel this way about the application.

In fact, after talking with dozens of PMP aspirants, these were the things I'd hear when it came to the application:

"The application was hell for me. I didn't research properly how to fill out the application and my experience write ups were written more like a narrative than going by the five processes. I immediately got notice that I was being audited. I called PMI and they said they'd look over my application and let me know if my write up was okay. It wasn't. They closed my application and told

me to reapply, noting that I would be audited again.”

“The damn application. I’ve tried to put it on paper sooo many times. I’m terrified I’m going to be audited and fail. I second-guess my worth and experience a lot, it’s a problem.”

“I had to submit my application twice, the first time I got the audit notification and I called PMI kind of panicking because I was like, oh my God, I, I know I did my writeup wrong. After that I googled what the right description should look like and mine did not look like that. I wrote it in more of a narrative format then addressing each of the processes and the outcome and my role”

The application is a struggle, and pain point for a lot of people, when it doesn’t need to be. There is plenty of time for stress when it comes to the exam.

So your PM Sidekicks decided to take advantage of Joey’s journey to the PMP.

As Joey began his application, he chose to build a template, taking into consideration my lessons learned and the pain points of others. He used his own template to submit his application and shared it with a small group of subscribers who are in our [Slack group](#). The feedback was compiled, and we have a newer and improved version that we are happy to share.

If you’re just starting your application, download the [Application Template](#) & checkout the article for [Application Tips](#).

Filling out the application with confidence

You excitedly submit your application for the PMP. Then...you are chosen for an audit.

Damn it.

I was one of the “lucky” ones who didn’t get audited. I’d like to think it had a bit to do with luck, research and some preparation.

While I cant help with the luck part (no winner – winner chicken dinner here), I can bestow upon you the research, tips and tricks that helped me get the approval to sit for the exam.

Aside from meeting the experience and timing requirements (which I won't get into here, but you can read about [here](#) and [here](#)), aspiring PM's are blown away when I share these two unknown tips with them.

Ready for it?

In an effort to document my experience and the experience of others, I have talked to quite a few folks and stumbled across online forums where PMP aspirants have discussed their experience with the application audit.

What did I discover? There was a clear pattern. These applications lacked good project descriptions and did not align to the PMI/PMBOK way.

Take for instance this redditor:

↑ Posted by u/kysomethingok 1 year ago 🟡

19 ↓ **Buckle up: ALL the information I have for you all after failing and passing an audit, then passing my PMP (4 P's, 1MP)**

My major mistake was wording the descriptions in such a way that I did not demonstrate how I actually lead every aspect of the project that I mentioned. It seems obvious now, but I included information that could have been done by an admin - eg, "documented lessons learned" versus "lead meeting with stakeholders to gather lessons learned". Even though these administrative aspects of the project were a necessary result of the management action items, they did not care about the anything except where I was leading or managing a team. Obviously there are some aspects of project management that result in administrative work, but they don't want to hear about what YOU did - they want to hear about the parts where you lead OTHERS to do something.

Or this one:

↑ Posted by u/ferd45 3 months ago

14 Application Audit Tale of Woe and Advice to Applicants

If you've started your application you may know that there's a box where you enter a summary of the project for which you're claiming hours and time. Your character limit here is 550 characters, and they tell you it should include the project objectives, your role, as well as key deliverables and outcomes by process group.

I started all of my Experience summaries with the project objectives. For the one that was rejected, I wrote: "Provided important communication to parents of test-taking children to help them understand results." I'm convinced my application was rejected because of PMI's interpretation of the phrase "Provide important communication." In my mind it was clear—the communication WAS the deliverable. I was the PM and managed from start-to-finish the creation, revisor printing, and distribution of this communication (which took the form of a brochure).

Unfortunately for me, PMI interpreted it a different way and saw this phrase as a job description—like a line on a resume. I know that communicating with stakeholders is just part of everyday work; it's not a project. But, again, the communication was the deliverable.

They both talk about their experiences and how they come up short when it came to writing good project descriptions. Since this was a topic I had researched thoroughly before completing my application, I didn't make those same mistakes and I'm here to help you avoid making them too.

Disclaimer: Since I took the exam in November 2017, some of the application requirements have been updated.

What I did notice is that PMI gives better tips for completing the application. The two minor differences I read, is that PMI wants the description to include an *outcome of the project and accepts abbreviations such as Initiation, "IN."* This will save on character count for the description. More on that shortly.

Lets jump in!

Project Description - Length, Structure & Content

The description has to be clear and concise and be more than 100 words. The application will not allow you to submit until you can write a project description that is >100 words; with the averaging being 200-500 words for all eligible projects.

But that's not it.

PMI does not understand your project lingo at work, so avoid it. Write PMI/PMBOK using the guide below:

- A brief, one-sentence project objective
- Project deliverables summarized by process areas (Initiating, Planning, Executing, Monitoring and Controlling, and Closing – abbreviations are acceptable IN, PL, EX, MC & CL)
- A brief, one-sentence project outcome

So about 6-7ish sentences.

How about some examples?

I have compiled three examples of answers that I have used successfully through PMI's application screening. Take a look below:

Example 1:

Objectives: Move business functions to a SaaS platform, which included setup & implementation of data integrations and modules.

IN: A project assessment was completed

PL: Developed comprehensive project, risks, communication and training plans

EX: Delivery of tasks in per the approved plans

MC: Changes to scope, schedule or budget were addressed with the project leaders in progress meetings

CL: Final acceptance of deliverables than lessons learned were discussed.

Outcome: Project schedule was re baselined and delivered on time.

Example 2:

Objectives: Transition customer to an online certification process system

IN: A meeting was held to identify key stakeholders for the roll out

PL: Project plans were created to outline high level and detailed work packages

EX: Progress meetings were held weekly with the project team and as needed with stakeholders

MC: The performance was monitored daily to ensure all aspects of the plan were on track

CL: Following completion of the system, acceptable of deliverables were obtained.

Outcome: Project was delivered on time

Example 3:

Objectives: Implement electronic compliance system using the hired subcontractor.

IN: Assigned to lead customer transition to an electronic contract monitoring system

PL: Outlined the scope and work assignments in a meeting with the team and subcontractor

EX: Work performed based on deliverables/ work packages in the plan.

MC: Time sheets were monitored and checked weekly to keep the resource budget on track.

CL: A closeout meeting was held with all stakeholders.

Outcome: Project was placed on hold by client

Now it's your turn!

Use my templated terms below for your application to align best with the examples above. Here's a list to get you started:

Initiating:

- Develop project charter
- Identify risks, assumptions and constraints
- Identify stakeholders
- Define high-level scope
- Perform project assessment

Planning:

- Present project plan to stakeholders
- Develop WBS
- Collect requirements
- Define scope
- Prepare project schedule, budget, and other management plans

Executing:

- Communicate with stakeholders
- Implement approved changes
- Manage project team
- Execute tasks defined in the project plan
- Obtain and manage resources

Monitoring & Controlling:

- Assess results of corrective action
- Monitor & control risks
- Ensure quality standards are met
- Manage changes to scope, schedule, and budget

- Measure project performance

Closing:

- Archive documents
- Close project or phase
- Obtain administrative closure
- Document lessons learned
- Obtain final acceptance of deliverables

Putting it all together

So I have been babbling on awhile now. Are you pickin' up what I'm puttin' down? (Love those dad jokes/puns by the way)

Let's recap!

- Be sure you have enough hours and project experience
- Project descriptions should be at least 100 words
- Project descriptions should use the PMI/PMBOK lingo and be written with a sentence or so for each process group of what you did to manage the project
- Descriptions should also be written describing how you lead and managed projects

While PMI states that audits occur randomly (and I'm not saying they don't) these are the key areas of the application that those who have been audited said they didn't do, and those who have said they weren't.

Audit

If you are selected for an audit, PMI will notify you and ask you to provide supporting information.

For more details read up on the audit [here](#).

Study styles

Perhaps the issue is that you aren't studying according to your **study style**! Learn more below!

If you're not sure what your study style is, take the [quiz](#). Then checkout the [Study Styles Report here](#). Some of the information below is from the report, but the report contains additional details to understand how you learn best, useful resources, study tactics and the do's and don't's that align best with how you absorb information.

I think it's fair to assume we all start our PMP journey in a relatively similar way. Make the trek to Google, read about the 475,000,000 different resources available (obviously exaggerating here. Mostly), then overthink it all.

After that, scour Reddit for the more answers. This is usually incredibly helpful. Validates some of our own assumptions, answers questions we have about specific resources, and we feel a bit better.

Awesome.

After the massive internal debate, and exhausting analytics and dart throwing, we decide on our resource (or in most cases *many resources*). Order everything on Amazon Prime so we can study ASAP. In a couple of days our books arrive.

YAY! PMP JOURNEY TIME!

You begin vigorously reading through the material. This goes great for a few folks. For everyone else, you think - "What the hell is wrong with me? None of this is sticking, and I'm miserable!"

Why isn't this working for me?

Fortunately, it's not you. Well, it could be you, but it's unlikely you. The issue is that people begin their PMP journey based on what others tell them to do, and not necessarily *what works best for their study style*. We spend so much time trying to figure out the best way to make our studying efficient. We try every trick, hack, tip, blood magic scroll we read about, but almost no time trying to understand ourselves better.

What happens? Frustration. Misery. Questioning life decisions.

It's an awful place to be. We've been there. However, instead of trying to push forward through the dark days, we've decided to understand ways to make it work better for us. And if you're reading this, you want the same.

What's the answer?

STUDY STYLES!

Ok, it's not *the* answer, but it is one that will help. A lot.

It may be common sense to think "*some things work for others that don't work for me*", and vice versa. It's not until you try to understand your own style that you can begin making your study sessions work *WITH* you instead of *AGAINST* you. Naturally, this will make it less of a chore, increasing the likelihood of maintaining consistency with your studying.

Before we discuss the different styles, know that there are MANY different theories about study styles, some quite verbose and complex. The PMBOK is complex enough, so we chose to simplify this a bit, and avoid adding *another* thing to worry about during our journey.

There are 4 different study styles we'll discuss:

- Visual
- Auditory
- Reading/Writing
- Kinesthetic

Now, it's important to note a few things before reading through the different styles.

1. These are just guidelines. Even though you may fall more towards one style, it doesn't mean this is *the only way*. Use the guidelines, but be creative.
2. Humans are complex. It doesn't matter which way a personality or, in this case, a study style is split. There's a good chance you fall into more than one category. A "hybrid" of sorts. And that's ok. Again, these are just a guideline to help us focus.
3. We've included a few suggestions for resources based on some of the styles. By no means are these suggestions meant as the "best for your style". These are based on our own experience, some research, and feedback from many past PMPs as well as in-progress PMPs.
 - a. Also note that some of the resources span different styles. That's intentional. Many can work for different study styles, sometimes in different ways.
 - b. You'll note some have suggested resources, some don't. We could write a whole book on the different resources. We aim to give direction, but there will still be some leg-work on your part to find some.
4. We suggest reading through each style, and not just your own style. The quiz that brought you here isn't an exact science. It's based on your personality and study preferences to give you an idea of what study style you align with. However, as it was mentioned above, there may be another style that resonates with you, and could help you with your journey.
 - a. For example, based on the quiz, I'm a visual learner. But reading through the different styles, I realized I have a bit of the ol' Kinesthetic style in me. I've adopted both of the styles, and it's working out quite well for me.
5. Most importantly – have fun with this. Don't be afraid to try different things.

Sample study plan

Both Joey and I took different approaches with our study plan. They both varied in length, we leveraged different resources and our timelines looked a little bit different. We both learned so much and have welcomed the feedback from our resources and other PMP aspirants.

We came together to put together a solid 16 week plan. We've embedded what we feel are best practices, provide high quality study for increased study retention, and kept in mind the lack of time the working professional has.

The study outline is the most fluid and natural approach possible to build a solid foundation and continue to add to that knowledge as you work through the different process groups and knowledge areas.

Few notes:

- The plan below follows Process Groups, not Knowledge Areas
- We've built in Pomodoro sessions each week, allowing you to break down your time into small chunks (Pomodoro technique will be discussed further in Chapter 3!)
- The times are *estimates*. It's going to vary for each person, but it provides a rough idea of what to expect each week
- The material (book, eCourse & Exam Simulator) is completely up to you

16 Week PMP Study Plan		
Week 1		
Process Group Knowledge Area(s) Processes	Initiating	
	Integration Management, Stakeholder Management	
	4.1 Develop Project Charter	
	13.1 Identify Stakeholders	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	2	4
Watch the eCourse (Optional)	2	4
Take the section exams (Optional)	1	2
Total Time	5	10

Week 2		
Process Group Knowledge Area(s) Processes	Planning	
	Integration Management, Scope Management	
	4.2 Develop Project Management Plan	
	5.1 Plan Scope Management	
	5.2 Collect Requirements	
	5.3 Define Scope	
	5.4 Create WBS	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	5	10
Watch the eCourse (Optional)	3	6
Take the section exams (Optional)	2	4
Total Time	10	20

Week 3		
Process Group Knowledge Area(s) Processes	Planning	
	Schedule Management	
	6.1 Plan Schedule Management	
	6.2 Define Activities	
	6.3 Sequence Activities	
	6.4 Estimate Activity Durations	
	6.5 Develop Schedule	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	5	10
Watch the eCourse (Optional)	3	6
Take the section exams (Optional)	2	4
Total Time	10	20

Week 4		
Process Group Knowledge Area(s) Processes	Planning	
	Cost Management	
	7.1 Plan Cost Management	
	7.2 Estimate Costs	
	7.3 Determine Budget	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	5	10
Watch the eCourse (Optional)	3	6
Take the section exams (Optional)	2	4
Total Time	10	20

Week 5		
Process Group Knowledge Area(s) Processes	Planning	
	Quality Management, Resource Management, Communications Management	
	8.1 Plan Quality Management	
	9.1 Plan Resource Management	
	9.2 Estimate Activity Resources	
	10.1 Plan Communications Management	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	4	8
Watch the eCourse (Optional)	2.5	5
Take the section exams (Optional)	2	4
Total Time	8.5	17

Week 6		
Process Group Knowledge Area(s) Processes	Planning	
	Risk Management, Procurement Management, Stakeholder Management	
	11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses 12.1 Plan Procurement Management 13.2 Plan Stakeholder Engagement	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	6	12
Watch the eCourse (Optional)	3	6
Take the section exams (Optional)	2	4
Total Time	11	22

Week 7		
Process Group Knowledge Area(s) Processes	Executing	
	Integration Management, Quality Management, Resource Management	
	4.3 Direct & Manage Project Work 4.4 Manage Project Knowledge 8.2 Manage Quality 9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	6	12
Watch the eCourse (Optional)	3	6
Take the section exams (Optional)	2	4
Total Time	11	22

Week 8		
Process Group Knowledge Area(s) Processes	Executing	
	Communication Management, Risk Management, Procurement Management, Stakeholder Management	
	10.2 Manage Communications 11.6 Implement Risk Responses 12.2 Conduct Procurements 13.3 Manage Stakeholder Engagement	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	3	6
Watch the eCourse (Optional)	2	4
Take the section exams (Optional)	1	2
Total Time	6	12

Week 9		
Process Group Knowledge Area(s) Processes	Monitoring & Controlling	
	Integration Management	
	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	2	4
Watch the eCourse (Optional)	1.5	3
Take the section exams (Optional)	1	2
Total Time	4.5	9

Week 10		
Process Group Knowledge Area(s) Processes	Monitoring & Controlling	
	Scope Management, Schedule Management, Cost Management, Quality Management	
	5.5 Validate Scope 5.6 Control Scope 6.6 Control Schedule 7.4 Control Costs 8.3 Control Quality	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	6.5	13
Watch the eCourse (Optional)	3.5	7
Take the section exams (Optional)	1.5	3
Total Time	11.5	23

Week 11		
Process Group Knowledge Area(s) Processes	Monitoring & Controlling	
	Resource Management, Communications Management, Risk Management, Procurement Management, Stakeholder Management	
	9.6 Control Resources 10.3 Monitor Communications 11.7 Monitor Risks 12.3 Control Procurements 13.4 Monitor Stakeholder Engagement	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	5	10
Watch the eCourse (Optional)	2.5	5
Take the section exams (Optional)	1	2
Total Time	8.5	17

Week 13		
Process Group Knowledge Area(s) Processes	Closing	
	Integration Management	
	4.7 Close Project or Phase	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Read the chapters	1.5	3
Watch the eCourse (Optional)	1	2
Take the section exams (Optional)	1	2
Total Time	3.5	7

Week 14		
Process Group Knowledge Area(s) Processes	All	
	All	
	All	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Take Full Exam Simulator	4	8
Review Exam Results	2	4
Total Time	6	12

Week 15		
Process Group Knowledge Area(s) Processes	All	
	All	
	All	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Brush up on weak areas	4	8
Take section specific exams	2	4
Total Time	6	12

Week 16		
Process Group Knowledge Area(s) Processes	All	
	All	
	All	
<i>Material</i>	<i>Time (hours)</i>	<i>Pomodoro Session(s)</i>
Take Full Exam Simulator	4	8
Review & brush up	2	4
Relax	0	0
Total Time	6	12

Lessons learned from others

Study:

- I took the prep class a year and change before I actually studied and took the test. I'd probably not have done that.
- Understand your own learning style first together with my weakness and strengths. I used my room wall to create big process relation chart, ITTOs different usage in different process. (I used different colors sticky notes, tapes and infographics too).
- I think I went a bit overboard on the preparation, but I wanted to overcompensate for my lack of experience (just met the 4500-hour application requirement this year).
- A lot of advice here says to not memorize ITTOs. Generally this is true, but by any means, don't think of this as a shortcut. Maybe don't memorize every ITTO by process, but try to familiarize an ITTO to a process. I didn't do this, but what can help is if I mentioned a tool, would you be able to link it to the right process? And be careful on conceptually similar tools such as benefit analysis, cost-benefit analysis, alternatives analysis, etc.
- At the start of an exam, I would always write: "1. What Domain? 2. What Conditions?" so I remind myself to check where I am in the overall process and what conditions or constraints might affect my decision as a PM.

Practice tests:

- I recommend doing full practice tests and simulating the exam experience as much as possible (time of day, morning routine etc.). Go into the test with a plan and stick to it. Mine was to take a break every 50 questions and eat a snack and get some water. I found the questions seemed easier after my breaks. Everyone is different and you have to simulate those test conditions to know what does and doesn't work for you. Another discovery I made during practice tests: I get nervous at the start of the test and second guess myself. On exam day I think I marked the first 12 questions for review, but it was easier once I got in the groove. I was not worried about it because I was expecting it.

Exam Tips:

- Exam tips/Looking back Brain dump - worthless for me. I practiced a crazy brain dump. The process map, cost formulas, breakdowns, etc. The questions never worked out that I sat down, consulted my brain dump, looked up the information and clicked the right answer. Either the information is in your head already or it's not. I wouldn't be concerned if you haven't practiced a brain dump sheet.
- The interface was basic, didn't have glitches, but it didn't have the option to strike out choices that Prepcast had. Also the time counts down in total minutes, so if you check your pace a certain way keep that in mind. While Prepcast was close, I would say the exam has challenging wording. It was frustrating, but try to visualize the scenario and think what steps would you take. Someone posted great advice here recently saying that if you come across a question worded poorly, don't get worked up over it, think of it as a question PMI is testing out and do your best.

Chapter 3: Studying

What to expect

I'll go out on a limb here and say the only things to expect, with any certainty, is frustration, exhaustion, boredom, and overwhelm.

Ok, that may be a bit harsh, but it's not that far-fetched. The PMP journey is no small feat, and without a bit of preparation and setting expectations, the list I mentioned above is inevitable.

What you can (well...should) expect is putting in a lot of effort. Studying when you don't want to, carving out personal time to study, and learning a lot about yourself and your study habits along the way. The PMP is tough. There are no shortcuts, or hacks. You can definitely make things easier on yourself (which is discussed a lot in this chapter), but it will still require blood, sweat and tears. And coffee. Lots of coffee.



Passing the first try

Before we move on through this awesome chapter, I absolutely want to be clear.

There is no way to guarantee that anyone will pass the PMP on the first try. Anyone that tells you different is trying to sell you something. I have no problem with people selling things to help out with the PMP journey, but if they include that as a guarantee, even a 99% guarantee, it raises a red flag. There are far too many variables in play to make such a guarantee.

With that said, it's obviously very possible to pass on the try. I did it. I know many others that did it. But there are no magic spells to make it happen. To pass on the first try means putting in the work to ensure you have a strong understanding of the content. Note – I said *understanding*. This doesn't mean memorizing.

If you employ some of the tips we provide, have a plan, and are prepared to work your ass off, then you can absolutely pass on the first try.

Challenges While Studying

Studying for the PMP exam was one of the most challenging things I've ever had to do. And I'm sure if you're reading this you may have heard similar feedback from those you know who've tackled this challenge themselves.

I've mentioned a number of times within this guide that I spent close to a year talking with aspiring PMP's. I wanted to understand what drives them to get the PMP, and the challenges that often get in their way throughout the journey. Today, I want to share with you what those top challenges are. Chances are you are/will experience them yourself. Throughout the rest of this chapter, I'll be taking you through solutions to the top challenges faced by working professionals seeking the PMP certification.

In no particular order, here are the top concerns I heard repeatedly during my year of research and discovery. *I've also mentioned where that information can be found in this guide:*

In Chapter 2:

- *Study Plan* – How to craft a manageable study plan that can be committed to and followed which requires less re-reading (like the folks that say “Read Rita or the PMBOK 3 times!”)

In this Chapter:

- *Time & Productivity Methods* – Finding time to study while managing work, family and other life responsibilities, and why short sprints vs cram sessions improve concentration and require LESS study time.
- *Retaining Concepts* – How to understand, comprehend, and retain the wealth of concepts covered on the exam using fun and easy techniques that can be used immediately.
- *Loss of Motivation, causing Procrastination* – When you feel studying is boring, lacking intrinsic rewards, frustrating, difficult, unstructured or ambiguous and lacking in personal meaning.

In Chapter 4:

- *Exam Ready* – How to know when you've reached proficient knowledge to take the exam

Get an accountability partner

Since when is peer pressure a good thing?!

I spend a lot of time on the internet these days. Sometimes on my desktop or laptop and other times on my phone. Sometimes I am productive, sometimes I just get lost in the depths of forums and Facebook groups. This time, navigating my way around all topics involving:

- PMP Study Prep
- Project Management

Which somehow led to:

- Accountability Partners
- Peer Pressure
- And...Workouts

Ha!

Let me explain.

Value of accountability

When it comes to accountability in our lives, its everywhere. Probably more than we realize.

That's probably why it only took a few minutes of scrolling through project management and PMP forums/groups to see over 100 recent comments from **aspiring PM's already who already see the value in an accountability partner** to help them study and pass the world renowned PMP certification exam.

So what does an accountability partner (AP) look like? How will I know when I found one? Let's take a quick trip down memory lane....and I'll share one of my most memorable experiences to illustrate what my AP looked like.

How about an example?

When I was more of an avid gym rat than I am now, I use to pick up my friend every morning around 5:30am so we could get to the gym by 6am sharp, get an hour work out in and get to our jobs or grueling college lectures.

We *hated* waking up early (her more than I. She was such a night owl).

The last thing I wanted to do was hit snooze and go back to bed knowing how pissed she would be. Or even send her a disappointing text as she is waiting out front in the cold waiting for me to swing by her place.

In a way, it was probably the only thing that kept me in the habit of staying in shape and managing my time well with all the other responsibilities.

On weeks when she was out of town or unavailable, my gym attendance was practically nonexistent. I didn't care if I let myself down, I cared about letting her down.

She was my accountability partner and **she gave me the kick in the butt I needed** to get my workouts in.

Turns out there was something to it.

According to the “American Society of Training and Development (ASTD) who completed a study on accountability they found that you have a 65% of completing a goal if you commit to someone. With reoccurring accountability check-ins with a person you’ve committed, your chance of success raises to 95%.”

Aha!

Our pattern of morning workouts worked. Due in part to our commitment to each other and our regular gym days, where we showed up and got our workouts in (because it sure as hell wasn’t out of my desire to wake up that early).

FINDING an accountability partner

So how do you find a PMP accountability partner?

Here are a few places to start:

- Local PMI Chapter meeting
- Facebook and reddit forums of PMP aspirants
- A colleague with a similar goal
- Study programs that include private forums
- Local meetups
- LinkedIn groups

If you do participate in any project management related groups or are thinking about subscribing, it is worth posting about looking for a study partner. You’ll be surprised how many fellow aspirants respond!



There are people all over the internet and within your community who need an accountability partner for one reason or another.

And it doesn’t take much effort to find them.

Accountability Partner vs Coach

For those of you who cringe at the thought of socializing and finding an accountability partner, there is also the option of connecting with online PM coaches. Sessions can be completed from your computer and you'll have the comfort knowing that these are experts who have answers and guide you through the material. They make sure that there is continuous progression towards the goal.

Regardless of who your accountability partner becomes, your chances of achieving your goal skyrockets just by having one.

Now this doesn't necessarily mean that you have to forgo an accountability partner for a mentor, they work too — it is just a different dynamic.

A mentor, or coach, tends to have more experience and knowledge of a topic. They can give you the push you need and keep you on track with your goals, with more of a systematic approach. An accountability partner is figuring it all out with you; pains, struggles and successes where their level of knowledge likely falls in line with yours.

Both provide a ton of value add.

[Dr. Robert Cialdini](#), a well-known social psychologist, often discusses “social influence” and decision-making. His studies show that 1) peer pressure is powerful, and 2) the closer we are to the person or group we are comparing ourselves to, the more likely we are to be influenced by them.

All along, the term “peer pressure” has had a negative connotation. It turns out that if you look at the glass half full — peer pressure can be healthy in peer-based partnerships and/or mentor relationships.

Ready to get started with an AP?

Start simple:

- Nail down a time and method to communicate on a regular basis (set by you and your partner)
- Discuss weekly wins
- Challenges
- Goals heading into the next week and how you plan to achieve them

The most difficult step is the first one. Go find yourself an accountability partner.

Time management

More doesn't always mean better...

...especially when we talk about the time required to study for the Project Management Professional (PMP) certification through PMI.

Think about it...

Would you rather try to squeeze in 10 hours of ineffective study (cram sessions) when you're half-awake or while the kids are running around the house, or have 4-5 hours of high quality, high focus study?

The secret is all about a person's "study form."

A person's "study form" can be improved by implementing easy productivity tactics, no-brainer time management techniques along with putting simple study practices into place, so good patterns emerge.

I love this example by Andy Crowe from his book "Alpha Project Managers: What the Top 2% know that everyone else does not."

"Practices does not make perfect. Endless repetitions of a golf swing with an incorrect stance will never lead to the long-distance drive, the consistency, or the accuracy you want. Practicing bad handwriting will not eventually produce a beautiful script. Practicing the trumpet with a flawed embouchure will not produce the pure tone or precision the musician craves."

If your study practices leave you feeling frustrated and discouraged, I urge you to try a few of these tactics.

Even the busiest person can incorporate these techniques TODAY and get IMMEDIATE value.

These aren't hacks or some fad. These techniques will improve your study form and have been making many business professionals and productivity lovers get more done.

Time Management

I nerd out to blogs, participate in forums and group chats with aspiring PM's and those who are looking at the exam in their rear-view mirror. I have also spoke to a lot of these ambitious individuals personally. When you talk to enough people, patterns emerge.

In this case, one of those patterns was "time management," and how it is one of the most common pains aspiring PM's are faced with when studying.

Checkout my unedited interview snippets below:

- *Time management and energy. I have a full time job and it was time consuming and energy consuming. I don't have a weekend life, can't participate in anything, if i go celebrate it takes away from studying*
- *So having a little kid, my daughter and I was having almost no time to start at this. I have like four hours per week. so yeah, that's my biggest challenge*
- *Really kind of finding that balance is to say that I'm consistent in when I'm sitting down because, you know, I find if I go a couple of days without having looked at it then, oh gosh, probably get back to go about finding that consistent, consistent pattern.*
- *I'm reading material and not remembering it a day later*

You know what fascinates me? There is commonality between the struggles PM's face. However, there are some who manage to study and pass in a fraction of the time. But how?!?! We all have 168 hours in a week, no more, no less than anyone else. So I decided to dive deeper into time management, productivity, etc to find out tactics that some of the most productive people swear by, so you too can also get more studying in while leveraging easy strategies to create good "study form."

or

We all have 168 hours in a week, no more, no less. I decided to dive deeper into time management, controlling information overload and productivity to find out how so many others get things done and make it look easy.

The Pomodoro Technique

Earlier I wrote about trying to squeeze in time to study and mentioned cram sessions. I am sure we have all had to re-read a part of the PMBOK, or our preferred PMP study tool because the information began to blur together or as one person I interviewed said, *"I'm reading material and not remembering it a day later."*

I am sure anyone who has already taken the PMP or is studying the material now can relate. Well it just so happens I came across a time management technique called "The Pomodoro Technique" that addresses a lot of the challenges of getting more done while staying effective.

The Pomodoro Technique essentially focuses on small sprints of 25 min of concentrated/focused work (without multitasking) and then taking a 5 min break, increasing the length of breaks after every few sprints. Since the brain begins to lose concentration after about an hour or so, small intervals can improve concentration and the ability to retain information, which has been said to be motivating?!?!



Now I consider myself somewhat of a productive person. I mean I somehow managed to get through grad school, had a full-time job (that required regular travel), maintained a social life all while staying consistent at the gym. However, when I studied for the PMP back in 2017 I had to study. Something that I didn't have to do a ton of through my academic career.

I was also constantly trying to scrape enough time together to study. My study sessions were inconsistent. This forced me to do a lot of re-reading, causing my journey to be a lengthy one. I only wish I had known about some of these techniques that I now use for work and have easily incorporated them into my routine and found them to be very effective. As you begin to do this, I think you'll be amazed at how fast 25 minutes will go by.

My business partner (and my guinea pig) who is studying for the PMP is applying this tactic himself. He gave it a try after I raved about how much work I got done within a few sprints. He tried it for two weeks while studying and here is what he had to say:

"I thought my study sessions were going pretty well. Although, after an hour or two, I began dozing off and reading words but not comprehending nothing. Breaking sessions up with Pomodoro changed that completely. It allowed shorter, more productive study sessions. Which meant more time doing things more enjoyable than studying for the PMP. Which is pretty much anything ever."

-Joey Freitas

Productivity Techniques

Have you heard of "The Rule of 3?" It is all about starting small and leveraging a SIMPLE technique that works WITH the way our mind has always been programmed to work, making the technique more memorable.

What is the "rule of 3"

The idea behind the technique is to focus on what is important and determine the 3 outcomes you'd like to reach by the end of the day. Focusing on only 3 outcomes makes the technique more achievable and less overwhelming than a massive to do list. If you find yourself on a roll after reaching the 3 intended outcomes you set out to do that morning, then everything else is a bonus.

Why should the "Rule of 3" be used

There are a lot of techniques that require changing habits, which are hard to do. As humans, we are averse to anything difficult, boring or challenging. The Rule of 3 is easy. Most of us have to-do lists anyway, so prioritizing them by picking the top 3 for the day and making them outcome driven rather than task driven can give us a sense of pride that we finished, completed or finalized at least 3 things we were hoping to do.

Using the as an gym example, if you are trying to get back in the habit of working out – starting out by saying you'll working out 5 days/week right off the bat, will probably result in you quitting shortly after.

Instead, you can achieve the same result by making it a goal to go to the gym 1-2 days a week for a few weeks and then anything after that is a bonus, even if you can eventually work up to 5 days a week after a month or two.

Starting small gives you immediate wins more often by starting and staying small.

Think about a project with no milestones for months. It's hard to feel a sense of progress of accomplishment.

How would I use this for the PMP?

Start by taking your study plan, looking to see what is up next for the day and the week and breaking it down to look something like this:

Day:

1. Finish last 10 pages in Chapter 3 of Rita's book
2. Complete and grade end of the chapter quiz
3. Watch the Ricardo Vargas video

Week:

1. Review and fill gaps from week 3
2. Update PMP study plan
3. Play the Rita process game at least twice

Information overload and how to control it

"Don't let the information control you."

It's a hard pill to swallow.

Yet it was one of my biggest takeaways from the Andy Crowe book I mentioned earlier in this article.

Like many of you, who continually find yourself overwhelmed by the wealth of information in the profession, and the level of information we receive and process daily as a project manager.

The same can be said, when it comes to studying for the PMP exam. Even though we all magically hope reading the material will suddenly make it all "click."

After a number of conversations with others pursuing the PMP, there was more of an underlying reason so many others were struggling with the amount of information there is to consume too.

Unedited comments, part 2:

- *I really did not pick up good study habits in school so I had a really hard time with this.*
- *I just feel exhausted from studying and trying to learn everything*

How do you learn to study? How can we feel less exhausted by consuming material?

Despite a large number of PMP aspirants having very impressive academic backgrounds and holding several degrees, many are still trying to figure out how to study.

For starters, it helps if you understand your study style, if you don't know yours click [here](#). After answering 20 simple questions, you will get a summary and some tips on what will work best for you.

The second is to know and take advantage your Biological Prime Time (BPT) a concept that author Chris Bailey discusses in his book, The Productivity Project. Find out when you have the most energy and tackle your highest impact tasks at that time. Bailey suggests that time management isn't simply just about time, but its even more so about monitoring your energy and attention as well.

Once we know how best to study and when our optimal study time is, it is time to study. Although each study style will have recommendations on how best to study for you, there is also a ton of merit to a few others I think are worth mentioning; you'll see why shortly.

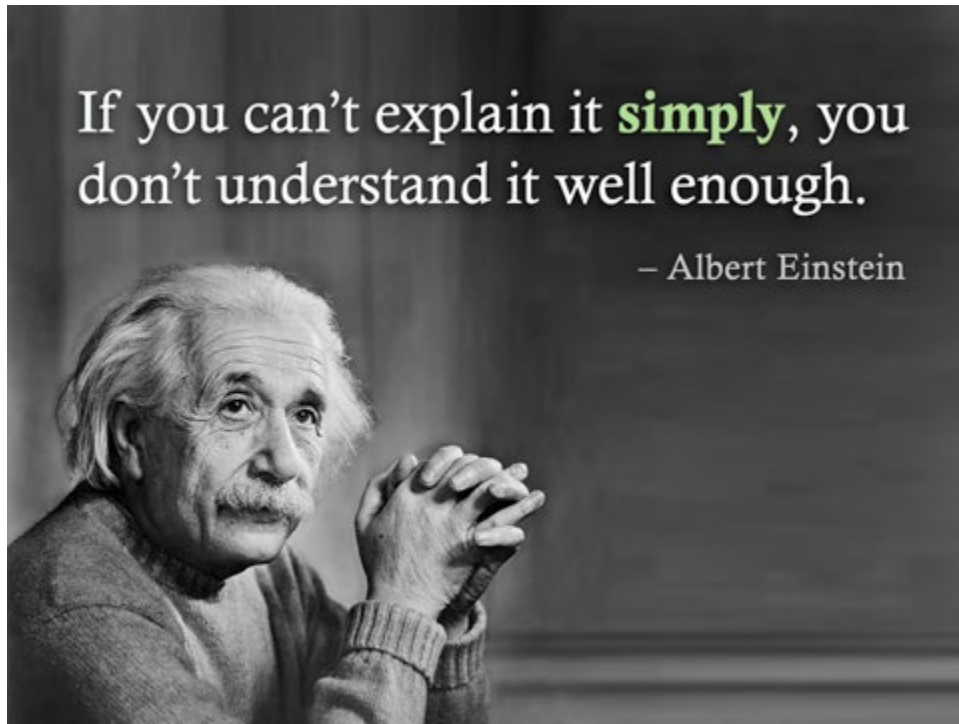
In the last section, we talked about using the Pomodoro technique to retain information. When used in combination with some of my favorite easy to use methods during your pomodoro sprints, it can help to further extend the minds ability to remember new material.

Read the material out loud

I suggested this one to my business partner who is currently studying for the exam. I am pretty sure he thinks I am nuts. Think about it though. When you read aloud, the minds are processing information multiple ways, as both a visual and audio learner. Many studies suggest this strongly improves memory and it is a simple technique that can be incorporated to your study regimen.

Teach the material

This quote has a lot of truth behind it. If you know material well, its usually easy to summarize it simply. However, if you were distracted and only half focused – – I am sure you can imagine how much of a challenge it would be to teach someone. For anyone who has taken any type of academic course over the years, you've probably had an instructor ask you to read though some material and teach the class or your partner. I had this happen in grad school and in a PMP boot camp course I took. In those settings, I kind of hated it. The overall ideology behind it made sense.



My favorite way to use it is to teach my business partner some of the techniques I learn from all the time management and productivity reading I do. Further, I continue to read up on the PMP and content to be a better teacher, and there is no better of a student than my business partner who is smack dab in the middle of his journey to a PMP.

Summarize the material after reading

After each section, summarize it in your own words and refer to it as reference when you need to. If you are comprehending what you are reading, which is the goal with studying and reading in general this should be easy. It will help to consolidate ideas and focus on the main points and takeaways from each passage.

Summary

Phew....we got through it all.

So in summary, studying is all about quality over quantity and overall effectiveness. Trying to cram in hours of study, won't necessarily be more effective than someone else who has better "study form" and retains information easier.

To retain information, try the pomodoro technique and work in sprints, taking a short break between each one. If you get overwhelmed, set yourself up with 3 outcomes you'd like to achieve by the end of the day, or end of the study session and solely focus your time and energy into those.

Speaking of energy, it's important to study during hours where you're at your peak. Take advantage over your study style and exploit it. When all else fails, reading aloud, teaching what you learned to others,

and simply summarizing each key section can trigger multiple parts of the brain that are not only effective, but increase the memory and retention of the information you're consuming.

Remember, we all have the same 24 hours in a day/168 in a week, and by implementing no-brainer tactics like these, you can begin to immediate results and high returns of your time by your next study session.

How to avoid procrastination

"Do you hate studying and do anything to avoid it?"

You confidently open your PMP study book, you hear a notification on your phone and decide checking out the latest trailer to "Captain Marvel" sounds like a lot more fun than reading about procurement source selection criteria.

Or maybe you are sitting there with a cup of coffee to try to figure out what all these ITTO's are all about and how to commit them to memory when your child starts yelling across the room.

"UGHHHH, I can't get anything done around here!" You close the book and tell yourself that tomorrow you'll try again.

Sound familiar?

As humans, we are averse to doing anything that is....

- Boring
- Lacking intrinsic rewards
- Frustrating
- Difficult
- Unstructured or ambiguous
- Lacking in personal meaning

Why? Because that is how are minds are. We are constantly at war with the part of our brain saying focus! And the other saying, woohooooo over here, it's me the internet! Because it can be so much easier to give into the side that seeks pleasure and fun, than the hard stuff. We skip the things we claim are a priority in our lives, much like the PMP. Thus, pushing it aside or making it a lesser priority.

A recent survey conducted by Your PM Sidekick found that one of the top pain points of a professional studying for the PMP was time management, specifically trying to balance all life's responsibilities while studying. Digging deeper, the study found that the top reasons why studying was put off was because the material was boring and lacked intrinsic rewards. Just in case, I'll include some techniques to combat them all.

It is important to note before continuing on, that the concept of common reasons for procrastination and key ways to regain control were inspired by "The Productivity Project" by Chris Bailey. The application of those concepts and how they apply to the PMP were researched and developed by "Your PM Sidekick" and the author of this article.

Before you get to thinking...

"I don't have time,"

"I'll do it when I feel like it"

"I'll do it later"

Try catching yourself when you begin to procrastinate. Once you pinpoint that you're starting to be resistant and feel yourself gearing up for the war in your mind when it comes studying for the exam vs watching cat videos on Facebook, you can take the pre-planned action to combat those triggers which can make studying a little more attractive.

Boring

For anyone who has cracked open the PMBOK, we can easily agree. Yet I find there are still some die-hard PM's who swear by the book. If you ask me, I think it has a lot to do with how we like to receive information. For instance, I am a visual learner - - I enjoy a book with pictures, graphs and charts. I love even more to find patterns in the material that help me make sense of it all, then I go to town with post-its and highlighters. Turns out, I'm among the most common learning style there is.

- When the material aligns with my learning style, or I apply my learning style techniques to the material it is more enjoyable and less boring. If it's less boring, we might stick with it a little longer until our mind convinces us to binge watch Netflix's Stranger Things before the new season.
 - Curious about your learning style, click [here](#) to find out what yours is and a few tips for making your study sessions more rewarding.
- Go to your favorite café, order yourself a drink and that delicious dessert you've been eyeing and get to work. It will make it a little less boring, am I right?

Lacking intrinsic rewards

Lacking intrinsic reward is a lot harder to navigate. It's like a never-ending project where there are such long sprints of time with no progress, and no reward making it less motivating. I'm sure there are some of you here, who can relate.

- Reward yourself every time you flex the focus muscle and you'll be surprised at the willingness you may have to continue. In the book, "The Productivity Project," the author suggests giving yourself a set dollar amount for doing a task then you spend that money unapologetically on yourself. Assign an amount to each section of the chapter, or an amount to the chapter itself.
- Enjoy a night on the town! If you've been making tough decisions about your time, that probably means there have been a few sacrifices that have been made to make more room for study. Reward yourself with the "thing" you've been sacrificing. You deserve it.

Frustrating

Studying for the PMP can be undoubtedly frustrating at times.

From a macro perspective, there is frustration that stems from a common thought that none of the information is used in the real world.

Others are frustrated on a more micro level because they've been audited, previously failed the exam, are getting conflicting information from various resources, receiving inconsistent scores on practice exams, finding it hard to make time to study in a distraction free environment, or just having trouble retaining the information.

- Think back to school when you were in class learning about a topic you loved. Yes, it was still school but learning the material and preparing wasn't so bad. Now compare that to a subject you despised. Everything was torturous and harder wasn't it? If you think the exam and material is pointless, you'll probably be frustrated throughout the whole process. Find something to make it more enjoyable.
- Try the Pomodoro technique, I have a more detailed article about it [here](#). The idea is that if you work in small sprints, taking frequent breaks - - the information is more digestible and not so bad. The approach improves memory also. Commit to a session or two and afterwards if you feel like you're on a roll, "go on with your bad self"

Difficult

We often view something as hard when we don't know how to take the first step and we admittedly do not like not knowing how to do something.

- Research the PMP. Determine the requirements and collect the information you need (e.g info for the application or selecting the resource to use). Pair that with a visit a coffee shop during your prime time when you have the most energy. Knowledge is power here.
- Get an accountability partner; sometimes information that is hard for you is easy for someone else (or vice versa). Rather than remain hung up on a section, or topic you can touch base with your partner or coach who can help propel you through the hard parts.

Unstructured or ambiguous

Think about a project you worked on. It included a plan with actions for those on the project to take. Everyone had their marching orders on what to do and when. Why? To keep things moving and avoid wasting precious time. The same goes for a study plan. Imagine wasting 30 minutes trying to recall where you left off, what you learned and where you should begin. It's especially helpful if you aren't consistent in your studying. I think we can all agree we've been guilty of that 😞

- Define a detailed system, and/or study plan to create structure to your study journey.
 - Need ideas, check out these examples [here](#) and [here](#).
- Always include the next action. Doing so can be extremely helpful and take the guess work about what is next, never leaving anything ambiguous so no time is wasted.

Lacking in personal meaning

Through numerous conversations with future PMP's I've had over the past year and a half, there have been obvious patterns behind why each aspiring PMP decides to spend months studying. Promotions, increased marketability, salary increase, and more flexible/versatile role topping the list.

- Consider what you would be able to do if you had a role that gave you more freedom
- Look at the going salary for someone PMP certified compared to your current salary and think about how you would use the money from the promotion or new role

When all else fails...Get Started

Study for 5 minutes, often we get started and don't want to quit. Giving ourselves a way out sometimes helps us get started in the first place and that's all we need.

Summary

We all procrastinate, it's human nature. Even the most successful people put off doing things that are important. To some degree, it is completely okay. However, when we always allow our mind to choose fun over work, we give into our emotions for temporary satisfaction, at least that is what we think we're doing. Rather than accomplish what we intended to do, our short term satisfaction leads to us feeling guiltily instead. The opposite feeling, we sought out when giving into our emotions. So the next time you find yourself procrastinating when it comes to studying, remember some of the pre-planned action you have in place to make studying a little less painful or simply just do it anyway at least for a few minutes.

And remember, the sooner you get the PMP, the more time you have for scrolling through Instagram or playing candy crush and you can do it **guilt-free**.

The study plan isn't working, now what?

Don't make your study plan rigid

You know those people that set out to do something, research for days, then find a way and stick to it?

Whether it's to learn something new, complete a household task, create a new workout plan....or prepare for the PMP, they find the "best" way that others talk about, then they mirror that. Then they refuse to change it because "it's worked for others so it has to work for them". They drudge through miserably because they think they have to.

I know who they are. Because I'm usually one of them. It fucking sucks.

What's my point?

From my own experience, as well as talking to others that have gone through their own PMP journey, I've learned that it's very common that people are afraid of change. They're either afraid to challenge the status quo. Or they're afraid to change things up in the middle of their journey. Usually terrified it'll screw with their study plan and waste time.

Humans can be change adverse by nature. But sometimes we have to fight against being comfortable to improve.

We have to kick that fear in the face and change things up if we need to.



Look – I’m not saying we should be fickle about our studies. And I do think it’s important to use lessons learned from others to make your journey less terrible. The problem arises when these aren’t used as guidelines, but rather used as rigid plans that we fear to adjust for ourselves.

Also, it’s important to understand that some days will be shittier than others. I’m not advocating that someone should pull the rip-cord on a plan at the first sign of pain/distress/boredom/struggle. However, if you find yourself struggling for consecutive days, ultimately destroying your motivation, then it’s time to re-think your strategy. And more importantly, not be afraid to change it.

What do I mean?

Some of you may have already read my article about [my own PMP journey](#). I talked in more detail about my initial plan, my notes, my resources – the whole lot. I changed a few things up along the way. Yay! Small wins!

However, at some point, after trying to power through losing motivation because I wasn’t enjoying what I was doing, I completely re-wrote my study plan. I didn’t start completely from scratch, but I definitely came close. The plan I was using was already somewhat unique, but it still wasn’t good enough for me. I was trying to talk myself into just “sticking with it”.

Eventually, I finally said “Fuck you, fear!”, and scrapped what I was doing.

I narrowed my resources down to just [Scott's book](#). I changed my plan to include more small quizzes and checkpoints along the way. I scrapped Rita's book almost entirely, planning only to use it as a reference. Also, this meant going back to the beginning of Scott's book to review a lot of what I already read and take more quizzes. This sounds a LOT like starting over. It almost was. But I needed to do something to make the journey suck less.

It's not me. It's you.

But enough about me. The point of this is to help everyone else understand something important.

Don't be afraid to change your plan. Seriously.

Your journey is going to take even longer if you try to fight through the lack of motivation and forcing a plan that doesn't work for you. It may seem counter-productive to scrap everything and start over, but it's damn near a guarantee that you'll stay focused and motivated, and retain more if you're not miserable.

Like I mentioned above, you should still consider lessons learned from others, but don't etch that shit in stone.

So, a few closing notes to sum this up:

- Learn from others, build a plan, but be willing to adjust
- Know your own study style and what works best for you
 - If you don't know your own style, check out this quiz
- Consider resources that others suggest, but understand what works for others, even if it's the vast majority, may be awful for you
- Be willing to change your plan.
 - However, ensure you're being honest with yourself. Is the plan *really* not working for you, or are you having a shitty day, or looking for excuses to procrastinate?

Chapter 4: Testing your Knowledge

Knowing when you're ready

The type of ambitious working professionals who aspire to get the PMP will never feel prepared enough to tackle the exam. That's because you strive for greatness! And you should!

It's hard to find comfort to pull the trigger, set a date and actually take the exam. I know this, from not only my own personal experience, but also because every single person I talk to says "How will I know when I am ready?" or "I don't feel ready, should I push my exam date back?".

So know that if you get to this point, it's completely normal. And chances are you're one slight change away from being all set to take the exam.

Here are a few rules of thumb to check off your list to be sure you're ready to *crush* the big day:

1. Averaging scores around 75%
2. You feel like you're "getting the hang of it"

Stagnant scores - How to overcome

If you're like me, it may take a while to get to the point where your scores are moving out of the 60's and into the 70's. In fact, it took me one huge realization, and a pass at my "gaps" to understand where I need to focus my attention.

Study gaps

Study gaps are essentially the areas you're struggling with. These are typically easy to identify in two ways:

1. **Lack of experience:** As a practitioner there has been little exposure to these types of processes or knowledge areas.
2. **Low Scoring Sections:** Through a number of exam simulations, the output of those exams show areas where you recognize common topics that are low scoring.

What are they and how do you manage them

You're probably thinking, well now what? I'm going to answer with a story.

I had connected with an aspiring PMP on reddit months back. She let me interview her about her struggles, and her experience studying. In return, I scheduled a number of sessions with her (for free!) to let her pick my brain and help her review her exam simulator scores.

She was taking the exam for the 3rd time and was understandably stressed and overwhelmed and was trying to build up her confidence again. She confided in me and shared that her experience didn't extend into topics like budgeting and procurement, so she had an obvious gap she had to fill.

She sent her exam results with questions, trying to understand why her answer wasn't correct. Right away I noticed patterns before we even jumped on the call to talk.

Patterns:

- **Know where you're at in the process**
 - A lot of times she had this wrong. She was answering the question and not considering where the project was. Had she known that, she could have eliminated her choices
- **Select the "best" option**
 - The exam will give you many workable options, but is it the best option? Read answers from bottom to top to slow your reading and ensure you don't see a good answer and stop when a better answer is listed
- **Choose the option that is the most proactive and solves the problem**
 - This ties into the question above. All options could be correct, but not all options will be proactive and work to address the concern at hand
- **How would a super PM who does everything the PMI way answer the question?**
 - The key here is to think "how would PMI suggest I tackle this?" Forget your experience and what you would do in the real-world while studying, and eventually when you take the exam

With this advice I suggested, she began to see some improvement. But it wouldn't be enough. She had to do more. So we started talking about tactics:

Tactic:

- **Review your answers!!**

A common misconception is that if you take a ton of exam questions, you'll be prepared. I like to use the analogy of a golf swing that Andy Crowe gave in his book, "Alpha Project Managers". It basically points out that if you've been playing golf with an incorrect stance for 10 years, you're no better than someone playing for 3 years and using a correct stance. Which essentially means, more isn't better. Seek quality. Here is how I recommend you do that:

 - If you got a question wrong, figure out why.
 - I suggest sorting the results and identifying the top areas you're struggling with and tackling those first.
 - That may require:
 - Re-reading those sections
 - Re-watching the e-course on the topic
 - Taking section/exam specific quizzes on that focus area
 - If you guessed on questions and got them right, the answer should still be reviewed so you can get a good understanding of why.
 - If there are topics that are one-offs, review and try to understand why you got it wrong. But unless there are a lot of one-off questions, a once over should be good.

- I'd recommend going through this exercise until you hit that mid-70's mark on the section specific exams.
- For good measure, I recommend taking a full exam initially (to get your baseline scores) and after you've had a chance to address your study gaps and still look at gaps.

She continued to update me for a while and then went dark. I reached out and she said she was still studying and taking my suggestions. A month or so later, I got a random email saying she passed! What a relief for her!

When both myself and Joey leveraged these techniques, we both saw a jump in our stagnant scores. We were in the 60's then jumped into the 70's where we finally took the exam and passed.

You might notice a lot of providers require a higher recommended percentage hit before sitting for the exam. Understand that they want to be able to say they have a 99.99999999% pass rate, so they ensure their students over prepare so they can maintain that pass rate. I don't have anything to sell you, so a pass rate for bragging rights is pretty meaningless to me. I just want you to succeed for yourself.

With that in mind, perhaps you'll take my word for it. Keep in mind that PMI does not publish a pass rate. However, generally speaking, we believe it unofficially hovers somewhere around the low to mid 60's.

If you've been reading the ultimate guide thus far, then you know we put together a sample study plan that touches on my recommendations above. Yay for timesavers and less planning!

Chapter 5: Taking the exam

What to expect on exam day

In July of 2019, PMI began using Pearson VUE to proctor the PMP exam. Overall it wasn't a massive change for the exam itself. You still must schedule the exam through a proctor, show up, and pass.

When you do schedule your exam, you'll get an email with instructions on where to go, what to bring, etc. It's not overly difficult.

But...it can be intimidating. When I first walked in, it reminded me of the Soup Nazi from Seinfeld. There were grumpy people directing everyone on where to go, and what to do. Their patience wasn't exactly overwhelming.



They didn't yell "No soup for you!", but this is about what I felt.

Ok, it wasn't as bad as that, but when accompanied by the already overwhelming nerves, the intensity was amplified. The process wasn't too terrible, in all honesty.

It's worth noting, that there are *many* other folks taking other exams. It isn't just a bunch of PMP aspirants.

When I walked in, I had to stand in line at the main desk. They were checking people in, giving them their "numbers" and a key to a locker to store your stuff. Then you sat and wait to be called to the exam room. Pretty simple, right?

A few important notes before stepping up to desk:

- If you have any jewelry, they'll ask you to remove it and store it in your locker. Even if it's religious jewelry. (I read somewhere that you can argue to keep it on since it's religious. I made a comment about that, and I got a very stern and apathetic look from the woman. Point taken. I didn't want to be the asshole making a fuss, so I removed it. I suggest others do the same.)
- I didn't have glasses, but others did. They'll remove them and inspect them for cameras. You know, in case James Bond was taking an exam.
- No watches. Not surprising.
- Have your ID ready.

You'll then get a key to a locker, where you dump everything for the duration of the exam. Water bottles, snacks, phones, jewelry, children, pets...everything goes in the lockers.

After waiting a bit, you get called back for the "pat-down". It's pretty much exactly what the police do before arresting someone, but they are much nicer. They go over the rules, hand you a calculator, blank paper and a pencil, then walk you inside the testing room. They'll discuss everything you need to know, and you're off to the races.

Taking the Exam:

Brain Dump

Ah yes, the "Brain Dump". The highly debated topic of the PMP exam. There are two camps here – one that says you MUST do a brain dump, and the other that says you don't. I'm in the latter, but I'll explain more.

In the past, there was an allotted amount of time for a brain dump. This meant you had 10 minutes or so to write down as much information as you could before the exam starts. Formulas, Process Maps, whatever your little heart desired. This was great since it didn't cut into the 4 hours of test time.

Things have changed.

You're no longer allowed a brain dump period before the exam. You sit down, go through the quick tutorial, then the test starts, as well as the timer. During the tutorial, you cannot write anything down. No notes, no brain dump, nothing.

Now, if you want to do a brain dump, you have to do so *after* the timer starts. It's now cutting into your valuable 4 hours for the exam. And here lies the controversy.

One of the biggest arguments for the brain dump is writing down EVM formulas. I often hear folks suggesting to know them by heart, and spend the first few minutes writing them down so you have them handy during the exam. The thought is when you stumble across an EVM question, you use your already written down formulas, versus having to think about them from scratch each time.

That's fair. I understand the reasoning for that. But... (there's always a but)

There honestly aren't a lot of EVM or math questions during the exam. I may have had two or three. I used to think that maybe I just got lucky, but after talking with many folks, I heard the same. There just doesn't seem to be a huge focus on math questions on the exam. So, is it really worth burning 5-10 minutes of the exam time to write that down?

There are a handful of other reasons that people use to support the brain dump. I'm not saying they're wrong, and I'm right. I am saying that the emphasis put on the brain dump is far too great. If you think it could help you, and not add pressure to shaving the time off the exam, then by all means, brain dump away.

However, it's absolutely not a required thing. I didn't do it, and when asked, I tell people not to bother with it.

What if you feel like you're failing?

During the exam, if you feel like you're failing, you're part of the vast majority. This, of course, won't apply to every person taking the exam. If you don't feel like you're failing, that's fantastic! All the prep work and studying paid off.

That wasn't me though. I felt like I was failing the entire time. And according to about 99% of the people we've spoken to, they felt the same (99% isn't an exact number, but it was absolutely most of the people).

This is a shitty feeling. It's mentally distracting, and it allows negative thoughts to pour into your psyche. It's tough to avoid thinking about all the people you may let down (in your own mind) or having to tell your boss you failed. If you're anything like me, your brain will want to spiral into chaos and negativity.

The best advice here is the simplest – don't let that happen. Just don't.

I knew this was a potential feeling going into the exam. I heard it from many. There were a few times I began to slip into deep negativity. I had to step out of myself and give myself my own pep talk and talk myself off the ledge. Make myself keep pushing through.

I felt like Brad Pitt and Ed Norton in Fight Club, where I was essentially kicking my own ass for wanting to give up.

Feeling like you're not doing well is very, very common. Know that going in and be ready to talk yourself down when you begin to slip.

Techniques to using while taking the test

Remember those patterns I shared with you in Chapter 4? Some of those still apply to the real exam.

Not all of these techniques will work for every person. We all have our own styles and need to adapt as needed. However, many of these I used myself. Some were great tips I heard from others, and some were conjured up in my own mind to help me out.

- *For long questions, read the last sentence first*
 - The last sentence is generally where the question is. This allows you to know what information in the question is relevant, and what you can ignore. PMI is great at adding fluff to the questions. So knowing the question helped me skim past irrelevant information.
- *Read the answers from the bottom up*
 - This one is strange in the way it works...but it works. Most people (myself included) have a bad habit of choosing the first option that seems right, then ignoring the rest. This doesn't work for the PMP. The first answer could likely be right, but it's may not be the *rightest* answer.
 - Plus, this helps slow your brain down a bit from the pressure of the time crunch.
- *Take a break*
 - Seriously. Just stop at least once, and walk away for a few minutes. You may feel like you're wasting valuable time, but 4 hours is a loooooong time to work your brain continuously. Our brains aren't meant for that kind of load.
 - Take a break, walk away from the computer, and refresh the mind for a couple of minutes. You'll have to go back through the pat-down, of course, but it's still important.
- *If you have questions that require calculations, write them down versus doing the math in your head*
 - Full disclosure – I didn't do this. Not because I didn't want to follow my own advice, but because I didn't really have any complicated EVM or math questions. Maybe I got lucky, but I'm finding out from others that there aren't many math heavy questions.
 - Regardless, if you come across them, it's a good idea to write down the problems on paper and save the effort of processing the equations in your brain.
- *Don't burn too much time on a question on the first pass*
 - You'll run into a *lot* of questions that require a lot of thought. And that's ok. However, don't burn more than a minute or so on the first pass of the test. If you're tripped up on a question, just flag it and move on. You'll have time to go back through the flagged questions after your first pass.
 - From my own experience, and from speaking with many others, the average is about an hour or so of leftover time to go back through your flagged questions. Plenty of time. So when you get stuck, flag and move. Flag and move.
- *And, of course, answer every question.*
 - Every. Single. One. Even if it's just throwing a dart and guessing. Leave none unanswered. There's 100% chance of getting it wrong if you don't answer the question, but at least a 25% chance of getting it right if you do. Take those odds every time.

Before hitting Submit

You did it. You went through the entire exam, answered every question, and are staring at the Submit button. Your anxiety is likely through the roof. Sweaty palms, a bit of nausea. You may not feel great about hitting the button. I sure as hell didn't.

There's a chance the results come back, and you don't pass.

Before you hit that button to submit the test, you must know – It's ok if you don't pass. Sure, it's what every single one of us want. And I think we should prepare our asses off to pass the first time. But failing isn't the end of the road.

Failing just means you learned. It's not always the most comfortable way to learn, but it's learning nonetheless. It's human nature to avoid failure. However, you have to know and understand, that failing just means you've learned through experience. You now know what to expect the second (or third, or fourth) time around. You'll know which areas are your weak points, and what to focus on when you tackle the exam again.

Now, go ahead and hit that button. As soon as you do, you immediately get the results. Either way, you're walking out of the room with your PMP, or with a better idea of how to pass the next time you take it.

Chapter 6: Post PMP

ROI For the PMP Certification

Link article here and provide high level of summary.

How to Maintain the PMP Cert: Acquiring PDU's

Requirements, ways to obtain cert

Career Guidance:

Resume & LinkedIn Tips

Resume

- Action or 'so what' statements

LinkedIn

- Profile tips
- keywords
- How I find jobs, opportunities, etc

Interviews:

Common interview questions I received (When a PMP is required for the role)

Walk me through the project lifecycle.

Tell me about a time where you had to deliver bad news.

Are you familiar with fixed fee vs time and material contracts?

Tell me about a time when you had an upset customer and how you handled it.

What are the most important skills for a PM to have?

Becoming a Top Performing Project Manager

Learn these must have skills

PMI ® Certifications



PMI ® Certifications
Handbook



Table of Contents

How to Use the PMI® Certifications Handbook	1
About PMI's Certification Program	3
Application & Payments	4
Application Processing	4
How to Submit Payment	4
PMI Audit Process	5
Exam Policies and Procedures	6
Exam Translations	6
Exam Accommodations	6
Legal Restrictions on Taking the Examination	7
Examination Eligibility	8
How to Schedule Your Examination	9
Rescheduling/Cancellation Policy for OPT & CBT Exams	9
Refund Policy.....	11
Extenuating Circumstances	12
PMI Examination Security & Confidentiality	13
Examination Site Requirements & Instructions	15
Examination Report	19
Certification Policies and Procedures	20
Certification Fees	20
Reexamination	23
Certification Complaints Process	24
Certification Appeals Procedure	25
Use of Your PMI Certification	26
Continuing Certification Requirements (CCR) Program	27
CCR Program Overview	27
PMI Code of Ethics & Professional Conduct.....	28
PMI Certification Application/Renewal Agreement	28

How to Use the PMI® Certification Handbook

The features in this handbook allow you to:

Find information on each policy or procedure by clicking on a topic in the left navigation bar.

Find tips and important information by reading **NOTES** throughout the handbook.

Access the online application system and other information by clicking on links within this handbook.

This handbook contains information on what to expect when you apply for one of the globally recognized and highly valued PMI® certifications. This handbook applies to all testing modalities.

The certification program includes:

[Certified Associate in Project Management \(CAPM\)® certification](#)

[PMI Agile Certified Practitioner \(PMI-ACP\)® certification](#)

[PMI Professional in Business Analysis \(PMI-PBA\)® certification](#)

[PMI Risk Management Professional \(PMI-RMP\)® certification](#)

[PMI Scheduling Professional \(PMI-SP\)® certification](#)

[Portfolio Management Professional \(PfMP\) ® certification](#)

[Program Management Professional \(PgMP\)® certification](#)

[Project Management Professional \(PMP\)® certification](#)

This handbook contains information pertinent to the PMI products listed above. If you are interested in one of the Discipline Agile Credentials, please go to <https://www.pmi.org/certifications/agile-certifications>

OR

If interested in Project Management Ready™, please go to <https://www.pmi.org/certifications/pmi-project-management-ready> for more information.

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

PMI Certification Department Mission

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

PMI CONTACT INFORMATION

For general information about the Certification Program, contact the Customer Care Service Center in your region. Find this information at

<https://www.pmi.org/about/contact>

Use the Online Continuing Certification Requirements (CCR) system for certification maintenance:

<https://ccrs.pmi.org/>

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About PMI's Certification Program

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

PMI's certification program is designed to ensure that all certification holders have demonstrated their competence through fair and valid measures. Steps are taken to ensure only the most reliable testing measures are used in the assessment of candidates. PMI follows rigorous requirements for examination development and maintenance and quality management. This ensures that PMI acknowledges the importance of maintaining impartiality and ensuring objectivity in carrying out its certification activities.

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

Candidates for each certification are assessed using:

A Review of Education and Experience – A combination of education and/or professional experience is required for each certification.

Panel Review – For the PgMP and PfMP certifications, panel reviews are required. The initial evaluation occurs through an extensive application review during which a panel of program or portfolio professionals will assess the experience based on the candidate's responses to the management experience summaries submitted in the application.

Examination – Each candidate is required to apply project, program, and/or portfolio 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 units.

Application & Payments

Application Processing

To be eligible to sit for a credentialing exam, you must **document** certain education and professional experience requirements in the online PMI application. Please refer to the appropriate certification Exam Content Outline for **more** specific requirements

- [Certified Associate in Project Management \(CAPM\)® Exam Content Outline](#)
- [PMI Agile Certified Practitioner \(PMI-ACP\)® Exam Content Outline](#)
- [PMI Professional in Business Analysis \(PMI-PBA\)® Exam Content Outline](#)
- [PMI Risk Management Professional \(PMI-RMP\)® Exam Content Outline](#)
- [PMI Scheduling Professional \(PMI-SP\)® Exam Content Outline](#)
- [Portfolio Management Professional \(PfMP\)® Exam Content Outline](#)
- [Program Management Professional \(PgMP\)® Exam Content Outline](#)
- [Project Management Professional \(PMP\)® Exam Content Outline](#)

How to Submit Payment

Once your online application has been processed and determined to be complete, PMI will send an email notification to you requesting payment. Follow the directions in the email you receive or go to myPMI.

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.

If your application is selected for an audit, you will be notified by email prior to payment of the certification fee. 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 from the training institute(s) for each course recorded on the application to meet the required contact hours of professional education

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

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

PMI

Attn: Certification Audit

14 Campus Blvd.

Newtown Square, PA 19073-3299 USA

If selected for audit, 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 choose not to comply with the audit, it will result in an audit failure and a one-year suspension period to apply for any of PMI's certifications.

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 certification has been bestowed. If you fail to meet the audit requirements after attaining the certification, you are not entitled to a refund.

Exam Policies and Procedures

Exam Translations

All PMI exams are available in English. In addition, some of PMI's exams have been translated and are available in up to 15 languages.

The PMI-ACP Exam is also available in Arabic, Brazilian Portuguese, Japanese, Korean, and Spanish.

The CAPM Exam is also available in Arabic, Brazilian Portuguese, French, German, Hebrew, Italian, Japanese, Korean, Russian, Simplified Chinese, Spanish, Traditional Chinese, and Turkish.

The PMP Exam is also available in Arabic, Brazilian Portuguese, Bahasa Indonesian, French, German, Hebrew, Italian, Japanese, Korean, Polish, Russian, Simplified Chinese, Spanish, Traditional Chinese and Turkish.

Single Language Exams are protected under the PMI Test Security and Confidentiality rules.

For translated exams, the examination will be entirely in the language you choose. This includes all screens before and after the examination. If you would still like to see the questions and answer options in English during the exam, there is an exhibit button on the screen for each question that will show the question and answer options in English.

Please note, PMI cannot change the language for an existing examination appointment. If you schedule your examination in English only, but will require a different language, you must cancel your examination prior to contacting PMI to request one.

Exam Accommodations

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 test accommodations.

NOTE: Record your need for exam accommodations as part of the payment process. Additional information can be found at <https://www.pmi.org/certifications/certification-resources/process/accommodations>).

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

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

NOTE: If you require an exam accommodation, you may not be eligible to sit for an online proctored exam.

Exam Policies and Procedures

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.

Due to the above, you will be required as part of your application to take an 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 Cuba, Syria, North Korea, and the Crimea Region of Ukraine, 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.

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 and Procedures

Examination Eligibility

Once an application has been approved, the one-year eligibility period begins. After payment of the certification fee has been received, PMI will send you an email notification with your PMI eligibility ID, which you will utilize for scheduling a test appointment.

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

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

PMI cannot guarantee or reserve seating at the testing centers or an available time for an online proctored test appointment. PMI recommends that you schedule the examination as soon as you determine the 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 save all examination scheduling verifications and correspondence received for your records.

Exam Policies and Procedures

How to Schedule Your Examination

Follow the instructions in the email you receive regarding scheduling your exam.

Rescheduling/Cancellation Policy for Online Proctored and Center-Based Exams

You can reschedule or cancel your online proctored exam or center-based exam at any time, up to 48 hours before your scheduled exam appointment. However, because of limited seating capacity (both physical and virtual), 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 improve seating availability, 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 the exam delivery vendor's website to reschedule or cancel your exam within the 30-day period. The US\$70 charge will appear on your credit card as a charge from the vendor.

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

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

Within 48 hours of Your Appointment

You need to reschedule or cancel your appointment **before** you are within 48 hours of your exam appointment (local time). If you wait until you are within 48 hours of your exam appointment, you will not be able to cancel your appointment and you will forfeit the entire exam fee if you do not show up. 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
48 Hours Policy		
5 May, 8:00 AM	Before 3 May, 8:00 AM	US\$70
5 May, 8:00 AM	After 3 May, 8:00 AM (you are unable to reschedule or cancel the appointment)	Forfeit the entire exam fee

Exam Policies and Procedures

How to Reschedule or Cancel your Online Proctored or Center-Based Appointment

Reschedule or cancel your appointment online at the PMI.org website. Upon logging into your [PMI.org](https://www.pmi.org) account, click “Reschedule Exam” or “Cancel Exam” link under “Your examination has been scheduled”. You will be directed to reschedule or cancel your exam through the exam delivery vendor and you can review the current appointment details. You will be presented with options to reschedule or cancel your appointment.

If you want to change your exam delivery type (online proctoring to center based or center based to online proctoring), you can do so online by canceling your current appointment and then simply selecting your new delivery type when you reschedule.

Please note: If you are within 30 days of your scheduled appointment, you will need to contact PMI Customer Care for assistance. The cancellation policy still applies.

If you are within 48 hours of your examination, you will not be able to cancel or reschedule your appointment and you will forfeit the entire exam fee if you do not show up.

Emails to the exam delivery vendor or PMI are not acceptable forms of communication to reschedule or cancel your examination appointment.

If you have internet connectivity problems, or experience any issues rescheduling or canceling your examination online, call the vendor directly to reschedule or cancel your appointment. **Do not call the testing site to reschedule or cancel the examination.**

To contact Pearson Vue, please visit <https://home.pearsonvue.com/Test-takers/Customer-service.aspx>

To contact ATA please contact customer support at CustomerService@ata.net.cn

Starting 2021, China candidates need to follow the timeline and policies on CITEF’s website for rescheduling, cancellation and extenuating circumstances. For more information please visit CITEF website (<http://exam.chinapmp.cn>) for any questions or requests.

Exam Policies and Procedures

Refund Policy

You may request a refund within 30 days from the date of purchase provided you do not schedule and take the certification exam within that timeframe.

After the refund is processed, the application will be closed, and the eligibility period will no longer be valid. If a scheduled exam is canceled and rescheduled outside of 30 days from the date of purchase, up to 48 hours prior to the scheduled testing date, there is a rescheduling fee applied. Within 48 hours of the scheduled testing date, all fees and the ability to reschedule are forfeit.

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

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

If you have scheduled the exam and did not take it, nor provided the necessary cancellation/rescheduling notification to PMI's testing administration partner, 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.

Exam Policies and Procedures

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

Go online to the [PMI's certification system](#) 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. Your circumstance forces you to miss your scheduled exam appointment (resulting in a no-show status):

Please **Contact PMI Customer Care within 72 hours following the missed exam appointment.** Depending on the circumstance, 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 the exam delivery vendor or PMI within the specified time periods to reschedule or cancel your exam and failure to meet a scheduled examination appointment will result in a no-show status. If you reach a no-show status, you will forfeit the exam fee and have to pay the full reexamination fee in order to schedule another examination.

Exam Policies and Procedures

PMI Examination Security & Confidentiality

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

Examination (pass/fail) results are confidential and will not be disclosed to anyone without candidate consent, unless directed by valid and lawful subpoena or court order. If you would like your examination results to be released to a third party, you must provide PMI with a written request that specifically identifies the 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 certification examinations.

Data Forensics

PMI uses independent third-party security vendors, including psychometricians (statisticians), to conduct forensic analyses on test administration data. These analyses are designed to protect the validity of the examination by looking for evidence that suggest a candidate's score may not be a true measure of their knowledge or ability. PMI reserves the right to hold, invalidate, or cancel any score identified as potentially invalid on the basis on these analyses alone. Any candidate whose score is invalidated or cancelled on the basis of statistical evidence alone shall be entitled to a free retake of the examination, although PMI may place date, time, or location restrictions on the administration.

Statistical evidence may also be used during either an investigation into potential misconduct or a disciplinary action. However, statistical evidence alone shall not be sufficient to accuse a candidate of misconduct or take disciplinary action against a candidate without additional evidence. Note that while this policy applies to statistical evidence, forensics analyses may uncover other types of evidence that are not considered statistical and which are sufficient to take action against a candidate, which may include but is not limited to the cancellation, invalidation and revocation of the exam, and further action as determined by PMI in its sole discretion.

Public Posting of Revoked Credentials

PMI strives to ensure that only qualified individuals earn PMI credentials. However, there may be times where an individual's credential needs to be revoked after it has been awarded, for example, if PMI determines an individual cheated on the exam and/or used a proxy to pass the exam. In those instances, PMI will notify the individual and post their name, PMI ID number, exam name, and credential number to PMI.org.

Exam Policies and Procedures

Candidate Security Acknowledgment

Prior to beginning the exam, all candidates are presented with the following Candidate Security Acknowledgement (CSA):

“As a candidate for this exam, you are required to follow the terms of the PMI Certification Application/Renewal Agreement and the PMI Code of Ethics and Professional Conduct. Please read and agree to the following before beginning your examination:

1. I will follow all PMI certification program policies and requirements. I understand that failure to do so may result in investigation and sanctions by PMI, which could include canceling my exam results and forbidding me from taking future exams.
2. I understand that PMI exams are confidential. I will not discuss or disclose the questions, content, or answers from my examination to any person or company, including other candidates, education providers, or exam preparation services, at any time.
3. Prior to this exam, I have not received information from any source regarding the confidential questions, content, or answers of this exam.
4. I will promptly report to PMI any possible violations of the Certification Application/Renewal Agreement, PMI Code of Ethics and Professional Conduct, or PMI certification program policies by myself or others.”

The CSA is a reminder of some, but not all, of the security related policies that the candidate previously accepted during their application. Failure to agree with any or all of the CSA will result in the immediate termination of the candidate's testing sessions.

Preliminary Exam Scores

Any score provided at the conclusion of a candidate's testing session is considered preliminary until the candidate receives notice from PMI that the result is official.

Reporting Misconduct

All PMI members, volunteers, credential holders, and candidates are required by the Code of Ethics and Professional Conduct to report any violation of PMI rules and policies. Reports of potential exam misconduct may be made directly to PMI's Exam Security team by emailing examsecurity@pmi.org with the relevant details.

Additional information on PMI's Exam Security Program may be found by visiting: <https://www.pmi.org/certifications/exam-security>

Exam Policies and Procedures

Examination Site Requirements & Instructions

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

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

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

All forms of identification being presented at the testing center must match your name exactly as it appears on the scheduling notification. Your identification documents must be in good condition, and cannot be bent, frayed, taped, cracked or otherwise damaged in any way. The identification documents must be the originals and cannot be photocopies. You will not be permitted to test if the name on your identification documents does not exactly match the name on your scheduling notification, or if your identification is damaged. No exceptions to this policy will be made.

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

The following are acceptable forms of government-issued identification:

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

The following are acceptable forms of secondary identification:

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

The following are not acceptable forms of identification:

- Social Security cards
- Library cards

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 certification examination, you must contact PMI as soon as possible in order to request the change.

Email: customercare@pmi.org

Fax: +1 610 482 9971

Attn: Name Change for Exam

Exam Policies and Procedures

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.**

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 will be required to have your photo taken and provide a signature during the check-in process. You may also be asked to provide the confirmation number received when scheduling the appointment.

PROHIBITED from the Testing Center:

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

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

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

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

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

Exam Policies and Procedures

What to Expect at the Testing Center

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

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

You will then be escorted into the testing room by the testing center administrator, who will seat you at your workstation and begin your examination. On the first screen, you will be asked to verify both your name and the examination you are taking. Once this information is verified, the examination tutorial will begin. A clock is built into the CBT exam, and will begin to count down as soon as the tutorial has begun. A candidate may exit the tutorial at any time; if a candidate does not voluntarily end the tutorial, once the 15 minute time window has elapsed, the tutorial will automatically end and the examination will begin. There is one scheduled break during the examination. If you wish to take an unscheduled break, you may get up from your terminal and exit the testing room. All candidates will have to sign in and out of the testing room and present their government-issued identification documents upon each entrance and exit.

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

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

Testing Aids

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

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

Writing materials for taking notes during the examination, either:

- Scrap paper and pencils, *or*
- Erasable board and markers

A virtual white board is available via the vendor's system for those candidates sitting for an online proctored test (OPT) exam

Exam Policies and Procedures

Check-In Procedure for Online Proctored Test

Please refer to the exam delivery vendor's website on how to properly access your online proctored exam.

For Pearson Vue, please visit: <https://home.pearsonvue.com/Clients/PMI/OnVUE-online-proctored.aspx>

For ATA, please visit: <https://vip.eztest.org/client/pmi/home/index>

Termination of Examination Administration/Grounds for Dismissal

You are expected to conduct yourself in a professional manner at all times at the testing center or while taking an online proctored exam. Any person who violates the PMI test security & confidentiality policy will be subject to disciplinary action(s) by the PMI certification department.

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

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

The PMI certification department reserves the right to take all action including, but not limited to, barring you from future testing and/or canceling your scores, for failure to comply with the test administrator/supervisor's directions or with PMI certification program policies. 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.

Exam Policies and Procedures

Examination Report

Upon completion of the examination, you will receive a copy of your preliminary 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. Please note that any score provided at the conclusion of a candidate's testing session is considered preliminary until the candidate receives notice from PMI that the result is official.

Candidates who take a center-based examination receive the exam report at the test center the day they sit for the examination. You can also access your exam report on the online certification system no later than 10 business days after your examination date. You will receive an email notifying you when your exam report is available online.

Establishing the Passing Score

The passing score for all PMI exams is determined by sound psychometric analysis. PMI uses subject matter experts – project professionals from around the world and many different disciplines – to determine how many questions you must answer correctly to pass the exam. Each scored question on the exam is worth one point; and your final score is calculated by totaling the points you have earned on the exam. The number of questions you answer correctly places you within one of the performance rating categories you see on this report.

Certification Policies and Procedures

Certification Fees

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

If PMI membership is obtained after you submit payment for the certification, PMI will not refund the difference. Review all the [benefits of PMI membership](#) or [Join Now](#).

Below are charts with the fees outlined for each certification.

CAPM Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$225	€185	R\$1,230	₹17,377
Center-based testing (CBT) Online testing (OPT)	nonmember	\$300	€250	R\$1,822	₹23,169
Reexamination CBT/OPT	member	\$150	€125	R\$911	₹11,585
Reexamination CBT/OPT	nonmember	\$375	€315	R\$2,277	₹28,961
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

PMI-ACP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$435	€365	R\$2,113	₹25,196
Center-based testing (CBT) Online testing (OPT)	nonmember	\$495	€415	R\$3,006	₹38,229
Reexamination CBT/OPT	member	\$335	€280	R\$1,831	₹19,404
Reexamination CBT/OPT	nonmember	\$395	€330	R\$2,399	₹30,506
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

Certification Policies and Procedures

PMI-PBA Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$405	€340	R\$2,459	₹23,459
Center-based testing (CBT) Online testing (OPT)	nonmember	\$555	€465	R\$3,370	₹42,863
Reexamination CBT/OPT	member	\$275	€230	R\$1,670	₹15,929
Reexamination CBT/OPT	nonmember	\$375	€315	R\$2,277	₹28,961
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

PMI-RMP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$520	€430	R\$3,158	₹30,120
Center-based testing (CBT) Online testing (OPT)	nonmember	\$670	€555	R\$4,069	₹51,744
Reexamination CBT/OPT	member	\$335	€280	R\$2,034	₹19,404
Reexamination CBT/OPT	nonmember	\$435	€365	R\$2,642	₹33,595
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

PMI-SP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$520	€430	R\$3,158	₹30,120
Center-based testing (CBT) Online testing (OPT)	nonmember	\$670	€555	R\$4,069	₹51,744
Reexamination CBT/OPT	member	\$335	€280	R\$2,034	₹19,404
Reexamination CBT/OPT	nonmember	\$435	€365	R\$2,642	₹33,595
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

Certification Policies and Procedures

PfMP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$800	€655	R\$3,886	₹46,338
Center-based testing (CBT) Online testing (OPT)	nonmember	\$1,000	€815	R\$6,073	₹77,230
Reexamination CBT/OPT	member	\$600	€490	R\$3,279	₹34,754
Reexamination CBT/OPT	nonmember	\$800	€655	R\$4,858	₹61,784
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

PgMP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$800	€655	R\$3,886	₹46,338
Center-based testing (CBT) Online testing (OPT)	nonmember	\$1,000	€815	R\$6,073	₹77,230
Reexamination CBT/OPT	member	\$600	€490	R\$3,279	₹34,754
Reexamination CBT/OPT	nonmember	\$800	€655	R\$4,858	₹61,784
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

PMP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros	BRL	INR
Center-based testing (CBT) Online testing (OPT)	member	\$405	€340	R\$1,967	₹23,459
Center-based testing (CBT) Online testing (OPT)	nonmember	\$555	€465	R\$3,370	₹42,863
Reexamination CBT/OPT	member	\$275	€230	R\$1,670	₹15,929
Reexamination CBT/OPT	nonmember	\$375	€315	R\$2,277	₹28,961
CCR certification renewal	member	\$60	USD only	R\$364	₹3,475
CCR certification renewal	nonmember	\$150	USD only	R\$911	₹11,585

Certification Policies and Procedures

Reexamination

You are granted a one-year eligibility period in which to pass the examination. During the eligibility period, you may take the examination up to three times as candidates do not always pass the examination on their first attempt. Gauge your time carefully to ensure your eligibility period will allow for an exam retake, if needed.

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

If you fail to pass 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 certification. However, after failing to pass a certification examination three times, candidates may opt to apply for any other PMI certification.

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

Certification Complaints Process

All complaints regarding the certification process are governed by the Certifications Complaints Process. Examples of a complaint include but are not limited to:

- A problem with a certification process
- A problem with exam content
- A problem with the exam administration

All certification related complaints must be reported within 30 days of the event/incident cited, made in writing, and sent to PMI:

Via email at certcomplaints@pmi.org or

Via postal mail at 14 Campus Boulevard, Newtown Square, PA 19073-3299, USA

All complaints should include evidence supporting the reason for the complaint and the nature of the request, including all reasons why the action or decision should be changed. A complaint must include:

- Name and e-mail address of the complainant;
- Name against whom the complaint is made, if applicable;
- Reference to the PMI certification policy and/or procedure that was not followed; A description of how the policy and/or procedure was not followed; and
- Any applicable evidence that supports the complaint.

We will acknowledge, in writing, your complaint within 3 days of receipt. If a complaint is missing any necessary information, you will be informed and allowed an additional 30 days to supply the missing information. If the required information is not submitted within that time, the request will be closed.

The review and validation of the complaint will occur in a constructive, impartial and timely manner. You will be notified of the outcome within 3 business days of the decision being made. A record of the complaint, including any subsequent action(s) taken, and the decision made will be maintained by PMI. All information pertaining to the complaint will remain confidential.

You have the right to escalate your complaint within 10 calendar days of the notification of the decision rendered. The escalation request should be submitted in writing and can be sent via email or mail to one of the addresses listed above.

A decision around the escalation will be communicated to you within 10 days of PMI's receipt of the escalation request, unless circumstances warrant a delay. If a delay is expected, you will be notified.

Certification Policies and Procedures

Certification Appeals Procedure

All challenges to PMI's Certification Program are governed by the PMI Certification Appeals Procedure. This appeal process is the only method to review decisions made by PMI regarding desired certification status. Examples of an appeal include but are not limited to:

- Rejection of a certification application
- Dispute over a failed audit
- Failure to meet CCR requirements resulting in a certification being revoked
- Invalidation of exam results and related actions due to candidate misconduct

All certification related appeals must be reported within 30 days of the event/incident cited, made in writing, and sent to PMI Certification Appeals:

Via email at certappeals@pmi.org or

Via postal mail at 14 Campus Boulevard, Newtown Square, PA 19073-3299, USA

To request an appeal you must submit a request and include evidence supporting the reason for the appeal and the nature of the request, including all reasons why the action or decision should be changed. An appeal must include:

- Name and e-mail address of the appellant;
- A description of why the appeal should be granted; and
- Any applicable evidence that supports the appeal.

We will acknowledge, in writing, your appeal within 3 days of receipt.

The review and validation of the appeal will occur in a constructive, impartial and timely manner. You will be notified of the appeal decision within 30 days of PMI's receipt of the appeal, unless circumstances warrant a delay. If a delay is expected, you will be notified. A record of the appeal, including any subsequent action(s) taken, and the decision made will be maintained by PMI. All information pertaining to the appeal will remain confidential.

*Disciplinary decisions affecting membership of existing members are evaluated under a separate, Board approved appeals process in accordance with PMI's [Ethics Complaints Process](#).

Certification Policies and Procedures

Use of Your PMI Certification

Once you have been notified directly by PMI that you have officially passed an examination, you are granted that certification. You may refer to yourself as a holder of that certification as long as you have an active certification status. You are authorized to use the certification designation in block letters after your name on business cards, personal letterhead, resumes, and 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 certification designation in the manner stated above and that you will not use the certification designation in company names, domain names, product names, or any other unauthorized manner.

Certificate

You may download a digital version of your certificate.

To download a PDF copy of your certificate, please login to <https://certification.pmi.org>.

- Click on the “My XYZ®” section of the left-hand navigation.
- Click on the “Download Certificate” link at the bottom of the expanded section.

Digital Badge

You have the option of receiving a digital badge. You will be contacted by the digital vendor about your digital badge eligibility.

Online Certification Registry

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

Certification holders can choose to be removed from the registry, so the absence of your name in the registry does not necessarily mean that you are not certified. You can opt out of inclusion in the registry or update your demographic information by visiting [PMI.org](https://www.pmi.org).

Continuing Certification Requirements (CCR) Program

CCR Program Overview

PMI's Continuing Certification Requirements (CCR) program supports the ongoing educational and professional development of our certification holders so they are always prepared to meet the demands of today's complex business environment. The purpose of the CCR program is to:

- Enhance continuous learning and development among certification holders
- Provide direction in development areas to ensure relevancy of certified practitioners
- Encourage and recognize individualized learning opportunities
- Offer a mechanism for attaining and recording professional development activities
- Sustain the global recognition and value of PMI certifications

Everyone who earns a PMI certification must actively maintain their certification(s) through participation in the CCR Program and renewal of their certification(s) every 3 years.

Participating in professional development and learning activities allows certification holders to earn Professional Development Units (PDUs), fulfilling the continuing certification requirements and ultimately growing and developing as a practitioner.

We know that each individual has different professional needs and desires. The CCR program is designed to be flexible so that it can adapt to those needs and allow you to customize your CCR activities. The CCR program provides a general framework and guidance—you determine your ultimate CCR and development path.

For details and instructions on how to earn and track PDUs in CCR, download the [CCR Handbook](#)

PMI Code of Ethics & Professional Conduct

Ethics is about making the best possible decisions concerning people, resources and the environment. Ethical choices diminish risk, advance positive results, increase trust, determine long term success and build reputations. Leadership is absolutely dependent on ethical choices.

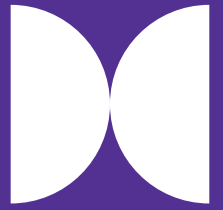
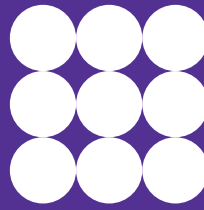
PMI members have determined that **honesty, responsibility, respect and fairness** are the values that drive ethical conduct for the project management profession. PMI's Code of Ethics and Professional Conduct applies those values to the real-life practice of project management, where the best outcome is the most ethical one.

All PMI members, volunteers, certification holders and certification applicants must comply with the Code.

Please visit the [Code of Ethics](#) page to download and read our code.

PMI Certification Application/Renewal Agreement

Please visit the [Certification Application/Renewal Agreement](#) page to review the agreement.



POWERING THE PROJECT ECONOMY™

