

PMI-ACP[®]



PMI Agile Certified Practitioner (PMI-ACP)[®]
Handbook



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How to Use the PMI-ACP® Handbook

This handbook contains information on how you can apply for the PMI Agile Certified Practitioner (PMI-ACP)® certification.

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

Some features of this handbook allow you to:

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

PMI CONTACT INFORMATION

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 Certification system to apply: <https://www.pmi.org/certifications/types/agile-acp>

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

PMI Agile Certified Practitioner (PMI-ACP)® Handbook last updated on 24 May 2022

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

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About PMI's Certification Program

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

The certification program includes:

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

PMI's certifications are distinguished by their global development and application, which makes them transferable across industries and geographic borders. The role and tasks of project professionals around the globe are researched and documented to define each certification. 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. For example, interviews can be influenced by how difficult the interviewer tends to be, how well the candidate is performing that day, and even how many questions the interviewer asks along the same line of questioning.

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

PMI understands the importance of impartiality in carrying out its certification activities, manages conflict of interest and ensures the objectivity of its certification activities.

Candidates are assessed by examining their competence using:

- **Education and Experience** – A combination of education and/or experience in project management is required for each certification. For example, the PMI-ACP requires training specifically in project management and both general project work experience and experience with agile methodologies.
- **Testing Competence** – The candidate is required to apply project management concepts and experience to potential on-the-job situations through a series of scenario-based questions.
- **Ongoing Development** – Maintenance of a PMI certification requires the accumulation of ongoing professional development and education or, in some cases, re-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.

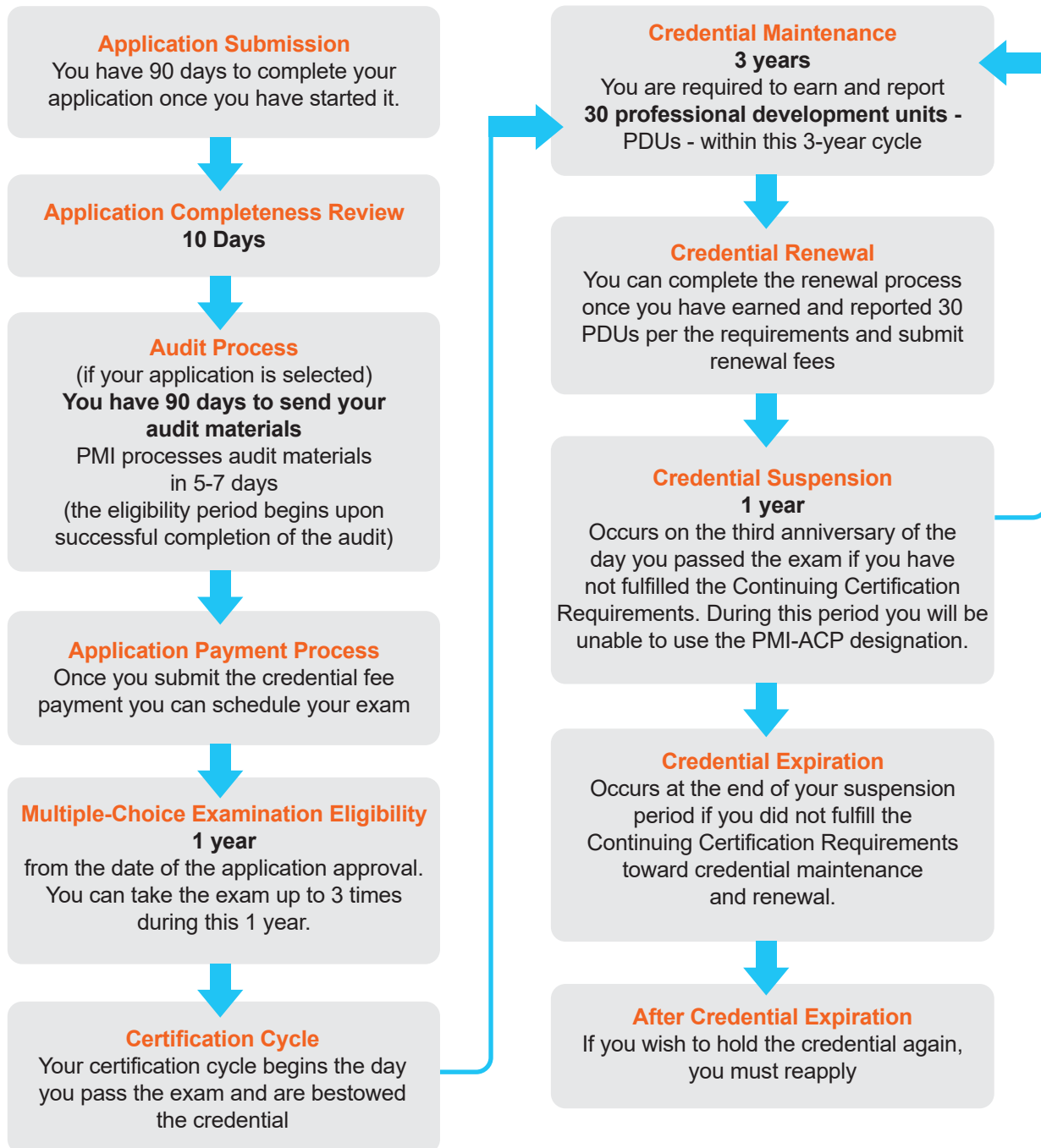
Overview of the PMI-ACP Certification

About the PMI-ACP Certification

Agile is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace agile as a technique for managing successful projects. The PMI-ACP certification recognizes an individual's expertise in using agile practices in their projects, while demonstrating their increased professional versatility through agile tools and techniques. In addition, the PMI-ACP certification carries a higher level of professional credibility as it requires a combination of agile training, experience working on agile projects, and examination on agile principles, practices, tools, and techniques. This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management.

Overview of the PMI-ACP® Certification

Timeline of the PMI-ACP Certification Process



Overview of the PMI-ACP Certification

Agile Job Analysis

PMI conducted a job analysis in the development of the certification in alignment to industry best practices. This job analysis determines the level of importance of each of the tasks, tools and techniques, and knowledge and skills required to use agile principles and practices in project management. It is the basis for the creation of the examination. The examination for the PMI-ACP certification is a vital part of the activities leading to earning this certification, thus it is imperative that the examination reflect accurately the agile practices, tools, and techniques being used by project management practitioners.

This certification has been designed to:

- demonstrate to employers the practitioner's level of professionalism in agile practices of project management; and,
- increase the practitioner's professional versatility in both project management tools and techniques.

Overview of the PMI-ACP Certification

PMI-ACP Eligibility Requirements

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

Educational Background	+	General Project Experience	+	Agile Project Experience	+	Training in Agile Practices
Secondary degree (high school diploma, associate's degree or global equivalent)		12 months working on project teams This experience must have been earned in the last 5 years		8 months working on project teams using agile methodologies This experience must have been earned in the last 3 years These months are in addition to the 12 months required in general project experience.		21 contact hours Hours must have been earned in agile practices
OR						
Bachelor's or post-graduate degree from a GAC accredited program (bachelor's or master's degree or global equivalent)		N/A		Need to show 8 months of agile team experience		35 contact hours of formal education

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

NOTE: If you are a graduate of a GAC accredited degree program you will receive a 12-month credit towards the work experience requirement. Also, you can use the GAC course work to fulfill the 35 education contact hour requirement. [Learn more about the PMI Global Accreditation Center for Project Management Education Programs \(GAC\).](#)

PMI-ACP Application & Payment

How to Complete the Online Application

PMI encourages you to use the [online certification system](#) to apply for all certifications.

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

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

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

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

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

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

You can also use the online certification system to:

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

PMI-ACP Application & Payment

How to Record Your Experience on the Application

General Project Experience

Use the General Project Experience Worksheet in the application to record your general project experience. This includes time spent working on project teams regardless of the methodology. The experience does not necessarily have to be paid work, but it does need to be in a professional setting. Activities such as school projects or planning personal events would not qualify. Record each project you worked on individually.

You need a minimum of 12 months of unique, non-overlapping experience accrued within the last five years. This means that each month you worked on multiple, overlapping projects (projects that ran simultaneously) counts as one month toward the total requirement. Using this example below, the time spent working on Project 1 from January–April would count as four months toward the eligibility requirement while the time spent working on Project 2 during May–June would count as two months toward the eligibility requirement. However, you cannot count the time working on both projects during February–April twice. Therefore, Project 1 and Project 2 equal six months (January–June) of project experience toward your eligibility requirement.



Agile Project Experience

Use the Agile Project Experience Worksheet in the application to record your agile project experience. This includes time spent working on agile teams.

Record each project you worked on individually. You need a minimum of 8 months of unique, non-overlapping experience accrued within the last three years. This means that each month you worked on multiple, overlapping projects (projects that ran simultaneously) counts as one month toward the total requirement (same as noted above).

Further, **your agile project experience must be unique and separate from your general project experience.**

PMI-ACP Application & Payment

How to Record Your Training on the Application

Record at least 21 contact hours of training on agile practices. Agile training can include topics covering agile philosophy, methodologies, principles and practices.

Record all training hours regardless of when they were accrued. **The course work must be completed by the time you sit for the examination.**

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

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

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

The following education does not satisfy the training requirements:

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

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

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

PMI-ACP Application & Payment

Application Processing

PMI strives to process applications in a timely manner. The following table details the application processing timeline.

Application Processing Timeline		
Application submitted:		Process time:
Online		10 days

NOTE: This processing timeline does not apply if your application has been selected for PMI's audit process (refer to the PMI Audit Process section in this handbook for more details).

PMI-ACP Application & Payment

PMI-ACP Certification Fees

The proper fees for payment are determined by your PMI membership status. Refer to the Examination Administration section in this handbook to see if you qualify for paper-based exam delivery. Otherwise, plan on taking a computer-based exam and submitting the associated fees.

The fees for obtaining the ACP Certification are subject to membership and regional pricing. Membership is NOT required to obtain the ACP. Up-to-date prices are available by logging onto PMI.org and navigating to the Certifications menu.

All payments will be converted into USD and may include additional fees for currency conversion. Payments may also be completed by wire transfer in local currency. For additional information and wiring instructions please contact customercare@pmi.org.

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!](#)

PMI-ACP Application & Payment

How to Submit Payment

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

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

1. Verify your personal information and make any changes.
2. If required, request test accommodations for your examination at no extra cost, if necessary (refer to the Test Accommodations section in this handbook for more details)
3. Read and agree to the terms and conditions. Attest to the accuracy of the information.
4. Select 'Go to Cart'.
5. You will advance to the screen which states "Your application is Approved", select 'Pay for exam',
6. You will receive an option to purchase PMI Membership and donate to the PMIEF
7. Once your selections have been made, click on 'Continue to Checkout'.
8. Select the appropriate payment method and click on 'Place Order'

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

Payment type	Method for sending payment
Credit card	Online certification system
Wire transfer	Contact customercare@pmi.org for details

After you **submit your application online**, you may submit payment the following way:

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

PMI-ACP Application & Payment

PMI-ACP Refund Policy

Customers may request a refund within 30 days from the date of purchase provided the customer does not schedule or 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, Pearson VUE, 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.

PMI Audit Process

PMI Audit Process

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

If your application is selected for an audit, you will be notified by email 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:

- ✓ Signatures from your supervisor(s) or manager(s) from the project(s) recorded in the experience verification section of the application
- ✓ Copies of certificates and/or letters of registration, from the training institute(s) for each course recorded on the application to meet the required contact hours of training in agile practices

PMI provides you with 90 days to submit the requested documentation. If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit should take about five to seven business days to complete. You can access your audit package from your mypmi.org dashboard. Once all information has been downloaded and received you will be able to submit your audit package.

You may not continue with the certification process until you have completed 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, your certification is revoked and you are not entitled to a refund.

Exam Policies & Procedures

PMI-ACP Exam Information

The PMI-ACP exam is comprised of 120 multiple-choice questions. Of the 120 questions, 20 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future questions. All questions are randomly placed throughout the exam.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
100	20	120

Computer-based testing (CBT) and online proctored test delivery are the standard methods of administration for PMI examinations.

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

Allotted Examination Time
180 minutes

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

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

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

Item Development

PMI-ACP exam questions:

- are developed and independently validated by global work groups of agile project professionals;
- are referenced to the current agile reference list;
- are monitored through psychometric analysis; and
- satisfy the *PMI-ACP® Examination Content Outline*.

Exam Policies & Procedures

PMI-ACP Exam Blueprint

The PMI-ACP certification exam is developed based on the [PMI-ACP® Examination Content Outline](#). The exam blueprint details the topic areas (or domains) in which exam questions will focus. The allocation of questions will be as follows:

Domain	Percentage of Items on the Test
Domain I. Agile Principles and Mindset	16%
Domain II. Value-driven Delivery	20%
Domain III. Stakeholder Engagement	17%
Domain IV. Team Performance	16%
Domain V. Adaptive Planning	12%
Domain VI. Problem Detection and Resolution	10%
Domain VII. Continuous Improvement (Product, Process, People)	9%
Total	100%

For details on the topic areas covered in each of these categories, access the [PMI-ACP® Examination Content Outline](#).

Exam Policies & Procedures

Examination Administration

Online proctored test (OPT) and center-based test (CBT) are the standard methods of administration for the PMI- ACP examination.

Single Language Exams

The PMI-ACP exam is available in the following 6 languages:

- Arabic
- English
- Brazilian Portuguese
- Japanese
- Korean
- Spanish

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

Once you complete the examination payment process, you will receive an email notification containing your exam eligibility information.

During the scheduling process, you will have the opportunity to choose the language in which you would prefer to take your exam.

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.

For online proctored test, the proctoring software, greeter support and proctor support are available in English only.

Please note, PMI cannot change the language for an existing PMI-ACP 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 Policies & Procedures

Exam Accommodations for the Exam

You may request the administration of any PMI examination to be modified due to disability, handicap or a medical condition that may affect your ability to take the examination. There are no additional costs for exam accommodations.

NOTE: Record your need for exam accommodations as part of the payment process (when you apply online) as part of the application process.

Once your request is submitted, you must forward supporting medical documentation to PMI by 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 it prior to requesting the accommodations. There are no exceptions to this policy.

NOTE: Candidates who require certain exam accommodations are not eligible for online proctored test and must take the exam in a test center.

Exam Policies & 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.

For that reason, you will be required as part of your application to take the examination to certify that you are not on any list of designated parties maintained by the US government, that you are not in any way affiliated with the governments of countries subject to comprehensive US sanctions, currently Syria, Cuba, 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 & Procedures

Exam 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:

- PMI Eligibility ID and
- The examination scheduling instructions.

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

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

The PMI-ACP examination is delivered by Pearson VUE for both online proctored and center based tests. The examination scheduling instructions for online proctored tests and center based tests contained within this handbook and in your eligibility letter will provide you with details.

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 select a date, and at least three months before the expiration of your eligibility period.

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

Exam Policies & Procedures

How to Schedule Your Examination

About the Online Proctored Test

Online proctored test delivery allows you to take an exam in the comfort of your home or office while being monitored by a proctor via webcam and microphone. To learn more about online proctoring, please visit <http://www.pmi.org/ACP-OP>.

Before you select and pay for an online proctored exam delivery:

Please review the minimum system requirements and run a [system test and exam simulation](#) before selecting and paying for the exam. If you purchase an online proctored test and your computer equipment does not meet the requirements, you are **unlikely** to receive a refund. If your computer does not meet these requirements, please select to take the exam at a [test center](#) during the payment process.

Scheduling Instructions with Pearson VUE for Center-Based Test (CBT) and Online Proctoring

Schedule your appointment online at [PMI.org](#). Upon logging into your PMI.org account, click “Schedule Exam” link under “You may now schedule your PMI-ACP examination”. You will be directed to schedule your exam through Pearson VUE.

If you selected Test Center during payment:

1. When you are directed to your Pearson VUE account, the PMI-ACP exam will be available under **Pre-approved Exams**. Click the PMI-ACP exam link.
2. On the next page, you will see the PMI-ACP exam and language you have selected. Please make sure to click **View Testing Policies**, then click “Schedule This Exam”.
3. Next, search for a test center. Once you have located a test location with availability, select a date and time.
4. After making your selection, review your appointment details and then click **Proceed to Checkout**.
5. Follow the next steps to complete checkout, and then click **Submit Order**.
6. Your appointment is confirmed and you will receive a confirmation email from Pearson VUE.

If you selected Online Proctoring during payment:

1. When you are directed to your Pearson VUE account, the PMI-ACP exam will be available under **Pre-approved Exams**. Click the PMI-ACP exam link.
2. Read through and agree to the online proctoring policies and click **Next**.
3. The next page will display the PMI-ACP exam and language you have selected. Please make sure to click **View Testing Policies**, then click **Schedule This Exam**.
4. Choose the date and time you wish to take your exam. You do not need to select a location. You may schedule online at any time of day but will only be able to schedule appointments for Tuesday – Saturday. Select the date you would like to take your exam and then the time.
5. After you make your selection, you will review your appointment details and then click **Proceed to Checkout**.
6. Follow the next steps to complete checkout and then click **Submit Order**.
7. Your appointment is confirmed, and you will receive a confirmation email from Pearson VUE.

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

Exam Policies & Procedures

Schedule Your Examination by Telephone with Pearson VUE

When calling Pearson VUE's Contact Center, the representative will ask for:

1. Testing program: PMI – Project Management Institute
2. Name of examination: PMI-ACP
3. Your PMI ID
4. You will then be asked to verify your:
 - First Name
 - Last Name
 - Email address
 - Physical Address
 - Phone Number used in your application

NOTE: Please be advised that when scheduling by telephone, you will still receive an email confirmation of your examination appointment. You will also be able to retrieve your confirmation from the Pearson VUE website.

Inside North America:

Use the Pearson VUE Telephone System to schedule, reschedule, cancel or confirm your exam appointment.

Service available	Monday – Friday, 7:00 a.m.–7:00 p.m. CT (closed on local holidays)
Number:	+1 866 241 5527 (toll-free) +1 952 905 7397 (toll)

Outside North America:

Please visit the [Pearson VUE](#) website for the service center information for your region.

Exam Policies & Procedures

How to Schedule an Examination with Test Accommodations with Pearson VUE

If you have been granted test accommodations for the exam, please follow these steps for scheduling:

- Candidates who live inside North America must call the Pearson VUE Accommodation Specialist Department at +1 800 466 0450
- Candidates who live outside North America must contact the Pearson VUE Contact Center in their region. Please visit <http://www.pearsonvue.com/pmi/contact/> for contact information.

When calling Pearson VUE's Contact Center, the representative will ask for:

1. Testing program: PMI – Project Management Institute
2. Name of examination: PMI-ACP
3. Your PMI ID
4. You will be asked to verify your:
 - First Name
 - Last Name
 - Email address
 - Physical Address
 - Phone Number used in your application

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

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 it prior to requesting the accommodations. There are no exceptions to this policy.

Exam Policies & Procedures

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, 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 greater 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 Pearson VUE'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 Pearson VUE.

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 & 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 PMI-ACP examination has been scheduled”. You will be directed to reschedule or cancel your exam through Pearson VUE.

- When you are directed to your Pearson VUE account, you can review the current appointment details. You will be presented with options to reschedule or cancel your appointment.

Please note, if you want to change your exam delivery type (online proctoring to center based or center based to online proctoring), you will need to contact PMI Customer Care. 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 Pearson VUE 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 Pearson VUE directly to reschedule or cancel your appointment. Contact telephone numbers for all Pearson VUE Service Centers are located in your Examination Scheduling Instructions in this handbook. **Do not call the testing site to reschedule or cancel the examination.**

Exam Policies & 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. If 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. If 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 Pearson VUE 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 & 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 examinations.

Exam Policies & Procedures

Examination Site Requirements & Instructions

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

1. English characters/translation
2. your photograph
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. Neither PMI nor Pearson VUE will make any exceptions to this policy.

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

Exam Policies & 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 Test Accommodations policy on page 22 for additional information on obtaining authorization.

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.

Exam Policies & Procedures

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 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 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 are no scheduled breaks during the examination. If you wish to take an unscheduled break, you may get up from your terminal at any time and exit the testing room. All candidates will have to sign in and out of the testing center 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 Pearson VUE on the day of the exam:**

- Calculators are built into the CBT exam and will be provided to those candidates taking a PBT exam
- Erasable note board and markers for taking notes during the examination

Exam Policies & Procedures

Check-In Procedure for Online Proctored Test

On the exam date, please run the [system test and exam simulation](#) again to make sure your computer is ready to take the online proctored exam. Log in to [PMI.org](#) and click **Begin Exam** link under “Your PMI-ACP examination has been scheduled”. The **Begin Exam** link will be available **30 minutes before your scheduled exam**. You will be directed to the Pearson VUE site to start the exam.

Once at the Pearson VUE site, you will see your scheduled exam listed under **Open Online Exams**. Select PMI-ACP to proceed.

- Click on blue **Begin Exam** button.
The Begin Exam button will only be available within **30 minutes before** of your scheduled appointment time, and only **up until 15 minutes after** your scheduled appointment time. Please ensure you are logged in at the appropriate time or else the Begin Exam button will not be present.
- The next screen will display three steps to follow:
 - o Click on **Copy Access Code** button
 - o Click on **Download PVProctor** button to download the software. Once the software is installed, the application will open. **Note: If you have previously downloaded the software for previous appointments, you may be required to manually uninstall the application prior to proceeding. Please reference the instructions provided on the screen to complete this step.**
- After the application has opened, follow the prompts to complete your check-in process to begin your test session:
 - o Click on blue **Submit** button
 - o Select the microphone that will be used during your session
 - o Select the webcam that will be used during your session
 - o Turn up your speakers and volume until you can clearly hear the music
 - o Capture a picture of your headshot, and confirm the photograph is clear and acceptable
 - o Capture a picture of your ID, and confirm the photograph is clear and acceptable
 - o Confirm the phone number that can be used in case the proctor needs to contact you. If you don't have a phone number available, select this option.
 - o Review and agree to the listed exam policies
 - o Confirm that your workspace is ready and clear of prohibited items
 - o You are now ready to launch the exam! A greeter will contact you to begin your testing session

Please Note: You may need to wait up to five minutes before connecting with a greeter.

Exam Policies & Procedures

Termination of Examination Administration/Grounds for Dismissal

You are expected to conduct yourself in a professional manner at all times at the testing center. Any person who violates the PMI Test Security & Confidentiality Policy will be subject to disciplinary action(s) by the PMI Certification Department.

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

1. Using or attempting to use someone else to take the test
2. Failing to provide acceptable personal identification, as outlined on the preceding page.
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, such as cheating
12. Failing to follow any other examination administration regulations set forth in PMI Certification Program policies given by the test administrator/supervisor, or specified in any examination materials

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

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

Exam Policies & Procedures

Examination Report

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

Candidates who take a computer-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.

The PMI exams covered in this handbook are considered “criteria-based exams.” That means that the exams determine who should pass or fail by whether they met the criteria for a qualified person in the job role being tested, for example an experienced project manager for the PMP and an agile practitioner for the ACP. That criteria becomes the standard we expect and uphold in scoring.

The PMI exams covered in this handbook include scored and unscored items. Certification candidates are evaluated on the scored items. Each item (question) answered on a test is a sample of a candidate’s proficiency (in the criteria being assessed). We gather information from each question to make a determination of their overall proficiency and compare that proficiency to the standard.

Exam Policies & Procedures

Reexamination

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

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

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

Reexamination fees apply to the second and third attempts to pass the examination. If your eligibility period expires without you passing the examination, you must reapply for the certification.

Certification Policies & Procedures

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:

- Dissatisfaction with a certification process
- Dissatisfaction with exam content
- Dissatisfaction 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

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 allegedly violated;
- A description of how the policy and/or procedure was allegedly violated; 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 shall 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 & 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

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

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 complaint within 3 days of receipt.

The review and validation of the complaint 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 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.

*Disciplinary decisions made by PMI regarding persons already certified are evaluated under [PMI's Ethics Complaints Process](#).

Certification Policies & Procedures

Use of Your PMI-ACP Certification

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

Please note that as part of the application process, you agreed to adhere to the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement. This means, among other things, that you will only use the PMI-ACP designation in the manner stated above and that you will not use the PMI-ACP 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 PMI-ACP®” section of the left-hand navigation.
- Click on the “Download Certificate” link at the bottom of the expanded section.

Online Certification Registry

The online [Certification Registry](#) automatically lists names of PMI’s certification and certification holders. This feature allows verification of certification and 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.

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 (with the exception of the CAPM® certification) must actively maintain their certification(s) through participation in the CCR Program and renewal of their certification(s) every 3 years.

Partaking 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.

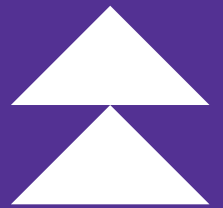
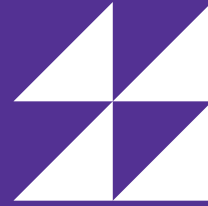
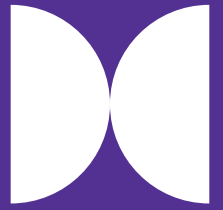
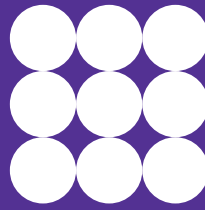
PMI members have determined that honesty, responsibility, respect and fairness are the values that drive ethical conduct for the project management profession.

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.

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™

