

OPM3[®]

Certification Handbook

This handbook contains information on how you can apply to become a certified professional for PMI's *Organizational Project Management Maturity Model (OPM3[®])*.

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Why You Need this Handbook

Thank you for your interest in becoming a PMI *OPM3*® Certified Professional. This handbook contains information on how you can apply to become a certified professional for PMI's Organizational Project Management Maturity Model (*OPM3*®).

PMI requires that all certification applicants read this entire handbook. It is important to read and understand this handbook because it:

- Contains information about the certification process
- Outlines the eligibility requirements for the certification
- Discusses certification fees and refund policies
- Details PMI's policies and procedures, such as the audit process and appeals procedure

You also will need to affirm that you have read and understand this handbook before you submit your certification application.

If you need clarification or have any questions about any part of this handbook or the policies contained herein, please contact PMI's [Organization Product Group](#) or PMI [Customer Care](#) before you proceed with your application.

PMI Contact Information

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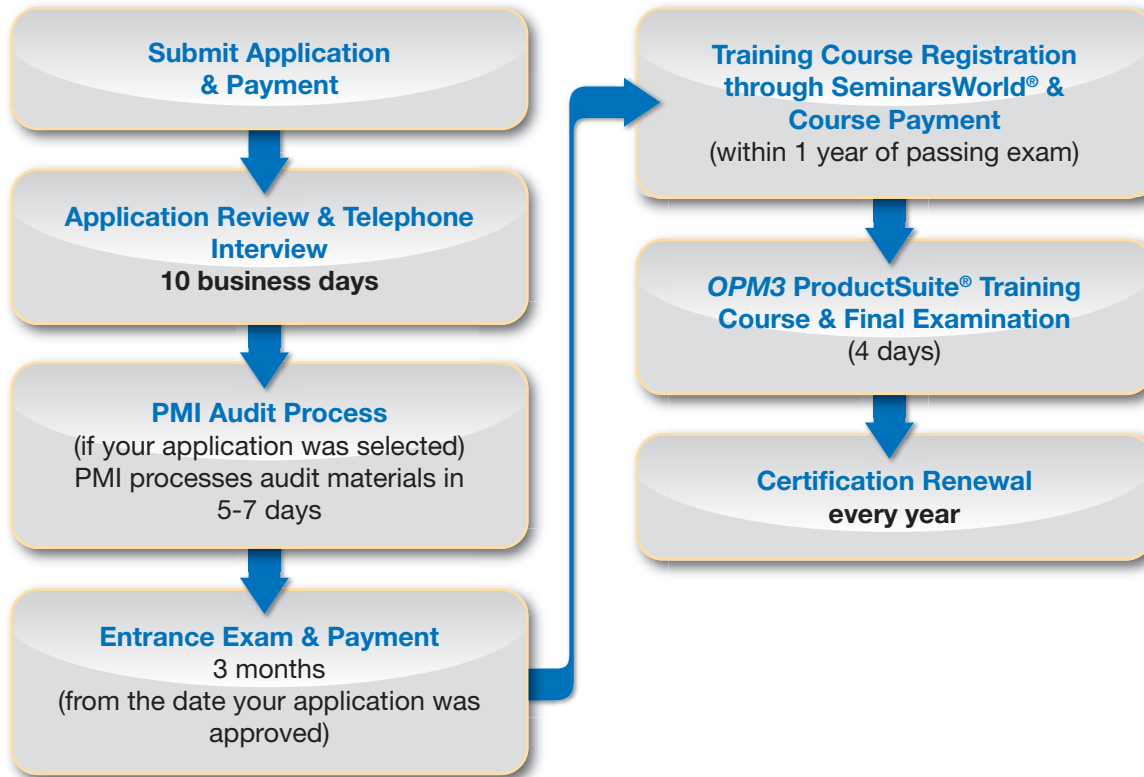
About the *OPM3* Certified Professional

The *OPM3* certification was initiated in 2006 to recognize an individual's expertise in the field of project management maturity. This certification recognizes that an individual has:

- practical knowledge in *OPM3*
- met PMI's extensive eligibility requirements in project management, assessing and consulting
- successfully completed the required PMI training course on the use of the *OPM3* ProductSuite.

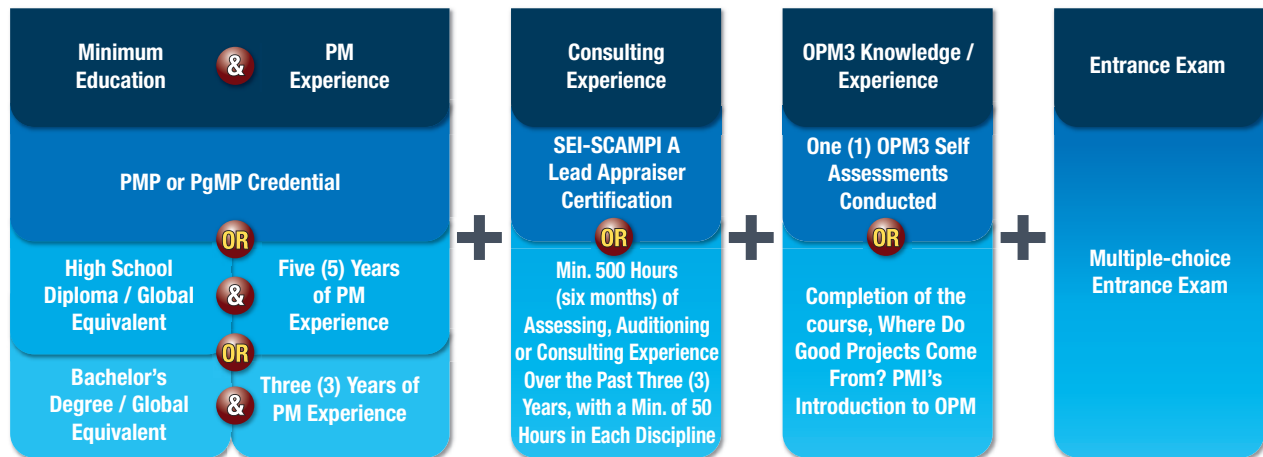
Achieving the designation of *OPM3* certified professional is the highest recognition of project management and *OPM3* expertise. *OPM3* certified professionals also are given exclusive access to PMI's proprietary organization assessment and improvement tools.

Timeline of the OPM3 Certification Process



Eligibility Requirements

To be eligible for the certification, you must meet certain educational/program management experience, assessing/consulting experience, and OPM3 global standard requirements. All project management experience must have been accrued within the last eight consecutive years prior to your application submission.



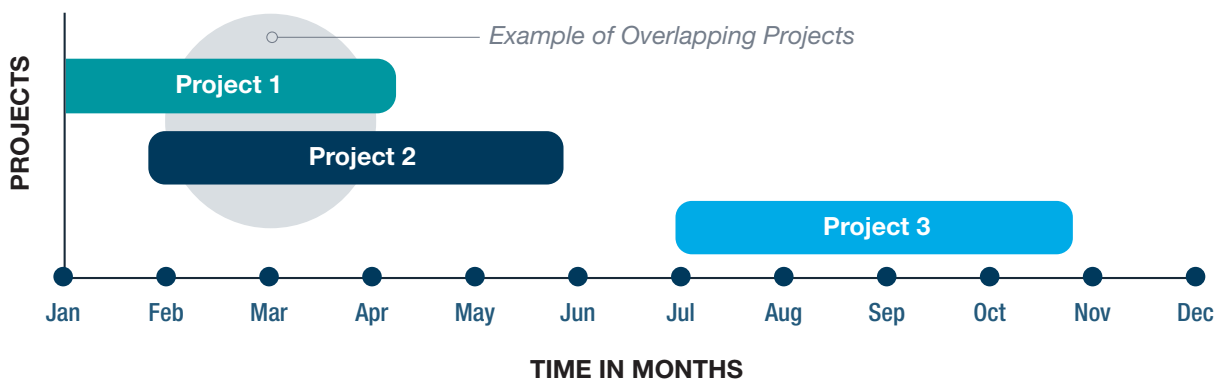
1. Minimum Education and Project Management Experience

You must be able to demonstrate **one** of the following to meet the minimum education and project management experience requirements:

- A Project Management Professional (PMP)[®] credential in good standing
- A Program Management Professional (PgMP)[®] credential in good standing
- Bachelor's degree or global equivalent and three years of project management experience
- High school diploma or global equivalent and five years of project management experience

How to Calculate your Project Management Experience

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



PLUS

2. Minimum Consulting Experience

You must also be able to demonstrate **one** of the following to meet the minimum consulting experience requirements:

- SEI-SCAMPI A Lead Appraiser certification

OR

- Minimum of 500 hours (six months) of assessing, auditing and consulting experience within the last three years with at least:
 - 50 hours in Assessing
 - 50 hours in Auditing
 - 50 hours in Consulting

PLUS

3. OPM3 Knowledge and/or Experience

Finally, you must be able to demonstrate **one** of the following to meet the minimum knowledge or experience requirements in *OPM3*:

- Conducted one OPM3 assessment using the OPM3 Self Assessment Method (SAM)

OR

- Completed the “Where the Good Projects Come From: PMI’s Introduction to OPM”

Application Checklist

Use the following checklist as a guide when you complete the certification application:

- Write your name exactly as it appears on your government-issued identification.
 - Ensure your application includes your valid e-mail address, since this will be PMI's primary way of communicating with you throughout the certification process.
-

Education and Project Management Experience

- Document your education and professional project management experience according to the eligibility requirements in the experience verification section.
 - PMP® or PgMP® credential holder
 - OR**
 - Bachelor's degree or global equivalent and three years of project management experience
 - OR**
 - High school diploma or global equivalent and five years of project management experience
-

Consulting Experience

- Document your professional consulting experience according to the eligibility requirements in the experience verification section.
 - SEI-SCAMPI A Lead Appraiser certification
 - OR**
 - A Minimum 500 hours (six [6] months) of assessing, auditing, or consulting experience over the past three (3) years with a minimum of 50 hours in each discipline
-

OPM3 Knowledge and Experience

- Document your OPM3 knowledge and professional experience according to the eligibility requirements.
 - Completion of the "Where the Good Projects Come From: PMI's Introduction to OPM"
 - OR**
 - One OPM3 Assessment conducted
-

- Affirm that you have read and understand the policies and procedures outlined in this handbook
- Affirm that you have read and accept the terms and responsibilities of the PMI Code of Ethics and Professional Conduct
- Affirm that you have read and accept the terms and responsibilities of the PMI OPM3 Certified Professional Agreement
- Affirm that you have provided true and accurate information on the entire application, understanding that misrepresentations or incorrect information provided to PMI can result in disciplinary action(s), including suspension or revocation of examination eligibility or certification

Apply

Application available as a downloadable PDF on PMI.org

1. Education and Project Management Experience
2. Consulting Experience and
3. OPM3 Knowledge and/or Experience

NOTE: Incomplete applications will not be processed.

You can use the Application Checklist to help you get started with the process, but be sure to finish reading this handbook. The handbook goes on to tell you about exam policies and procedures, PMI's audit process, and the program. It also provides you with copies of the PMI Code of Ethics and Professional Conduct and the PMI OPM3 Certified Professional Agreement, which you will need to confirm that you have read and will follow in order to complete the application.

Application Processing

PMI strives to process certification applications in a timely manner. The application processing timeline depends on how applications are submitted—either by fax/email or on paper sent by postal mail to PMI. The following table details the application processing timeline:

Application Processing Timeline	
Application submitted:	Process time:
Fax / E-mail	10 business days

Applicant Contact Information

Please ensure that the application includes your valid email address, as this will be the primary means by which PMI will communicate with you throughout the certification process. Although PMI will email you reminders during the process, it is your responsibility to schedule and sit for your examination within the one-year eligibility period.

Certification Fees

The certification process is segmented into stages. At each stage you must submit payment of the fee as part of the payment process. These staged payments are designed to protect you against charges for any stage before you are qualified by PMI to proceed to the next stage. These stages include:

1. Application Stage
2. Entrance CBT Examination
3. Training Course, and Final CBT Examination (The training course and final examination stage payments are combined.)
4. Renewal (annual)

You can submit payment by credit card online at each stage of the process or through postal mail to PMI if you choose to pay by check, money order, or wire. For all mail-in payments, use the payment portion of the OPM3 application to accompany your payment.

All costs presented here are in US dollars.

Certification Stage	Member in USD
Application	\$450
*Entrance CBT Exam	\$500
Training Course with *Final CBT Exam	\$3,500
First year of Certification	\$1,500
Annual Certification Renewal Fee	\$1,500

*You can re-take the Entrance and Final exams, should you not pass on the first attempt, at the cost of US\$425.

Refund Policy

To obtain a refund for the certification, you must submit a written request to PMI at least one month prior to the Entrance Examination eligibility expiration date. PMI will retain a processing fee of US\$100 if you have not taken the examination. If your three-month eligibility period has expired and you have not taken the Entrance Examination, you will not receive a refund.

You will not receive a refund if you have taken the examination or have not provided the necessary cancellation/rescheduling notification to the Organization Product Department at PMI (refer to the "Training Course Cancellation, Rescheduling, No-Shows" section in this handbook for more details).

If you fail to meet audit requirements, you will receive a refund less a US\$100 processing fee. Refer to the "PMI Audit Process" section in this handbook for details on the audit process..

Certification Payment Process

Once you submit nonrefundable payment online, the Entrance Exam begins immediately. Do not submit your payment online until you are ready to take the Entrance Exam.

When the Entrance Exam is completed and payment for the next stage is received, PMI will email you with one of two of the following notifications::

1. Entrance Exam was passed; please use the code provided to reserve your training location.
- OR**
2. Entrance Exam was not passed; you may retake the Entrance Examination anytime within the next three months. (The fee for examination retake is US\$425.)

Once you have selected the dates and location of your training course, you will submit payment for the following:

- Training
- Final Examination
- Three-year certification
- First-year Annual Software license

PMI's 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 before your application is approved. An electronic audit notification provides detailed information on how to comply with the terms of the audit.

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

Once you successfully complete the audit, your application will be approved and you will continue through the certification process.

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.

Application Completeness Review & Telephone Interview

A representative from the Organization Product Team will review your application to ensure it is complete. Once your application is reviewed and/or you pass PMI's Audit Process (if your application was selected), you will move through the first portion of certification which is a telephone interview.

The interview is conducted between you and a representative from the Organization Product Team on the telephone. It provides you with the opportunity to ask questions and to better understand the role of an OPM3 Certified Professional in the context of PMI. Further, it allows PMI to verify your intention to be a consultant either internally to an organization or as an independent.

When the interview is completed, you can pay for and take the Entrance Exam.

Entrance Exam Information

Once your application is approved, you must pass the Entrance Exam in order to participate in the training to become an OPM3 Certified Professional.

The Entrance Exam is comprised of 100 multiple-choice questions. All questions are randomly placed throughout the examination.

NOTE: Internet-based testing is the only method of administration for the *OPM3* Entrance Exam. This means that you can take the Entrance Exam from your personal computer with an Internet connection at your convenience. Once you submit payment, the exam is launched.

Once the Entrance Exam is launched, you have a two-hour testing window to complete it.

Number of Exam Questions	Allotted CBT Examination Time
100	2 hours

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

The Entrance Exam is an open-book test that is based on your knowledge of the following four standards:

- *Organizational Project Management Maturity Model (OPM3®)*—Second Edition
- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition
- *The Standard for Portfolio Management*—Second Edition
- *The Standard for Program Management*—Second Edition

Training Course Scheduling Instructions

The certification training course is offered through PMI's [SeminarsWorld®](#). Once you have passed all of the eligibility requirements for the training course, PMI will electronically notify you of your status and provide you with registration information so that you may register for your desired training location.

Once payment of the training has been received and processed, you will receive a training preparation information packet.

PMI cannot guarantee seating at the training courses and recommends that you submit your application at least six weeks in advance of your preferred training date.

NOTE: You must retain the unique PMI identification code located on your scheduling notification. This code will be required in order for you to register for the training course.

Training Course Cancellations, Rescheduling, No-Shows

SeminarsWorld Cancellation/Substitution Policy

Full refunds, less US\$50 processing fee per registrant, will be granted to cancellations received in writing up to two weeks before the first day of the seminar. Cancellations received less than two weeks before and 48 hours prior to the first day of the seminar are subject to a US\$50 service charge for each seminar day cancelled, plus a US\$50 processing fee. Refunds/cancellations will not be given if cancellation is received less than 48 hours prior to the first day of your registered seminar.

If you register by invoice, you must pay all balances due 30 days prior to the first day of the seminar. If payment is not received, your registration will be cancelled and your seat in the seminar forfeited. After notification of cancellation, you may re-register by credit card only at +1 866 812 3790 (within the United States and Canada) or +1 905 817 2807 (from all other locations) if a seat in the class is still available at that time.

Seminar Changes: There will be a US\$50 transfer fee if seminar transfers are received up to two weeks prior to the first day of your original registered seminar. After two weeks, a US\$50 transfer fee plus a US\$50 per-seminar-day fee will apply. No transfers will be accepted after the first day of your original registered seminar.

PMI understands that there are times when an extenuating circumstance (e.g., medical emergency, military deployment, death in immediate family, illness in immediate family) may prevent you from meeting a scheduled training course, resulting in a no-show status. Should such a circumstance occur, you will be asked to provide an explanation along with supporting documentation (e.g., accident report, medical documentation, death certificate). Contact PMI's [OPM3 Product Group](#) within 72 hours following the scheduled training course date. If you do not contact PMI within 72 hours following a missed training course, fees will apply in order to schedule a new training course. PMI will review all claims on a case-by-case basis. If PMI determines that your claim is not extenuating, you will be required to reschedule a training course and pay the full training course.

Final Examination Information

On the afternoon of the fourth day of your SeminarsWorld training course, you will sit for the Final Exam. This is a proctored, Internet-based, open-book test based on practical application of the OPM3 ProductSuite and your ability to conduct an organizational assessment.

The Final Examination is comprised of 100 multiple-choice questions. All questions are randomly placed throughout the examination. You have two and a half hours to complete this exam.

Number of Exam Questions	Allotted Exam Time
100	2.5 hours

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

Final Exam Blueprint

The final exam is developed based on the examination blueprint. The examination blueprint details the percentage of questions contained in each OPM3 process group. The following represents the percentage of questions in each domain that are included in the examination.

Domain	Percentage of Questions
Assessment Tool	25%
Improvement Tool	25%
Assessment Methodology	25%
Improvement Methodology	25%

Refer to the “OPM3 Certification Examination Policies and Procedures” section for more information.

PMI Examination Security and Confidentiality Policy

For the OPM3 Certification Entrance Exam and Final Exam

Items on both the Entrance Exam and Final Exam are:

- Developed and independently validated by global work groups of certification holders
- Referenced to the OPM3 standard
- Monitored through psychometric analysis

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 details (e.g., examination date, pass/fail status, percent by domain score report), about the examination results that the third-party person or organization should receive.

When you submit an application, you agree to abide by the OPM3 Certification Agreement (found in this handbook). Among other things, this document addresses post-examination questions and discussions. It states: "**...the Certificate holder agrees not in any way to disclose to any person or entity details of, or information relating to, the certification procedures, including but not limited to the content of the exam.**" Any such discussion would be a potential violation to the OPM3 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.

Examination Results Notification and Score Report

On the afternoon of the fourth day of class, an in-class Final Exam will be given that each attendee must pass in order to become certified. The exam will be Internet-based and open-book, and will consist of 100 multiple-choice questions. It will be proctored by the course instructor. Two and a half hours will be allowed to complete the exam. At the end of two and a half hours (or, if you finish earlier, as soon as you indicate that you have finished), access to the exam will cease, and a score and pass/fail indication will be presented to you on your laptop.

Diagnostic information on your performance is provided for each domain to provide you with a better measurement of your knowledge. The diagnostic report lists each domain, the pass score for that domain, your score for that domain, and your pass/fail status for the domain.

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

The minimum passing score for the exam will be 70 percent. If the attendee passes the exam, he or she will receive their certificate within six to eight weeks and access to OPM3 ProductSuite within two weeks.

NOTE: You will not see your certification status on the [PMI OPM3 Professional Services Directory](#) until PMI receives your examination results and payment for your first annual certification fee.

NOTE: If you do not pass the certification examination on your first attempt, you have two more opportunities to retest within your one-year eligibility period. Refer to the Re-examination section in this handbook for more details.

Establishing the Passing Score

The minimum passing score for the exam will be 70 percent. The passing score for all PMI certification examinations is determined by sound psychometric analysis. PMI uses subject matter experts from across the globe to help establish a point at which each candidate should pass the examination(s) and the examination point of difficulty. Data that show how candidates actually performed is cross-referenced with the subject matter experts to ensure that the point of difficulty on each examination is healthy.

Re-examination for the Entrance and Final Exams

Attendees who fail the exam will be given a key to access the retake exam and instructions that they will have five days during which to re-take and pass the exam. During the five-day period, the attendee will continue to have access to OPM3 TrainingSuite. Re-takes of the exam can be done from any location the attendee desires through the Internet. The two and a half hour exam will consist of 100 multiple-choice questions and will be open-book. Prior to re-taking the exam, attendees will be required to verify their identity (i.e., verify that they are who they say they are) and that they are re-taking the exam with no outside help. There will be a US\$425 fee for re-taking the exam.

If the attendee fails the exam a second time, they must request a third exam by contacting PMI [Organization Products Department](#), and pay another US\$425 to re-take the exam again. The attendee will be given a second key to access the re-take exam, which they will again have five days to take. Again, re-takes of the exam can be done from any location the attendee desires through the Internet. The two and a half hour exam will consist of 100 multiple-choice questions and will be open-book. Prior to re-taking the exam, the attendee will be required to verify his or her identity and to confirm that he or she is re-taking the exam with no outside help. Attendees who fail to pass the exam on their third attempt will be required to repeat the course in order to become certified.

PMI Appeals Procedure

PMI's certification program is administered and supervised at PMI. All challenges to the certification program are governed by the comprehensive and exclusive rules of the PMI Director of Organization Products.

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

Candidates for the certification, or individuals who currently hold the certification, may submit a written request to the PMI Director of Organization Products for review of an adverse certification program action, decision, or determination.

Use of Your PMI Certification

Once you receive a passing score on your examination, you are granted the certification. You may refer to yourself as a certified professional as long as you have an active certification status.

Certificate Package

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

1. Congratulatory letter
2. Information on how to maintain and/or renew your certification
3. Certificate

These documents provide your:

- Certification number—a unique identification number used by PMI to maintain your individual certification records
- Your certification cycle dates
- You will want to file this information in a safe and easily accessible location. You will need to refer to it in order to maintain your certification.

Online PMI *OPM3* Professional Services Registry

The online [PMI *OPM3* Professional Services Registry](#) lists names of 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, industry, region, or keyword.

Certified Professionals 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 listing information anytime.

Recertification Requirements

Once you have attained the certification, you must adhere to the Certification Maintenance Requirements to maintain an active certification status. The certification cycle lasts three years from the date that you pass the examination. During the three-year certification cycle, you must:

1. Perform no less than a combination of four *OPM3* ProductSuite® assessments or improvements
- OR**
2. Retake and pass the Final Examination and pay all applicable fees

NOTE: You may also be required to participate in instructional activities deemed necessary by PMI to adequately maintain certification. In such an instance, PMI will notify you.

Overview of Process to Maintain an Active Certification Status

1. Determine certification cycle
2. Perform no less than a combination of four *OPM3* ProductSuite assessments or improvements, or retake and pass the Final Examination
3. Reaffirm PMI Code of Ethics and Professional Conduct
4. Reaffirm the PMI *OPM3* Certified Professional Agreement
5. Submit the certification renewal fee

How to Determine Your Certification Cycle

Your active certification cycle begins the day that you pass the Final Examination and ends three full years later.

The following table provides an overview of how to determine your active certification cycle. You also can check this information on your certificate.

Certification cycle begins	The first day of the month after you pass the certification exam
Certification expires	Three years later

Certification Status

Active Status

Once you report any assessment/improvements that you conducted or pass the certification exam and renew your certification, prior to the certification expiration date, you are a certification holder in good standing and considered to be in active status. When you are in active status, you will be listed in the [PMI OPM3 Professional Services Directory](#), which allows verification of your certification status.

Suspended Status

If you do not satisfy the Certification Maintenance Requirements within your active certification dates, you will be placed on suspended status. If you are in suspended status, you may not refer to yourself as a PMI OPM3 Certified Professional or use the certification designation(s) until the overdue requirements are earned. You must meet the Certification Maintenance Requirements within a maximum of one year beyond the certification expiration date.

The date of your next certification cycle will not change after reinstatement to active status from suspended status.

If you do not meet the overdue requirements within the suspension period, you will lose your certification. If you fail to comply with the certification maintenance requirements and lose your certification, you will be required to reapply for the certification, retake the Entrance and Final Exams, and submit the fees associated with the initial certification application.

Retired Status

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

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

PMI Code of Ethics and Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

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

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

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

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

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

1.2 Persons to Whom the Code Applies

The Code of Ethics and Professional Conduct applies to:

1.2.1 All PMI members

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

- .1 Non-members who hold a PMI certification
- .2 Non-members who apply to commence a PMI certification process
- .3 Non-members who serve PMI in a volunteer capacity.

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

1.3 Structure of the Code

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

1.4 Values that Support this Code

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

1.5 Aspirational and Mandatory Conduct

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

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

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

CHAPTER 2. RESPONSIBILITY

2.1 Description of Responsibility

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

2.2 Responsibility: Aspirational Standards

As practitioners in the global project management community:

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

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

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

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

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

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

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

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

2.3 Responsibility: Mandatory Standards

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

Regulations and Legal Requirements

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

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

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

As practitioners and representatives of our profession, we do not condone or assist others in engaging in illegal behavior. We report any illegal or unethical conduct. Reporting is not easy and we recognize that it may have negative consequences.

Since recent corporate scandals, many organizations have adopted policies to protect employees who reveal the truth about illegal or unethical activities. Some governments have also adopted legislation to protect employees who come forward with the truth.

Ethics Complaints

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

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

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

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

CHAPTER 3. RESPECT

3.1 Description of Respect

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

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

3.2 Respect: Aspirational Standards

As practitioners in the global project management community:

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

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

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

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

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

3.3 Respect: Mandatory Standards

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

3.3.1 We negotiate in good faith.

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

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

3.3.4 We respect the property rights of others.

CHAPTER 4. FAIRNESS

4.1 Description of Fairness

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

4.2 Fairness: Aspirational Standards

As practitioners in the global project management community:

4.2.1 We demonstrate transparency in our decision-making process.

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

Comment: Research with practitioners indicated that the subject of conflicts of interest is one of the most challenging faced by our profession. One of the biggest problems practitioners report is not recognizing when we have conflicted

loyalties and recognizing when we are inadvertently placing ourselves or others in a conflict-of-interest situation. We as practitioners must proactively search for potential conflicts and help each other by highlighting each other's potential conflicts of interest and insisting that they be resolved.

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

4.2.4 We make opportunities equally available to qualified candidates.

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

4.3 Fairness: Mandatory Standards

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

Conflict of Interest Situations

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

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

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

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

Favoritism and Discrimination

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

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

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

CHAPTER 5. HONESTY

5.1 Description of Honesty

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

5.2 Honesty: Aspirational Standards

As practitioners in the global project management community:

5.2.1 We earnestly seek to understand the truth.

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

5.2.3 We provide accurate information in a timely manner.

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

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

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

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

5.3 Honesty: Mandatory Standards

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

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

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

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

APPENDIX A

A.1 History of this Standard

PMI's vision of project management as an independent profession drove our early work in ethics. In 1981, the PMI Board of Directors formed an Ethics, Standards and Accreditation Group. One task required the group to deliberate on the need for a code of ethics for the profession. The team's report contained the first documented PMI discussion of ethics for the project management profession. This report was submitted to the PMI Board of Directors in August 1982 and published as a supplement to the August 1983 Project Management Quarterly. In the late 1980's, this standard evolved to become the Ethics Standard for the Project Management Professional [PMP®]. In 1997, the PMI Board determined the need for a member code of ethics. The PMI Board formed the Ethics Policy Documentation Committee to draft and publish an ethics standard for PMI's membership. The Board approved the new Member Code of Ethics in October 1998. This was followed by Board approval of the Member Case Procedures in January 1999, which provided a process for the submission of an ethics complaint and a determination as to whether a violation had occurred.

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

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

A.2 Process Used to Create This Standard

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

This extensive research conducted by the ESDC provided the backdrop for developing the exposure draft of the PMI Code of Ethics and Professional Conduct. The exposure draft was circulated to the global project management community for comment. The rigorous, standards development processes established by the American National Standards Institute were followed during the development of the Code because these processes were used for PMI technical standard development projects and were deemed to represent the best practices for obtaining and adjudicating stakeholder feedback to the exposure draft. The result of this effort is a Code of Ethics and Professional Conduct that not only describes the ethical values to which the global project management community aspires, but also addresses the specific conduct that is mandatory for every individual bound by this Code. Violations of the PMI Code of Ethics and Professional Conduct may result in sanctions by PMI under the ethics Case Procedures. The ESDC learned that as practitioners of project management, our community takes its commitment to ethics very seriously and we hold ourselves and our peers in the global project management community accountable to conduct ourselves in accordance with the provisions of this Code.

APPENDIX B

B.1 Glossary

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

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

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

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

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

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

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

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

PMI OPM3 Certified Professional Agreement

1. PURPOSE

PROJECT MANAGEMENT INSTITUTE is the copyright owner of the *Organizational Project Management Maturity Model (OPM3®)* and the owner and operator of the affiliated *OPM3 ProductSuite®* program (the "Program"). *OPM3* permits organizations to assess and improve their project management compliance and maturity. You desire to become a PMI *OPM3* Certified Professional recognized by PMI as satisfying PMI's requirements for the delivery of quality *OPM3* consulting services to third parties and agree to be legally bound by the terms and conditions contained in this Certification Agreement (this "Agreement").

2. DEFINITIONS

- (a) "Certification(s)" means the *OPM3* ProductSuite certification offered by PMI.
- (b) "Marks" means the marks reflected on the PMI website at www.pmi.org that are associated with the Program for which Certification is obtained.
- (c) "*OPM3*" refers to the PMI publication *Organizational Project Management Maturity Model*.
- (d) "PMI-certified" means an individual who has successfully met the requirements for obtaining and maintaining Certification as set forth in Section 3.

3. CERTIFICATION

- (a) **Certification Requirements.** In order to obtain and maintain Certification, you must:
 - (i) Follow the application process and pay the requisite fee for the relevant Program as described in the *OPM3* Certification Handbook available at www.PMI.org/OPM3ProductSuite and
 - (ii) Meet all requirements of the relevant Program including, but not limited to, prerequisites, training requirements, testing, continuing education, professional conduct policies, and recertification requirements, all of which are set forth in the *OPM3* Certification Handbook available at <http://www.pmi.org/PDF/OPM3Handbook.pdf>. PMI reserves the right to change the Program and/or the Program's requirements at any time without cause and without notice. PMI also reserves the right to discontinue the Program for any reason at any time; and
 - (iii) Agree in writing to abide by PMI's Code of Ethics and Professional Conduct, a copy of which has been provided to you and is set forth on the PMI website at <http://www.pmi.org/AboutUs/Pages/Ethics.aspx>; and
 - (iv) Abide by the quality, monitoring, and recertification guidelines for the relevant Program as set forth in the [OPM3 Certification Handbook](#); and
 - (v) Execute or electronically accept the terms of this *OPM3* Certification Agreement and any new versions or updates to such Certification Agreement at such times as PMI may request.
- (b) **Issuance of Certificate.** Once you have met all of the criteria for the Program, including the acceptance of this Agreement, PMI will issue a certificate to you evidencing that you are PMI-certified for the particular Program or Programs.

- (c) **Ongoing Requirements.** In addition to the general requirements for all Certificate Holders set out under 3(a) above, it is required that a holder of a PMI **OPM3 Certified Professional Certificate**, during the three-year certification period, must have been involved in a combination of minimum of four (4) assessments or improvements, using the *OPM3* ProductSuite Tool. PMI reserves the right to verify, to the degree deemed necessary, any or all of the statements made by the Certificate Holder, including requesting additional documentation such as assessment reports, consultancy agreements, etc.
- (d) **Expiration of Certification/Renewal Requirements.** Certifications for the Program expire three (3) years after issuance and must be renewed in accordance with the renewal criteria for the Program as set forth in the *OPM3* Certification Handbook available at www.PMI.org/OPM3ProductSuite. Notwithstanding anything in this Agreement to the contrary, PMI has the right to refrain from granting or renewing your Certification if PMI reasonably believes that your Certification or use of the Marks will adversely affect PMI.

4. TERM AND TERMINATION

This Agreement becomes effective upon the execution of your signature. Your certifications shall become effective on the date on which you receive notice from PMI that you have met all of the requirements necessary to receive Certification for the Program and shall continue in effect until your PMI certification has expired or been revoked, subject to suspension as provided below.

5. SUSPENSION OF CERTIFICATION

- (a) **Causes for Suspension.** PMI may suspend your Certification, upon written notice to you, effective as of the date specified in such notice, if:
 - (i) PMI determines, in its sole discretion, that the quality of your delivery of PMI services does not meet the quality guidelines for the Program; or
 - (ii) You have failed to follow the policies, procedures, and methods as specified by the Program; or
 - (iii) You are delinquent in the payment of any fees due to PMI; or
 - (iv) You are in breach of any of the terms of this Agreement and you fail to cure such breach within fifteen (15) days after written notice from PMI.
- (b) **Effect of Suspension.** Upon the effective date of your suspension, all of your rights to deliver PMI services under the relevant Program shall be suspended and you shall be prohibited from delivering those services unless and until your suspension is lifted by PMI. In addition, PMI shall notify your sponsoring PMI Partner of your suspension.
- (c) **Remediation.** If your Certification is suspended:
 - (i) Within fifteen (15) days of PMI's notice of suspension to you, PMI will furnish you with an outline of remedial actions that you must take in order for PMI to consider lifting your suspension; and
 - (ii) Promptly after your receipt of such remedial action outline, you must notify the PMI that you will begin such remedial actions specified and that you will complete such actions within the designated time frame.
 - (iii) If PMI, in its sole discretion, is satisfied with the remedial actions taken by you, PMI may lift the suspension of your Certification by written notice to you.

6. REVOCATION OF CERTIFICATION

- (a) **Causes for Revocation.** PMI may revoke one or more of your Certifications, upon written notice to you, effective as of the date specified in such notice, if:
- (i) While under suspension, you fail to complete the recommended remedial actions to the satisfaction of PMI; or
 - (ii) You have failed to follow the policies, procedures, and methods as specified by the Program; or
 - (iii) You have participated in any action that compromises the integrity and confidentiality of any examination or the relevant Program quality component, including but not limited to a breach of the CEPC. In the event that revocation is due to a violation of the CEPC, your Certifications in all PMI Programs shall be revoked.
- (b) **Effect of Revocation.** Upon the effective date of your revocation:
- (i) Your right to deliver PMI services under the relevant Program is terminated; and
 - (ii) Your right to use the Marks relating to the relevant Program is terminated; and
 - (iii) Your right to use the credential "PMI-certified" (relating to the relevant Program) is terminated; and
 - (iv) Your name will be removed from PMI Certificate Holder Directory as a PMI-certified individual of the relevant Program;
 - (v) You must return your Certificate to PMI at 14 Campus Blvd. Newtown Square, PA 19073, Attn. Director, Organization Products.
 - (vi) In the event that revocation is due to a violation of the CEPC, your Certifications in all PMI Certification Program shall be revoked and you shall be barred from applying for the Program or any other PMI certification in the future.

7. REVIEW AND APPEALS PROCESS

In the event that your Certification is suspended or revoked, you may be permitted to appeal such suspension or revocation. In the case of such an event, you may appeal this decision to PMI's Director, Organization Products. All relevant information supplied by you will be considered on appeal and a decision on the appeal will be rendered within sixty (60) days of receipt of the appeal.

8. CONFIDENTIALITY AND INTELLECTUAL PROPERTY OWNERSHIP

- (a) **Confidentiality.** You agree to retain in confidence all information and know-how obtained from PMI during the Certification process and during your tenure as a PMI-Certified individual. This information includes, but is not limited to, certification materials and exam questions. You agree that the contents of all Certification exams are confidential and that the disclosure of any such information would compromise the integrity of the Program and of Certifications and, therefore, any such disclosure may result in the revocation of your Certification or Certifications, in addition to all other legal and equitable actions available to PMI.
- (b) **Intellectual Property Ownership.** PMI retains all rights, title, and interest in and to all Programs and related information, content, data, tools, software, exams, materials, and all copyrights, patent rights, trademark rights, and other proprietary rights therein. Except as permitted as part of the Program or as otherwise permitted by PMI in writing, you shall not use, share, copy, or otherwise distribute PMI Intellectual Property to

any third parties. The uses of *OPM3* ProductSuite Tools are governed by separate User Agreements governing the use of each Tool.

- (c) **Use of Marks.** Subject to the terms and conditions of this Agreement, PMI grants to you a nonexclusive and nontransferable license to use the Marks relating to the Program Certification that you earned in accordance with the guidelines set forth in Appendix B. You may not use any such Marks until PMI has notified you in writing that you have achieved Certification status for the particular Program or Programs.

9. LIMITATION OF LIABILITY/INDEMNIFICATION

- (a) ANY AND ALL INFORMATION, MATERIALS, SERVICES, INTELLECTUAL PROPERTY AND OTHER PROPERTY AND RIGHTS GRANTED AND/OR PROVIDED BY PMI TO YOU ARE GRANTED AND/OR PROVIDED ON AN "AS IS" BASIS. PMI MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESS OR IMPLIED, AS TO ANY MATTER, AND ALL SUCH WARRANTIES, INCLUDING WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, ARE EXPRESSLY DISCLAIMED. WITHOUT LIMITING THE GENERALITY OF THE FOREGOING, PMI DOES NOT MAKE ANY WARRANTY OF ANY KIND RELATING TO EXCLUSIVITY, INFORMATIONAL CONTENT, ERROR-FREE OPERATION, RESULTS TO BE OBTAINED FROM USE, FREEDOM FROM PATENT, TRADEMARK AND COPYRIGHT INFRINGEMENT, AND/OR FREEDOM FROM THEFT OF TRADE SECRETS. YOU ARE PROHIBITED FROM MAKING ANY EXPRESS OR IMPLIED WARRANTY TO ANY THIRD PARTY ON BEHALF OF PMI RELATING TO ANY PMI PROGRAMS, MATERIALS, OR PRODUCTS. PMI SHALL NOT BE LIABLE TO YOU OR ANY THIRD PARTY FOR ANY REASON WHATSOEVER ARISING OUT OF OR RELATING TO THIS AGREEMENT (INCLUDING ANY BREACH OF THIS AGREEMENT) FOR ANY DAMAGES WHATSOEVER, INCLUDING BUT NOT LIMITED TO LOSS OF PROFITS OR FOR INCIDENTAL, INDIRECT, SPECIAL OR CONSEQUENTIAL DAMAGES, EVEN IF PMI HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR HAS OR GAINS KNOWLEDGE OF THE EXISTENCE OF SUCH DAMAGES.
- (b) **Indemnification.** You agree to defend, indemnify, and hold harmless PMI and its trustees, officers, employees, attorneys, and agents from and against any and all liability, damage, loss, or expense (including reasonable attorneys fees and expenses) incurred by or imposed upon any of PMI and/or its trustees, officers, employees, attorneys, and agents in connection with any claim, suit, action, or demand arising out of or relating to any exercise of any right or license granted or provided to you under this Agreement and/or Certification Program under any theory of liability (including without limitation, actions in the form of tort, warranty, or strict liability, or violation of any law, and regardless of whether such action has any factual basis).

10. ASSIGNMENTS

You may not assign any rights, licenses, or obligations received under this Agreement. Any attempted assignment in violation of this Agreement shall be null and void and without effect.

11. FORCE MAJEURE

Delay in or failure of performance of either party hereto shall not constitute a default hereunder or give rise to any claim for damage if and to the extent such delay or failure is caused by any event beyond the control of the party affected, which the party had no reasonable way of preventing or grounds to anticipate, including but not limited to an act of war, natural disaster, fire, explosion, or labor dispute. The affected party shall immediately notify the other party in writing of the causes and expected duration and/or impossibility of any such occurrence.

12. MISCELLANEOUS

- (a) **Waiver and Modification.** Failure by either of us to enforce any provision of this Agreement will not be deemed a waiver of future enforcement of that or any other provision. Any waiver, Amendment, or other modification of any provision of this Agreement will be effective only if given in writing and signed by both you and PMI.
- (b) **Severability.** If a court of competent jurisdiction finds any provision of this Agreement to be unenforceable, that provision of the Agreement will be enforced to the maximum extent permissible so as to effect the intent of the provision, and the remainder of this Agreement will continue in full force and effect.
- (c) **Governing Law.** This Agreement shall be governed by the laws of the Commonwealth of Pennsylvania without regard to its conflicts of laws and provisions.
- (d) **Disputes.** To dispute any decision of PMI regarding revocation or suspension of Certification, you must exhaust the review and appeals procedures for the relevant Program. Thereafter, all claims and/or controversies of every kind and nature arising out of or relating to this Agreement shall be settled (1) at PMI's election, by binding arbitration administered by the American Arbitration Association ("AAA") in accordance with its Commercial Arbitration Rules and, in such case (a) the arbitration proceedings shall be conducted before a panel of three arbitrators, with each party selecting one disinterested arbitrator from a list submitted by the AAA and the two disinterested arbitrators selecting a third arbitrator from the list, (b) each party shall bear its own costs of arbitration, (c) all arbitration hearings shall be conducted in Delaware County, Pennsylvania, and (d) the provisions hereof shall be a complete defense to any suit, action or proceeding instituted in any Federal, state, or local court or before any administrative tribunal with respect to any claim or controversy arising out of or relating to this Agreement and which is arbitrable as provided in this Agreement, provided that either party may seek injunctive relief in a court of law or equity to assert, protect, or enforce its rights in any intellectual property and/or proprietary or confidential information as described in this Agreement, or (2) in the event that PMI does not elect binding arbitration as permitted in point (1) above, exclusively in the United States District Court for the Eastern District of Pennsylvania or, if such Court does not have jurisdiction, in any court of general jurisdiction in Delaware County, Pennsylvania and each party consents to the exclusive jurisdiction of any such courts and waives any objection which such party may have to the laying of venue in any such courts.
- (e) **Notices.** It is your responsibility to maintain a current address with PMI. All notices required to be given to you under this Agreement will be delivered to the last address that you provide to PMI.
- (f) **Entire Agreement.** This Agreement is the complete agreement regarding the Certification(s) obtained by you and replaces any prior oral or written communications between PMI and you.

APPENDIX A

Section IV - Scope of Services and Remuneration

CONTENT:

The PMI *OPM3*® Certification Package including all the elements in the *OPM3* certification path:

1. Entrance Assessment:
 - a. Experience Requirement Screening
 - b. Entrance Examination
2. 4-day *OPM3* Certification Course and exam
3. First year's fees for:
 - a. Certification
 - b. Registration
 - c. *OPM3* ProductSuite® Tool license

REMUNERATION:

The prices in USD for the different elements of this package are:

1. Eligibility Assessment	\$450
2. Entrance Examination	\$500
3. Four-day <i>OPM3</i> Certification Course and exam	\$3,500
4. First-year fees for certification, registration, Assessment Tool, and Improvement Tool licenses	\$1,500
5. Annual renewal fee	\$1,500

CONDITIONS OF PAYMENT:

The *OPM3* Certification Package will be invoiced upon entry into force of this Agreement, in the following manner:

1. Upon signing of this Agreement:
 - a. The first invoice covering the Entrance Assessment (Experience Requirement Screening)
 - b. The second invoice covering the Entrance Examination
 - c. The third invoice covering the Assessment and Improvement training/exam and the first year's certification, registration, *OPM3* ProductSuite Tool license fees.
2. At the first anniversary of signing of this Agreement:
 - a. The fourth invoice covering the second year's certification, registration, *OPM3* ProductSuite Tool license fees.
3. At the second anniversary of signing of this Agreement:
 - a. The fifth invoice covering the third year's certification, registration, *OPM3* ProductSuite Tool license fees.

The examination re-takes, if required, will be invoiced separately, at the price of US\$450.00 each.

The Customer shall pay PMI for the services, as specified in this Agreement. Payment shall be made prior to the date of execution of the services covered by each invoice, to PMI's bank account as stated on the invoice, unless otherwise specified in this Agreement. Prices quoted do not include accommodation or meals during training courses and are exclusive of VAT, any other local sales taxes, and/or withholding taxes. Payment shall be made within 30 days after date of issuance of the invoice. The late payment interest will be charged according to the rate stated on the invoice.

APPENDIX B - Use of Certification Logo / Nondisclosure Agreement

An OPM3® Certified Professional shall at all times abide by the following terms and condition of usage of logos of OPM3 ProductSuite® and any other logos or graphical presentations belonging to PMI (hereinafter referred to as the Logo(s)):

1. The logo may only be used to identify the Certificate Holder as an individual who has been so certified. Should the certification ever expire or otherwise terminate, the Certificate Holder shall immediately discontinue any and all use of the applicable Logo.
2. The Logo may not be displayed or used in any manner that would suggest that the Certificate Holder is an employee or other representative of PMI or that either the Certificate Holder's company or the Certificate Holder are affiliated with, or endorsed by, PMI.
3. The certification reflects the personal accomplishment of the Certificate Holder and must never be used in connection with or to benefit any company or organization. If the company/employer of the Certificate Holder shall use the Logo(s) on a website or other marketing material, it can only be used next to the name of the Certificate Holder. Other than such use, no company or organization may use the Logo(s) without prior written permission from PMI.
4. The Logo(s) may only be used in close proximity to the personal name of the Certificate Holder, such as on business cards, stationary, web pages, or a curriculum vitae, and may not be used, or any modification of it, in any other place, for example on product labels or packaging.
5. The Certificate Holder must not alter the Logo in any way whatsoever but it may be scaled proportionately. In addition, the Logo must never appear larger than the name of the Certificate Holder.
6. The Certificate Holder may not use or register any logo or other form of trademark (including without limitation service, trade or certification marks) for personal business that contains any portion of the Logo covered by this Agreement or that is confusingly similar to the Logo.
7. For marketing purposes, the Certificate Holder may only use the Logo(s) directly in connection with the marketing of or providing of services directly related to the relevant Certificate and not in materials seeking to sell other products or services unrelated to the Certificate. However, the Logo(s) may appear in materials that describe relevant consultant (services and other unrelated services in the same document, provided the use complies with the other requirements of this Agreement.
8. Any violation of the terms of this Agreement may result in a revocation of the Certificate, permanent ineligibility for the Certificate Holder to obtain certification in the future, and other punitive or legal action considered appropriate by PMI.
9. All PMI certification information is proprietary and made available for use only for the purpose of certification. Therefore, the Certification Holder agrees not in any way to disclose to any other person or entity details of, or information relating to, the certification procedures, including but not limited to the content of the exam(s) taken.

Organizational Project Management Maturity Model (OPM3) ProductSuite® User Agreement

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