PMI-CP™

PMI Construction Professional (PMI-CP)™

Exam Content Outline

Project Management Institute

PMI Construction Professional (PMI-CP)™ Examination Content Outline

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INTRODUCTION

The Project Management Institute (PMI) offers a professional certification for construction and built environment professionals known as the PMI Construction Professional (PMI-CP)™. PMI's professional certification examination development processes stand apart from other project management certification examination development practices. PMI aligns its process with certification industry best practices, such as those found in the Standards for Educational and Psychological Testing. [1]

A key component of this process is that organizations wishing to offer valid and reliable professional credentialing examinations are directed to use a Role Delineation Study (RDS) or Job Task Analysis (JTA) as the basis for the creation of the examination. This process utilizes knowledge and task-driven guidelines to assess the practitioner's competence, and determine the levels of salience, criticality, and frequency of each of the knowledge, tasks and skills required to perform to the industry-wide standard in the role of a construction professional.

PMI conducted a Job Task Analysis with a global audience of expert panel members which produced the content of the built environment e-learning curriculum, the basis for the certification exam. This ensures the validity and relevance of the PMI-CP™ examination. Validation assures the outcome of the exam is, in fact, measuring and evaluating appropriately the specific knowledge and skills required to function as a construction professional. Thus, the Job Task Analysis guarantees that each examination validly measures all elements of the construction profession in terms of real settings.

PMI-CP™ certification holders can be confident that their professional certification has been developed according to the best practices of test development and based upon input from the practitioners whoestablish those standards.

The PMI-CP™ examination is a vital part of the activities leading to earning a professional certification, thus it is imperative that the PMI-CP™ examination reflect accurately the practices of the construction professional. All the questions on the examination have been written and extensively reviewed by qualified construction professionals who hold PMI's PMP certification and are aligned with industry best practices. These questions are mapped against the PMI-CP™ Examination Content Outline to ensure that an appropriate number of questions are in place for a valid examination.

Finally, there are noticeable differences between this PMI-CP™ Examination Content Outline and A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. While there are some commonalities, it is important to note that the volunteer taskforce involved in the study described previously were not bound by the PMBOK® Guide. The taskforce members were charged with outlining critical job tasks of individuals who lead and direct construction and built environment projects based on their experience and pertinent resources.

[1] PUBLISHED JOINTLY BY THE AMERICAN EDUCATION RESEARCH ASSOCIATION, NATIONAL COUNCIL ON MEASUREMENT IN EDUCATION, AND AMERICAN PSYCHOLOGICAL ASSOCIATION.

EXAM CONTENT OUTLINE

The following table identifies the proportion of questions from each domain that will appear on the examination.

Domain	Percentage of Items on Test
I. Contracts Management	50%
II. Stakeholder Engagement	30%
III. Strategy and Scope Management	15%
IV. Project Governance	5%
Total	**100%**

IMPORTANT NOTE: THE RESEARCH CONDUCTED THROUGH THE JOB TASK ANALYSIS VALIDATED THAT TODAY'S CONSTRUCTION AND BUILT ENVIRONMENT PROFESSIONALS WORK IN A VARIETY OF PROJECT ENVIRONMENTS AND UTILIZE DIFFERENT PROJECT APPROACHES. ACCORDINGLY, THE PMI-CP CERTIFICATION WILL BE REFLECTIVE OF THIS AND WILL INCORPORATE APPROACHES ACROSS THE VALUE DELIVERY SPECTRUM. THESE APPROACHES WILL BE FOUND THROUGHOUT THE FOUR DOMAIN AREAS LISTED ABOVE AND ARE NOT ISOLATED TO ANY PARTICULAR DOMAIN OR TASK

DOMAINS, TASKS, AND ENABLERS

In this document you will find the structure for the *PMI-CP™ Examination Content Outline*. Based on feedback from customers and stakeholders, we have worked on simplifying the format so that the *PMI-CP™ Examination Content Outline* is easier to understand and interpret.

On the following pages you will find the domains, tasks, and enablers as defined by the Role Delineation Study.

- **Domain:** Defined as the high-level knowledge area that is essential to the practice of construction and built environment project management.

- **Tasks:** The underlying responsibilities of the construction professional within each domain area.

- **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

Following is an example of the new task structure:

Take statement → **Manage conflict**

Enablers
- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution
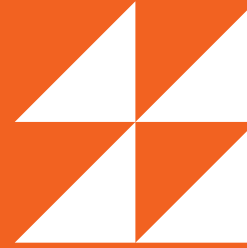
Domain I	Contracts Management—50%
Task 1	**Manage risks and the risk process for Construction and Built Environment Projects** • Recognize positive risk and use it to improve project outcomes • Manage the risk process throughout the project and gain input from the required stakeholders • Apply the different risk classifications appropriately • Identify and evaluate risks for better allocation, avoidance, and management of risks • Manage the risk prioritization process during Front End Planning and conduct
Task 2	**Determine how to apply risk tools appropriately** • Use the Integrated Project Risk Assessment (IPRA) tool to improve how risk are managed • Apply risk management tools and techniques to drive a better risk process (Monte Carlo simulations, probabilistic risk management techniques, and risk registers) • Mobilize a risk management framework process at the project outset
Task 3	**Manage the claims process** • Use lessons learned and previous project data to identify problematic areas on projects that result in claims • Recognize how contract types and delivery methods selected impact the frequency of claims • Utilize the claims process and key intervention points to reach early resolution • Distinguish the difference between change/variation orders and claims • Apply best practices to prevent claims and disputes (i.e. FEP, DRB, Documentation, communication, etc.) • Utilize the risk management framework effectively to reduce claims • Determine the root cause of claims and areas that require greater attention on the front end of projects • Apply the different dispute resolution techniques available to be used

Domain I	Contracts Management—50%
Task 4	**Mange the contract lifecycle effectively** • Oversee the full contract lifecycle from discovery to close out • Utilize Lean Integrated Project Delivery and IFOA to help resolve some of the industries contracting pain • Utilize important clauses present in built environment contracts to support project delivery • Advise senior stakeholders on the delivery method and contract structure that best fits the needs of the project • Utilize the various delivery methods and contract structures available for built environment project covering risk apportionment, roles and responsibilities, and project delivery • Recognize the potential for communication gaps caused by contractual arrangements found in capital projects • Apply knowledge to support senior leadership throughout the contract lifecycle
Task 5	**Implement the Interface Management process efficiently** • Establish and plan all the interface points (IPs) between the different packages • Classify the different interfaces found in mega projects • Recognize and use the industry leading frameworks and systems for implementing Interface Management • Apply and design effective Interface Management practices • Identify and apply the important principles and proper timing to guide the implementation of Interface Management throughout the project life cycle • Apply the defined skills needed to effectively lead an interface management plan and monitor this effectively throughout the project • Develop strong communication skills, relationship management skills, and negotiation skills • Utilize the common language, definitions, and elements of Interface Management

Domain II	Stakeholder Engagement—30%
Task 1	**Utilize Communication Tools Appropriately to engage stakeholders and maintain proper communication** • Utilize PMIS to improve communication and project decisions • Incorporate a central communication platform for the project • Utilize Obeya/Big Room to enhance program activities • Recognize the common pitfalls of Obeya/Big Room • Apply Commitment based Management (CbM) to your own teams and across projects to drive effective outcomes • Utilize the Compass tool to highlight communication deficiencies • Assess data collected to infer meaningful insights and take action
Task 2	**Prevent communication issues from occuring and ensure stakeholders are engaged** • Apply approaches to increase stakeholder buy in and alignment from the project outset • Develop an effective communication strategy to ensure all project communication needs are identified and met • Craft messaging that drives greater understanding for tailored audiences • Utilize nuanced communication methods to engage multiple parties on a deeper level • Prevent the effects of poor communication in capital projects from a completion and financial prospective
Task 3	**Mitigate communication issues effectively as they emerge** • Implement feedback loops to highlight gaps and introduce changes to resolve communication gaps • Apply approaches to overcome resistance and secure support through high impact communication • Develop action plans to resolve communication gaps
Task 4	**Manage stakeholders effectively** • Identify and assess stakeholders to help establish an effective communication strategy • Recognize the rule of culture and the impact on communication with stakeholders

Domain III	Strategy and Scope Management—15%
Task 1	**Manage stakeholders effectively** • Define scope and drive projects by focusing on project outcomes or missions • Implement scope revisions in order to achieve an accurate and mature project scope
Task 2	**Implement and Manage the Change Order Process effectively and deliver project benefits and value** • Create a robust change order process • Finalize the change process in the appropriate part of the project lifecycle • Design agile processes to deal with change orders in an efficient and rapid way • Recognize the benefits and downfalls to using technology to manage scope and change orders • Evaluate all scope changes in relation to the core outcomes
Task 3	**Develop and apply methods, tools and techniques to develop and manage project scope** • Use scope evaluation tools to identify gaps in scope • Apply scope management tools as a means of managing and pivoting scope (value engineering and cost benefit analysis)

Domain IV	Project Governance—5%
Task 1	Implement governance models to drive project outcomes
Task 2	Set up scope governance structures and practices on built environment projects
Task 3	Develop and apply methods, tools and techniques to develop and manage project scope

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