

PMI-RMP®



PMI Risk Management Professional (PMI-RMP)®
Examination Content Outline and Specifications



Project Management Institute

PMI Risk Management Professional (PMI-RMP)[®]

**Exam Content Outline
and Specifications**

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Introduction

The Project Management Institute (PMI)[®] offers a professional credential for project risk managers, known as the PMI Risk Management Professional (PMI-RMP)[®]. PMI's professional credentialing 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*.

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) as the basis for the creation of the examination. This process uses knowledge and task-driven guidelines to assess practitioner competence, and determine the level 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 project risk manager.

The role delineation study ensures the validity of an 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 project risk management professional. Thus, the role delineation study guarantees that each examination validly measures all elements of the project risk management profession in terms of real settings.

PMI-RMP[®] credential holders can be confident that their professional credential has been developed according to best practices of test development and based upon input from the practitioners who establish those standards.

The PMI-RMP examination is a vital part of the activities leading to earning a professional credential; thus, it is imperative that the PMI-RMP examination reflect accurately the practices of the project risk management professional. All the questions on the examination have been written and extensively reviewed by qualified PMI-RMP credential holders and are supported by current project risk management published references. These questions are mapped against the *PMI-RMP Examination Content Outline* to ensure that an appropriate number of questions are in place for a valid examination.

PMI retained Alpine Testing Solutions to develop the global *PMI-RMP Examination Content Outline*. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

Finally, while the *PMI-RMP Examination Content Outline* and *The Standard for Risk Management in Portfolios, Programs, and Projects (2019)* have commonalities, it is important to note that those involved in the study described previously were not bound by *The Standard for Risk Management in Portfolios, Programs, and Projects*. They were charged with defining the roles of individuals assessing and identifying project risks, mitigating threats, and capitalizing on opportunities, and using their experience and pertinent resources to help in this task.

Exam Content Outline

The following table identifies the proportion of questions from each domain that will appear on the examination. These percentages are used to determine the number of questions related to each domain and task that should appear on the multiple-choice format examination.

Important note: The research conducted through the JTA validated that today's project risk management practitioners work in a variety of project environments and utilize different project approaches. Accordingly, the PMI-RMP certification will be reflective of this and will incorporate approaches across the value delivery spectrum. Predictive, agile, and hybrid approaches will be found throughout the five domain areas listed below and are not isolated to any particular domain or task. The exact number of items for each question type and approach may vary by form. Our scoring model is periodically reviewed by scoring experts to ensure valid assessment of knowledge and skills.

Domain	Percentage of Items on Test
Risk Strategy and Planning	22%
Risk Identification	23%
Risk Analysis	23%
Risk Response	13%
Monitor and Close Risks	19%
Total	100%

Domains, Tasks and Enablers

In this document you will find an updated structure for the *PMI-RMP Examination Content Outline*. Based on feedback from customers and stakeholders, we have worked on simplifying the format so that the *PMI-RMP 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 JTA.

- **Domain:** Defined as the high-level knowledge area that is essential to the practice of project risk management.
- **Tasks:** The underlying responsibilities of the project risk manager 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.

Each PMI-RMP examination will include all tasks for a domain, and PMI will adhere to the percentage of coverage at the domain level as outlined on the previous page.

The following is an example of the new task structure:

Task statement → **Identify threats and opportunities**

- Enablers {
- Assess project risk complexity (e.g., SWOT analysis, Ishikawa Tree Diagram)
 - Perform an impact analysis on project objectives (e.g., project scopes, schedule cost, and resources, quality, and stakeholders)

Domain I Risk Strategy and Planning – 22%	
Task 1	<p>Perform a preliminary document analysis</p> <ul style="list-style-type: none"> • Gather and review documents <ul style="list-style-type: none"> ○ Give examples of preliminary documents to review prior to risk identification includes industry benchmarks (if available), previous lessons learned, historical data, and the sources of the above information. • Determine and assign who is responsible for the preliminary document analysis (e.g., project manager, risk manager, financial controller) • Establish documents relevant to the risk process
Task 2	<p>Assess project environment for threats and opportunities</p> <ul style="list-style-type: none"> • Determine which OPA / EEF / project methodology is needed (e.g., agile, waterfall, hybrid, etc.) • Analyze the different environmental factors to be considered in the planning phase (e.g., PESTLE, SWOT analysis) • Determine the organizational and cultural risk appetite <ul style="list-style-type: none"> ○ Analyze environment for risk culture maturity • Evaluate the project management information system process and data • Conduct a stakeholder analysis • Analyze constraints to risk management <ul style="list-style-type: none"> ○ Government, market laws/rules, organizational, environmental, and technical risks • Focus stakeholders on creating a culture of risk awareness • Determine business driver of project, including key assumptions, benefits, and materialization of project.
Task 3	<p>Confirm risk thresholds based on risk appetites</p> <ul style="list-style-type: none"> • Align project risk thresholds to organizational risk appetite • Calculate the risk the organization can absorb (e.g., financial, scope, environmental, technical, legal, schedule, quality, contract, etc.) • Discuss risk thresholds • Lead conflict resolutions between stakeholders in agreeing on risk appetite
Task 4	<p>Establish risk management strategy</p> <ul style="list-style-type: none"> • Establish risk processes and tools • Provide risk management templates/forms • Determine risk metrics

	<ul style="list-style-type: none"> • Identify risk categories • Coach/mentor team on risk management best practices (servant leadership) • Lead stakeholders to adopt the risk strategy
Task 5	<p>Document the risk management plan</p> <ul style="list-style-type: none"> • Define organizational risk roles and responsibilities <ul style="list-style-type: none"> ○ Align roles and responsibilities with a project RAM (e.g., RACI) chart • Prepare a list of the key artifacts/resources that will be used to compile a risk management plan • Outline the list of key risk management activities (e.g., who, what, when, where, how) • Explain how the Risk Breakdown Structure (RBS) can be used to support the risk management plan • Define a risk communication plan • Define risk prioritization criteria • Define stakeholder empowerment and education strategy
Task 6	<p>Plan and lead risk management activities with stakeholders</p> <ul style="list-style-type: none"> • Collaborate with the team that would conduct the risk planning on the project • Leverage stakeholder analysis done by the project manager • Manage stakeholder risk appetite and attitudes • Engage stakeholders in the risk prioritization process • Set appropriate expectations with stakeholders on the rules of engagement • Tailor risk communication for stakeholders • Lead stakeholder empowerment for risk strategies in the risk management plan • Train, coach, and educate stakeholders in risk principles and processes in order to create shared understanding of principles and processes, and foster engagement in risk management

Domain II Risk Identification – 23%	
Task 1	<p>Conduct risk identification exercises</p> <ul style="list-style-type: none"> • Conduct meetings, interviews, focus groups, and other SME support activities • Perform detailed analyses of risk identification exercise results • Analyze documents, audio transcripts, telemetry data, etc. and understand business context of information • Indicate risks as threats or opportunities
Task 2	<p>Examine assumption and constraint analyses</p> <ul style="list-style-type: none"> • Leverage the results of the assumption and constraint analysis • Categorize assumptions and constraints • Assess the risk associated with each assumption and/or constraint • Recognize the relationship between assumptions and/or constraints, and project objectives (e.g., predict the cascade effect of project stakeholder holiday schedules on project timelines) • Encourage stakeholders to challenge assumptions and constraints
Task 3	<p>Document risk triggers and thresholds based on context/environment</p> <ul style="list-style-type: none"> • Assess, confirm, and document risk compliance thresholds, and categories against updated risk data • Assess and document risk triggers, causes and timing • Assess and document risk consequences and/or impact • Empower stakeholders to challenge existing thresholds
Task 4	<p>Develop risk register</p> <ul style="list-style-type: none"> • Analyze the validity of identified risks and triggers • Examine the risk attributes like probability, impact, urgency • Establish risk origin and ownership e.g., internal/external • Classify risks as threats or opportunities

Domain III Risk Analysis – 23%	
Task 1	<p>Perform qualitative analysis</p> <ul style="list-style-type: none"> • Perform a nominal classification of risks in the RBS using classifications from the risk management plan (e.g., environment, organizational, project management, technical, etc.) • Estimate the impact of risk on project schedule, budget, resources, and scope • Prioritize the risk based on impact, and urgency • Apply the risk matrices <ul style="list-style-type: none"> ○ Agreed-upon assessment approach, Historical information, Definitions of probability and impact, Risk categories, Pre-established criteria • Perform an ordinal classification • Coach stakeholders on risk categorization strategies
Task 2	<p>Perform quantitative analysis</p> <ul style="list-style-type: none"> • Analyze risk data and process performance information against established metrics • Analyze a project's general risks • Perform a forecast and trend analysis on new and historical information • Perform sensitivity analysis <ul style="list-style-type: none"> ○ Monte Carlo, decision trees, critical path, expected monetary value, etc. • Perform risk weighting and calculate risk priority
Task 3	<p>Identify threats and opportunities</p> <ul style="list-style-type: none"> • Assess project risk complexity <ul style="list-style-type: none"> ○ SWOT analysis, Ishikawa, Tree Diagram • Perform an impact analysis on project objectives <ul style="list-style-type: none"> ○ project scopes, schedule cost, and resources, quality, and stakeholders • Assess project compliance objectives against organizational strategic objectives <ul style="list-style-type: none"> ○ procedures, project plans, corporate, and project governance, regulatory governance • Empower stakeholders to independently identify threats and opportunities

Domain IV Risk Response – 13%	
Task 1	<p>Plan risk response</p> <ul style="list-style-type: none"> • Determine appropriate risk response strategy <ul style="list-style-type: none"> ○ avoid, accept, mitigate, enhance, contingency planning etc. • Decide the risk response actions (time bound) based on the risk response strategies and identify action owners • Assess the effectiveness of the risk response actions against the identified strategy and the project objectives impact <ul style="list-style-type: none"> ○ cost/schedule/environment etc., effect of the action on the probability or the risk impact • Illustrate and communicate effectiveness of the risk response strategies <ul style="list-style-type: none"> ○ risk burndown chart, dot plots • Determine the work around • Allocate responsibilities • Outline an appropriate responsibility matrix for a metricized project environment • Re-evaluate organizational risks
Task 2	<p>Implement risk response</p> <ul style="list-style-type: none"> • Execute the risk response plan(s) • Execute the contingency plan(s) • Encourage stakeholders to provide feedback on the risk response • Evaluate and react to secondary and residual risks from the response implementation <ul style="list-style-type: none"> ○ Improvise as needed

Domain V		Monitor and Close Risks – 19%	
Task 1	Gather and analyze performance data		
	<ul style="list-style-type: none"> • Reconcile performance data & reports from risk relevant work packages • Analyze data to determine the completion status against the baseline • Perform a variance analysis • Monitor impact against overall project risk exposure to enterprise 		
Task 2	Monitor residual & secondary risks		
	<ul style="list-style-type: none"> • Monitor risk response and document residual risk • Monitor risk response for secondary risks • Assess impact of residual and secondary risks on project objectives • Update and communicate impact of residual and secondary risks 		
Task 3	Provide information required to update relevant project documents		
	<ul style="list-style-type: none"> • Aggregate and summarize risk data, and update project documents <ul style="list-style-type: none"> ○ risk register, lessons learned, project management plan, change logs etc. • Monitor and close out expired risks 		
Task 4	Monitor project risk levels		
	<ul style="list-style-type: none"> • Assess project risk level • Prepare reports for different stakeholders • Communicate risk levels to key stakeholders 		

PMI-RMP Application Process and Eligibility

To be eligible for the PMI-RMP certification, you must meet certain educational and professional experience requirements. **All project risk management experience must have been accrued within the last five consecutive years** prior to your application submission.

Educational Background	Project Risk Management Experience	Project Risk Management Education
Secondary diploma (high School diploma, associate's degree or global equivalent)	At least 36 months spent in the specialized area of professional project risk management within the last five consecutive years	40 contact hours of formal education in the specialized area of project risk management
OR		
Four-year degree (bachelor's degree or global equivalent)	At least 24 months spent in the specialized area of professional project risk management within the last five consecutive years	30 contact hours of formal education in the specialized area of project risk management
OR		
Bachelor's or post-graduate degree from a GAC accredited program (bachelor's or master's degree or global equivalent)	At least 12 months spent in the specialized area of professional project risk management within the last five consecutive years	30 contact hours of formal education in the specialized area of project risk management

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 \(GAC\)](#).

How to Complete the Online Application

PMI encourages you to use the [online certification system](#) to apply for all certifications. A printable version of the application is available on a case-by-case basis. Please contact Customer Care to submit a request.

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 Examination 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 the PMI Certification 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 certification 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

How to Record Your Experience & Education on the Application

Use the experience verification section of the online application to record your experience. 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 projects individually regardless of the number of projects you include.

Number of Hours that You Specialized in Project Risk Management

Consider all the projects that you have worked on and identify how many hours you spent on project risk management. If you worked on multiple projects at one time, all the hours spent on project risk management count toward the total.

Contact Hours of Project Risk Management Education

If you hold a four-year degree (bachelor's degree or global equivalent), record a minimum of 30 contact hours of education within the specialty area of project risk. If you hold a high school diploma, associate degree, or global equivalent, record a minimum of 40 contact hours of education within the specialty area of project risk.

NOTE: One hour of classroom instruction equals one contact hour. If you have completed a university or college course on project risk 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 project risk management, only the hours spent on project risk management can be applied toward the total.

There is no time frame associated with the education requirement; therefore, you can record all education within the specialty area of project risk regardless of when it was accrued. **The course work must be completed at the time you submit the application and must include content on project risk management.**

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

- A. PMI Authorized Training Partners (ATPs)
- B. Employer/company-sponsored programs
- C. Training companies or consultants (e.g., training schools)
- D. Distance-learning companies, including an end-of-course assessment
- E. University/college academic and continuing education programs

The following education does not satisfy the education 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 educational 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-RMP Certification Fees

The fees for obtaining the PMI-RMP Certification are subject to regional and membership pricing rules. Membership is NOT required to obtain the PMI-RMP. Initial examination fees must be paid after applications have been approved before you can schedule your examination.

If you need to retake the exam, and your eligibility period is still current, you may do so for a substantial discount subject to regional and membership pricing rules. Additionally, once an examination date is confirmed and scheduled, you may be subject to cancellation or no-show fees.

Once scores are received, you may request a manual hand score if your original test was not delivered on a computer but instead using a paper-based administration. The fee for a hand rescore is \$45 USD.

Lastly, renewing your PMI-RMP Certification will require a payment based on regional and membership pricing rules. We currently support USD, Euros, BRL, and INR currencies.

PMI accepts the following payment methods: credit card and wire transfer

Please note that reexamination fees are waived for candidates who have had their exam scores invalidated solely due to data forensics evidence.

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](#).

For more information about certification fees, please see the [PMI Certification Handbook](#).

PMI-RMP Examination Information

Computer-based testing (CBT) is the standard method of administration for PMI examinations. Since August 2021, the PMI-RMP exam is also offered via Online-Proctored Testing (OPT). The PMI-RMP exam will be available in both CBT and OPT. For more information on OPT, please go [here](#).

Once you are eligible to take your exam, PMI will e-mail you exam scheduling instructions with your eligibility code, which you will need when scheduling your exam appointment. You can schedule your exam appointment online or by telephone. Full details can be found in the certification handbook and within the examination scheduling instructions.

The PMI-RMP certification examination is comprised of 115 multiple-choice and multiple answer select questions. Of the 115 questions, 15 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 examination questions. All questions are placed throughout the examination randomly.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
100	15	115

The allotted time to complete the computer-based and online-proctored examination is two and a half hours.

Allotted Examination Time
2.5 hours

It may take some candidates less than the allotted two and a half hours to complete the examination.

For the PMI-RMP exam, there is an optional 10-minute break that will appear after you complete the first exam section (approximately 58 questions) and review all your answers. Please note once you have reviewed your responses and start your break you will not be able to return to the questions from the previous section of the exam.

Once your 10-minute break is over, you will be able to resume your exam to continue with the next section. For online proctored exams, please remember that once you re-enter the webcam view you, are expected to remain in view and all personal items must be placed out of arm's reach. If you do not return to the room at the conclusion of your 10-minute break, your exam timer will resume counting down until you return. You will not be permitted to take any additional breaks during the exam for any reason and leaving your desk will invalidate your score.

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

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included in the examination time of three and a half hours.

Retaking the Exam

If you do not pass your first exam attempt (and you did not take the Pilot Exam during the Pilot Period), we encourage you to continue your study and retake the exam. You may take the examination up to three times within your one-year eligibility period. After three attempts, you must wait one year from the date of the last examination before you reapply for the certification. This policy is designed to uphold exam security and reduce overexposure of examination questions to individual candidates.

However, during this year you are welcome to apply for any other PMI certification. If your one-year eligibility period expires without you passing the examination, you must reapply for the certification.

Reference Materials

Exam candidates should be aware that the PMI Risk Management Professional (PMI-RMP) examination is not written according to any single text or singularly supported by any particular reference. PMI does not endorse specific review courses resources, references, or other materials for certification preparation. The references listed below are not inclusive of all resources that may be utilized and should not be interpreted as a guaranteed means of passing the exam. As the PMI-RMP is a competency-based credential which assesses the integrated set of knowledge, skills and abilities as gained from both practical and learned experiences, it should also be noted that the references identified herewith are but one element of a broader set of educational resources and texts that might possibly be utilized for exam study and preparation.

The Standard for Risk Management in Portfolios, Programs, and Projects (2019)
Project Management Institute

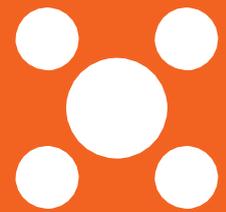
A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Seventh edition
Project Management Institute

Practical Project Risk Management; The ATOM Methodology, 3rd edition
David Hillson and Peter Simon

Identifying and Managing Project Risk, 3rd edition
Tom Kendrick

Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives, 2nd edition
John Fraser, Rob Quail and Betty Simkins

Project Risk Management: A Practical Implementation Approach
Michael M. Bissonette



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