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

August 2021 Test Updates

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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. Please see Appendix A for a detailed description of the process.

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 Professional Examination Service (PES) to develop the global *PMI-RMP Examination Content Outline.* Since 1941, PES has provided a full range of assessment and advisory services to organizations across a broad range of professions, in support of professional licensure and certification, training, and continuing professional education. PES is dedicated to promoting the public welfare through credentialing as a mission-driven, not-for-profit organization.

Finally, while the *PMI-RMP Examination Content Outline and Specifications*, the *Practice Standard for Project Risk Management* and *PMBOK*® *Guide* have commonalities, it is important to note that those involved in the study described previously were not bound by the *Practice Standard for Risk Management* and/or *PMBOK*® *Guide.* 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.

Although many of the domains, tasks, knowledge, and skills outlined by the *PMI-RMP Examination Content Outline and Specifications* are also covered by the *Practice Standard for Project Risk Management* and *PMBOK® Guide*, there are some that are unique to the *PMI-RMP Examination Content Outline.* Candidates studying for the examination will certainly want to include the current edition of the *Practice Standard for Project Risk Management* and *PMBOK® Guide* as two of their references and would be well advised to read other current titles on project risk management.

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.

Domain	Percentage of Items on Test
Risk Strategy and Planning	19–20%
Stakeholder Engagement	19–20%
Risk Process Facilitation	25–28%
Risk Monitoring and Reporting	19–20%
Perform Specialized Risk Analyses	14–16%
Total	100%

Domains and Tasks

Domain 1: Risk Strategy and Planning

Activities related to developing policies, processes, and procedures for risk assessment, planning, and response.

Tasks	Risk Strategy and Planning (19–20%)
Task 1	**Develop risk assessment processes and tools that quantify stakeholder risk tolerances to assess and determine risk thresholds for the project and set criteria for risk levels.**
Task 2	**Update risk policies and procedures using information such as lessons learned from projects and outputs of risk audits to improve risk management effectiveness.**
Task 3	**Develop and recommend project risk strategy based on project objectives to establish the outline for the risk management plan.**
Task 4	**Produce risk management plan for the project on the basis of inputs such as project information, external factors, stakeholder inputs, and industry policies and procedures in order to define, fund, and staff effective risk management processes for the project that align with other project plans.**
Task 5	**Establish evaluation criteria for risk management processes based on project baselines and objectives to measure effectiveness of the project risk process.**
	Knowledge of: • Continuous process improvement as applied to risk management • Knowledge management techniques for organizing and providing access to project risk information • Metrics for measuring effectiveness of project risk process • Risk attitude concepts • Risk Breakdown Structure (RBS) • Risk tolerance concepts • Barriers to effective risk management • Project risk management inputs, tools, techniques, and outputs • Project risk contingency and management reserve • Research and analysis techniques • Basic strategy development methodologies

	Skills in:
	• Assessing stakeholder risk tolerance
	• Building stakeholder consensus

Domain 2: Stakeholder Engagement

Activities related to promoting the understanding of project risk management for stakeholders and project team members, assessing stakeholder risk tolerance, prioritizing project risk, and promoting risk ownership.

Tasks	Stakeholder Engagement (19–20%)
Task 1	**Promote a common understanding of the value of risk management by using interpersonal skills to foster an appropriate level of shared accountability, responsibility, and risk ownership.**
Task 2	**Train, coach, and educate stakeholders in risk principles and processes to create shared understanding of principles and processes, and foster engagement in risk management.**
Task 3	**Coach project team members in implementing risk processes to ensure the consistent application of risk processes.**
Task 4	**Assess stakeholder risk tolerance using processes and tools such as interviewing stakeholders and reviewing historical stakeholder behaviors to identify project risk thresholds.**
Task 5	**Identify stakeholder risk attitudes and cognitive biases using stakeholder analysis techniques to manage stakeholder expectations and responses throughout the life of the project.**
Task 6	**Engage stakeholders on risk prioritization process based on stakeholder risk tolerance and other relevant criteria, to optimize consensus regarding priorities.**
Task 7	**Provide risk-related recommendations to stakeholders regarding risk strategy and planning, risk process facilitation, risk reporting, and specialized risk tasks by using effective communication techniques to support effective risk-based decision making.**
Task 8	**Promote risk ownership by proactively communicating roles and responsibilities and engaging project team members in the development of risk responses to improve risk response execution.**
Task 9	**Liaise with stakeholders of other projects by using effective communication techniques and sharing information on project risk performance to inform them of implications for their projects.**
	Knowledge of: • Information resources, both internal (for example, OPA) and external (for example, EEF)

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	- Project performance information - Stakeholder sensitivity analysis models - Training and coaching techniques - Types of stakeholder risk attitudes (including but not limited risk seeking, risk tolerant, and risk averse) - Group decision making - Group creativity (including but not limited to brainstorming, nominal group technique, Delphi technique, idea/mind mapping, and affinity diagram) **Skills in:** - Assessing stakeholder risk tolerance (appetite and attitude) - Collaborating with stakeholders - Managing teams in multicultural environments - Influencing change

Domain 3: Risk Process Facilitation

Activities related to facilitating risk identification, evaluation, prioritization, and response among   project team members.

Tasks	Risk Process Facilitation (25–28%)
Task 1	**Apply risk assessment processes and tools to quantify stakeholder risk tolerances and determine risk levels.**
Task 2	**Facilitate risk identification using a variety of techniques to enable the project team and stakeholders to understand and determine the risk exposure of the project.**
Task 3	**Facilitate the project team's evaluation of the identified risks' attributes using qualitative and quantitative tools and techniques to prioritize the risks for response planning.**
Task 4	**Facilitate the development of an aligned risk response strategy and related risk actions by risk owners from the information gathered during risk analysis to ensure timely and defined action when required.**
Task 5	**Facilitate the formulation of project contingency reserve based on the risk exposure of the project to have the capability and resources to respond to realized risks.**
Task 6	**Provide risk data to cost and schedule analysts/estimators to ensure that project risk is properly reflected in cost and schedule estimates for the project.**
Task 7	**Use scenarios to validate potential risk responses and evaluate key dependencies and requirements to enhance the likelihood of project success.**
	Knowledge of: • Basic risk identification tools and techniques for both threats and opportunities (including but not limited to brainstorming, checklists, prompt lists, assumptions and constraints analysis, interviews, questionnaires, cause and effect analysis, SWOT analysis, document review, affinity diagrams, and lessons-learned review from similar projects) • Basic qualitative risk analysis tools and techniques (including but not limited to probability-impact matrices, risk scoring, Risk Breakdown Structure analysis, root cause analysis, Pareto prioritization analysis, and risk metric trend analysis) • Basic quantitative risk analysis tools and techniques (including but not

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limited to Monte Carlo analysis, decision trees, FMEA/FMECA/Fault Tree analysis, and sensitivity analysis)

- Heuristics and other dynamic sources of cognitive biases and their associated effects on risk perception and behavior

- Risk response strategy types

- Contingency management tools and techniques

- Risk monitoring and control techniques

- Group decision making

- Group creativity (including but not limited to brainstorming, nominal group technique, Delphi technique, idea/mind mapping, and affinity diagram)

Skills in:

- Using analytical software tools for project risk management

- Managing teams in multicultural environments

- Estimating probability and impact of identified risks

Domain 4: Risk Monitoring and Reporting

Activities related to monitoring risk, evaluating risk response against established metrics, and communicating risk response performance to stakeholders and project team.

Tasks	Risk Monitoring and Reporting (19–20%)
Task 1	**Document and periodically update project risk information using standard tools (including but not limited to risk register, risk database) and techniques to maintain a single, current repository of all project risk information.**
Task 2	**Coordinate with project manager using communication techniques to integrate risk management throughout the project.**
Task 3	**Create periodic standard and custom reports using risk-related metrics as specified in the risk management plan to communicate risk management activities and status.**
Task 4	**Monitor risk response metrics by analyzing risk response performance information, and present to key stakeholders to ensure resolution of risk and develop additional risk response strategies to address residual and secondary risks.**
Task 5	**Analyze risk process performance against established metrics to drive risk process improvements.**
Task 6	**Update the project risk management plan using relevant internal and external inputs to keep the plan current.**
Task 7	**Capture risk lessons learned through comprehensive review of the project risk management plan, risk register, risk audits, risk process performance reports, and other associated reports to incorporate into future risk planning.**
	Knowledge of: • Continuous process improvement and quality management as applied to risk management • Knowledge management techniques for organizing and providing access to project risk information • Alternative formats for project risk reports (for example, Top Risk List, Risks Transitioned to Issues, Response Plans Behind Schedule, Risk Triggers, and Risk Outcomes) • Requirements for risk register data fields • Risk statement construction

	• Risk response activity construction
	• Risk response metrics
	• Risk process performance metrics
	• Risk assessment analysis metrics
	• Risk management reserves
	(*Note—There are no skills specific only to Domain 4*)

Domain 5: Perform Specialized Risk Analyses

Activities related to the specialized quantitative and qualitative tools and techniques used by project risk management professionals.

Tasks	Perform Specialized Risk Analyses (14–16%)
Task 1	**Evaluate the attributes of identified risks using advanced quantitative tools and specialized qualitative techniques to estimate overall risk exposure of the project.**
Task 2	**Analyze risk data produced during the project using statistical analyses and expert judgment to determine strengths and weaknesses of risk strategy and processes and recommend process improvements when indicated.**
Task 3	**Perform specialized risk analysis using advanced tools and techniques to support stakeholder decision making for the project.**
	Knowledge of: - Advanced risk identification tools and techniques for both threats and opportunities (including but not limited to force field analysis, scenario planning, futures thinking, visualization, Delphi groups, and nominal group technique) - Advanced quantitative risk analysis tools and techniques (including but not limited to, integrated cost/schedule analysis, advanced Monte Carlo analysis, system dynamics, bowtie analysis, analytical hierarchy process, risk-based earned value analysis, risk-based critical chain analysis, and multi-factor regression analysis, modeling techniques, advanced risk metric analysis [including statistical process control]) - Tools and techniques for identifying and analyzing overall project risk (including but not limited to risk efficiency index, risk tolerance analysis, risk reserve analysis, risk metric trend analysis, risk taxonomy, risk connectivity analysis, Monte Carlo analysis against overall project objectives, project risk surveys, and correlation analysis) - Basic and advanced statistics - Estimation tools and techniques to support risk decision making (including but not limited to prioritization, cost-benefit analysis, analogous, parametric, and bottom-up) - Advanced theory of heuristics and other sources of cognitive bias - Variance/Earned Value Analysis

	Skills in:
	• Converting qualitative information into risk data
	• Building representative risk models
	• Managing and interpreting quantitative and qualitative data

All Domains	Core Knowledge and Skills
	Knowledge of: • Project risk management processes, frameworks, and theory (in line with the PMI Practice Standard for Project Risk Management) • Basic project management theory, methodologies, and practice (as described in the *PMBOK® Guide*) • Risk principles and guidelines as described in ISO31000 • Communication tools, techniques, models, and channels • Facilitation tools and techniques • Negotiation tools and techniques • Leadership theory as it relates to risk management • Organizational theory as it relates to risk management • Risk taxonomy • PMI Code of Ethics and Professional Conduct **Skills in:** • Effective oral, graphical, and written presentation • Tailoring information to all levels of stakeholders • Conducting effective interviews • Gathering, managing, analyzing, and validating data • Problem solving • Active listening • Conflict resolution • Expressing complex and abstract information • Influencing without authority • Coaching and mentoring

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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
- Download PMI audit forms
- 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, associates 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 this 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.

Application Processing

PMI strives to process certification applications in a timely manner. The application processing timeline depends on how you submit your application—either online using the certification system, or on paper sent by postal mail to PMI. The following table details the application processing timeline.

Application Processing Timeline		
Application submitted:		**Process time:**
Online		5 calendar days

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

PMI-RMP Certification Fees

The proper fees for payment are determined by your PMI membership status. Use the following chart to determine the certification fee.

Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT or OPT)	member	$520	€430
Computer-based testing (CBT or OPT)	nonmember	$670	€555
Reexamination CBT/OPT/PBT	member	$335	€280
Reexamination CBT/OPT/PBT	nonmember	$435	€365
CCR certification renewal	member	$60	USD only
CCR certification renewal	nonmember	$150	USD only

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

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

If PMI membership is obtained after you submit payment for the certification, PMI will not refund the difference.

Review all the benefits of PMI membership or Join Now.

PMI-RMP Examination Information

Computer-based testing (CBT) is the standard method of administration for PMI examinations. Beginning 2 August 2021, the PMI-RMP exam will also be offered via Online-Proctored Testing (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. Then all that's left is to take the exam.

The PMI-RMP certification examination is comprised of 170 multiple-choice questions. Of the 170 questions, 20 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are placed throughout the examination randomly.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
150	20	170

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

Allotted Examination Time
3.5 hours

It may take some candidates less than the allotted three 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 85 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 included in the examination time of three and a half hours.

Retaking the Exam

If you do not pass your first exam attempt, 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.

Appendix A: Role Delineation Study (RDS Process)

Defining the Responsibilities

The first step in developing a certification examination is to define the responsibilities of the recipients of the credential. It must be known what the individuals who assess and identify project risks actually do on the job *before* a content-valid test can be developed. A valid examination draws questions from every important area of the profession and specifies that performance areas (domains) considered more important, critical, and relevant be represented by more questions on the examination. Defining the roles of individuals assessing and identifying project risk occurs in two major phases: one in which individuals currently in the role defines the responsibilities and another in which the identified responsibilities are validated on a global scale.

Beginning in 2011, PMI commissioned a global, Role Delineation Study (RDS) for the PMI-RMP® credential. The RDS process was led by a steering committee, representing PMI's Certification Governance structure. A project task force comprised of project risk managers was responsible for the conduct of work on the project, with oversight from the steering committee. The task force represented diversity of geography, industry, job position, and experience. Several other groups contributed to the formation and shaping of the RDS process, including representatives from organizations that utilize project risk management professionals for success, academic representatives, and Registered Education Providers (R.E.P.s). Project risk management professionals were also responsible for the independent reviews of the work of the task force and piloting the information before surveying a larger sample of project risk management professionals.

Study participants, working under the direction of Professional Education Service (PES), reached a consensus on the performance domains, a broad category of duties and responsibilities that define the role, as well as the tasks required for competence performance and the knowledge/skills needed to perform those tasks.

Validating the Responsibilities Identified by the Panelists
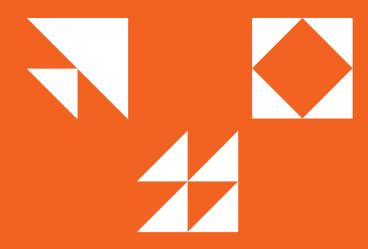
In order to ensure the validity of the study and content outline developed by the panels, a survey requesting feedback on the panel's work was sent to project risk management practitioners throughout the world. Surveys were distributed globally to over one thousand project risk managers around the world. PMI received a robust set of responses to the survey, with participants from 87 countries and representing every major industry. This provided PMI with the statistical significance from which to draw conclusions about the criticality for competent performance and frequency of the tasks. Practitioners also rated the knowledge and skills on how essential they were to their work as project managers and when they were acquired.

Developing a Plan for the Test

Based on respondent ratings, an examination blueprint, clarifying exactly how many questions from each domain and task should be on the examination, was developed. Those domains and tasks that were rated as most important, critical, and relevant by survey respondents would have the most questions devoted to them on the examination.

Results of the study indicated that the 150 scorable questions on the test should be distributed among the domains as shown in the following table. The remaining 20 questions will be dispersed throughout the domains as pretest questions and will not count in the candidates' scores. The pre-test items allow PMI to monitor the question performance better, prior to including the questions in the final databank of test questions.

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