Certified Change Management Professional™ (CCMP™) Handbook

A publication of the Association of Change Management Professionals (ACMP®)

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1. About this Handbook

This handbook outlines information about the Certified Change Management Professional (CCMP) credential program and how to apply for it. The Association of Change Management Professionals (ACMP) recommends that all applicants read this entire handbook before beginning the application process as it provides key information regarding how to obtain and maintain the CCMP credential.

Use this handbook to:

- Learn about the entire CCMP application process and requirements.
- Find the application form and other relevant resources.
- Identify where to address questions regarding the CCMP credential.

Individuals moving through the certification program process are referred to as:

- Applicant - person who is completing or has completed application form but has not yet received feedback on the submission.
- Candidate - person whose application has been approved, including the essay questions, but has not yet passed the exam.
- Certificant - person who has passed the exam and been awarded the CCMP credential.

2. Overview of the CCMP Credential

2.1 Change Management Profession and the CCMP Credential Program

The change management profession continues to attract increasing interest from individuals and organizations. Change management practitioners and organizations that want to improve the way they manage change are seeking ways to achieve success through consistently applied practices as set out in ACMP’s Standard for Change Management (ACMP Standard or the Standard). The Standard provides a foundation for advancing the discipline of change management. It establishes a common understanding and general accepted practices that help leaders and practitioners achieve and sustain change objectives. The Standard and the ACMP’s Change Management Code of Ethics and Professional Conduct (Code of Ethics) form the basis of the CCMP Credential Program.

2.2 Description of CCMP Credential

The CCMP credential is designed to be a globally recognized credential indicating to employers, clients and customers, peers and colleagues that a change manager / leader possesses change management knowledge, experience, expertise, training, and skill to successfully help organizations and individuals achieve critical business results.

It is not possible for ACMP to assess the actual effectiveness of an individual leading a change management initiative. The true effectiveness of an individual becomes evident over time, by leading
consistently successful change management initiatives. To help establish the required level of capability, CCMP requires each applicant to detail their education, experience, knowledge and training in the domain of change management.

In summary, the CCMP credential:

- Identifies an individual as (1) having demonstrated a proficiency within, and comprehension of, the ACMP Standard and having complied with the Code of Ethics and (2) upholding a level of expertise by continually updating knowledge and applying it, earning Professional Development Units (PDUs).
- Requires a minimum number of PDUs within the change management field of practice to maintain certification every 3 years.
- Is globally recognized and transferable across countries and industries.
- Enables change management practitioners to demonstrate they have (1) met specified criteria and (2) achieved a level of understanding and familiarity with change management standard practice.
- Supports organizations in establishing good change management practice through improved recruitment of change management practitioners.
- Creates enhanced career development options or paths for change management practitioners.
- Contributes to the advancement of change management as a profession by clarifying the distinctive nature and value of the change practitioner role in achieving key business results.

### 2.3 Timeline for CCMP Credential Process

The approximate timeline for the CCMP credential process step is outlined in the figure below.

**Figure 1: Timelines for CCMP Credential Process**
2.4 Eligibility Requirements for CCMP Credential

To be eligible for the CCMP credential, an applicant is required to meet certain education, experience (professional years of experience as a change practitioner) and training requirements.

Prior to beginning the application process, it is up to you, the applicant, to determine whether or not you meet the criteria outlined in the following sections. It is important that you only include experience, education and training that you can prove with documentation and references. All submitted information is subject to audit at any time.

2.4.1 Education and Experience Requirements

Education and experience eligibility requirements are outlined below.

Table 1: Eligibility Requirements - Education and Experience

<table>
<thead>
<tr>
<th>If your education is ...</th>
<th>Then your experience requirement is ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 4-year degree (Bachelor’s degree or global equivalent) ...</td>
<td>A minimum of 4200 hours (approximately 3 years) of professional change management experience spent as a change management lead or practitioner.</td>
</tr>
<tr>
<td>A secondary degree (high school diploma, associate’s degree or global equivalent) ...</td>
<td>A minimum of 7000 hours (approximately 5 years) of professional change management experience spent as a change management lead or practitioner.</td>
</tr>
</tbody>
</table>

Formal Education - International Education Equivalents

A 4-year degree is typically known as a Bachelor’s degree. For a list of potential equivalents, see the following websites:

- [https://www.uidaho.edu/admissions/graduate/international-resources/international-degree-equivalency-guide](https://www.uidaho.edu/admissions/graduate/international-resources/international-degree-equivalency-guide)

A secondary education includes high school diploma, progress in a bachelor’s degree program, an associate’s degree, completion of a related certificate program, or passing the GED (General Education Development).

Experience Requirements

You can go back as many years as needed to accumulate the required hours of experience and they do not have to be completed within the previous 3-year or 5-year period.

As an applicant, you will be asked to identify the experiences you have had as a Change Management lead or practitioner. You may have focused on some elements of the Standard more than others (for example, Developing and Executing Change Management Plans), but you should have experience in all of the five process groups or domain areas.
If your experience is primarily focused on a function, for example communications, training, or project support, you may not have enough depth to assure ACMP that you can independently and successfully perform all of the change management activities identified in the Standard. Because the literature refers to a high failure rate on change initiatives, a breadth of experience and applying industry best practices like the Standard for Change Management makes good common sense.

The intent of the CCMP is to recognize those who can successfully help individuals and organizations change in all of the areas identified in the Standard. It is specifically meant to differentiate the skill set used by change managers from those who focus on related domains such as project management, communications, and training. These are complementary skills, but insufficient to demonstrate all of the skills required by a professional performing a leadership role in change.

### 2.4.2 Training Requirements

CCMP is not a training program nor does it offer training. Applicants must decide on the training they will take to fulfill the required **21 hours**.

To meet CCMP certification requirements, training must be:

- instructor-led (classroom or online)
- focussed on change management and aligned with the ACMP Standard
- completed within the last 7 years.

Some applicants wish to submit training that they lead or have led as qualification for the training requirement. This submission would not meet eligibility requirements however; completion of a train-the-trainer program for a change management course can be applied provided the course content aligns with the Standard.

Online training must include ‘live’ interaction with an instructor/speaker who is able to answer questions or provide peer-to-peer/student consultation and feedback to verify participants understand the material. Viewing a lecture style webinar or recorded, non-live video does not meet the eligibility requirements for the CCMP and, therefore, will not count towards instructor-led training. However, once a candidate becomes credentialed, webinars and videos will count towards certification maintenance (Professional Development Units).

Training must align with the **Standard** and have been completed within 7 years prior to submitting your application (as of the date of application submission). For example, if you submitted your CCMP application on March 1, 2020, your training would need to be completed **after March 1, 2013**, to meet the 7-year requirement.

There are many courses that will satisfy the requirement. While you are not required to use one of ACMP’s **Qualified Education Providers (QEPs)**, they are recommended. Review the approved QEP offerings on the ACMP website. These courses have already been checked and align with the Standard. If you took your training with one of ACMP’s QEPs, your training is ‘pre-qualified.’

If your training was not taken with a QEP provider, you must submit detailed information about the course you took, including an outline of the curriculum, a daily schedule showing a breakdown of hours and change management topics addressed as well as proof of completion, such as a certificate or transcript. This supporting documentation must be uploaded in your CCMP application so that the ACMP can evaluate the fit between the content of the training program you attended and the Standard.
If you are unsure whether it will be a match, download the Standard and conduct a comparison to determine if the course content is aligned with the five domain areas. ACMP cannot assess non-QEP courses prior to completion of the application.

2.5 Change Management Experience Essay Questions

The CCMP application requires that you successfully respond to 3 out of 5 essay questions. These questions provide you with an opportunity to demonstrate how your experience enables you to appropriately respond to typical change management situations.

The 5 questions correspond to the five process groups in the Standard (refer to Experience Essay Questions section in this handbook). Your essays will be assessed by a team of reviewers to gauge whether your experience in change management sufficiently aligns with the ACMP Standard. The review process normally takes 2 to 3 weeks but can take up to 45 days if additional reviews are required.

2.6 Statement of Understanding

After completing the application, you will be asked to sign a Statement of Understanding that confirms all of the information you submitted is true, and honestly represents work completed, and that you will abide by the Code of Ethics. Read the Statement of Understanding before starting the application process as signing it is required for application submission.

2.7 Audit

The audit process is a key component of the CCMP credential and serves to uphold the high standards of the credential.

ACMP randomly selects a subset of applicants who have completed their application and certificants (a person who has passed the application and exam) to verify that their submitted documents are correct.

Requirements:

If selected for audit, an applicant will be contacted and required to submit, within 90 days:

- Copy or photo of highest education level (e.g. degree or diploma) obtained.
- Evidence of 21 hours of completed change management training aligned to the Standard (including paid invoice, course contents and proof of completion).
- Completed Employment Verification Form(s) to verify experience (see Appendix of this handbook).

Experience verification is done using the Employment Verification Form. This requires contacting your previous customer or employer to have them provide written verification that you conducted change management work for them during the timeframe identified in your application. If your customer/employer is no longer in that role or organization, they can still respond. Alternatively, you can have someone else familiar with your work complete the form.

If selected for audit, a certificant will be contacted and required to submit, within 90 days:

- Evidence of completed Professional Development Units (PDUs).
Passing the Audit

Applicants passing the audit continue in the program, with their application proceeding to the review process. The one-year examination eligibility period begins when the application is approved.

Certificants passing the audit retain their credential and continue with the next 3-year PDU maintenance cycle.

Failing the Audit

Failure of the audit will result for an applicant or certificant if:

- The required documentation is not provided within 90 days of the audit notification.
- The submission of supporting documentation is not submitted at one time (partial submission of documents will not be accepted).
- The individual submits wrong or incomplete information.
- The submitted information does not adequately verify what was submitted in the application.
- Any of the required audit documents are not provided within 90 days of request.
- Documents appear to be counterfeit or generated by the applicant him/herself.
- Change management training is found to have occurred outside the 7-year window at the time of application.
- Applicant/certificant does not verify education and attempts to submit a substitute (regardless of its authenticity/eligibility).
- Employer returns verification form that does NOT verify employment information or refutes the scope of the work such that the person can no longer claim they have experience across more than one domain of the Standard, or reduces the time in the role such that the person no longer meets minimum requirements for experience (NOTE: These forms are considered confidential and may NOT be shared with the applicant).

Applicants failing the audit will not be permitted to proceed with their application, resulting in a refund of the application cost, less a $150 processing fee. They will not be permitted to return to or reapply for the CCMP credential.

Certificants – having completed the exam – who fail the audit are ineligible for a refund and may have their credential revoked. In that case, they cannot return to or reapply for the CCMP credential.

NOTE: While the selection process for an audit is random, ACMP reserves the right to select any application or applicant for audit at any time, including after the credential has been bestowed.

2.8 About the CCMP Exam

The CCMP exam is composed of 150 multiple-choice questions, 25 of which do not affect the score. These 25 are included to gather statistical data for future exam development, are indistinguishable from other questions, and are randomly placed throughout the exam.

Computer-based testing (CBT) is the standard method of exam administration by ACMP. Exams are proctored by ACMP’s testing partner, Kryterion. Kryterion offers online and on-site proctoring to take the exam.
A maximum of three hours has been allotted to complete the exam. There is an optional short survey after the exam.

Table 2: CCMP™ Exam Structure

<table>
<thead>
<tr>
<th>Number of scored questions</th>
<th>125</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of unscored questions</td>
<td>25</td>
</tr>
<tr>
<td>Time allotted to take the exam</td>
<td>3 hours</td>
</tr>
</tbody>
</table>

CCMP exam questions were developed in compliance with:

- ANSI/ISO/IEC 17024 standards
- A global, independent team of change practitioners (Item Writing Group)
- Exam specifications as outlined in the CCMP™ Exam Specification
- The ACMP Standard for Change Management
- Widely accepted psychometric properties / analyses
- ACMP Change Management Code of Ethics and Professional Conduct

NOTE: No practice exams are available.
3.2 Seven Step Application Process

Begin the application process by going to [http://www.acmpglobal.org/](http://www.acmpglobal.org/) and selecting CCMP Certification from the **Certification** menu. Click **Apply Now** to create an account and begin. If you want to become an ACMP member to reduce your CCMP fee and realize other benefits of belonging to the ACMP, complete your [member registration](http://www.acmpglobal.org/) first.

**Create a CMS (Candidate Management System) Account**

Begin by clicking **Become a CCMP**.

**Figure 2: Initial Step of Application Process**
Figure 3: Initial Account Registration

Complete all of the required fields and click Save to proceed to the Email Confirmation screen. The CMS sends you an automated email with the Confirmation code.

Figure 4: Account Registration - Email Confirmation

Go to your email inbox and open the Registration Confirmation email (see next figure). You have two options:

1. Click the link provided in the email to launch a new Email Confirmation browser window. Click Continue.
   
   NOTE: In this option, you do not have to complete Confirmation Code field. You can close the original Email Confirmation screen, either after you continue or at the end of your session.

2. Copy the Confirmation Code in the email. Return to the Email Confirmation screen. Paste the code into the Confirmation Code field. Click Continue.
Figure 5: ACMP Automated Email Registration Confirmation

Registration Confirmation

askccmp@acmpglobal.org

7:36 PM
You

Dear Ima Tester,

Thank you for your registration. Please click this link to confirm your email and activate your account:
https://acmp.learningbuilder.com/Public/Registration/AutoConfirmEmail/362?code=YHRZQLZYJ8QSC

If you prefer, you may navigate to this page manually.
1) Go to
https://acmp.learningbuilder.com/Public/Registration/ConfirmEmail/362
2) Enter Confirmation Code: YHRZQLZYJ8QSC

If you received this email in error, please disregard it. Please do not reply to this email as it was sent from a notification-only address that cannot accept incoming email. Inquiries may be directed to askccmp@acmp.info

Thank you,
ACMP Support

After clicking Continue, an email will be sent your registered email address. Click the link to complete the confirmation process then log in to the system.

Figure 6: Email Confirmation

Email Confirmation Completed

Email confirmation has been completed. Please visit the Login Page to log in.

Click Login Page. You will be returned to the initial screen to login to your ACMP CMS account.
Click **Begin CCMP Application**.

3.2.1 **Personal Information**

Enter the following personal information:

- First name*
- Last name*
- Email address
- Phone number
Address – including city, location**, country, postal/zip code

* Ensure the name you enter on your application matches the name on your primary government-issued identification. At the time you take your CCMP™ exam, you must present identification that matches the name you provided to ACMP on your application. If these do not match, you will not be permitted to take the CCMP™ exam and will forfeit your exam fee.

** Location indicates state or province in which you live.

** Date Fields
All date fields are in US format: MM/DD/YYYY.

Name as you would like it to appear on your certificate
Enter your name exactly as it should appear on your CCMP certificate.

Current Organization
Enter the name of the business where you currently work, whether for an organization or for yourself.

Professional Title
Enter your current job title.

Industry and Region Fields
Select from a dropdown list for industry and region. If you work in many industries and region, select the option that best represents your work.
Figure 9: Section 1 of Application - Personal Information
Figure 10: Begin CCMP Application
Figure 11: Overview of Application Sections

- **Completing Application**
  - **Education**
    - **Show Less Instructions**: Enter the highest level of education that you have attained first. Then continue to "Add Education" for other degrees or the international equivalent.
  - **Experience Summary**
    - **Show More Instructions**: Add change management experience as needed to meet the requirement.
  - **Change Management Training**
    - **Show Less Instructions**: Please record at least 21 hours of instructor-led training in the last 7 years that you have completed specific to the practice of change management. This experience needs to be verifiable in the event that ACMP audits your training. Only upload your completed training documents if you have completed non-QEP vendor training.
  - **Change Management Experience Essay Questions**
    - **Show More Instructions**: You must answer 3 of the 5 essay questions. Please limit each answer to a maximum of 500 words.
  - **Statement of Understanding**
    - **Show More Instructions**: You must read and agree to this statement before you can submit your application.
  - **Completing Application**
    - The **Submit Application** button will turn orange once you have completed all of the required steps.
3.2.2 Education

In this section you will enter details about the educational qualifications you have attained. If you hold a number of degrees, you can enter as many instances of education as you require.

What level of education have you completed?
Choose either the 4-year degree or Secondary education by clicking the appropriate option button. If you have a degree that is greater than a 4-year degree, select the 4-year degree option.

Choose the degree/international equivalent from the dropdown list
Select an option from the dropdown list for your degree or international equivalent, or select ‘Other’.

Enter name/title of the highest level of education completed
If your highest level is greater than a 4-year degree, enter the name of the highest degree attained. You only need to document your highest degree. Examples: Masters or Doctorate.

Academic Completion Date
Enter the date you were awarded your highest level of education.

Figure 12: Section 2 of Application - Education Information
3.2.3 Experience

In this section you will enter details about your work experience.

- If you have a 4-year degree equivalent, you need 4,200 hours of change management experience.
- If your highest level of education is secondary education (high school or equivalent), you need 7,000 hours of change management experience.

You can add as many instances (i.e. roles, projects) of experience as required to fulfil the minimum levels of change management to qualify for CCMP.

**Experience Name**

Give a title to the work you were involved in.

**Examples**: SAP implementation, Supply Chain redesign.

**Your Role**

Select from the dropdown list. If you select ‘Other’, be sure to complete the next field.

**Change Management hours worked**

Calculate the number of hours worked and enter it here. The system will keep a running total of the number of hours you enter for each experience and check the total against the CCMP requirements.

Typically, change projects will require varying levels of hours worked depending on the stage in the change lifecycle. It is likely that additional hours may be worked in alignment to specific delivery milestones or leading up to the final stages of the change initiative. Applicants are advised to look back on their change management experience history and reflect the actual effort expended in the change management hours worked.

**Example**: You worked on a project for two years for 48 weeks each year, 40 hours/week = 96 x 40 = 3,840 hours. In year 3 you worked for 12 weeks at 50 hours/week = 12x50 = 600 hours. Your total would then be 4,440 hours which surpasses the minimum requirement of 4,200 hours.

**Organization Name**

The name of the organization for which you performed the work. If you were consulting, you can use the name of the consulting firm or the client. If confidential, use a description such as ‘a large financial institution’.

**Summary of what you did**

Provide a summary of the change management initiative that includes the objective(s), outcome(s), and description of your role (up to 500 characters).
Figure 13: Section 3 of Application - Change Management Experience
3.2.4 Change Management Training

You are required to submit a minimum of 21 hours of instructor-led training taken within the last 7 years in a program aligned with the Standard. You can add courses that together add up to the required 21 hours. Refer to Training Requirements section in this handbook for more information.

Figure 14: Select Change Management Course Type and Training Provider - QEP and Non-QEP

Training Providers

Choose from a list of Qualified Education Providers (QEPs). The number of hours for any selected QEP will be automatically populated on the form. If you do not find the training provider you trained with, choose Other (non-QEP).

Non-QEP Courses (‘Other’)

Every course submitted as Non-QEP training will be evaluated. Be sure it aligns with the Standard before you include it; crosscheck course topics with tasks listed in the Standard. Only the portion of the course that aligns with the Standard will be eligible for training hours.

Recorded and live webinars are not permitted as they are too short and do not include sufficient interaction to check for audience learning. Conference attendance is also not permitted for initial application. However, both of these types of learning can be used towards the required 60 hours of PDU credit hours needed every three years to maintain certification.

Some applicants wish to submit training that they lead or have led as qualification for the training requirement. This submission would not meet eligibility requirements however completion of a train-the-trainer program for a change management course can be applied provided the course content aligns with the Standard.
The application requires that you:

1. Identify the training provider.
2. Identify the course title.
3. Specify the Start and End dates.
4. Upload supporting evidence (see below).

To allow ACMP to assess whether the course aligns with one or more parts of the Standard, the supporting evidence should contain:

1. Course title.
2. Course date and number of hours spent learning about change management (not including breaks). Be clear about what parts of the course focused on change management.
3. Course description or overview.
4. Course objectives and/or learning objectives (what they expected you to know and be able to do by the end of the course).
5. The course outline (headings and subheadings of the topics/modules/chapters and any accompanying description).
6. Description of the course structure and interactive element: what portion was led by an instructor? If the course was a mix of instructor-led and virtual, explain in detail.
7. Proof of completion (certificate of completion or transcript with your name on it).

The information must be submitted in English; consider using Google Translator or other translation applications to provide the course information in English.

It is acceptable to include screenshots and pictures; for example, photos of the course outline, screenshot of the course description from a website, as long as it is readable. Ensure that you include and upload all ‘other non-QEP course’ supporting documentation at the time you submit your application to avoid delays in the review process or a rejection of your application due to incomplete information.
**Figure 15: Section 4 of Application - Sample of QEP Provider Training Entry**

<table>
<thead>
<tr>
<th><strong>Course Title:</strong></th>
<th>The Bridge to the CCMP Certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider:</strong></td>
<td>McDonough School of Business</td>
</tr>
<tr>
<td><strong>QEP ID:</strong></td>
<td>Q000189</td>
</tr>
<tr>
<td><strong>Approved Hours:</strong></td>
<td>22.50</td>
</tr>
<tr>
<td><strong>Start Date:</strong></td>
<td>MM/ DD/ YYYY</td>
</tr>
<tr>
<td><strong>Completion Date:</strong></td>
<td>MM/DD/YYYY</td>
</tr>
</tbody>
</table>

Finish Later  Cancel  Submit
3.2.5 Experience Essay Questions

This section of the application requires you to answer 3 out of 5 questions that demonstrate how your change management experience aligns with the ACMP Standard. Each essay can be no longer than 500 words. Do not respond to more than 3 questions, as they system only permits 3 responses.

Tips

Draft your answers in a word processing program and use it to check your word count. Ensure you have responded to all parts of the essay question. If your answer is short (less than 100 words) it is likely you have not answered all parts of the question. Use your personal experience to respond, adding examples of what you have done.
Essay Questions

Figure 17: Section 5 of Application - Experience Essay Questions (1, 2, 3, 4, 5)

![Essay Questions](image)

3.2.6 Statement of Understanding

This section of the application requires you to agree and accept the ACMP Statement of Understanding. The full text is included in the Appendix section of this handbook.

If you do not agree with the Statement of Understanding, you cannot submit your CCMP application.

After accepting the Statement of Understanding, you can then proceed to payment.

Figure 18: Section 6 of Application - Excerpt from the Statement of Understanding Text

![Statement of Understanding](image)
3.2.7 Payment

Payment must be completed before the application can be reviewed and processed. Select the ACMP member or non-member option and proceed to the payment screen. Click Next.

Click Pay Fees and proceed to payment where you will be prompted for your credit card details.

Click Proceed To Confirmation to confirm your payment information then click Complete Order.

After submitting payment, your CCMP application will be processed and the essay component will be reviewed to ensure your experience aligns with CCMP requirements. This normally takes between two and 3 weeks but may take up to 45 days if additional reviews are required.

Once the review is complete, you will be notified of the results. If your essays and experience are accepted, you will be provided details on how to schedule your exam. If your application is not accepted, you can re-apply.
3.3 **CCMP Credential Fees**

The following sections outline all fees.

### 3.3.1 Currency

All CCMP fees are in U.S. dollars.

### 3.3.2 Application Fee

**Table 3: Application Fees**

<table>
<thead>
<tr>
<th>Members</th>
<th>$595</th>
<th>Visit the ACMP website for a complete list of member benefits.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-members</td>
<td>$745</td>
<td>Become a member of ACMP today.</td>
</tr>
</tbody>
</table>

If you are a non-member, please consider becoming a member to receive these benefits:

- Member pricing for certification and certification maintenance
- Member pricing for annual conference
- Access to exclusive member-only webinars from leading change management practitioners
- Access to exclusive member-only library of presentations, whitepapers, and recorded webinars
- Be included in the ACMP Directory and gain access to a network of change management practitioners
- Access volunteer opportunities to earn PDUs

### 3.3.3 Other Fees

**Certification Maintenance Renewal Fee**

The certification maintenance renewal fee is charged every three (3) years, based on a certificant’s individual certification cycle (refer to [CCMP Certification Maintenance Renewal](#) section in this handbook for more information). The certification maintenance renewal fee is separate from the ACMP membership renewal fee.

The fees charged for certification maintenance renewal are dependent on your ACMP membership status and are listed below.
Table 4: Certification Maintenance Renewal Fees

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$100</td>
</tr>
<tr>
<td>Non-members</td>
<td>$150</td>
</tr>
</tbody>
</table>

Essay Re-submission Fee
An essay re-submission fee applies to applicants who do not pass the essay portion of the application on the first try, but wish to continue pursuing the credential. An essay re-submission must be completed within one year of the initial essay submission.

Table 5 Essay Re-submission Fees

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$75</td>
</tr>
<tr>
<td>Non-members</td>
<td>$150</td>
</tr>
</tbody>
</table>

Re-examination Fee
Re-examination fees will apply to the second and third attempts to pass the examination and are listed below.

Table 6: Re-examination Fees

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$300</td>
</tr>
<tr>
<td>Non-members</td>
<td>$375</td>
</tr>
</tbody>
</table>

Table 7: Exam Re-Scheduling Fee (if reschedule request is within 30 days of initial exam appointment)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$150</td>
</tr>
<tr>
<td>Non-members</td>
<td>$150</td>
</tr>
</tbody>
</table>

Release of Exam Results to Third Party
If you would like your exam results to be released to a third party, you must provide ACMP with a written request to askccmp@acmp.info that specifically identifies the types of details (for example, the exam date, pass/fail status, etc.) that the third-party person or organization should receive. A US$50 fee per request will apply.

Certificant Retired Status
For certificants with a ‘retired status,’ there is a $100 processing fee. Refer to Retired Status section in this handbook.

Audit
No extra fees are charged to applicants and certificants who are randomly selected for audit.
3.4 **CCMP Refund Policy**

Refund requests will be processed within 14 days from the confirmation date that a refund has been approved.

**Withdrawing from the Exam (Application Approved)**

To obtain a refund on the CCMP credential application process, an applicant must provide a written request to askccmp@acmp.info at least 30 days prior to the exam eligibility expiration date (one year from application approval). ACMP will retain a processing fee of $150. Refer to the Other Fees section in this handbook.

ACMP will **not** provide you with a refund in the following instances:

1. Your one-year eligibility period has expired and you have (a) **not** scheduled / rescheduled the exam, or (b) **not** requested a refund in writing. A full re-application fee will apply.
2. You scheduled the exam and have not taken the exam, nor provided the necessary cancellation / rescheduling / refund request notification 30 days prior to the one-year exam expiration. A re-examination fee will apply.
3. You fail the exam. You will forfeit the entire exam fee; an exam fee will apply for the next attempt, if applicable.
4. You have become a certificant and you fail an audit of the PDU requirements as part of ongoing certification maintenance.

If you decide to withdraw from the application process and have a scheduled exam, you must cancel the exam at least 30 days prior to the exam date and then request a refund of the application fee, minus a processing charge of $150.

**NOTES:** You cannot use or apply any fee(s) paid towards any other financial aspect of ACMP or CCMP.

For instructions on cancelling or rescheduling an exam, refer to the Rescheduling or Cancelling Exam Policy section in this handbook under the Exam Policies and Procedures.

**Failing an Essay Question**

Applicants who do not pass the essay portion of the application are encouraged to try again as long as the new responses are submitted within one year of the original application and a resubmission fee is paid (refer to the Other Fees section in this handbook). If the applicant does not complete the new essay responses within one year, but wishes to continue in the program, the applicant will be required to submit a new application at full cost. Alternately, an applicant who does not pass the essay portion of the application and wishes to seek a refund can do so by sending a written request to askccmp@acmp.info within one year of the failure notice. Refunds are subject to a **non-refundable processing charge of $150**.

**Failing the non-QEP Training Requirement**

Applicants whose non-QEP training submission is not accepted have two options. They can choose to end the application process and request a refund, **minus the non-refundable processing charge of $150** by sending a written request to askccmp@acmp.info within one year of the rejection notice. Alternately,
applicants who wish to continue pursuing the credential may retain their current application and include other completed training within one year of the original application submission date. There is no charge to retain the application on file while pursuing other training. However, if the applicant does not submit updated training documentation within the one-year period, but wishes to continue in the program, the applicant will be required to submit a new application, at full cost.

Failing an Exam
ACMP will not offer any refunds in the event an applicant fails the exam. Applicants are encouraged to re-take the exam up to the limit of 3 exams within 12 months after application approval. Additional exam fees apply; refer to the Other Fees section in this handbook.

Failing an Audit
ACMP will provide a refund if an applicant, randomly selected for an audit, fails verification during the application process. Refer to the Audit section in this handbook. In this instance, applicants must request a refund, minus the non-refundable processing fee of $150 within one year of the failure notice.

4. Exam Policies and Procedures

4.1 CCMP Exam Specification
The CCMP exam was developed based on the CCMP Exam Specification, which is itself based on the Practice Analysis used to develop the Standard. The exam includes questions on the five domain areas (process groups) plus several questions from the Concept Section of the Standard and the Code of Ethics.

The exam format is ‘closed book’ multiple choice and will take place at a proctored Kryterion testing center or online. The candidate has the option to choose which format he/she prefers. Each question requires only one choice. For details on the CCMP Exam Specification, visit Preparing to take the Exam on the ACMP website.

Language Used for Application and Exam
At this time, the application process and the exam are only available in English.

4.2 ACMP Special Accommodations for the CCMP Exam
Applicants may request that the proctor accommodate applicants with a disability, handicap, or any other condition that may impair an applicant’s ability to take the exam. Applicants must contact ACMP by emailing askccmp@acmp.info requesting a Special Accommodations at least 30 days from the date of the scheduled exam.

ACMP will review the special accommodations request, assess its reasonableness, and confirm that the request can be accommodated at the selected testing center. ACMP will make reasonable efforts to accommodate the request. In instances where the local testing center or online proctor cannot cater for the special accommodation, ACMP will work with the applicant to identify a suitable alternative. Additional costs for special accommodations may apply if ACMP needs to procure additional equipment for the applicant, for example, a read-writer for a visually impaired applicant.
All special accommodations requests must be accompanied by supporting by medical or health-related documentation that is sent to ACMP.

ACMP is unable to add any additional special accommodations to an existing exam appointment.

### 4.3 Eligibility for CCMP Exam

Applicants become eligible to schedule and take the CCMP exam once their application has been approved.

ACMP will notify you by email that you have successfully passed the application, essay review, and training requirements (QEP and non-QEP). The email will also provide you with a Kryterion exam Voucher Code, a unique Candidate Management System identification number (CMS ID) and link to create a Kryterion account and schedule your exam.

You will have one year from the date your application is approved to complete the exam successfully. If your application was selected for audit, your one-year eligibility period begins the day you are notified via email that your application has been successfully validated.

You may take the exam up to three (3) times within the one-year eligibility period. If you do not pass on the exam on the first attempt, you are allowed two (2) more attempts. However, if you fail the exam three (3) times within the one-year eligibility period, you will be required to reapply for the credential. The full application fee will apply.

ACMP cannot guarantee seating at the testing centers. Therefore, ACMP recommends that you schedule your exam appointment as soon as possible and at least three (3) months prior to the expiration of you one-year eligibility.

### 4.4 About the CCMP Exam

#### 4.4.1 Creating a Kryterion Account

The CCMP exam is hosted by Kryterion. You will be required to create an account using the link provided and prompted to select either online or on-site proctoring for the exam. If on-site is chosen, you will need to select a suitable testing center location.

Before you can schedule an exam, you must create an account with Kryterion. The steps are outlined below and are also available in the quick reference guide (QRG), Exam Scheduling QRG, on the ACMP website.

1. Click Kryterion / Web assessor link contained in the email from ACMP that invites you to schedule your exam.
2. Create an exam account by typing a **username** and **password**.

   **NOTES:** Your unique CMS ID is located in the exam scheduling email.

   It is highly recommended that you save the exam scheduling email and other related correspondence for your own records.

   Passwords must be **at least** 8 characters in length and contain **at least** one uppercase letter and one number but **only one** of the following special characters: !@#$%. Refer to step 1 in the QRG or the Kryterion’s instructions on acceptable password characters.
4.4.2 Scheduling the Exam

To schedule either an online or onsite exam, follow the step-by-step instructions outlined in this Quick Reference Guide.

IMPORTANT:

ONSITE EXAMS: Upon completion of your exam reservation, you will receive an exam confirmation email from the Kryterion system that provides you with your unique Test Taker Authorization Code. You will be required to bring these items and two (2) forms of identification for the exam sitting at the Kryterion testing center.

ONLINE EXAMS: Before selecting and scheduling the online option, please read the Test Taker Guide as the online exam requires the installation of specific software and the use of an external web camera ONLY. If you encounter difficulties installing the required software for the online exam, please contact the Kryterion Support Team at 800-403-6199, 602-281-3591 or send an email to tnsupport@kryteriononline.com for assistance. If you have any issues reaching out to Kryterion directly, please email askccmp@acmp.info

4.4.3 What to Expect on Exam Day: On-Site Exam

Arrive at the testing centering up to 15 minutes early. Give the person who will monitor your exam (exam proctor) your Test Taker Authorization Code and exam confirmation. If you do not bring your Test Taker Authorization Code, the exam proctor will not be able to load your assessment.

You must present two (2) forms of identification to the exam proctor; one must be a government issued “photo” ID from the Primary Identification list and the second one can be from the Secondary Identification list below.

All forms of identification must be valid and not expired. The name on your primary identification must match the name you provided in your application and to Kryterion. If the names do not match, you will not be permitted to take the CCMP exam and will forfeit your exam fee.

NOTE: In the United States, a Social Security card is not an acceptable form of identification.

Primary Identification
- Government (Local, State, Province or Country) issued driver’s license or identification card
- Passport
- Military Identification
- National Identification card

Secondary Identification
- Bank debit or credit card
- Employee Identification card
- Student Identification card
- Retail membership card
Wholesale membership card

Personal Belongings
All personal belongings, except your identification, will be stored and not accessible during the exam session.

Food and Drink
You are not allowed to bring tobacco products, food, drink or chewing gum into the testing area.

Breaks
There are no scheduled breaks during the exam, although you are allowed to take a break if needed. If you take a break, the clock continues to count down remaining time to complete the exam. Please note the specific instructions provided by the exam center on what is an ‘approved break.’

Special Accommodations
Please notify a staff member of the Kryterion Testing Network upon arriving at the testing center that you have requested special accommodations. ACMP should have already notified Kryterion about your request. The staff member will confirm the special accommodations specified and any additional equipment and/or access.

NOTE: All special accommodations requests must be communicated to ACMP via email at askccmp@acmp.info at least 30 days in advance of a scheduled exam.

Results
Your CCMP exam result will be provided immediately upon completion of the exam and also emailed to you.

4.4.1 What to Expect on Exam Day: Online Exam

You will be recorded during the entire exam experience. Follow the detailed instructions contained in Step 3 of the Test Taker Guide, ensuring that the external web camera is properly placed and the following rules (page 7 of the Test Take Guide) are understood:

- The room must be well lit and free from distraction.
- The testing surface must be clutter-free and contain only one computer, one monitor, one keyboard and one mouse.
- Watches, bracelets and necklaces are not permitted to be work during testing. Please remove all items from around your neck and wrists.
- Interaction with another individual during your test is not permitted.
- You may not use dual monitors.
- You cannot take a break for any reason nor may you leave the workstation during the exam.
- You may not lean out of the camera view during your test session. The proctor must be able to see you at all times.
- Cell phones are not permitted in the testing area.
- Reading the exam aloud is prohibited.
Kryterion Links
Kryterion has provided the following links for more information.

- Locate Onsite Test Center
- Onsite Testing Support
- Online Testing Support

4.5 Rescheduling or Cancelling Exam Policy

4.5.1 Rescheduling or Cancelling an Exam
ACMP’s exam cancellation and/or rescheduling policy is as follows:

More than 30 days before an Applicant’s Scheduled Exam
There is no charge for cancelling and rescheduling an exam appointment if you do so more than 30 days from the scheduled appointment date.

Less than 30 days before an Applicant’s Scheduled Exam
A $150 administration fee will be charged by ACMP if you cancel and reschedule an exam within 30 days of your scheduled appointment.

NOTE: If you need to cancel due to an emergency, refer to the Extenuating Circumstances section below to view the program policy.

No Shows
If you do not cancel and do not show up for your online or onsite scheduled exam, no exam fees will be refunded as ACMP will be charged in full for your seat. Exam fees and/or previously issued vouchers are not transferable to a new exam booking.

4.5.2 Extenuating Circumstances
ACMP understands that there are times when personal emergencies may cause an applicant to:

1. Reschedule or cancel an exam within 30 days of the appointment, or
2. Miss a scheduled exam appointment (resulting in a no-show status).

These are referred to as extenuating circumstances and can include:

- Medical emergency
- Military deployment
- Death in the immediate family
- Illness in the immediate family
- Natural disaster

*Extenuating circumstances do not include work-related circumstances.
If extenuating circumstances force you to either miss an exam booking (resulting in a ‘no-show’ status) or cancel one (within 30 days of a booked date), contact ACMP within 72 hours of the cancellation or missed exam sitting, via email at askccmp@acmp.info with an explanation and supporting documents (e.g., accident report, medical documentation, etc.). The extenuating circumstance will be assessed and if approved by ACMP, the administration fee charged to reschedule an exam will be waived. If your extenuating circumstance claim is not approved or you do not contact ACMP within 72 hours, you will be required to pay the full re-examination fee to schedule a new exam (see Other Fees section).

4.5.3 Failing an Essay Question or an Exam

Failing an Essay Question
Applicants who do not pass the essay portion of the application are encouraged to try again as long as the new responses are submitted within one year of the original application and a resubmission fee is paid (refer to the Other Fees section in this handbook). If the applicant does not complete the new essay responses within one year, but wishes to continue in the program, the applicant will be required to submit a new application, at full cost. Alternately, an applicant who does not pass the essay portion of the application and wishes to seek a refund can do so by sending a written request to askccmp@acmp.info within one year of the failure notice. Refunds are subject to a non-refundable processing charge of $150.

Failing an Exam
ACMP’s standard policy provides applicants with the opportunity to take the CCMP exam up to three (3) times, if required, within one year of the application approval date (‘one-year eligibility period’).

You will be charged a fee each time you re-take the exam. All exams must be completed within the one-year eligibility period.

4.6 CCMP Exam Security and Confidentiality Policy

The CCMP exam and any other exam-related materials remain the sole and exclusive property of ACMP. These materials are confidential and are not available for review by any person or agency for any reason.

The pass / fail status of the CCMP exam is confidential and will not be disclosed to anyone without your consent, unless directed by valid and lawful subpoena or court order. If you would like your exam results to be released to a third party, you must provide ACMP with a written request to askccmp@acmp.info that specifically identifies the types of details (e.g., exam date, pass / fail status, etc.) that the third-party person or organization should receive. The cost to provide this information to a third party will be US$50.00.

When you submit an application for the CCMP credential, you agree to abide by ACMP’s Statement of Understanding (refer to the Statement of Understanding in the Appendix section in this handbook).

Any candidate who violates the Statement of Understanding will be subject to disciplinary action(s) by ACMP. A violation could affect the status of an applicant’s credential, up to and including revocation of an applicant’s credential or permanent suspension from any further ACMP credential applications.
4.6.1 Terminating an Exam Appointment / Grounds for Dismissal

Candidates are expected to conduct themselves in a professional manner at all times during the exam, whether the exam is taken remotely or at the testing facility.

The testing center administrator / supervisor or proctor is authorized to dismiss you from an exam and ACMP may cancel your scores, or take appropriate action when there is reasonable basis for concluding that you have engaged in any of the following inappropriate behaviour:

- Failing to provide acceptable personal identification (refer to What to Expect on Exam Day at the Testing Center section in this handbook for important information about identification requirements)
- Attempting to have someone else take the exam on behalf of the candidate
- Being disruptive prior to, during, or after the exam appointment
- Accessing notes or using notes or books or any other materials
- Attempting to remove scrap paper from the testing room (including the destruction of scrap paper)
- Communicating with anyone other than the test administrator or the proctor about the exam during the exam appointment (e.g., giving or accepting assistance from others while the exam is in progress)
- Failing to follow any of the exam regulations set forth in this handbook, or on the Kryterion website used to schedule your exam, or given verbally by the examination administrator, or specified in the exam materials
- Attempting to remove exam-related materials or portions of the exam in any format from the testing room
- Attempting to tamper or render inoperable the computer used during the exam
- Engaging in dishonest or unethical behaviour of any sorts

While this is not an all-inclusive list, ACMP reserves the right to take action including, but not limited to, barring you from future testing and/or cancelling your scores. If your scores are cancelled, you will be notified of such action and its reasons, and your exam fees will be forfeited.

Although exams are administered under strict supervision and security measures, exam irregularities may sometimes occur. You are required to contact the ACMP as soon as possible to report any observed behaviour that may lead to an invalid score, including all of the behaviours listed above. All information will be held in confidence. Please use the ACMP website to report any irregularities.

4.7 Exam Results and Passing Score

Your CCMP exam result will be provided to you immediately upon completion of your exam. Your result will also be sent to the email address you specified in your application.

The ACMP holds the CCMP exam passing score in confidence.

The CCMP exam passing score was determined using sound analysis and tried and true psychological measurement techniques. Change Management subject matter experts from across the globe created the exam questions and, after extensive analysis of test data, set a passing score that ensured the exam’s difficulty was within a healthy margin.
All certification programs establish a ‘bar’ that must be met by each candidate in order to earn a certification and the passing score defines that threshold.

Some of the reasons that ACMP chose to maintain the passing score in confidence are outlined below:

- Some certification programs establish a ‘scaled score’, which they share with candidates. This involves statistically converting a candidate’s correctly answered questions on the exam to a ‘scaled’ score. ACMP opted against using this methodology due to concerns of causing confusion to many people. Further, in the certification community, it is common practice to retire or remove certain questions from an exam after the exam has been exposed to a number of candidates. As the CCMP program grows and more candidates complete the exam, ACMP will create new forms of the exam, ensuring that the same level of difficulty is present in each subsequent exam form. However each new exam version will ultimately have a slightly different passing score and thus, the ACMP opted to avoid this method of scoring in order to avoid potential confusion for test takers.
- Exams are conducted at proctored sites using computer-based testing and grading, which is the standard for evaluating rigorous certification exams.

5. Credential Policies and Procedures

5.1 ACMP Appeals Process

You are entitled to appeal against any decision or proposed action from the ACMP that is related to CCMP. Refer to the Appeals Process in the Appendix for further instructions.

5.2 Use of the CCMP Credential

Once you have passed the CCMP exam, you are known as a certificant and are authorized to use the CCMP designation in block letters after your name on business cards, personal letterhead, resumes, LinkedIn profile, websites, and in your email signature.

In adherence with the CCMP Code of Ethics, you will only use the CCMP designation in the manner stated above and will not use the CCMP in company names, domain names, product names, or any other unauthorized manner.

Credential Confirmation

Your exam result email will contain information on the following:

- Information on how to maintain and renew the CCMP credential
- CCMP Marks Use Policy
- QEP information

CCMP certificates will be sent out 14 days after the result notification.
5.2.1 CCMP Mark Usage

Individuals who have met ACMP’s certification standards are authorized to use the CCMP “marks.” ACMP offers two marks: (1) CCMP™ and (2) Certified Change Management Professional™.

ACMP retains all registered trademarks and other ownership rights concerning its marks. Therefore, ACMP reserves, and may use, the full range of legal remedies and related sanctions available under applicable laws and corporate policies to protect the marks. Infringement of any ACMP CCMP mark will be challenged. Questions concerning the proper use of the marks should be submitted in writing to ACMP at askccmp@acmp.info and should include the phrase “Use of Marks” in the subject line.

Use of the mark is limited to certificants, those who have satisfied all ACMP CCMP criteria and have been granted the CCMP credential by ACMP with respect to the mark and CCMP program guidelines. No provisional or interim use of the mark is allowed. Permission to use the CCMP mark may be terminated at any time by ACMP for any breach of ACMP policies, procedures, or terms. Correct use of the CCMP mark is outlined below:

1. Always use capital letters.
2. Never use periods after each letter.
3. Use ™ when referencing CCMP™ for the first time in a document or publication, thereafter, the ™ is not required.

*Exception of ™ Symbol.

For further clarification and examples, refer to the CCMP Mark Usage Examples in the Appendix section in this handbook.

Table 8: Correct Usage of CCMP™ Trademark

<table>
<thead>
<tr>
<th>Correct Mark Usages</th>
<th>Incorrect Mark Usages</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ CCMP™ or CCMP™ Trademark Symbol</td>
<td>✗ C.C.M.P™</td>
</tr>
<tr>
<td></td>
<td>✗ CCMP’s™</td>
</tr>
<tr>
<td></td>
<td>✗ ccmp™</td>
</tr>
</tbody>
</table>

6. Certification Maintenance Program Requirements

6.1 CCMP Certification Verification

CCMP credential holders are searchable by name using the verification tool located on the ACMP website. Please note this searchable directory is different from the ACMP Member Directory, which includes both credentialed and non-credentialed ACMP members. The verification tool stores only credentialed individuals. ACMP membership is not a requirement for certification.
6.2 Professional Development Units (PDUs) as Part of Certification Maintenance

Once you have obtained your CCMP credential, you must continue to build your breadth and depth of knowledge by staying current in the change management profession. To maintain your certification status, you must complete 60 hours of Professional Development Units (PDUs) every three years. PDUs support the ongoing education and professional development of the certificant’s knowledge, skill and application. The primary purpose of PDUs is to:

- Enhance the ongoing professional development of the certificant.
- Encourage and recognize individualized learning and application of knowledge.
- Offer a standardized and objective mechanism for obtaining and recording professional development activities.
- Sustain the global recognition and value of CCMP credential.
- Indicate to employers the certificant’s right to use the CCMP credential and that they remain relevant and current in their knowledge of change management practices.

6.3 Professional Development Units

PDU activities must be related to change management topics that are substantially consistent with the knowledge domains and processes outlined in the current edition of the Standard and involve appropriate expert resources. They should involve activities across all five process groups, without focusing on a single area of expertise (e.g., communications):

- Evaluate Change Impact and Organizational Readiness
- Formulate Change Management Strategy
- Develop the Change Management Plan
- Execute Change Management Plan
- Close the Change Management Effort

Each hour of professional activity (excluding breaks, meals and wait times for activities to begin), yields one PDU unit. Some limitations may apply as described below. Only complete PDU activities may be submitted to ACMP for PDU credit. Each unique activity must be claimed separately; multiple activities or entire degree or recertification programs will not be accepted as a single claim but must be broken out with descriptions and documentation clearly outlining what was completed/accomplished.

As indicated below, the three primary PDU categories (Education, Giving Back to the Profession and Working as a Change Management Practitioner) each contain a variety of activities.

Table 9: PDU Category Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Max. Units/3-Year</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>30 Units</td>
<td>In-person or online courses including:</td>
</tr>
<tr>
<td></td>
<td>(1 hour = 1 PDU)</td>
<td>- Educational events held by ACMP or its chapters;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Instructor-led courses from Qualified Education Providers (QEP);</td>
</tr>
</tbody>
</table>
• Degree-level change management coursework (academic courses);
• Employer, non-QEP or other third party courses;
• Classroom, webinars, or self-paced training.

Reading, including:
• Books, articles, whitepapers, blogs (maximum of 10 Units per 3-year period).

| Giving Back to the Profession | 30 Units (1 hour = 1 PDU) | Includes: creating change management content (e.g., books, articles, blogs, etc.), presenting, delivering training, mentoring other change management practitioners and volunteering in a change management capacity (e.g., volunteering for ACMP). |
| Working as a Change Management Practitioner | 15 Units (3 months of experience = 5 PDUs) | Ongoing change management experience (5 Units required per year of the 3-year maintenance period). |

See the tables below for a detailed breakdown of individual activities contained within each of the categories and the supporting documentation required.

**Table 10: Education: Professional Development Units (PDUs) Categories**
Knowledge and skill development related to change management (or with a close affinity to the topic of change management). Learning activities may be either formal or informal and can include a combination of the categories listed below to a maximum of 30 PDU units per 3-year period:

<table>
<thead>
<tr>
<th>Formal Training Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor-led formal education courses or classes held in-person or online taken through an ACMP Qualified Education Provider or a range of world wide training organizations. Activities may include:</td>
</tr>
<tr>
<td>• Educational events held by ACMP chapters;</td>
</tr>
<tr>
<td>• In-person or online instructor-led courses from Qualified Education Providers (QEP);</td>
</tr>
<tr>
<td>• Degree-level coursework related to change management (academic courses);</td>
</tr>
<tr>
<td>Training courses offered by an employer or other non-QEP third party provider.</td>
</tr>
</tbody>
</table>
### Documentation Required:
- Date, time, and name of the course or class;
- Name of the instructor;
- A copy of the curriculum or course description.

### Organization Meetings

Meetings, educational sessions, keynote addresses, activities and local events related to the profession. Professional meetings that include an educational component provide an opportunity to learn and network. ACMP chapters and third parties host these activities throughout the year on a local basis. Your organization may also host professional events.

### Documentation Required:
- Date, time, and name of the event;
- Name of the presenter(s);
- Meeting agenda (if available).

### Online or Digital Media

Self-paced learning conducted online or on-demand through varied forms of digital media. These can include educational webinars or videos. You may, for example, watch sessions from the Global Change Management Conference or explore opportunities available through ACMP’s Qualified Education Providers (QEP).

### Documentation Required:
- Date, time and name of the event and presenter(s) and copy of payment receipt if a fee was paid for the event.

### Informal Learning

Educational opportunities focused on structured discussions such as engaging in formal professional discussions with others. This can include mentoring or coaching that you take part in or participating in a ‘lunch and learn’ session with your organization.

### Documentation Required:
- A description defining the informal learning experience, the mentoring period, and key aspects learned during the process/mentoring session.

### Reading

Consumption of written material relevant to the certification you hold. This can include books, articles, whitepapers, or blogs that help you stay informed and support your ongoing professional development.

*Note: Maximum of 10 PDUs per 3-year certification period.*
Table 11: Giving Back to the Profession: Professional Development Units (PDUs) Categories

Share your knowledge and apply your skills by contributing to the profession and helping to advance the goals of organizations you value and are a part of. Each day, your work in a domain area related to your certification allows you to apply your knowledge and skills in a practical setting. Include a combination of the categories listed below to a maximum of 30 PDU units per 3-year period:

| Documentation Required: | • Title of publication, author, date completed and summary of the key aspects learned. |

### Create Change Management-Related Content

Creating new knowledge resources for other change practitioners and the public at large allows you to share your expertise with others and contribute to their ongoing learning. There are many ways to create new content, such as authoring books, blogs or articles, or creating webinars or presentations.

- Create and share a slide deck on change management (e.g., submit 6 slides with your name on the front cover).
- Author an article or white paper (submit a copy of the article or white paper).

**Documentation Required:**

- Submit a portion of the content you created, with your name and the date of the submission.

### Give a Presentation

Present on topics relevant to the profession, either formally at a conference or for your peers. There are many opportunities to present formally to others and share knowledge that relates to your certification. For example, you could speak at an ACMP chapter event, professional conference, or internally within your organization.

**Documentation Required:**

- Submit the agenda from the conference/event with the date, time, and your name included.

### Share Knowledge or Mentor Others

Sharing your domain knowledge to help others learn, grow the profession and enhance the practices that are essential to your certified role. Whether you’re mentoring, teaching or applying your subject matter knowledge toward an activity, others will benefit from your experience and perspective.
Volunteer

Volunteer your time and skills to non-employer or non-client organizations. The ACMP has an active community of thousands of volunteers who support the organization and the profession in a wide range of roles. You can choose to volunteer on an ACMP committee or team or offer your domain-related services to other profit or not-for-profit organizations. Learn about volunteering at the ACMP (hyperlink to volunteer page). When volunteering, it is important to make a contribution. Volunteering in absentia will not earn PDU credits.

Documentation Required:
- A summary including the organization/committee name, dates served and key aspects in which you contributed, as well as the name of the committee leader under which you served.

Table 12: Work as a Change Management Practitioner: Professional Development Units (PDUs)

Categories

Include a maximum of 15 PDUs (5 hours per calendar year).

Documentation Required:
- Document your work PDUs by providing a completed Employment Verification Form for each year.

6.4 CCMP Certification Maintenance Renewal

Certification is valid for three years following confirmation that you have passed the exam.

In the third year after certification, you will complete the application for certification maintenance and submit all PDUs along with a fee for approval. The application for certification maintenance includes:

- Reaffirming agreement and compliance with ACMP’s [Code of Ethics](hyperlink)
- Reaffirming the CCMP Certification Application / Statement of Understanding for Certification Maintenance Agreement
- Submitting the credential renewal fee

NOTE: Use of CCMP marks is not permitted if certification expires.

6.5 The Professional Development Cycle

Your certification cycle begins the day you pass the credential exam and ends three years later. The three-year certification cycle begins again once you renew your credential. You will be required to complete and submit a further 60 PDUs to ACMP to maintain active certification status for each three-year cycle.
The following table provides a sample of how you should determine your certification cycle. Please note that you can check this information using the credential certificate.

### Table 13: CCMP Professional Development Cycles

<table>
<thead>
<tr>
<th>Certification Calculations and Conditions</th>
<th>CCMP Certification Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification cycle begins on...</td>
<td>The day an applicant passes the exam.</td>
</tr>
<tr>
<td>Certification cycle ends on...</td>
<td>The three-year anniversary of passing the certification exam.</td>
</tr>
</tbody>
</table>

**Calculations:**

<table>
<thead>
<tr>
<th>If an applicant passes the exam on...</th>
<th>October 15, 2016.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The certification cycle ends three year later on...</td>
<td>October 15, 2019. Therefore, the certificant needs to record and submit 60 PDUs to ACMP by this date.</td>
</tr>
<tr>
<td>The certificant’s next cycle begins...</td>
<td>October 15, 2019. Renewal application needs to be completed before or by this date and PDUs need to have been submitted to ACMP by this date.</td>
</tr>
<tr>
<td>The certificant’s PDU cycle ends on...</td>
<td>October 15, 2022. The certificant needs to obtain and submit another 60 PDUs by this date.</td>
</tr>
<tr>
<td>Suspension status begins on...</td>
<td>The last day of a certificant’s cycle, if the certificant did not complete and submit the PDUs according to the certification cycle outlined above.</td>
</tr>
<tr>
<td>A certificant’s credential expires...</td>
<td>One year after the suspension period begins, if the 60 PDUs and the certification renewal are not submitted as indicated above.</td>
</tr>
</tbody>
</table>

### 6.6 PDU Submission Deadline

As a certificant, you must record your PDUs and complete the renewal process before your certification cycle ends to avoid suspension of your credential (refer to the [Suspended Status](#)).

If you do not earn and record the required PDUs within the credential cycle, your credential will be automatically suspended. The one-year suspension period can be used to earn and record the required PDUs.

### 6.7 PDU Entry and Renewal Payment

Begin the PDU entry process by logging into the Candidate Management System. As a certificant, you’ll now see a new entry called CCMP Certification Maintenance. Click the orange **Begin** button to start recording PDU entries using Tables 9 through 11 in this manual as guidance. Click the blue **Add Activity**
button in each section to record detailed information about each of your completed activities. As you record each PDU, the system will automatically tabulate your accrued hours:

**Figure 23: PDU Tabulation**

Once you have completed entry of your PDU activities and have reached the 60-hour requirement, you must acknowledge the electronic Renewal Statement of Understanding by clicking the grey *Awaiting Acceptance* button. This acknowledgement confirms that all of the information you submitted is a true and honest account of the work completed and that you will abide by the ACMP *Code of Ethics*. In the Renewal Statement of Understanding window, click *Accept*. You will then proceed to the final step of renewal payment.

### 6.8 Certification Status

#### 6.8.1 Active Status / In Good Standing

Once you earn the CCMP credential and become a certificant, your certification is considered to be in ‘active’ status. When you earn and record the required 60 PDUs and renew your credential before the three-year certification cycle ends, you will remain a credentialed holder in good standing and considered to be in active status.

#### 6.8.2 Suspended Status

If you do not satisfy the 60 PDUs and you do not submit the Renewal of Certification Status application within the active certification dates or cycle, your certification will be ‘suspended’. The suspension period lasts for one year (12 months).
If you are in a suspended status, you may **not** refer to yourself as a CCMP certificant or use the credential designation until you earn the 60 PDUs, complete the renewal process, and submit the renewal fee, within the one-year suspension period.

The dates of the next PDU cycle or certification cycle will not change after your certification is reinstated or changed from suspended status back to active status. The suspension period overlaps the timeframe of your next cycle as shown in the following graphic.

**Figure 24: PDU Cycle or Certification Cycle if in Suspension Period**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exam</strong></td>
<td>Certificate Date</td>
<td>3 year interval</td>
<td>Certificate Date</td>
<td>3 year interval</td>
<td>Certificate Date</td>
</tr>
<tr>
<td>Suspension Period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 6.8.3 Expired Status

If you do not earn the required 60 PDUs and do not complete the certification maintenance cycle process within the suspension period, you will lose your credential status and be assigned an ‘expired’ status. You may **not** refer to yourself as a CCMP credential holder or use the credential designation whilst allocated an expired status. To regain CCMP status, the individual must apply again.

### 6.8.4 Retired Status

If you wish to relinquish your active status, you are eligible to apply for ‘retired’ status. To qualify, you must (1) no longer earn primary remuneration as a change management practitioner and (2) must have been a certificant in good standing for at least 10 consecutive years.

Once you apply for a retired status, you will no longer be required to obtain 60 PDUs every three years.

To apply for retired status, submit an email request to askccmp@acmp.info. ACMP will send you guidelines about retired status, applicable fees, and a form to complete.

If you return to the practice of change management, you can apply for active status again by contacting ACMP. Once you have an active status again, you will be required to earn and report PDUs documenting breadth and depth of knowledge obtained.

### 6.9 Limits on PDU Categories

Once the maximum number of PDUs in a PDU category has been met by a certificant, additional claims in the respective category will not be approved by ACMP.

PDU activities completed prior to obtaining the CCMP credential are not accepted toward the renewal requirements. Certificants cannot claim participation in the same course or activity more than once.

**NOTE:** If your certification cycle has been extended by suspension, all PDU maximum limits apply. No new maximum limits will be set. Therefore, if you already were approved for 45 PDUs for working as a volunteer on a change management initiative for a non-profit organization that you support, you cannot claim additional PDUs in this activity during the suspension period.
6.10 Retaining Documentation for Completed PDUs

For each PDU submitted, and in compliance with the Statement of Understanding, you as the certificant must keep a copy of the submission, along with the supporting documentation, for at least three (3) years after the certification cycle has ended.

A percentage of CCMP certificants will be randomly selected for an ACMP audit process. During the audit, these certificants will be asked to submit supporting material to verify any PDUs submitted. (Refer to Audit section in this handbook.)

7. Appendix

7.1 ACMP Practice Analysis Survey (or Job Analysis)

In 2013, a task force of volunteer change management professionals from around the world working on behalf of ACMP, combined with third-party support and guidance, conducted a practice analysis study. This practice analysis study is in essence a job analysis. This process identified and determined, in detail, the particular job duties and requirements and the relative importance of those duties for a given job, in this case, the job duties of a change management professional day-to-day on the job.

These change practitioners discussed and reviewed the specific roles associated with each of the tasks and responsibilities that are performed within the role of a change management professional. The practice analysis provided the schema for the CCMP exam and links the exam questions to the job, the role, or practice of a change practitioner.

The Practice Analysis Study indicates that, an applicant for the CCMP credential:

▪ Performs the tasks set out in the Standard under general supervision and is responsible for most, if not all, key aspects of change throughout the lifecycle of the change initiative(s)
▪ Leads and directs a cross-functional team(s) to deliver key change initiatives within the constraints of time, scope, and budget identified for the key change initiatives
▪ Demonstrates an acceptable level of knowledge, skill, and experience to correctly apply the Standard to change initiatives with defined objectives, requirements, key milestones, and deliverables that are aligned with key business or organizational strategic objectives

The Standard was written using information obtained from the Practice Analysis Study. It also provides the foundation for advancing the discipline of change management by establishing a common understanding and generally accepted practices that help change leaders and practitioners achieve and sustain change objectives and drive business results.

An output from this study is the CCMP Examination Specification (Exam Spec) that provides the questions in each of the different processes or domain areas of the exam.

7.2 Employment Verification Form

Use the Employment Verification Form to record work experience for validation by past or present employer(s).
7.3 Complaints

7.3.1 Introduction

The Association of Change Management Professionals (ACMP) is committed to providing quality service by operating in a transparent and accountable way that builds trust and respect with all of our stakeholders. One of the ways in which we continue improving our service is by listening and responding to the views of our members, customers and stakeholders, by addressing both formal and informal complaints expeditiously and by correcting errors or mistakes.

The ACMP aims to ensure that:

- Registering a complaint is as simple as possible;
- Complaints are considered a clear expression of dissatisfaction with our service and will be responded to immediately, respectfully and confidentially using established documentation guidelines;
- Resolutions are appropriate to the situation with a correct and fitting action taken to remedy any complaint;
- We learn from complaints, use them to improve our service, and review them annually to ensure that the complaints policy and procedures remain relevant and undergo continuous improvement.

7.3.2 Notice of Complaint

Anyone may lodge a complaint against a certificant. Complaints must be submitted in writing using the ACMP Formal Complaint Form, signed by the submitter, and directed to the ACMP Certification Manager at 1809 East Broadway, Suite 173, Oviedo, FL 32765 or via email to askccmp@acmp.info

View the ACMP Complaint Policy.

7.4 Appeals

7.4.1 Introduction

The Association of Change Management Professionals (ACMP) is committed to providing quality service by operating in a transparent and accountable way that builds trust and respect with all of our stakeholders. One of the ways in which we continue improving our service is by seeking resolution when an individual (Appellant) who has applied for or received a Certified Change Management Professional certification wishes to contest any adverse decision or proposed action affecting an application certification status or other issue or topic of concern.

The ACMP aims to ensure that:

- Registering an appeal is as simple as possible;
- Appeals are considered a clear expression of dissatisfaction with a decision and will be responded to immediately, respectfully and confidentially using established documentation guidelines;
- Appeal decisions are appropriate to the situation with a correct and fitting decision offered to the Appellant;
We learn from appeals, use them to improve our service, and review them annually to ensure that the appeals policy and procedures remain relevant and undergo continuous improvement.

### 7.4.2 Notice of Appeal

Anyone wishing to register an appeal may do so by sending an email containing the details of the appeal to askccmp@acmp.info.

View the ACMP Appeals Policy.

### 7.5 CCMP Examples of Mark Usages

The following examples are provided to guide certificants on how to correctly use the CCMP marks.

#### Table 14: Examples of Mark Usages

1. The CCMP™ and Certified Change Management Professional™ mark must be clearly associated with the individual(s) certified (certificant) by ACMP.

   ✓ **Correct Use**  
   John Smith, CCMP™
   John Smith, Certified Change Management Professional™
   John Smith is a Certified Change Management Professional™ practitioner.

   ✗ **Misuse**  
   ABC company employs 3 CCMP™ practitioners.
   ABC company employs 3 Certified Change Management Professional™ practitioners.

2. The CCMP™ mark must appear in all capital letters and without periods between the letters.

   ✓ **Correct Use**  
   Jane Doe, CCMP™

   ✗ **Misuse**  
   Jane Doe, C.C.M.P.™

3. The CCMP™ and Certified Change Management Professional™ marks must always appear with a superscript ™ symbol. If the ™ symbol cannot be created, a lowercase “tm” in parentheses must be placed after the mark as a substitute, i.e., CCMP™(tm). The only exception to this rule is when it is used as part of a person’s title. The CCMP™ designation does not need a ™ when it is part of a person’s title.

   ✓ **Correct Use**  
   John Smith, CCMP™
   John Smith is a CCMP™ professional.
   John Smith is a CCMP™(tm) certificant.
   Jane Smith is a Certified Change Management Professional(tm) practitioner.

   ✗ **Misuse**  
   Jane Doe is a CCMP™ professional.
   John Smith is Certified Change Management Professional™ practitioner.

4. The CCMP and Certified Change Management Professional marks must be followed by a noun, except when the mark immediately follows a certificant’s name (i.e., recipient, practitioner, professional, certificant, certification, mark, and exam).

   ✓ **Correct Use**  
   John Smith, CCMP™
   John Smith is a CCMP™ practitioner.
   Jane Smith is a Certified Change Management Professional™ practitioner.

   ✗ **Misuse**  
   Jane Doe is a CCMP™ professional.
   John Smith is Certified Change Management Professional™ practitioner.
According to U.S. trademark law, a trademark should be used as an adjective, not as a noun or verb, in order to prevent the mark from becoming generic. This is why ACMP requires a noun to follow the ACMP and Certified Change Management Professional marks.

**Correct Use**

John Smith, CCMP™
John Smith is a CCMP™ recipient.

**Misuse**

Jane Doe is a CCMP™.
John Smith is a Certified Change Management Professional™.

5. **The CCMP™ and Certified Change Management Professional™ marks may not be used as a plural or possessive word.**

**Correct Use**

John and Jane Smith are CCMP™ practitioners.
John and Jane Smith are Certified Change Management Professional™ practitioners.

**Misuse**

Jane and John Smith are CCMP™s.
Jane and John Smith are Certified Change Management Professionals™.

### 7.6 Statement of Understanding

I hereby apply for the Certified Change Management Professional (CCMP) certification offered by the Association of Change Management Professionals (ACMP), and attest that I have read and understand the eligibility criteria contained within this application. I certify I meet all eligibility requirements and that all of the information provided in my application is accurate and complete to the best of my knowledge and ability. I understand ACMP will rely upon the information I have provided to evaluate this application and that providing false or misleading information, omitting required information or otherwise violating the rules of certification will disqualify me from receiving or maintaining any certification offered by ACMP and may result in appropriate disciplinary action. ACMP reserves the right to reject an application based on incomplete or inaccurate information, and further reserves the right to deny or revoke certification due to incomplete or inaccurate information, or the violation of the ACMP Code of Ethics.

I further understand it is my responsibility to maintain the currency of my information and I must immediately inform ACMP of changes pertaining to my contact information and any changes, which may impact my certification or recertification eligibility.

I agree that all materials I submit to ACMP in the certification process shall become the property of ACMP and ACMP is not required to return any of these materials to me.

I further represent and warrant that the answers to my change management experience essay questions submitted to ACMP are my own original work, that I am the sole author of the change experience documented, that the essays do not violate any copyright, trademark, proprietary or personal rights of others and that the essays are factually accurate and do not contain material that is defamatory or otherwise unlawful.

I understand I am eligible to take the CCMP examination within one year of my application being accepted and that if I do not take my CCMP examination within that period, my application will be...
deemed invalid, and I will be ineligible to sit for the CCMP examination unless I submit a new application with the required fee, and that application is approved by ACMP.

I understand I may be disqualified from taking or completing the examination, or from receiving examination scores, if ACMP determines through proctor observation, statistical analysis, or other means that I engaged in collaborative, disruptive or other inappropriate behaviour during the administration of the examination.

I understand that passing the CCMP examination and meeting all criteria will result in ACMP awarding me the CCMP Credential. I agree to only display and represent my certification in a manner pursuant to ACMP guidelines, and I agree to comply with all ACMP policies and procedures in connection with the certification.

I understand that if I do not pass the CCMP examination, I may retake the examination up to twice more for a total of three times within one year, at my own expense.

If I am informed my application has been denied, I understand I may appeal in writing to ACMP pursuant to its appeals procedure. I agree to accept ACMP’s decision upon any appeal.

I will maintain the confidentiality of the CCMP examination questions and content, and, I will not discuss, debrief, or disclose in any manner the content of the CCMP examination questions and answers to any third parties.

I recognize ACMP is the sole and only judge of my qualifications to receive and maintain certification. I further recognize ACMP reserves the right to modify or alter at any time the certification standards, requirements for certification and recertification, and any rules, policies, or procedures in connection therewith.

I authorize ACMP to include my name and contact information in any publicly available lists or directories in which the names of Certified Change Management Professionals are published, and waive any rights of objections to such listings (unless I have indicated otherwise in writing to the ACMP). I understand and agree ACMP owns all right, title, and interest in and to all names, trademarks, logos, copyrights, applications, and other material related to the CCMP program (“Intellectual Property”), and I agree I will only use such Intellectual Property in accordance with ACMP policies. I agree to cease using such Intellectual Property upon the expiration, suspension, or revocation of my certification or if I am alerted to the inappropriate use of such intellectual property.

I understand and agree ACMP does not make any claims, warranties, guarantees, or promises regarding the performance of any CCMP, and I agree not to misrepresent my certification status and its meaning.

I also agree to promptly report to ACMP any possible violations of the terms of this Statement of Understanding or ACMP’s Code of Ethics by ACMP members or persons who have applied for or been awarded the CCMP credential by ACMP.

I agree to indemnify, release, discharge, and hold harmless individually and collectively ACMP and any and all directors, officers, agents, and employees of ACMP from any and all liability arising in connection with the certification program; any decision, action, obligation, damage, claim, or omission relating to this application; the taking, grading, and reporting of the examination; the failure to grant the certification, recertification to me; and the revocation of my certification. I understand and agree any decision concerning my qualification for any credential, as well as any decisions regarding my recertification for any credential and my compliance with the ACMP Code of Ethics rest within the sole and exclusive discretion of ACMP and that these decisions are final.
If audited, I understand I must provide the information requested prior to scheduling and taking the examination.

This Statement of Understanding may be updated or revised from time to time. It is your responsibility to obtain the most up-to-date copy online. Document last updated in July 2016.

**Intent to Participate**

I intend to participate in ACMP’s CCMP program and agree to the following:

- I will provide my professional demographic profile to be used for research purposes, collected at the time of the application.
  (ACMP does not sell your name and contact information to marketing firms. This is solely for ACMP’s use.)
- My data, used in an anonymous fashion, can be used and released for research purposes and published as part of the program analysis.
- I have read and will follow the ACMP’s Code of Ethics and Intellectual Property policy as may be amended from time to time by the ACMP.
- I will pay a partially refundable fee in the amount specified in the program materials.
- I have read and understand all of the CCMP Program materials and the CCMP requirements in the Candidate Handbook.

I will report to ACMP, within 45 days of occurrence, any matters, proceedings, lawsuits, settlements, and/or agreements, administrative agency actions, or organizational actions related to my profession or occupation, including all complaints related to my professional activities as a change management practitioner, and matters, or proceedings involving, but not limited to certification, credentialing, malpractice, disciplinary ethics or similar matters. I also agree to promptly report within 45 days of any occurrence of felony criminal charges, convictions, or plea agreements, or other criminal charges, convictions, plea agreements relating to acts of dishonesty or unethical conduct.

By submitting this application, I understand and agree to all of the above items.

### 7.7 Useful Links

#### 7.7.1 ACMP Website

- ACMP: [www.acmpglobal.org](http://www.acmpglobal.org)
- ACMP’s exam administration partner’s website: [Kryterion Global Testing Solutions](http://KryterionGlobalTestingSolutions)
- [The Standard for Change Management](http://TheStandardforChangeManagement)
- [Change Management Code of Ethics and Professional Conduct](http://CodeofEthics) (Code of Ethics)

#### ACMP Practitioner Directory/Registry

- [Join the ACMP Practitioner Directory](http://JointheACMPPractitionerDirectory)
- [Find a Change Practitioner](http://FindaChangePractitioner)
- [Find a CCMP credential holder](http://FindaCCMPCredentialholder)
7.7.2 Application

- CCMP Application form
- Your Guide to a Successful CCMP™ Application

7.7.3 Contact Information

- Send any CCMP credential program inquiries to: askccmp@acmp.info

7.7.4 Forms

- Complaint Submission Form
- Complaint Response Form
- Employment Verification form

7.7.5 Frequently Asked Questions (FAQs)

Frequently Asked Questions about Certified Change Management Professional

- The Exam: How do I prepare for taking the CCMP™ exam?
- Exam Scheduling QRG
- CCMP™ Training Requirements: What are the training requirements?
- Recertification: How do I maintain my CCMP™ Designation?
- CCMP™ Designation: How is CCMP™ different from other change management designations?
- Benefits of CCMP™: Why have a CCMP™ designation?
- Standards and Ethics: What is CCMP™ based on?

7.7.6 Kryterion Testing Center Information

- Locate on Onsite Exam Centre
- Preparing for the Onsite Exam
- Preparing for the Online Exam