# Test Specifications

and Job Task Analysis for the Certified Change Managment Professional® (CCMP®) Certification Program

# Test Specifications for CCMP exam

The Test Specifications provide a structured blueprint for the Certified Change Management Professional® (CCMP®) examination. Based on the outcomes of a comprehensive Job Task Analysis (JTA) study, they define the content areas, relative weightings, and distribution of exam items across six professional domains. These specifications ensure that the CCMP exam accurately reflects current, real-world practices in change management and fairly assesses the knowledge and capabilities essential for competent performance in the profession.

| Domain | Weighting | Content | Tasks in this domain draw upon the following Knowledge Areas/ Common Concepts*: |
|---|---|---|---|
| **Domain 01: Evaluate Change Impact and Organizational Readiness** | 33.9% | A. Define the change<br>B. Determine why the change is required<br>C. Develop a vision of the desired future state, aligned with organizational objectives and goals, in consultation with program leadership<br>D. Determine change management roles and responsibilities, including change management governance of the effort<br>E. Identify goals, objectives, and success criteria for the change initiative<br>F. Identify sponsors accountable for the change and assess their alignment with, and commitment to, the change<br>G. Identify stakeholders affected by the change<br>H. Assess the degree of change and the impact on people, processes, tools, organizational structure, jobs, roles, and technology<br>I. Assess the alignment of the change with organizational strategy objectives, and performance management<br>J. Assess external factors that may affect organizational change<br>K. Assess organizational culture(s) related to the change<br>L. Assess the organization's capacity and capability for change<br>M. Assess organizational readiness for change<br>N. Assess communication needs and channels<br>O. Assess learning needs and capabilities<br>P. Assess change risks | K01, K02, K03, K04, K05, K06, K07, K08, K09, K10, K11, K12, K13, K15, K16, K17, K18, K19, K20, K21, K22, K23, K24, K25, K26, K27, K28, K29 |

©Association of Change Management Professionals 2025

| | | | |
|---|---|---|---|
| **Domain 02: Formulate the Change Management Strategy** | 15.3% | A. Develop the resource strategy<br>B. Develop the communication strategy<br>C. Develop the sponsorship strategy<br>D. Develop the stakeholder engagement strategy<br>E. Develop the change impact and readiness strategy<br>F. Develop the learning and development strategy<br>G. Develop the measurement and benefit realization strategy<br>H. Develop the sustainability strategy | K01, K02, K03, K04, K05, K06, K07, K08, K09, K10, K11, K12, K13, K14, K15, K16, K17, K18, K20, K21, K23, K25, K26, K28, K29 |
| **Domain 03: Develop and Gain Approval for the Comprehensive Change Management Plan** | 21.4% | A. Develop the resource plan<br>B. Develop the communication plan<br>C. Develop the sponsorship plan<br>D. Develop the stakeholder engagement plan<br>E. Develop the change impact and readiness plan<br>F. Develop the learning and development plan<br>G. Develop the measurement and benefits realization plan<br>H. Develop the sustainability plan<br>I. Integrate the change management and project management plans<br>J. Review and approve the change plan in collaboration with project leadership<br>K. Develop feedback mechanisms to monitor performance to plan | K01, K03, K04, K06, K08, K09, K10, K11, K12, K13, K14, K15, K16, K17, K20, K21, K23, K25, K26, K28, K29 |
| **Domain 04: Execute, Manage, and Monitor Implementation of the Change Management Plan** | 17.9% | A. Execute resource plan<br>B. Execute communication plan<br>C. Execute sponsorship plan<br>D. Execute stakeholder engagement plan<br>E. Execute change impact and readiness plan and monitor change risks<br>F. Execute learning and development plan<br>G. Execute measurement and benefits realization plan<br>H. Execute sustainability plan<br>I. Modify the change management plan as required | K01, K03, K04, K06, K08, K09, K10, K16, K17, K18, K20, K21, K23 K24, K25, K26, K28, K29 |

| Domain 05: Close the Change Management Effort | 7.0% | A. Evaluate the change outcome against the program/project/change objectives<br>B. Design and conduct lessons learned evaluation and provide results to establish internal evolving good practices<br>C. Identify and document recommended actions for future changes<br>D. Gain approval for closure, transfer of ownership and sustainability accountability, celebrate/reward success, and release of resources | K02, K06, K08, K16, K22, K24, K26 |
|---|---|---|---|
| Domain 06: Ethics | 4.5% | A. Promote the Duty of Honesty, the Duty of Responsibility, the Duty of Fairness, the Duty of Respect, and the Duty of Advancing the discipline of change management and supporting practitioners in the change management community<br>B. Demonstrate the Duty of Honesty, the Duty of Responsibility, the Duty of Fairness, the Duty of Respect, and the Duty of Advancing the discipline of change management and supporting practitioners in the change management community | K02, K04, K10, K16, K17, K22, K27, K28 |

| *Knowledge Areas / Common Concepts |
| --- |
| K01. Change as a process |
| K02. The value of change management and its role in achieving the desired outcomes |
| K03. Adaptability of change management |
| K04. Complexity of change management |
| K05. Relationship to strategic management |
| K06. Integration of change management with other disciplines |
| K07. Types of organizational change |
| K08. Relationship to and alignment with Project Management and methodologies |
| K09. Organizational change vs. individual change (for example, individual change curves, behavioral science, cognitive psychology, etc.) |
| K10. Change management roles and responsibilities (including Change Management Practitioner, Change Management Team, Change Management Lead, Sponsor, Change Agent, etc.) |
| K11. Organizational alignment with the change |
| K12. Change management vocabulary/Terms and definitions (including adoption, benefit, change, change impact, change management, change risk, change saturation, competency, engagement, governance, outcome, readiness, resistance, sponsor, stakeholder, sustainability, vision, etc.) |
| K13. Change management methodologies, models, frameworks, and tools |
| K14. Change management strategy and plan |
| K15. Change management team structures |
| K16. Leadership development in support of the change |
| K17. Leadership coaching in support of the change |
| K18. Organizational and culture assessments (including change saturation, change maturity/competency, etc.) |
| K19. External factors assessment (including business environment, regulations, international markets, trade agreements, etc.) |
| K20. Stakeholder engagement |
| K21. Communications in support of the change process (both internal and external to the organization) |
| K22. Communication of the value of change management as a profession |
| K23. Training in support of the change process (development of training content, identifying and coaching trainers, training evaluation, etc.) |
| K24. Ongoing learning to support the sustainability of the effort |
| K25. Resistance management |
| K26. Change performance measurement and data analytics |
| K27. History of change management |
| K28. Application of technologies in change management |
| K29. Identifying and developing change networks |

# JOB TASK ANALYSIS EXECUTIVE SUMMARY

## Survey Background, Purpose, and Methodology

A Job Task Analysis (JTA) study was undertaken by the Association of Change Management Professionals® (ACMP®) with the assistance of Professional Testing Corporation (PTC) for the Certified Change Management Professional® (CCMP®) Examination program. A Task Force delineated the domains, tasks, and knowledge areas involved in the profession of change management. This group also developed demographic questions and questions regarding the appropriateness of the eligibility and recertification requirements. A group of Independent Reviewers assessed their work and provided feedback. A survey instrument was designed to validate the tasks and knowledge areas. Members of the Task Force also completed a matrix linking the domains with the knowledge areas drawn upon to perform the tasks in each domain.

The survey was prepared and sent electronically to a large international group of change management professionals. Respondents were asked to evaluate the frequency and importance of task statements, the importance of knowledge areas, and the importance of and percentage of time devoted to tasks in each domain. The respondents also were asked to review the eligibility and recertification criteria and determine whether the requirements were appropriate.

The results are used in the evaluation and revision of the CCMP Examination. This process contributes to the content validity of the examination and the quality of the examination program for the CCMP credential.

## Test Specifications

The responses of the participants who completed the survey were tabulated and cross tabulations of the data according to several demographic variables were run. The results suggested that the respondents were representative of those who work as change management professionals.

The Task Force reviewed and discussed the data results, including the highest and lowest ratings, for the task statements, knowledge areas, and domains. The method used to calculate the weightings for the domains in the test specifications, referred to as the bottom-up approach, is based on the task statement ratings for frequency and importance.  The sum of frequency*importance products for each domain was divided by the grand sum of products for all domains to derive each domain's weight. The results are shown below:

**Weightings for the CCMP Certification Examination**

| Domain | Sum of task frequency * task importance | Weighting (%) | Number of Associated Tasks |
|---|---|---|---|
| 01. Evaluate Change Impact and Organizational Readiness | 172.7 | 33.9 | 16 |
| 02. Formulate the Change Management Strategy | 77.9 | 15.3 | 8 |
| 03. Develop and Gain Approval for the Comprehensive Change Management Plan | 109.2 | 21.4 | 11 |
| 04. Execute, Manage, and Monitor Implementation of the Change Management Plan | 91.4 | 17.9 | 9 |
| 05. Close the Change Management Effort | 35.6 | 7.0 | 4 |
| 06. Ethics | 22.8 | 4.5 | 2 |

The Task Force reviewed the results and came to a consensus that the calculated weightings are appropriate for the CCMP certification examination. The Steering Committee accepted the recommendations of the Task Force. The resulting test specifications are shown below. The number of items per domain is based on 125 operational items and 25 pretest items, for a total of 150 items on the exam.

**ACMP Test Specifications and Content Outline for the Certified Change Management Professional (CCMP) Examination**

| Domain | Weighting (%) | Number of Operational Items | Number of Pretest Items | Total Number of Items |
|---|---|---|---|---|
| 01. Evaluate Change Impact and Organizational Readiness | 33.9 | 42 | 8 | 50 |
| 02. Formulate the Change Management Strategy | 15.3 | 19 | 4 | 23 |
| 03. Develop and Gain Approval for the Comprehensive Change Management Plan | 21.4 | 27 | 5 | 32 |
| 04. Execute, Manage, and Monitor Implementation of the Change Management Plan | 17.9 | 22 | 5 | 27 |
| 05. Close the Change Management Effort | 7.0 | 9 | 2 | 11 |
| 06. Ethics | 4.5 | 6 | 1 | 7 |

## The Job Task Analysis Study

In June 2023, ACMP established a Steering Committee for the CCMP JTA. The Steering Committee consisted of eight change management professionals who have been active in

ACMP volunteer activities and represented a variety of areas of expertise, levels of experience, and geographic locations.

The Steering Committee appointed a Test Specifications Task Force to delineate the tasks and knowledge areas involved in the profession of change management, as well as demographic questions to be used on a validation survey instrument. The Steering Committee, acting in an advisory capacity, provided guidance to PTC and the Task Force. The Task Force appointed by the Steering Committee was composed of change management professionals in a variety of practice settings.

**Delineation of Domains, Tasks, and Knowledge Areas**

The Task Force was asked to evaluate the current test specifications against current best practice. They began by reviewing the sections/domains, tasks, knowledge areas, and demographic questions that were developed in the previous survey conducted in 2014 and updated in 2016. These served as the basis for individual and group brainstorming to develop the domains, tasks, and knowledge areas related to change management. The Task Force came to a consensus on tasks organized in domains, knowledge areas, and demographic questions.

The Task Force set the scales for the survey. The frequency scale for the task statements was set at Rarely/Never, Somewhat Frequently, Frequently, and Very Frequently. The importance scale was set at Minimally/Not Important, Somewhat Important, Important, and Very Important for tasks, knowledge areas, and domains. Respondents also were asked to indicate the percentage of time spent on tasks in each domain.

Once the Task Force completed the draft delineation, an independent review process was implemented so that subject matter experts who were not involved in the initial work could provide a fresh perspective on the work so far. The domains, task statements, knowledge areas, and demographic questions were presented to a panel of Independent Reviewers to get their independent feedback on the comprehensiveness, clarity, consistency, and relevance of the proposed domains, tasks, knowledge areas, and demographic questions related to the field of change management.

The Task Force agreed upon 50 task statements (organized into six domains), 29 knowledge areas, and 16 demographic questions that were included in the final survey. Task Force members also used a matrix of domains and knowledge areas to indicate which domains draw upon which knowledge areas.

**Validation Survey**
To confirm the appropriateness of the domains, tasks, and knowledge areas developed by the Task Force, a validation survey was devised, also incorporating demographic questions to help create a profile of the survey respondents. Prior to the formal launch of the large-scale survey, the survey was pilot tested by a panel of pilot testers in a final check to verify completeness and clarity of all questions and rating scales, to ensure proper functioning of all technical features, and to generate a time estimate of how long it would take to complete the survey.

On March 11, 2024, the survey link was e-mailed to a large international group of change management professionals. The survey had a deadline of March 25, 2024. On March 19, a reminder e-mail was sent to the survey recipients, reminding them to complete the survey. The reminder was sent again on March 22 indicating that the deadline was extended to encourage

greater participation. On April 2, 2024, the survey was closed. There were 524 individuals who provided valid responses to the survey.

## Eligibility and Recertification Requirements

The survey respondents were asked to review the proposed eligibility requirements for taking the CCMP examination and the recertification requirements for maintaining the credential. Almost 80% of respondents indicated that the eligibility requirements were appropriate, while over 75% indicated that the recertification (certification maintenance) requirements were appropriate. These requirements are the following:

### CCMP Eligibility Requirements

To be eligible to take the CCMP examination, candidates must meet either of the two the following combinations of education and experience, plus the training requirement:

### Education and Experience Requirements

A: Four-year degree (bachelor's degree or equivalent), plus a minimum of 4,200 hours (approximately three years) of professional change management experience spent as a change management lead or practitioner

B: Secondary degree (high school diploma, associate's degree, or global equivalent), plus a minimum of 7,000 hours (approximately five years) of professional change management experience as a change management lead or practitioner

### Training Requirement

Twenty-one (21) hours of formal change management training that is:
- Focused on change management and aligned with the ACMP Standard
- Completed within the last seven years

Certification is valid for three years following the date of successful exam completion.

### CCMP Certification Maintenance Requirements

Upon award of the CCMP credential, certificants must continue to build knowledge by staying current in the change management profession. To maintain certification status, sixty (60) Professional Development Units (PDUs) must be logged every three years. A maximum of 30 units (1 hour=1 PDU) may be accrued in the category of Education, 30 units in the category of Giving Back to the Profession, and 15 units in the category of Working in a Change Management Role. (1 hour=1 PDU applies to Education, Giving Back and Reading)