PM² ALLIANCE

# CERTIFICATION HANDBOOK

PM² Basic Certification

PM² Agile Certification

PM² Essentials Certification

PM² Advanced Certification

PM² Expert Certification

PM² Trainer Certification

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# How to Use the PM² Certification Handbook

This Handbook contains information about the PM² Certifications and certification process and aims to provide candidates with important instructions about the policies and procedures for obtaining and maintaining a PM² Certification.

The PM² Certification Handbook presents detailed information for each PM² Certification, the PM² Certifications Examination Procedure, the Certification Review & Appeals Procedure, the most frequently asked questions about the exam platform, as well as the PM² Alliance Code of Ethics & Professional Conduct.

The Handbook applies to both online proctored and paper-based Certification Exams. The PM².EU recommends that all candidates read this entire Handbook before participating in a Certification Exam.

For all exam related information, please contact support@pm2.center.

## About the PM² Certification Scheme

The PM² Alliance offers a comprehensive certification programme for different levels of education and experience. The certifications are developed and offered with the highest quality standards. For individual certifications, all actions are taken through the exam platform of PM² EU.

# CERTIFICATIONS

## Level 1

PM² Basic Certification

PM² Agile Certification

## Level 2

PM² Essentials Certification

PM² Advanced Certification

## Level 3

PM² Expert Certification

PM² Trainer Certification

PM² Certifications test the level of the candidates' understanding of the what, when, who, how and why of the PM² Methodology. The exam questions are balanced in terms of difficulty and coverage of the 4 pillars of PM² (Governance, Lifecycle, Processes, Artefacts) plus the PM² Mindsets.

Candidates must demonstrate their understanding of PM² concepts at a level enabling them to apply PM² effectively in their project work.

## Level 1

### PM² Basic Certification

Demonstrates a basic understanding of the PM² Methodology.

The PM² Basic Certification is an entry-level certification covering basic concepts of the PM² Methodology and designed for non-Project Managers.

### PM² Agile Certification

Demonstrates an essential understanding of Agile concepts and the PM² Methodology.

The PM² Agile Certification confirms a candidate's understanding of Agile practices in projects based on the PM² Model.

## Level 2

### PM² Essentials Certification

Demonstrates an essential understanding of the PM² Methodology.

The PM² Essentials Certification confirms a candidate's understanding of key concepts of the PM² Methodology.

### PM² Advanced Certification

Demonstrates an advanced understanding of the PM² Methodology.

The PM² Advanced Certification confirms a candidate's understanding of advanced PM² concepts, as well as their interrelations & interdependencies.

## Level 3

### PM² Expert Certification

Demonstrates an expert understanding of the PM² Methodology.

The PM² Expert Certification confirms a candidate's ability to apply the PM² Methodology in practice.

### PM² Trainer Certification

Demonstrates a master-level understanding of the PM² Methodology.

The PM² Trainer Certification confirms a candidate's ability to effectively explain basic and advanced aspects of the methodology and the certification process.

# Overview of the PM² Basic Certification

The PM² Basic Certification is a Level-1 certification and an obvious choice for anyone who wishes to start their project management journey with a basic certification. It is designed to confirm a candidate's basic understanding of general concepts of the PM² Methodology. The certification exam primarily tests a candidate's understanding of the what and when of the PM² Methodology, and secondarily of the who and how. The exam questions are based on the four pillars of PM² plus the PM² Mindsets, focusing more on Lifecycle and Artefacts than Processes, Governance and Mindsets.

To achieve this certification, candidates must be sufficiently familiar with these PM² concepts, demonstrating they can follow the progress of a PM² project and communicate effectively with PM² team members and Project Managers.

## Target Audience

The PM² Basic Certification is a basic level certification designed primarily (but not exclusively) for non-Project Managers who participate in projects or aspire to play a role in project management:

- Project team members
- Project Management Assistants
- Project Administration Staff
- Account Managers
- University students
- Participants in EU funded projects

## Study Material

The exam questions are based entirely on the European Commission's:

- PM² Guide v3.1, 2023

## Exam Format & Difficulty Level

This is a **closed book** online proctored exam powered by our online examination platform:

- 45 minutes duration
- Multiple choice questions
- 45 questions per exam
- One mark awarded for every correct answer
- No negative marking for wrong answers
- At least 35 questions need to be answered correctly to pass the exam
- **Difficulty level:** Easy.

## Prerequisites

No prerequisites. Self-study.

# Overview of the PM² Agile Certification

The PM² Agile Certification is a Level-1 certification designed to confirm a candidate's understanding of the application of Agile principles, tools, and techniques in PM² Projects.

The PM² Agile Certification exam focuses on the Agile aspects of the PM² Methodology, covering the what, when, who, how and why of the PM² Methodology's Agile extension. The exam questions cover the areas of Agile PM² Governance, Lifecycle, Agile Values and Principles, Agile Tools & Techniques.

Candidates who achieve the certification have proven a level of methodological understanding required to lead a PM² project with Agile principles integrated effectively into the management approach.

## Target Audience

The PM² Agile Certification addresses the certification needs of anyone who works on projects which incorporate Agile practices, primary in the field of Information Technology:

- Project Managers/Leaders
- Team Coordinators (TeCo) / Team Leads
- Scrum Masters
- Agile PM² project team members
- Business Managers
- Project Management Assistants
- PMO/PSO members
- Project Owners
- Contractors' Project Managers
- Project Management educators & trainers

## Study Material

The exam questions are based on:

- PM² Guide v3.1, 2023 (Appendix - Agile Extension)
- Material covered during the Agile PM² Training delivered by PM² Alliance Affiliated Training Providers (see prerequisites)

## Exam Format & Difficulty Level

This is a **closed book** online proctored exam powered by our online examination platform:

- 40 minutes duration
- Multiple choice questions
- 45 questions per exam
- One mark awarded for every right answer
- No negative marking for wrong answers
- At least 31 correct answers to pass the exam
- **Difficulty level:** Medium to High.

## Exam outline

The **45** exam questions are distributed among thematic categories as per the below table:

| Thematic Category | No of questions | Percentage |
|---|---|---|
| 1. PM² Pillars & Mindsets | 10 | 23% |
| 2. Agile PM² Specific | *35* | *77%* |
| ▪ Agile PM² Governance | *5* | *11%* |
| ▪ Agile PM² Lifecycle | *5* | *11%* |
| ▪ Agile Values and Principles | *12* | *26%* |
| ▪ Agile Tools & Techniques | *13* | *29%* |
| Total Number of Questions | 45 | 100% |

## Prerequisites

There are no formal prerequisites for the PM² Agile Certification Exam, but it would be helpful to have at least one of the following:

1. Achievement of the PM² Basic Certification.
2. Agile PM² preparation training delivered by a PM² Alliance Certified Trainer.

# Overview of the PM² Essentials Certification

The PM² Essentials Certification is a Level-2 certification and a popular entry point into the world of PM² Certifications. It is designed to confirm a candidate's understanding of key concepts of the PM² Methodology. The certification exam tests the level of a candidate's understanding of the what, when, who and how of the PM² Methodology. The exam structure is based on the four pillars of PM² and the PM² Mindsets.

The exam questions are balanced in terms of difficulty and distributed across the five areas of Governance, Lifecycle, Processes, Artefacts, and Mindsets. For candidates to achieve this certification, they must demonstrate an understanding of the PM² concepts at a level that would allow them to work effectively as a member of the project team on a PM² project.

## Target Audience

The PM² Essentials Certification is suitable for anyone leading or participating in projects, regardless of their specific domain of application:

- Project Managers
- Business Managers
- Project Owners
- Portfolio Managers
- Project team members
- Project Management Assistants
- PMO/PSO members
- Programme Managers
- Project contractors
- Participants in EU-funded projects
- Project Coordinators
- Work Package Leaders
- Project management educators/trainers
- University students

## Study Material

The exam questions are based entirely on the European Commission's:

- PM² Guide v3.1, 2023
- Key PM² Artefacts templates

## Exam Format & Difficulty Level

This is a **closed book** online proctored exam powered by our online examination platform:

- 60 minutes duration
- Multiple choice questions
- 70 questions per exam
- One mark awarded for every correct answer
- No negative marking for wrong answers
- At least 50 correct answers to pass the exam
- **Difficulty level:** Low to Medium.

## Exam outline

The 70 exam questions are distributed among thematic categories as per the below table:

| Thematic Category | Number of questions | Percentage |
|---|---|---|
| 1. PM² Pillars | 54 | 78% |
| ▪ Governance | *15* | *22%* |
| ▪ Lifecycle | *5* | *7%* |
| ▪ Processes | *18* | *26%* |
| ▪ Artefacts | *16* | *23%* |
| 2. PM² Mindsets | 8 | 11% |
| 3. General PM² Knowledge | 8 | 11% |
| Total Number of Questions | 70 | 100% |

## Prerequisites

No formal prerequisites.

# Overview of the PM² Advanced Certification

The PM² Advanced Certification is a Level-2 certification designed to confirm a candidate's understanding of basic and advanced concepts of the PM² Methodology both at an individual concept level, and at the level where interrelations and interdependencies exist.

The exam questions span the five areas of Governance, Lifecycle, Processes, Artefacts and Mindsets and focus on the more applied aspects of the PM² Methodology. The full breadth of the what, when, who, how and why of the PM² Methodology is covered.

Candidates who achieve the certification have proven a level of methodological understanding required to lead a PM² project effectively (or support a PM² project from an expert's position).

## Target Audience

The PM² Advanced Certification addresses the certification needs of anyone leading projects or supporting projects from a position of advanced knowledge:

- Project Managers
- Business Managers
- Project team members
- Project Management Assistants
- PMO/PSO members
- Contractors' Project Managers
- Project Coordinators of EU funded projects
- Project management educators and trainers
- Graduate Project Management students

## Study Material

The exam questions are based entirely on the following European Commission publications:

- PM² Guide v3.1, 2023
- All PM² Artefacts templates
- PM² Tools & Techniques (PM² Guide 3.0, Appendix C)

## Exam Format & Difficulty Level

This is a **closed book** online proctored exam powered by our online examination platform:

- *60' minutes duration
- Multiple choice questions
- *70 questions per exam
- One mark awarded for every right answer
- No negative marking for wrong answers
- At least 50 correct answers to pass the exam
- *NOTE: For holders of the PM² Essentials Certification, the PM² Advanced Certification exam includes 45 questions and has a duration of 40 minutes.
- **Difficulty level:** Medium to High.

## Exam outline for candidates who do not hold the PM² Essentials Certification (70 questions)

The **70** exam questions are distributed among thematic categories as per the below table:

| Thematic Category | No of questions | Percentage |
|---|---|---|
| 1. PM² Pillars | 35 | 50% |
| ▪ Governance | *10* | *14%* |
| ▪ Lifecycle | *5* | *7%* |
| ▪ Processes | *10* | *14%* |
| ▪ Artefacts | *10* | *14%* |
| 2. PM² Mindsets | 5 | 7% |
| 3. Cross-thematic advanced management topics (Quality, Risk, Deliverables Acceptance Transition, Business Implementation) | 30 | 43% |
| Total Number of Questions | 70 | 100% |

## Exam outline for candidates who hold the PM² Essentials Certification (45 questions)

The **45** exam questions are distributed among thematic categories as per the below table:

| Thematic Category | No of questions | Percentage |
|---|---|---|
| 1. PM² Pillars | 14 | 32% |
| ▪ Governance | *4* | *9%* |
| ▪ Lifecycle | *2* | *4%* |
| ▪ Processes | *4* | *9%* |
| ▪ Artefacts | *4* | *9%* |
| 2. PM² Mindsets | 2 | 4% |
| 3. Cross-thematic advanced management topics (Quality, Risk, Deliverables Acceptance Transition, Business Implementation) | 29 | 64% |
| Total Number of Questions | 45 | 100% |

## Prerequisites

No formal prerequisites. However, it is recommended that candidates hold a PM² Essentials Certification and/or follow a PM² Advanced Certification preparation training delivered by a PM² Alliance Affiliated Training Provider.

# Overview of the PM² Expert Certification

The PM² Expert Certification is a Level-3 certification designed to confirm a candidate's capacity to implement the PM² Methodology in real-world conditions.

Candidates who achieve this certification have proved a deep level of understanding of the methodology and their ability not only to apply PM² best practices in their own projects, but also to help others apply them from an expert's position.

## Target Audience

The PM² Expert Certification addresses the certification needs of anyone supporting organisations, project managers and projects from a PM² methodology expert's position:

- Project Management Experts
- PM² Methodology Experts
- PMO/PSO internal support experts
- Staff of organisations that offer project management services to EU-funded Projects
- PM² Educators & Trainers
- Project Coordinators
- PM² Consultants

## Study Material

The exam questions are based on the following European Commission publications:

- PM² Guide v3.1, 2023
- All PM² Artefacts templates
- Project Management Tools & Techniques
- In class material (received during the PM² Expert training)

## Assessment Format & Success Rate

The PM² Expert Certification consists of two parts: an online **Case Assessment**, and an online **Exam**.

1) The **PM² Expert Case Assessment** is the first part of the PM² Expert Certification and lasts approximately 10 weeks. Over this period, candidates construct their PM² plans, working 100% online, while the assessment instructor provides guidance, tips and tricks and answers all their questions.

The assessment is considered complete when the PM² project is submitted and documented using the following PM² Artefacts templates: Project Initiation Request, Business Case, Project Charter, Project Handbook, Project Work Plan, Business Implementation Plan, the Project Logs and the Project Status Report.

In this context, candidates must propose their own real-world projects (completed projects may also be submitted). As soon as the proposed case is approved, candidates submit their PM² plans one at a time for review by the assessment instructor, whose feedback may be incorporated into the final deliverables before they are evaluated.

2) The **PM² Expert Exam** is the second part of the PM² Expert Certification. It is an online proctored exam powered by the PM² EU's online examination platform. Unlike all other PM² Certifications, the PM² Expert

Certification Exam is based on questions which strike a balance between advanced PM² knowledge and situational judgement. The exam can only be taken after the candidate has successfully completed the case assessment.

- Online, open book & notes exam
- 40 minutes duration
- Multiple choice questions (advanced PM² knowledge and situational judgement)
- 30 questions per exam
- One mark awarded for every right answer
- No negative marking for wrong answers
- At least 25 correct answers to pass the exam

**Success rate:** The success rate for this exam is 90%.

## Prerequisites

There are various **formal prerequisites** for the successful completion of the PM² Expert Certification:

1. PM² Essentials Certification
2. PM² Advanced Certification
3. Completion of the relevant PM² Expert Training
4. Completion of the online PM² Expert Assessment Process
5. Online PM² Expert Certification Exam

# Overview of the PM² Trainer Certification

The PM² Trainer Certification is a Level-3 certification designed to test a trainer's mastery-level knowledge of all aspects of the PM² Methodology. It also tests candidates' ability to design high-quality PM² Training Programmes, as well as to effectively explain basic and advanced aspects of both the methodology and the certification process.

## Target Audience

All PM² Alliance Affiliated Training Providers offering PM² courses must deliver their trainings through tutors who have attained the PM² Trainer Certification.

- PM² Professional Trainers
- PM² Educators
- PM² Coaches
- Designers of PM² training programmes

## Study Material

The exam questions are based on:

- PM² Guide v3.1, 2023
- The PM² Artefacts Templates and Management Plans
- The Train-the-Trainer (TtT) course notes

## Exam Format

This is a **closed book** online proctored exam powered by our online examination platform:

- 40 minutes duration
- Multiple choice questions
- 30 questions per exam
- One mark awarded for every right answer
- No negative marking for wrong answers
- At least 22 correct answers to pass the exam
- **Difficulty level:** Medium-High.

## Exam outline

The **30** exam questions are distributed among thematic categories as per the below table:

| Thematic | Number of questions | Percentage |
|---|---|---|
| 3. PM² Pillars | 8 | 28% |
| ▪ Governance | 2 | 7% |
| ▪ Lifecycle | 2 | 7% |
| ▪ Processes | 2 | 7% |
| ▪ Artefacts | 2 | 7% |
| 4. PM² Mindsets | 2 | 7% |
| 5. TtT Specific | 20 | 65% |
| Total Number of Questions | 30 | 100% |

## Prerequisites

There are several **formal prerequisites** for the PM² Trainer Certification exam:

- PM² Essentials Certification
- PM² Advanced Certification
- Valid PM² Alliance Membership
- Project Management domain knowledge
- Training/ teaching experience
- Completion of the PM² Alliance TtT Programme

# PM² Alliance Certifications Examination Procedure

For individual certifications, all actions are taken through the PM² EU's exam platform.

The steps to be followed are:

1. Open an Internet Browser (preferably Google Chrome), load PM² EU and click on Exam Login.
   1.1. If you already have an account, use your credentials to Login.
   1.2. If you do not have an account, click on Register for free, fill in the requested information and click on Submit.
2. After accessing the exam platform, you have the following choices:
   2.1. Click on Exams to participate in one of the Free Preparatory Exams. These simulate the conditions of the real exams and include similar questions with the same duration and difficulty level.
   2.2. Click on Exams to participate in one of the Certification Exams.

   It should be noted that members of the PM² Alliance are entitled to discounts on all PM² Certifications. For some certifications, there are also discounts for candidates who already hold the Essentials and/ or Advanced Certification. If you are eligible for a discount, click here to request a members' voucher.

   Please reserve a slot for the exam you wish to take, as there are specific dates and times and only limited places available, except for the PM² Basic Certification Exam, to which you may participate at any date and time. You can reschedule your exam at any time before your selected slot. More information on this process can be found in Question & Answer 13 of this Handbook.

   2.2.1. Click on Available Exams on the left side of the page.

   2.2.2. Click on Register Now for the particular exam you wish to take.

   2.2.3. Click on PayPal and proceed with your payment or use your voucher.

   2.2.4. Select the date and time for your exam by selecting the option that suits you from the list and clicking on SUBMIT.

   NOTE: The system only displays the available exam dates for one month from the current date.

   The following Certifications Exams are available on the exam platform:

   2.2.4.1. PM² Basic Certification: A Level-1 certification that attests to a candidate's basic comprehension of the general elements of the PM² Methodology.

   Cost for non-members: € 150

   Cost for PM² Alliance members: € 80

2.2.4.2. Agile PM² Certification: A Level-1 certification that attests to a candidate's understanding of the application of Agile principles, Tools and Techniques in PM² Projects.

Cost for non-members: € 290

Cost for PM² Alliance members: € 230

Cost for PM² Essentials or Advanced Certification holders: € 180

2.2.4.3. PM² Essentials Certification: A Level-2 certification that attests to a candidate's understanding of key concepts of the PM² Methodology.

Cost for non-members: € 210

Cost for PM² Alliance members: € 180

2.2.4.4. PM² Advanced Certification: A Level-2 certification that attests to a candidate's understanding of basic and advanced concepts of the PM² Methodology- both at an individual concept level and at the level where interrelations and interdependencies exist.

Cost for non-members: € 290

Cost for PM² Alliance members: € 230

Cost for PM² Essentials Certification holders: € 190

2.2.4.5. PM² Expert Certification: A Level-3 certification that attests to a candidate's ability to apply the PM² Methodology in practice.

Cost for PM² Alliance members: € 1100

Cost for PM² Trainer Certification holders: € 650

2.2.4.6. PM² Trainer Certification: A Level-3 certification that attests to a trainer's or educator's mastery-level understanding of the PM² Methodology and their ability to teach PM² and prepare candidates for the PM² Certifications.

Cost for professional PM² trainers: € 1700 (PM² TtT Seminar included)

Cost for university educators: € 900 (PM² TtT Seminar included)

3. You may view your exam results after taking a Certification Exam. Please note that it can take up to 2 working days for the Examination Committee to match your identification details and review your exam. To view your exam results, you should perform the following steps:

   3.1. Click on Exam History.

   3.2. Click on the specific exam for which you wish to view the results.

   3.3. If you read the word Pending, your exam is still under review.

   3.4. If your exam has already been corrected, click on See Result.

4. If you have passed a Certification Exam, you may access your Certificate through the exam platform. To ensure the validity of the PM² Certificates, each certificate has a unique QR Code. When you scan an original QR Code, you will be redirected to a webpage with your Certificate (Please note that false QR Codes can be created).

   You may view your Certificate in 3 ways:

   4.1. Method 1:
      4.1.1. Click on Exam History.
      4.1.2. Click on the particular exam for which you wish to view the certificate.

4.1.3. Click on View Certificate.

4.2. Method 2:

4.2.1. Click on Dashboard or on Available Exams.

4.2.2. Click on View Result for the particular exam for which you wish to view the certificate.

4.2.3. Click on View Certificate.

4.3. Method 3:

4.3.1. Click on Dashboard.

4.3.2. Scroll down to the bottom of your web page.

4.3.3. Click on View Certificate for the particular exam for which you wish to view the certificate.

5. For any exam or payment-related query, please contact support@pm2.center, or click on Support and fill out the corresponding form.

6. For group or in-company certifications, please contact support@pm2.center or one of the PM² Alliance Affiliated Training Providers (ATP). For group certifications, special arrangements can be made for supervised in-class Paper Based Exams (PBE).

7. For more information on the examination process, please read the Q&A Section.

### Computer Based Exam (CBE)

- It is advisable to use the Google Chrome browser.
- The exam should not be taken in incognito/private mode.
- Allow your browser to access your camera. You cannot take the exam if your browser cannot access the camera.
- Please do not try to minimize or move out of the exam window screen. Your exam will be automatically submitted after a warning, and you cannot retake your exam.
- Please do not press any shortcut keys (CTRL+C, CTRL+V, etc) or the Windows key. Your exam will be automatically submitted after a warning, and you cannot retake your exam.
- Should you face any problem, you can message your invigilator by clicking on the Chat icon in the bottom right-hand corner.

### How to Submit a Payment

To submit a payment, you should perform the following steps:

1. Click on Available Exams.
2. Click on Register Now for the particular exam you wish to take.
3. To use a Coupon Code, fill in the respective field and click on APPLY.
4. Click on PayPal.

4.1. If you want to pay with PayPal:

4.1.1. Enter your email or mobile phone.

4.1.2. Click on Next.

4.1.3. Fill in your credit or debit card details (Country/Region, Card number, Expiration date, CSC, First name, Last name).

4.1.4. Fill in your billing address and your contact information.

4.1.5. Choose whether you want to create a PayPal account and click on Pay Now.

4.2. If you want to pay with a Bank Account or Credit Card:

4.2.1. Click on Pay with a Bank Account or Credit Card.

4.2.2. Follow the procedure described above for paying with PayPal.

## Refund Policy

### 1. Refunds for Exam Purchases

- Candidates who have not yet booked an exam slot may request a refund within 14 calendar days from the date of purchase by sending an email to support@pm2.center.
  Refunds will be processed via the original method of payment and will incur a €30 administrative fee.
  Written confirmation of the refund will be provided within 10 working days.
- No refunds will be granted if an exam slot has already been booked, even if the request is made within 14 calendar days of purchase.
- No refund requests will be accepted more than 14 calendar days after the original purchase date, regardless of exam slot booking or participation status.

### 2. Failed Exams

- No refunds will be provided in the event a candidate fails a PM² Certification Exam. Candidates are advised to prepare thoroughly before attempting the exam.

### 3. Technical Interruptions

- If the exam is interrupted due to technical issues (e.g., connectivity problems), the candidate must notify support@pm2.center within 5 working days of the exam date.
- The Certification Reviews & Appeals Committee (CRAC) will assess the case. If the claim is validated, a free retake voucher will be issued within 10 working days.

### 4. Voucher Expiration and Extensions

- Candidates who have received a voucher for a PM² Certification Exam and wish to extend its validity must send a request via email to support@pm2.center.
  - If the voucher is still valid, it may be extended upon payment of a €10 extension fee.
  - If the voucher has already expired, it may be reactivated with a €30 reinstatement fee.
  - No refunds are issued for unused or expired vouchers. If the candidate does not wish to pay the reinstatement fee, they must purchase a new voucher and proceed with a new booking.

### 5. Purchases via Affiliated Training Providers (ATPs)

- If the certification exam was purchased through a PM² Alliance Affiliated Training Provider (ATP), all refund and cancellation requests must be addressed directly to the ATP and are subject to their respective terms and conditions.

## PM² Certification Examination Information

Online proctored exams are becoming a trend in the certification industry, with more and more professionals seeking ways to reduce the hassle of getting certified.

Online proctoring refers to a digital form of assessment which allows you to sit for an exam from any location using dedicated software, a predefined set of computer apparels, and some basic rules governing the candidate's behavior to guarantee a fair and fraud-free procedure.

- Proctored testing is the standard method of administration for PM² EU examinations.
- The PM² Certification examinations consist of a set of multiple-choice questions (the number of choices per question may differ).

- Care has been taken to ensure the PM² Certification Exams measure what they purport to measure.
- Paper-based exams (PBE) are available under particular circumstances and are coordinated directly by the PM² EU.
- There are no scheduled breaks during the exam.
- PM² Certification examination questions:
    - are developed in accordance with the ISO/IEC 17024 standard
    - are developed and independently validated by a dedicated group of PM² Certified Experts
    - are analyzed through psychometrics;
- PM² Certification Exams are available in English. For large groups, localised exams may also be conducted by special arrangement (for a limited number of EU languages).
- Once an application has been approved and the exam voucher has been issued, the 6-month eligibility period begins. After that period, the voucher automatically expires.

### PM² EU Examination Security & Confidentiality

In the case of paper-based exams (PBE), the examination questions, answer sheets, worksheets and/or any other test or test-related materials remain the sole and exclusive property of the PM² EU. These materials are confidential and are not available for review by any person or agency for any reason.

Examination (pass/fail) results are confidential and will not be disclosed to anyone without the candidate's consent unless this is required by a valid and lawful subpoena or court order. If you would like your examination results to be released to a third party, you must provide the PM² EU with a written request specifying the type of information (e.g. examination date, pass/fail status, etc.) relating to the examination results that the third-party person or organization should receive.

### Requirements & Instructions

To be admitted to the exam, you must present a valid and current (non-expired) form of government-issued identification. Your identification must include:

- English characters/translation
- your photograph, and
- your signature

If your government-issued identification does not include a photograph or signature, a secondary form of identification may be used, which includes a photograph and/or signature (whichever is missing from the government-issued identification) as well as your name printed on the identification. All identification must be current (non-expired).

All forms of identification presented at the testing facilities must match your name exactly, as it appears on the scheduling notification. Your identification documents must be in good condition and cannot be bent, frayed, taped, cracked, or otherwise damaged. The documents must be originals and cannot be photocopies. You will not be permitted to test, if the name on your identification documents does not exactly match the name on your scheduling notification, or if your identification is damaged. The PM² EU will make no exceptions to this policy.

If you do not provide appropriate and/or matching identification, you will not be permitted to test. If you still wish to take the exam, you will be required to apply for re-examination and pay the re-examination fee to take the exam at a later date, when valid identification is available.

The following are acceptable forms of government-issued identification:

- Valid passport
- Valid national identification card
- Valid military ID

The following are acceptable forms of secondary identification:

- Valid employee ID
- Social Security cards

## Name Change Procedure

The certificates to be issued upon successful completion of an exam will display the candidate's name as they wrote it on the exam request form when registering.

All candidates retain the right to request an update of their first name, middle name, or family name if:

- They wrote them wrongly on the above form
- They have officially changed their first name or family name

The changes will be applied by the PM² EU upon reception of:

- The old certificate issued by the PM² EU
- An official identification document* (valid ID, Passport)
- In the case of a name change, an official document* that justifies the modification.

*The PM² EU will handle and store this sensitive information according to the standing GDPR rules.

The above request should be forwarded to the PM² EU by email to support@pm2.center.

Along with your request, please include the following information, exactly as it appears on the government issued identification documents you plan to submit:

- First Name [Given Name]
- Middle Name
- Last Name [Surname/Family Name]

## Testing Aids

### Online Proctored Computer-Based exams (CBE)

All necessary aids are included within the exam application interface. Test candidates are prohibited from using any additional aids, such as scrap paper, during the test.

### Testing Aids - Paper Based Exams (PBE)

Test candidates are prohibited from using handheld calculators, scrap paper or any other aid during the test. Each candidate will be provided with:

- An exam form
- One answers sheet
- One pencil or pen
- One eraser

Any breach of the above rules may result in the exam being suspended and the candidate failing.

## Termination of Examination and Grounds for Dismissal

As a PM² EU Certification Candidate you are expected to always behave in a professional manner.

The PM² EU test supervisor or proctor is authorized to dismiss you from an examination, cancel your scores and take any other appropriate action, when there are reasonable grounds for suspecting that you have engaged in any of the following actions:

1. Using or attempting to use someone else to take the test
2. Failing to provide acceptable personal identification
3. Accessing or using notes or some other prohibited aid relating to the test
4. Creating a disturbance or engaging in suspicious behavior
5. Communicating in any manner with any person other than the test supervisor or proctor about the test during its administration
6. Attempting to remove scrap paper from the testing room, or tearing the scrap paper in any way
7. Leaving the testing room or the webcam's field of vision
8. Copying or attempting to copy or remove examination-related material, or portions of a test in any format
9. Attempting to tamper with the computer
10. Engaging in dishonest or unethical conduct of any short, such as attempting to cheat

Should you fail to comply with the test supervisor's or proctor's directions, the PM² EU reserves the right to take any 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 both the decision and the basis on which it was taken, and your examination fees will not be refunded.

Although tests are administered under strict supervision and with strict security measures in place, examination irregularities may sometimes occur. You are required to contact the PM² EU as soon as possible to report any behavior you observe that may lead to an invalid score—for example, someone copying from another test taker, taking a test for someone else, having access to test questions before the examination, or using notes or unauthorized aids. All information will be held in confidence.

# Certification Review & Appeals Procedure

An exam review can be requested when a candidate believes that a problem or event prevented them from successfully completing or succeeding in a PM² Certification Exam. If the request for review relates directly to one or more exam questions, the details of the problem must be clearly explained and the necessary information provided (i.e. e-Voucher or Test number, question number and/or a description of the question). This will allow the PM² EU Certification Reviews & Appeals Committee (CRAC) to identify the question and review the claim.

An appeal can only be made on the following grounds:

- the irregularity of the exam platform during the exam
- the irregularity of a specific question
- unfair dismissal or exam suspension

Requests should be submitted formally marked for the attention of the PM² EU Certification Reviews & Appeals Committee (CRAC), within 5 working days of the date of the exam. The PM² EU will automatically acknowledge receipt of the request for review or appeal automatically, will conduct the necessary investigation in a constructive, impartial, and timely manner, and provide an answer within 10 working days. The Committee's decision will be final. A record of the complaint, including any subsequent action(s) taken and the decision made, will be maintained by the PM² EU. All information pertaining to the complaint will remain confidential.

Should the PM² EU Certification Reviews & Appeals Committee (CRAC) acknowledge a mistake in a question, the procedure is as follows: the question will be removed from the exam and the candidate's final score will be recalculated on the basis of remaining number of valid questions. The PM² EU Certification Reviews & Appeals Committee (CRAC) is comprised of the following three members:

1. PM² EU Certifications Coordinator
2. PM² EU Expert 1 and Expert 2

Please also note the following:

- Candidates accept the rules of the examination by starting it. Therefore, appeals against the examination rules as published in the exam invitations and communicated at the start of the exam session will result to a negative outcome.
- To safeguard the credibility of the exam and its fairness for future candidates, the wording of the questions and their answers will not be communicated.
- For more information, please visit and review the Appeals and Complaints page.
- For further information, please contact support@pm2.center using "Certification Review & Appeals" as your subject heading.

| PM² EU Certification Review & Appeals Form | | | |
|---|---|---|---|
| General Information | | | |
| Candidate Name: | | Exam Session:<br>(date & time) | |
| E-Voucher or Test ID: | | Exam Score: | |
| Appeal Date: | | Name of Test Supervisor/Proctor: | |
| Reasons for initiating the Review or Appeals Procedure: | | | |
| *<Please clearly explain the decision you wish to contest and detail the grounds on which your request is based, along with any applicable evidence in support of it it.>* | | | |

# PM² EU Q&A

## Introduction

This chapter contains the most Frequently Asked Questions (FAQ) regarding the exam platform and the respective answers.

The Questions and Answers apply only to the exam platform of the PM² EU, which is addressed at anyone wishing to participate in a Certification Exam and acquire a PM² Certification.

For more information about the exam platform, click here.

For information and instructions about claiming your certification equivalence through the PM² Alliance website, click here.


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## Question 1: How do I create an account?

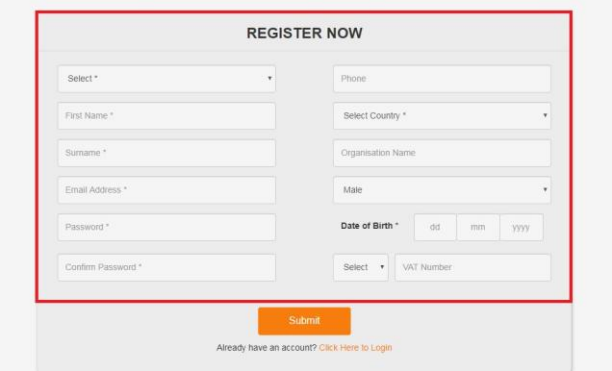
Answer 1: To create an account, you should perform the following steps:

- Open an Internet Browser, load PM² EU and choose Exam Login.

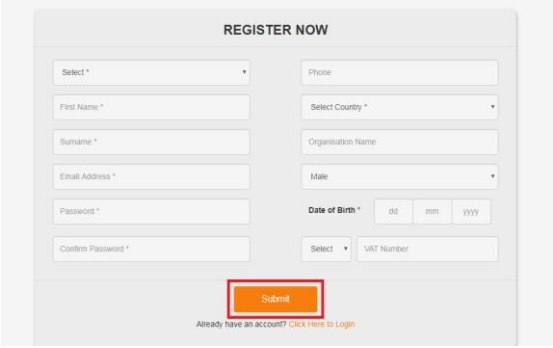
  NOTE: It is suggested that you use the Google Chrome browser.

- Click on Register for free.

- Fill in your personal information (Title*, First Name*, Surname*, Email address*, Password*, Confirm Password*, Phone, Country*, Organisation Name, Gender, Date of Birth*, VAT Number).
  IMPORTANT: All fields with an asterisk must be completed. It is not mandatory to fill in the Organisation Name and the VAT Number, but if this information is included, it will be included on your invoice when it is issued.



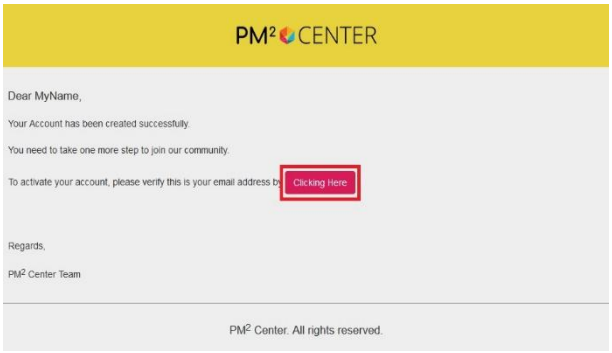

- Click on Submit.




## Question 2: How do I activate my account?

Answer 2: To activate your account, you should perform the following steps:

- You will receive an e-mail asking you to activate your account. Click on Clicking Here.




- You will be redirected to the exam platform.
- After your account is confirmed, you will receive an e-mail informing you that your account has been activated.

- Click on Login.

## Question 3: How do I log in my account?

Answer 3: To log onto your account, you should perform the following steps:

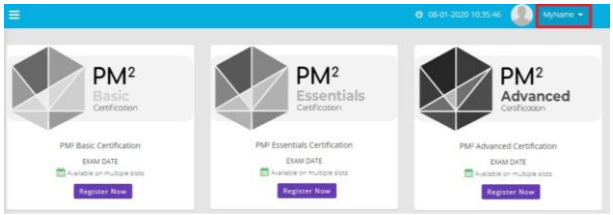
- Open an Internet Browser, load PM² EU and click on Exam Login.
- Fill in your Email and Password.

- Click on Login.

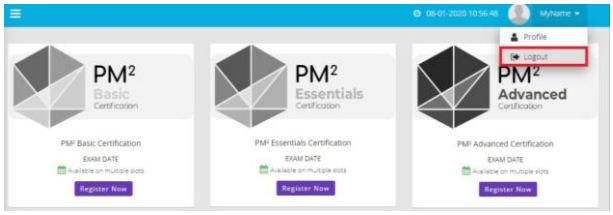
## Question 4: How do I log out?

Answer 4: To log out, you should perform the following steps:

- Click on your name at the top right of your web page.



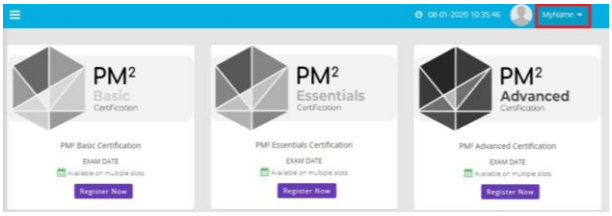

- Click on Logout.



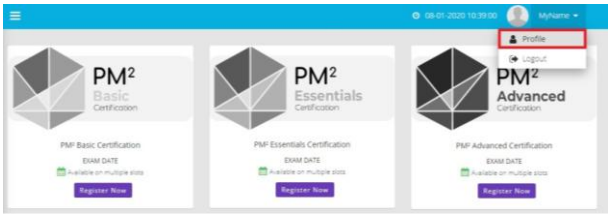

## Question 5: How do I change my General or Contact Info?

Answer 5: To change your general or contact info, you should perform the following steps:

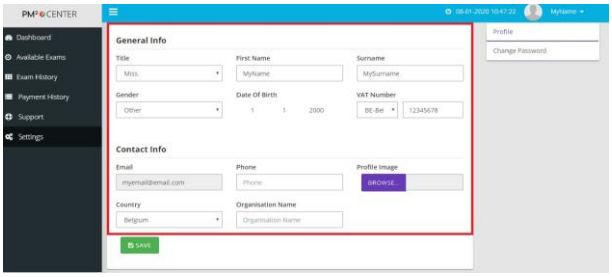
- Click on your name in the top right of the web page.



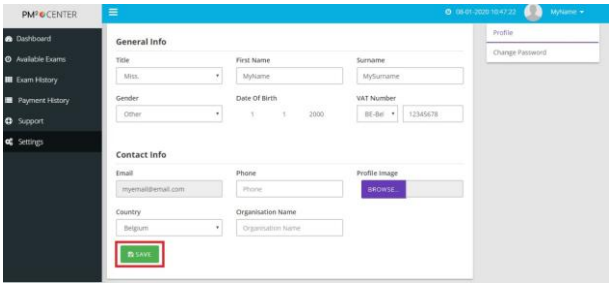

- Click on Profile.




- Change the General Info (Title, First Name, Surname, Gender, Date of Birth, VAT Number), or Contact Info (Email, Phone, Profile Image, Country, Organisation Name) that you want in the respective fields.



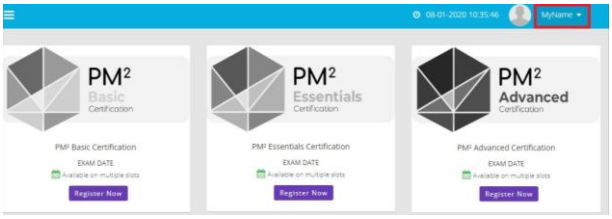

- Click on Save.



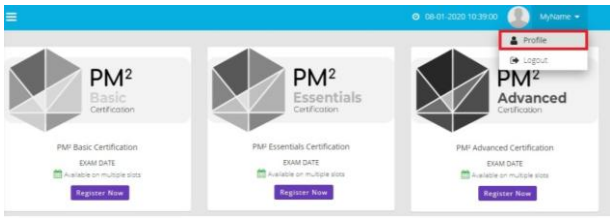

## Question 6: How do I change my password?

Answer 6: To change your password, you should perform the following steps:

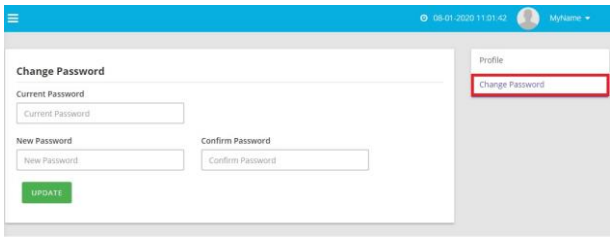
- Click on your name in the top right of the web page.



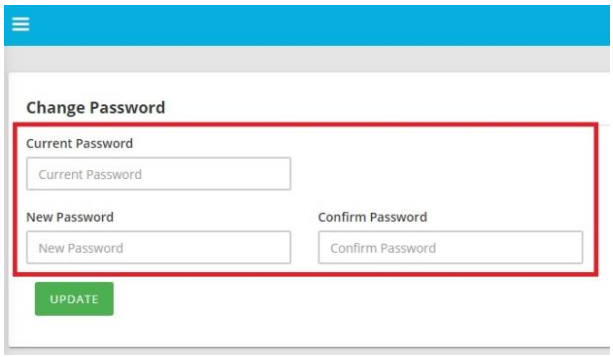
- Click on **Profile**.



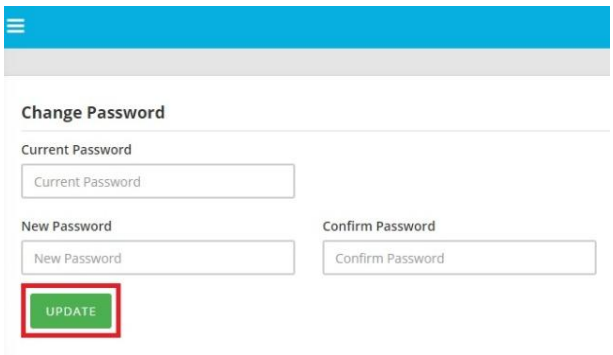

- Click on **Change Password**.




- Fill in your **Current** and your **New Password** and **Confirm** the **New Password** in the respective fields.

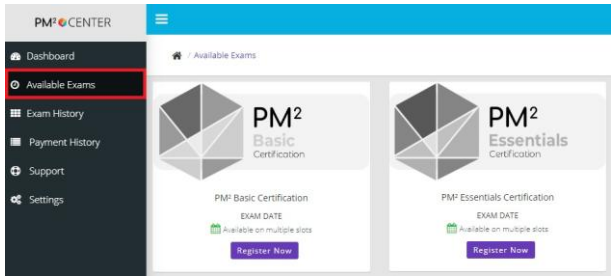



- Click on **UPDATE**.



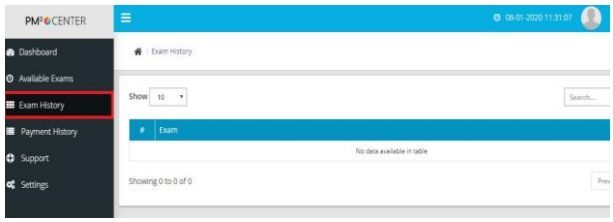

## Question 7: How do I view the available exams?

Answer 7: To view available exams, click on **Available Exams** on the left side of your web page.



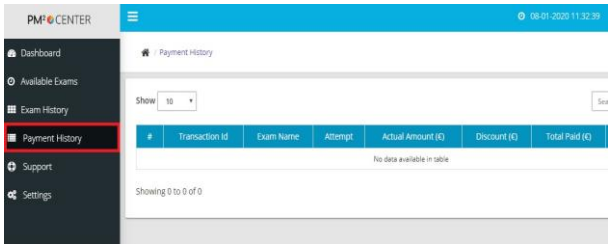

## Question 8: How do I view my exam history?

Answer 8: To view your exam history, click on **Exam History** on the left side of your web page.




## Question 9: How do I view my payment history?

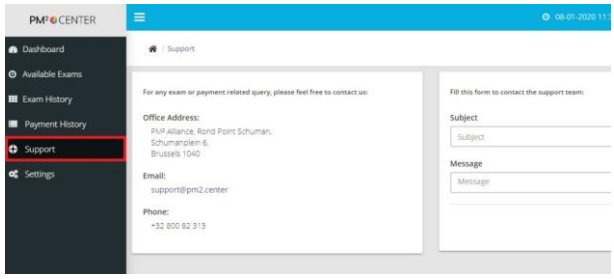
Answer 9: To view your payment history, click on **Payment History** on the left side of your web page.



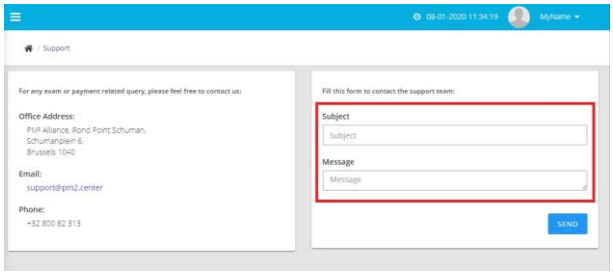

## Question 10: How can I get support?

Answer 10: To get support, you must either contact support@pm2.center or perform the following steps:

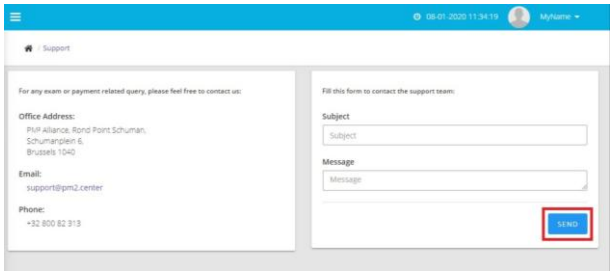
- Click on **Support** on the left side of your web page.




- Type your **Subject** and your **Message** in the respective fields.



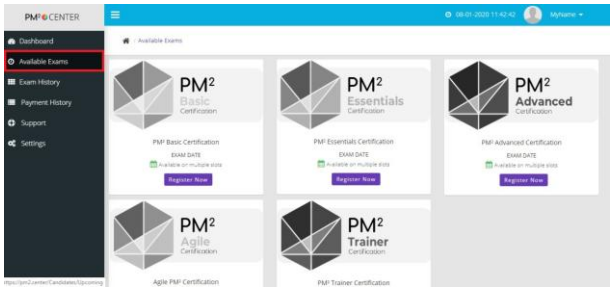
- Click on Send.



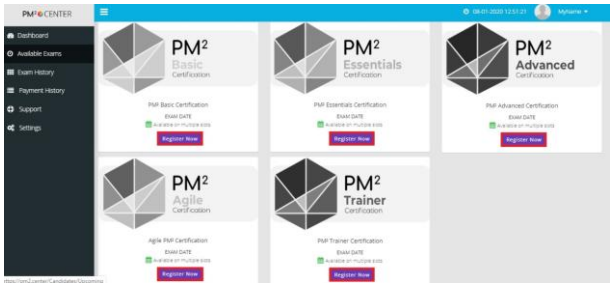
## Question 11: How do I make a payment?

Answer 11: To make a payment, you should perform the following steps:

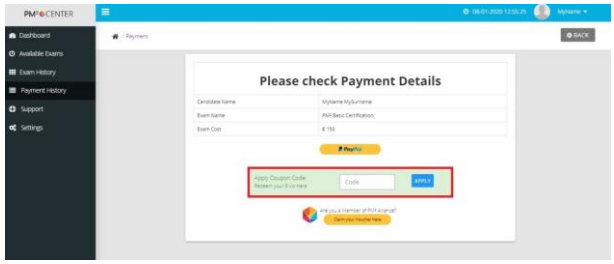
- Click on Available Exams on the left side of your web page.



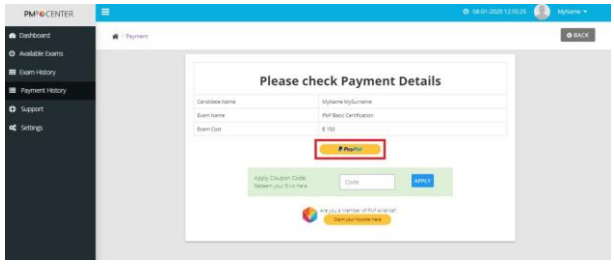
- Click on Register Now for the particular exam you want to take.



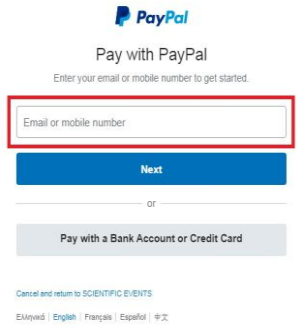
- If you want to use a Coupon Code, type it into the respective field and click on APPLY.



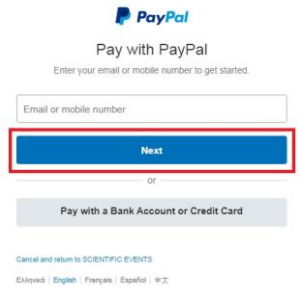
- Click on PayPal.



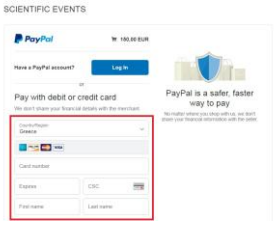
- If you want to pay with PayPal:
  1. Enter your email or mobile phone in the respective field.



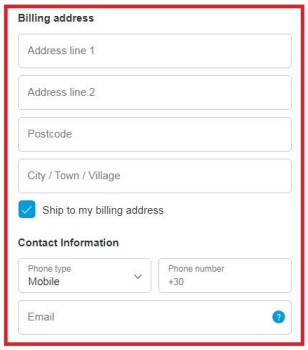

  2. Click on Next.




  3. Fill in your credit or debit card details (Country/Region, Card number, Expiration date, CSC, First name, Last name) in the respective fields.

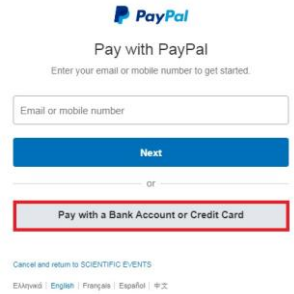



4. Fill in your billing address and contact information in the respective fields.




5. Choose whether you would like to create a PayPal account or not and click on Pay Now.

- If you want to pay with a Bank Account or Credit Card:
  1. Click on Pay with a Bank Account or Credit Card.

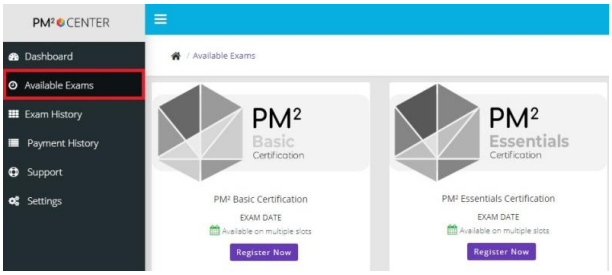



  2. Follow the procedure described above in payment with PayPal.

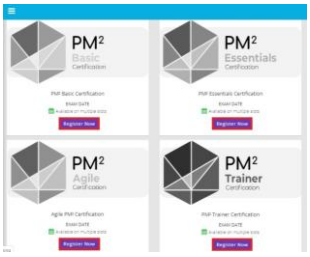
## Question 12: How do I request a voucher?

Answer 12: To request a voucher, you should perform the following steps:

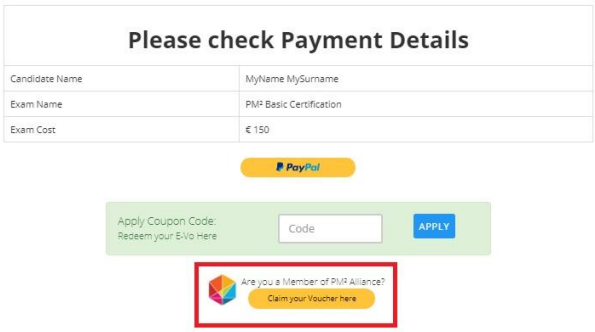
- Click on Available Exams on the left side of your web page.



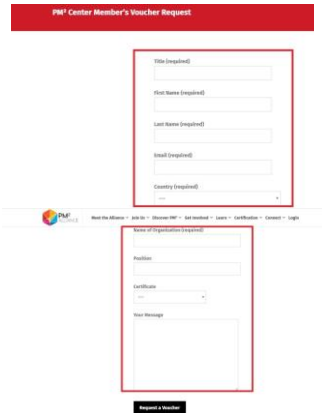

- Click on Register Now for the particular exam you want to take.




- Click on Claim your voucher here.




- Fill in the information requested (Title, First Name, Last Name, Email, Country, Name of Organization, Position, Certificate, Your Message) in the respective fields.



- Click on Request a Voucher.

## Question 13: What are the available Exam dates and times?

Answer 13: Exam slots are conducted on working days, except for the PM² Basic Certification Exam, to which you may participate at any date and time.
You can find available Exam slots up to one month in advance.
You may request a personal slot to be created by contacting support@pm2.center at least one week in advance.
Please find below the standard slots for each Certification Exam:

- PM² Basic: Available at any date and time
- PM² Agile: 12:30 PM – 01:10 PM
- PM² Essentials: 08:00 AM – 09:00 AM, 11:30 AM – 12:30 PM, 01:30 PM – 02:30 PM
- PM² Advanced: 10:30 AM – 11:30 AM, 12:30 PM – 01:30 PM, 06:00 PM – 07:00 PM
- PM² Trainer: 01:30 PM – 02:10 PM

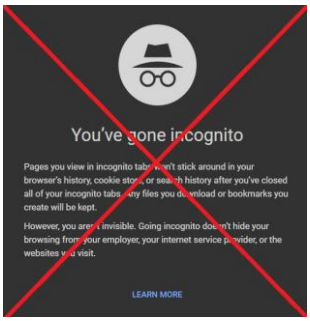
## Question 14: How do I participate in an exam?

Answer 14: To participate in an exam, you should perform the following steps:

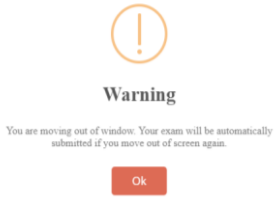
- IMPORTANT:

1. To take the exam, you must take and upload a clear picture of your face and some proof of identity (accepted documents: National ID card, Passport, Driving license, Employer identification card in English, Academic ID). You therefore need to have a camera, to allow your browser access to your camera, and to ensure that your space is well-lit.
2. The Google Chrome browser should be used.

3. The exam should not be taken in incognito/private mode.

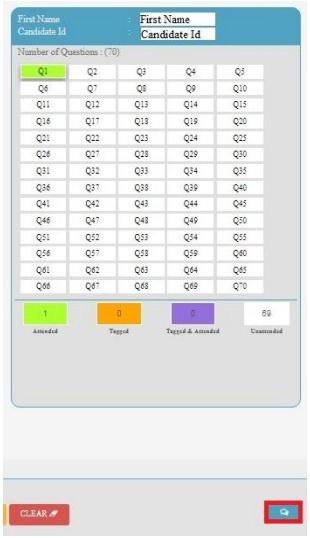



4. Make sure you start the Exam on time. The system is automated, and your exam will be submitted automatically when your time slot ends.
5. Please do not try to minimize or move out of the exam window screen. Your exam will be submitted automatically after a warning. You will not be able to retake the exam.

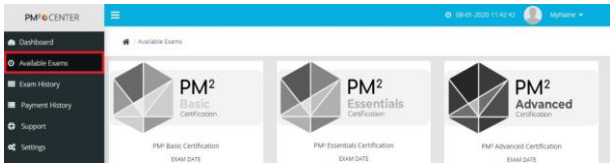



6. Please do not press any shortcut keys (CTRL+C, CTRL+V, etc) or the Windows key. Your exam will be submitted automatically after a warning. You will not be able to retake the exam.

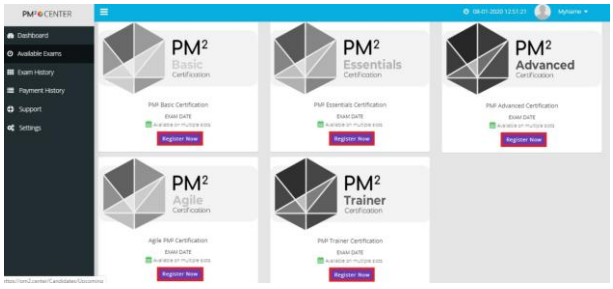
7. If your connection is interrupted for any reason during the examination, please contact us by email (support@pm2.center) explaining the circumstances. We will review your case and provide you with a voucher to retake the exam if we find your explanation satisfactory.
8. Should you have any other issue, you can send a message to your invigilator by clicking on the Chat icon in the bottom right corner of the screen.



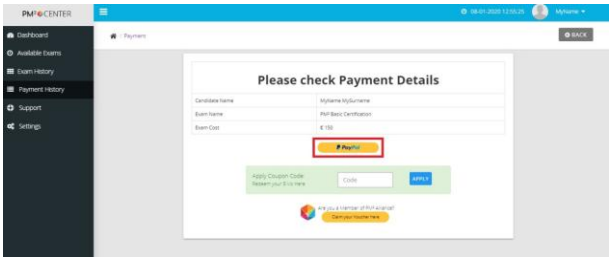

- Click on Available Exams on the left side of your web page.



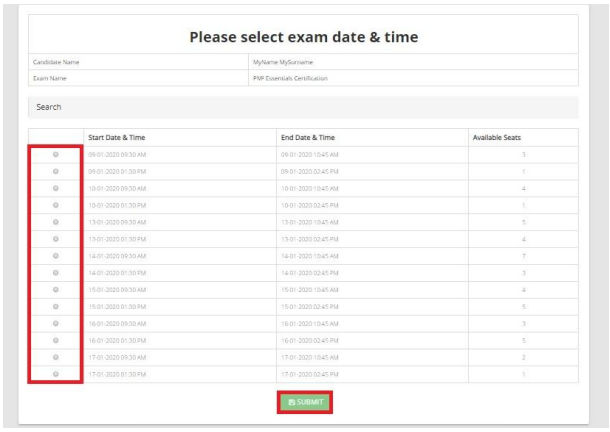

- Click on Register Now for the particular exam you want to take.




- Click on PayPal and follow the procedure described above in payment chapter or apply your Voucher.




- Select the date and time for the exam by selecting the option that suits you from the list and clicking on SUBMIT.
  NOTE: You can book an exam date up to one month ahead.




- Position your face in the center of the frame and take a clear picture by clicking on Capture. If you are not satisfied with the picture, you can try again. Once you are ready, click on Next.

- Place a valid Identification Card (accepted documents: National ID card, Passport, Driving license, Employer identification card in English, Academic ID in the center of the frame and take a clear picture of it by clicking on Capture. If you are not satisfied with the picture, you can try again.

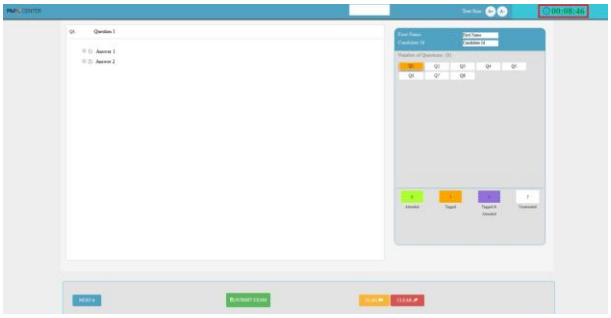
- You can also upload a picture of your Identification Card by clicking on Select file.

- Click on Next once you are ready.

- Read the examination instructions carefully. When you are ready, click on I have read the Instructions.

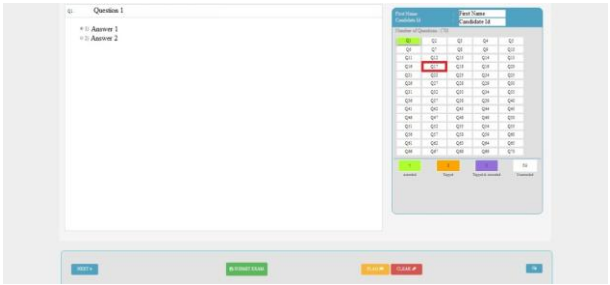
- You can change the size of the text by clicking on A+ if you want it bigger or A- if you want it smaller. Both icons appear in the top right of your web page.

- You can view the time remaining until the end of the exam in the top right of your web page.



- Answer the question and click on Next. The question you answered will be marked as Attended.

- NOTE: It is not mandatory to answer all the questions in turn. You can navigate from question to question and answer them in any order you want. You can view and answer any question by clicking on the corresponding number in the table on the right side of your screen.



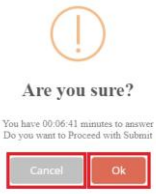
- If you want to change your answer, click on Clear.

- If you find the content of a question to be incorrect, click on Flag to mark it as Tagged.

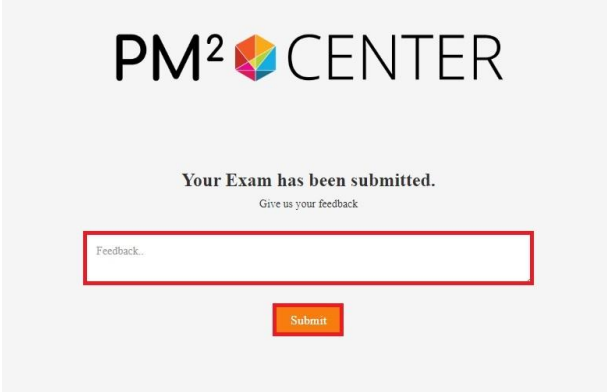
- You can still answer the question that seems incorrect, in which case it will be marked as Tagged & Attended.

- Once you have completed the exam, click on Submit Exam.

- When you click on Submit Exam, a warning will appear on your screen showing you how much time remains and asking if you are sure you want to submit. Should you want to return to the exam, click on Cancel. If you want to continue with the submission, click on Ok.

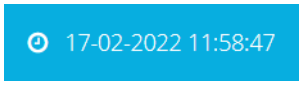



- When you submit your exam, you will be asked to provide feedback. Write your comments in the corresponding box and click on Submit.




## Question 15: What is the Time Zone of my Exam?

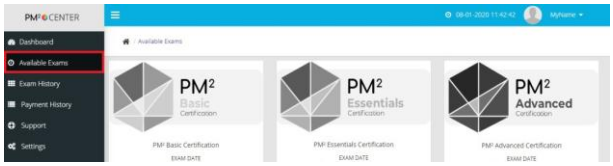
Answer 15: All Exam slots are conducted at the CET Time Zone (Brussels Time). Time is displayed on the top right corner of your account accordingly.



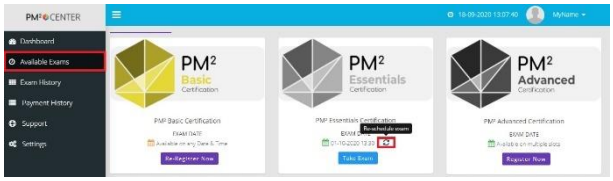

## Question 16: How can I re-schedule my Exam?

Answer 16: To view re-schedule your Exam, you should perform the following steps:

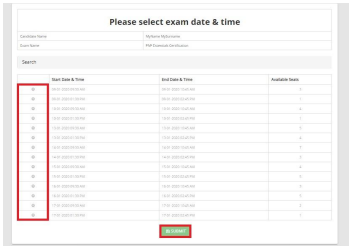
- Click on Available Exams that appears on the left side of your web page.




- Click on the Re-schedule exam icon on the particular exam you wish to re-schedule.



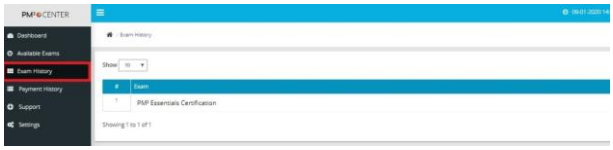
- Select a new slot from the list.
- Click on SUBMIT.



## Question 17: How do I view my exam's results?

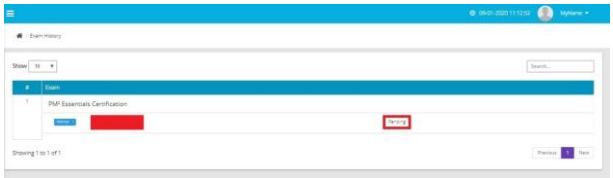
Answer 17: To view your exam's results, you should perform the following steps:

- Click on Exam History on the left side of your web page.

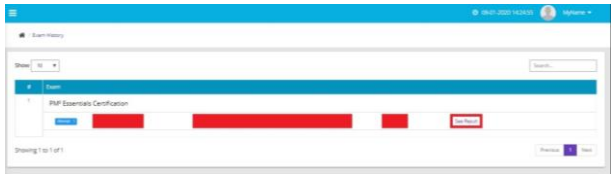


- Click on the particular exam whose results you want to view.

- If the results are marked Pending, your exam is still under review.
  NOTE: It may take up to 2 working days for the Examination Committee to match your identification details and review your exam.



- If your exam has already been corrected, click on See Result to view all the results in detail (Score, Total questions, Questions attended, Marks, Start time, End time, Correct, Wrong and Unattended questions).



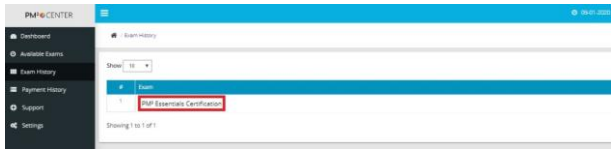
- NOTE: There are three possible results:
  1. Pass, when you have passed the exam.
  2. Fail, when you have failed the exam.
  3. Disqualified, when you did something that is forbidden (e.g. minimize or move out of the exam window screen, press a shortcut key (CTRL+C, CTRL+V, etc) or the Windows key).

## Question 18: How do I view my certificate?

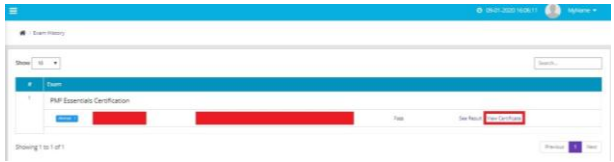
Answer 18: There are three ways to view your certificate:

- 1st Way:
  1. Click on Exam History on the left side of the web page.

  2. Click on the particular exam whose certificate you want to view.

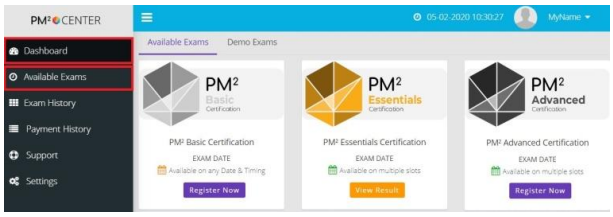


  3. Click on View Certificate.

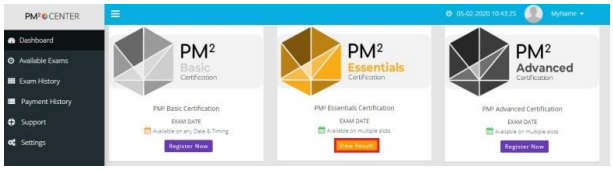


  4. You will be redirected to a web page where you can view your certificate.

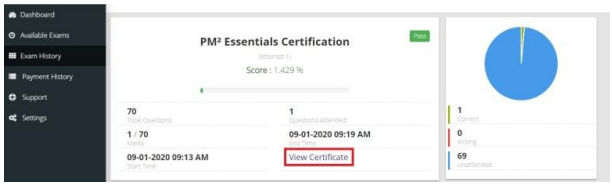
- 2nd Way:
  1. Click on Dashboard or on Available Exams.




  2. Click on View Result for the particular exam whose certificate you want to view.

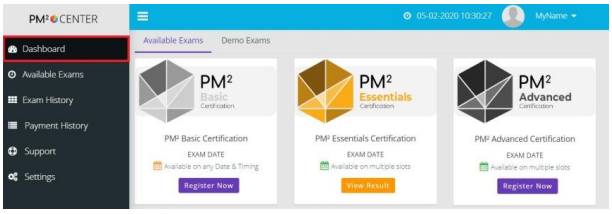



  3. Click on View Certificate.




  4. You will be redirected to a web page where you can view your certificate.

- 3rd Way:
  1. Click on Dashboard.




  2. Scroll down to the bottom of the web page.
  3. Click on View Certificate for the particular exam whose certificate you want to view.

  4. You will be redirected to a web page where you can view your certificate.

### Question 19: What is my Issue Date and where can I find it?

Answer 19: Your Issue Date is the date on which your certification was issued. It appears on the top left of your certificate.

Question 20: What is my re-evaluation date and where can I find it?

Answer 20: Some certificates **expire** and require re-evaluation, so the **re-evaluation date** is the date by which you need to **re-take the exam**. It appears on the left of your certificate.
**NOTE: Not all** certificates **expire**. If your certificate does not include a re-evaluation date, it means no re-evaluation is required.

Question 21: Can the re-evaluation exam be taken for free?

Answer 21: The re-evaluation exam is **free**, so you do not need to pay to participate.

Question 22: What is my Credential ID and where can I find it?

Answer 22: Your **Credential ID** is your **certification number** and it appears on the left of your certificate.

Question 23: What is my Credential URL and where can I find it?

Answer 23: Your **Credential URL** is the **link** to your certificate. You can find it through the exam platform by clicking on **Exam History**, then the **name** of the corresponding certificate, and then choosing **View Certificate**.

Question 24: What is my QR Code and where can I find it?

Answer 24: QR is short for **Quick Response**. In general, QR codes are used to transfer information from transitory media to your cell phone. To ensure the validity of our PM² Certificates, we give each a unique QR Code. You can **scan** your **QR Code,** and a notification will appear on your screen. Click on the link and you will be redirected to a webpage displaying your Certificate. Your QR Code appears on the left of your certificate.

## Question 25: How do I save my certificate?

Answer 25: To save your certificate, you should perform the following steps:
NOTE: You must log into your account to save and/or share your certificate. If you are not logged in, you can only view it.

- View your certificate in one of the three ways described in Question 15 above.

- If you want to save your certificate as a pdf, click on PDF.

- If you want to save your certificate as an image, click on Image.

## Question 26: How do I share my certificate on social media platforms?

Answer 26: To share your certificate on social media platforms, you must perform the following steps:

- View your certificate in one of the three ways described in Question 15.

- Click on Share and the corresponding logo to share your certificate on social media platforms (Facebook, Twitter and/or LinkedIn).

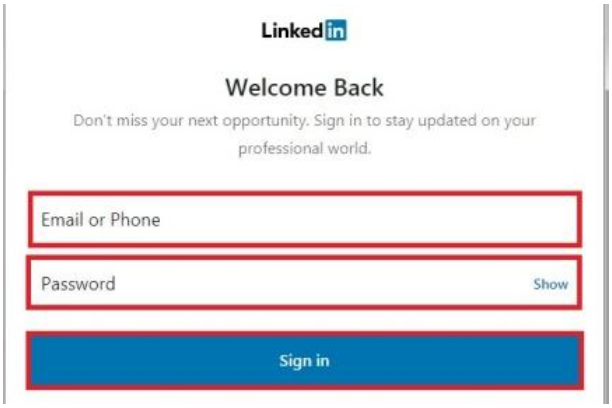
## Question 27: How do I share my certificate on LinkedIn?

Answer 27: To share your certificate on LinkedIn, you must perform the following steps:

- View your certificate in one of the three ways described in Question 15.

- Click on Share and the corresponding logo to share your certificate on LinkedIn.

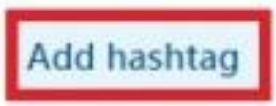
- If you are not signed into your account, you will be redirected to LinkedIn's sign-in page. Type your account's Email or Phone and Password and click on Sign in.




- If you want to share your certificate in a post, you need to perform the following steps:
  1. Click on Share in a post.

  2. Write your comments in the corresponding field.

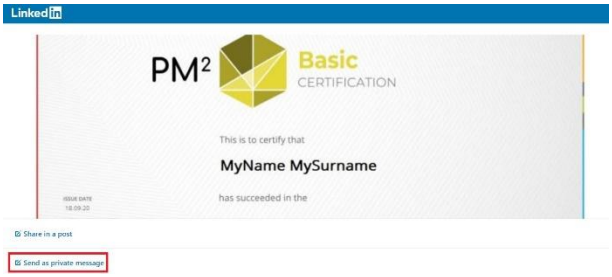
  3. Help the right people see your post by adding the appropriate hashtags: click on Add hashtag and type the hashtag.



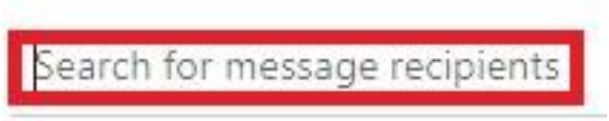

  4. If you want to upload an image, video or text along with your post, click on the corresponding icon and attach the file.

  5. When your post is ready, click on Post.

- If you want to share your certificate in a private message, you need to perform the following steps:
  1. Click on Send as private message.




  2. Type the name of the recipient you wish to send your certificate to in the Search for message recipients field.



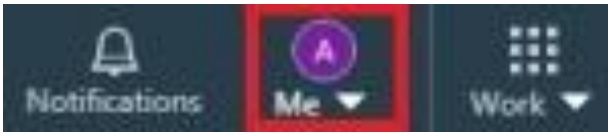

  3. Write the content of your message in the corresponding field.

  4. Click on Send.

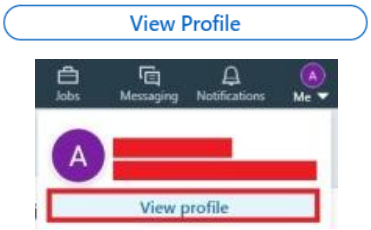
Question 28: How do I add my certificate to LinkedIn as accreditation?

Answer 28: To add your certificate to LinkedIn as accreditation, you must perform the following steps:

- Click on the Me icon at the top of your LinkedIn homepage.



- Click on View Profile.




- If you have previously added a certificate, scroll down to the Licenses and Certifications section and click on Add.
- If you have never added a certificate, you need to perform the following steps:
  1. Click on Add profile section in the right rail to add a Licenses and Certifications section.

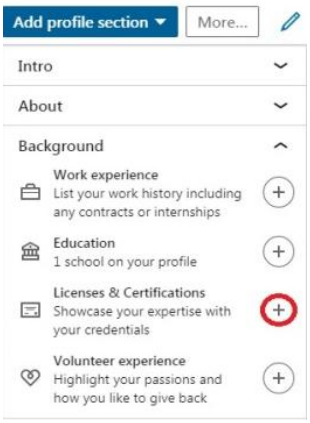
  2. Click on Background.

Click on the Add icon next to Licenses and Certifications.

If your certificate does not expire, tick the box next to This credential does not expire.

If your certificate expires, select the corresponding month and year, which can be found on the left of your certificate under the title Re-evaluation date.

- Select the month and year of your certificate's issue date, which can be found on the left of your certificate.




- Fill in the name of your certificate, which can be found at the top of it.

- Fill in the Issuing Organization (PM² Alliance). NOTE: Be careful to type PM² not PM2.

- Fill in your certificate's Credential ID in the corresponding field. This ID can be found on the left of your certificate under the title Certification number.

- Copy and paste your certificate's Credential URL, which is the link to your certificate. You can find it through the PM² Center website, by clicking on Exam History, then the name of the

corresponding certificate, and then choosing View Certificate.

- Once you have completed the entire process, click on Save.

Did you find your answer here?

If not, you can always contact the PM² EU Support Teams!!!

For all exam related information, please contact support@pm2.center.

# PM² Alliance Code of Ethics & Professional Conduct

The PM² Alliance was founded by project management professionals committed to professional excellence and a common vision: sharing the benefits of the PM² Methodology with the world.

The PM² Mindsets and the PM² Alliance Code of Ethics seeks to inspire PM² Certification holders, volunteers, members and affiliates and help them maintain the highest ethical and professional standards. Comprised of aspirational principles rather than a set of standards that are enforced on them, the PM² Alliance Code of Ethics promotes professional excellence through ethical criteria that transcend typical professional and legal obligations.

Encouraging ethical decision-making and conduct, it aims both to complement organisational policies and practices and to facilitate their application. Most importantly of all, the Code of Ethics reflects a consensus on the importance of "doing the right thing" and behaving responsibly towards stakeholders and society.

The Code of Ethics should be adhered to by everyone who works with the PM² Alliance, as well as by the people and organisations that are certified by it.

## Key Principles

1. **Commitment to Stakeholders:** We keep stakeholders' best interests in the forefront of our minds. We are willing to do the best we can to serve their interests and objectives, to protect their personal integrity, and to ensure their personal safety and security, individual growth and financial welfare.
2. **Commitment to Excellence:** We endeavor to identify and follow best professional practices and commit to continually improve our knowledge and skills in order to do so.
3. **Respect:** We respect cultural, political and economic diversity: our relations, transactions and practices with stakeholders rely on it.
4. **Transparency and Truthfulness:** We cultivate openness and disclose information appropriately to facilitate professional efficiency and promote trusting, mutually beneficial, sustainable relationships with stakeholders.
5. **Trustworthiness and Accountability:** We deliver what we promise and take ownership of and responsibility for the results.
6. **Integrity:** We apply the principles laid out in this code consistently and will not compromise some in favour of others.
7. **Social Responsibility:** We are aware of our impact on the community and aim to promote a socially, economically and environmentally sustainable environment.

## Ethics and Best Practices

The standard of conduct that reflects the above principles could contain, but need not be limited to, the following best practices:

### Commitment to Stakeholders

1. We take care to identify stakeholders' expectations and needs as they change over the duration of the project.
2. We identify and protect stakeholders' best interest from a professional, legal and ethical point of view.
3. We address and consolidate stakeholders' diverse needs, proposing appropriate solutions that accommodate those needs.

4. We apply fair billing procedures and provide honest and accurate progress reports.
5. We endeavour to bring results of the highest value for stakeholders and care for both the quality and sustainability of the results.

### Commitment to Excellence

6. We strive for the best results possible, applying solutions that meet stakeholders' needs while maximising the use of available resources.
7. We ensure a healthy and safe working environment, applying the highest health and safety standards.
8. We commit to maintaining and developing our professional competence through relevant lifelong learning.
9. We do not require or permit people under our control and supervision to engage in projects that exceed their competence, as this is defined by their education, training, certification status, and experience.
10. We ensure that our business partners also apply the above standards.

### Respect

11. We do not discriminate based on race, sex, gender, sexual orientation, age, culture, religion, national origin, disability, social status, economic status etc.
12. We do not abuse our power in any way and do not engage in harassment, sexual or otherwise. We take precautions to ensure abuses of power and harassment do not take place.
13. We respect the cultural values and customs of others to the extent that these do not violate the ethical principles set out here and are not contrary to the projects' goals.
14. We manage conflicts stemming from social and cultural differences with cultural sensitivity.
15. We respect others' contributions, compensate them fairly, and acknowledge their contributions in front of others.

### Transparency and Truthfulness

16. We encourage stakeholders to express their expectations, needs and other considerations freely.
17. We protect stakeholders' rights and privacy as required by legal and ethical considerations and explain any limitations on confidentiality.
18. We respect confidentiality and only disclose and/or discuss confidential information with people who are entitled to the information.
19. We provide stakeholders with the information they need to make well-informed decisions and to participate productively in the project.

### Trustworthiness and Accountability

20. We are committed to delivering what we promise.
21. We set realistic goals, exercise regular cost and quality controls, and take appropriate corrective actions when needed.
22. We provide reasonable notice if we cannot meet our professional obligations, either permanently or temporarily.

23. We recruit the most suitable people and business partners for a project and support them with the knowledge, equipment and methodology needed to deliver the desired results.

24. We maintain accurate and timely records and take measures to protect the confidentiality and security of these records, access to which shall be permitted to the extent that it is legally authorised or required.

## Integrity

25. We fully comply with any home and host country laws and regulations which are applicable

26. We are honest about our professional qualifications, which include our education, training, competence, credentials and experience.

27. We uphold and promote high ethical standards. We remain on our guard against all forms of bias, even when we are working in association with companies, corporations, institutions or governments whose practices or policies are morally deficient.

28. If there is evidence that the law or professional and ethical standards have been violated, we react immediately to protect the stakeholders, either working collaboratively with the persons involved to resolve the situation or, if necessary, formally reporting the person who committed the violation to the appropriate internal or external authorities, regulatory bodies or associations.

29. We identify and appropriately handle potential conflicts of interest, either by avoiding them or disclosing them to the affected parties.

## Social Responsibility

30. We endeavour to create sustainable and mutually beneficial relationships with stakeholders, which are respectful of economic, social, and environmental concerns.

31. We foster awareness of any harmful project-related environmental and social impacts and strive to minimise them.

32. We consider a project's environmental, economic, and social impacts and prepare for them in both project design and management.

33. We solicit community input and utilise local experts, resources, goods and services when appropriate to optimise the social and environmental outcomes.

34. We maximise the use of available resources and search for and apply solutions that minimise environment costs.

35. We are interested in achieving long-term results that ensure sustainable development.

The PM² Alliance carries the torch of the Open PM² vision, promotes and evolves PM², and takes it to places "where no PM² has gone before". It brings the Open PM² community together, connecting PM² practitioners, trainers, experts and project managers from all over Europe and works with other Institutions and organisations in promoting better project management in Europe.

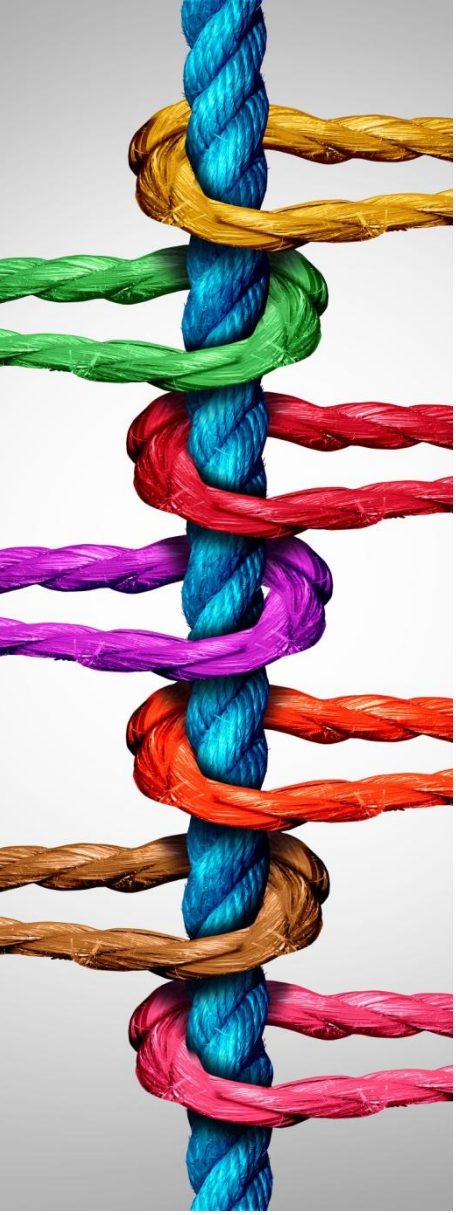
Together we agree that the time has matured for the adoption of a common project language, a common project methodology.

# ONE METHODOLOGY - ONE COMMUNITY

*Member-driven and volunteer-led, the PM² Alliance is an international, not-for-profit organisation. Founded by PM² practitioners, the Alliance brings together individuals from institutions, companies and the academia to inspire dialogue, share resources, and address the field's challenges while promoting the wider adoption of the PM² Methodology.*

We believe that the future of project management depends on the community of project managers working together, and that the PM² Alliance has a crucial role to play in enabling the sharing of knowledge and experiences and fostering appreciation of PM² as a common, open and free methodology for Europe – and beyond.

The association supports the professional growth of its members by providing opportunities for lifelong learning, career development, and professional networking. The PM² Alliance offers volunteer opportunities for members and non-members alike. The community has a direct and critical impact on PM² Alliance's governance (as with the methodology's development) as volunteers also serve on the PM² Alliance's Council.



# THE PM² ALLIANCE:

DEVELOPS AND FOSTERS

*excellence in Project Management*

GENERATES

*new ideas for a continual enhancement of project management mindsets and practices*

CREATES AND DISSEMINATES

*knowledge throughout its network*

PROVIDES BENCHMARKING

*tools for assessment and accreditation systems*

EDUCATES

*through a series of learning and development activities that foster learning and self-improvement*

INFLUENCES

*international governmental and non-governmental organisations through advocacy and lobbying*

BUILTS LINKS

*bringing peers together to exchange on latest developments and network*

PROMOTES

*the wider adoption of the PM² Methodology*

Towards better Project Management in Europe and beyond

# PM² ALLIANCE

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