



Certified Professional  
**NARI**

# **NARI Certified Remodeling Project Manager Program Manual and Application**

**Use to prepare and apply for the CRPM Certification**



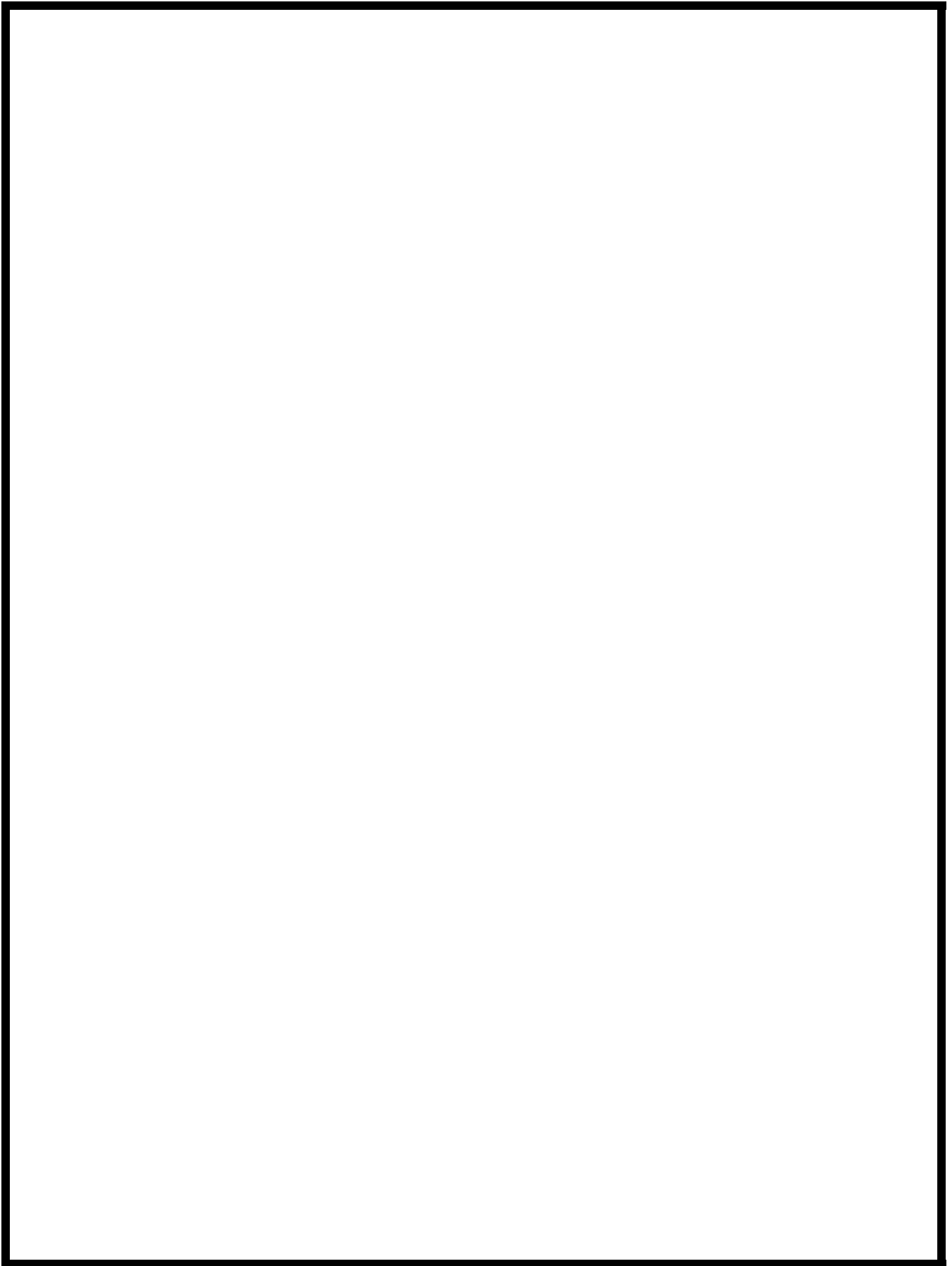
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**NATIONAL ASSOCIATION OF THE REMODELING INDUSTRY**





## NARI Certified Remodeling Project Manager (CRPM) Program



**Welcome**, and congratulations on taking the first step toward earning the Certified Remodeling Project Manager (CRPM) designation. The National Association of the Remodeling Industry (NARI) has established the Certified Remodeling Project Manager (CRPM) designation to promote the highest standards of remodeling through credentialing of remodeling professionals. By choosing to review this handbook, you have taken the first step toward joining those who will distinguish themselves by earning the CRPM.

This handbook summarizes key aspects of the CRPM program, and is intended to help you understand the process of certification and recertification when the time comes. The handbook is a useful reference as you:

- Make your decision whether to pursue the CRPM certification
- Develop your course of study to prepare for the exam
- Determine how to meet the eligibility requirements of the CRPM
- Complete the CRPM application
- Prepare to retake the CRPM exam if required
- Seek to maintain the CRPM

The Certified Remodeling Project Manager program reflects the current state of the industry and strives to be current with accepted business and project management practices as well as reflect how those practices apply in remodeling. No single printed document can address every potential question, process, policy detail, or future change. You are encouraged to use this handbook, as well as information provided by NARI's certification staff, who may be contacted at (847) 298-9200 or [certification@nari.org](mailto:certification@nari.org).



## THE NARI CERTIFICATION BOARD

The NARI Certification Board, the certifying agency of the National Association of the Remodeling Industry, is responsible for the governance of the CRPM program, and all policy and standards related to the CRPM designation. This program is administered by the NARI staff, which implements the policies. This structure allows the NARI Certification Board to maintain integrity concerning policy matters related to certification.

The NARI Certification Board issues certifications to individuals who successfully meet its standards. These individuals may present themselves to the public as Certified Remodeling Project Managers.

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## WHAT IS THE PURPOSE OF THE CRPM DESIGNATION?

The purpose of the CRPM certification program is to:

- Establish the body of knowledge for Remodeling Project Managers
- Assess the level of knowledge demonstrated by Certified Remodeling Project Managers in a valid and reliable manner
- Encourage professional growth in the field of remodeling
- Increase the level of professionalism in how remodeling projects are managed to drive end-customer satisfaction and profitability of remodeling projects.
- Formally recognize individuals who meet the requirements set by the NARI Certification Board
- Serve the public by encouraging quality remodeling practices

The NARI Certification Board, with assistance and advice from professionals in relevant fields, has developed a credential that will recognize an accepted level of expertise in the profession with the goal of improving professional standards in remodeling; however, no certification program can guarantee professional competence. In addition, given the frequent changes in recommended practice and technology, the NARI Certification Board cannot warrant that the test materials will at all times reflect the most current state of the art. The NARI Certification Board welcomes constructive comments and suggestions from the public and profession.

## WHAT ARE THE BENEFITS OF CERTIFICATION?

Benefits For Remodeling Project Managers	Benefits For Employers
<ul style="list-style-type: none"> <li>• Verification of your knowledge by an independent organization – a way to prove that you have the knowledge needed for the job</li> <li>• Professional growth and development through the knowledge learned while preparing to take the CRPM exam</li> <li>• Enhanced job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased productivity and professionalism</li> <li>• Less training time needed to bring employees “up to speed”</li> <li>• Competitive advantage in promoting services to clients</li> </ul>

## WHO IS A CERTIFIED REMODELING PROJECT MANAGER?

This designation includes remodelers with knowledge and skills in remodeling project management. Holders of this designation may be found in the following roles within the industry:

- Managers of whole house renovation
- Managers of multiple concurrent remodeling projects
- Managers of kitchen or bathroom remodels



NARI Certified Remodeling Project Manager (CRPM) Program  
Individuals with the CRPM designation are recognized as experienced remodelers with skills and knowledge in all aspects of remodeling project management and have agreed to uphold the “NARI Code of Ethics” and “Standards of Practice” (available from: <http://www.nari.org/about/ethics/> and <http://www.nari.org/about/standards/> respectively).

## **WHY & HOW NARI DEVELOPED THE CRPM**

By 2005 it became apparent that the way remodelers were managing their projects was changing. While the lead carpenter concept was still very prevalent, the professional project manager was being seen as a viable option to project management. In many instances the project manager was responsible for multiple concurrent projects.

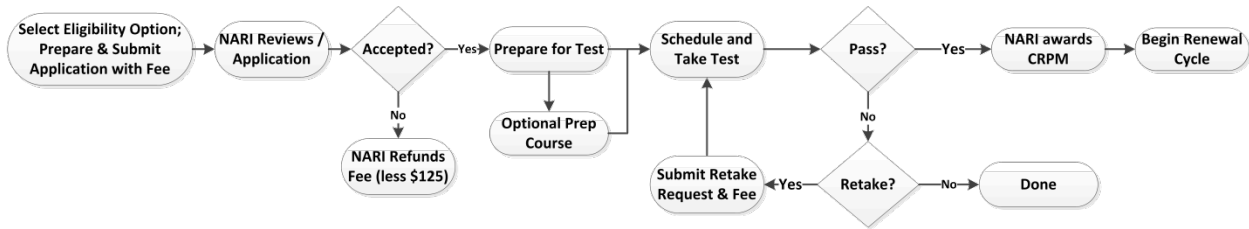
The NARI Certification Board conducted a membership survey to determine the viability of a certification program that would help to professionalize this emerging role in the industry. The results of this poll were overwhelming in favor of creating this program. So in 2010, the NARI Certification Board commissioned the development effort for the CRPM certification.

To develop the CRPM certification, NARI combined the knowledge of its membership by forming a committee of subject experts with the skills and resources of a professional product development firm with strong experience in project management, Sutton Enterprises Inc. NARI also leveraged the solid foundation of the existing knowledge and research on overall project management from the Project Management Institute (PMI), focusing on parts that apply the most to remodeling and translating the best practices to the remodeling industry.



## THE CERTIFICATION PROCESS

To become certified, you will follow a straightforward process shown in Figure 1 below.



**Figure 1 NARI's Certification Process**

The application can be found at the end of this document or downloaded from the NARI website, [www.nari.org](http://www.nari.org). NARI representatives are available to help you with any questions during the application process:

Email: [certification@nari.org](mailto:certification@nari.org)

Phone: (847) 298-9200



## Who can take the test?

NARI Certified remodeling Project Managers (CRPMs) are the field personnel who oversee every aspect of the project: customer satisfaction, personnel management, administration, etc. while working on the project or projects.

To qualify for the CRPM designation, applicants must meet the following:

- Be employed by or own a firm primarily engaged in remodeling that operates in compliance with the NARI Code of Ethics and Standards of Practice
- Completed at least 16 hours of continuing education directly related to developing project management skills and knowledge
- Successfully completed a comprehensive application that details your background and experience
- Meet *one* of the follow three requirements:
  1. Five (5) years continuous experience in the remodeling industry (any role) **AND** Three (3) years as a remodeling project manager.

**Or**

  2. Four (4) years continuous experience in the remodeling industry (any role) **AND** Three (3) years of experience as a remodeling project manager **AND** Four (4) or more year degree in Construction, Project Management, Business Management, or a construction related field

**Or**

  3. Three (3) years of continuous experience in remodeling (any role) **AND** One (1) year of experience as a remodeling project manager **AND** Achieved either the Certified Associate in Project Management (CAPM<sup>®</sup>) or Project Management Professional (PMP<sup>®</sup>) credential through the Project Management Institute (PMI)
- Receive NARI's approval of the application
- Successfully complete a written examination (in one sitting) that covers the six CRPM knowledge domains: project planning, communications, project cost management, quality assurance, recordkeeping, and risk management.

The CRPM application documents your qualifying experience, technical competence, professional development activities, and attestation to uphold NARI's Code of Ethics. All experience and coursework must be completed at the time the application is submitted, which is generally no less than one month prior to your requested exam date.

## How much does it cost?

A fee of \$495 (member rate) or \$695 (non-member rate) total must accompany the application, including a nonrefundable fee of \$125 for application processing. This \$125



NARI Certified Remodeling Project Manager (CRPM) Program charge is incurred upon receipt of your application by NARI. If for some reason you fail to meet the eligibility requirements at the time of application, your application and documentation will be returned to you. Your fee will be refunded, less the \$125 nonrefundable portion.

***Once your application has been accepted no part of the certification fee may be refunded.***

### **How do I apply?**

You must complete the current application for the CRPM program. You should allow at least ten (10) days for delivery if using first class mail plus time for NARI to review it. Applications received less than 30 days before your scheduled exam will be rejected and your fee will be refunded less the \$125 nonrefundable portion.

Once NARI has reviewed and accepted your application, you will receive an acknowledgement and your name will be entered on the roster of eligible candidates. Successful applicants are qualified to take the exam during the next 24 months. You will be allowed to retake the CRPM exam twice within this 24-month window (up to three times total). If unsuccessful on the first attempt, subsequent examinations are subject to a retest fee of \$50 per test.

If you are not successful at passing the exam within 24 months of your application date and wish to sit for the exam you will be required to resubmit a new application and required certification fee in effect at the time of reapplication.

## **GETTING READY FOR THE TEST**

### **When and where is the test given?**

The CRPM exam is typically conducted at participating NARI Chapters. Chapters may charge an additional proctor fee to administer the exam. Please note that examination dates and locations may be subject to the availability of facilities and minimum enrollment numbers. If you are not able to take a scheduled examination, contact NARI for additional guidance on arranging an individual proctor.

### **How are special testing arrangements made?**

The NARI Certification Board will make reasonable efforts to accommodate eligible candidates, who provide documented evidence of their disability or need for special arrangements, with auxiliary aids, and services that do not present an undue burden to the NARI Certification Board and do not fundamentally alter the measurement of the knowledge the exam is intended to test. If you require special testing arrangements, formal written requests and documentation are required. Documentation should be in the form of a letter on the official letterhead of a licensed or certified professional



NARI Certified Remodeling Project Manager (CRPM) Program qualified to diagnose and treat special conditions. A description of the special accommodation(s) requested should be included. Your request, with the documentation, will be reviewed to determine if the accommodation will be granted. If approved, you and your exam proctor will be notified.

### **What is the format for the test?**

The exam is offered in a single, 3-hour session. The test will have about 150 multiple-choice questions. The test is closed book. Calculators are allowed but programmable devices, cell phones, laptops are not permitted. Each question will have four options or choices, only **one** of which is the correct or best answer. You will be asked to select the correct or best answer from these options.

### **What do I need to know for the test?**

The exam content outline organizes the knowledge and tasks deemed essential to the remodeling industry into six categories or domains.

The composition of the exam was guided by input over about a year of time from a panel of experienced remodelers who made up the development committee. It also aligns with sound, proven project management practices and principles based on research across many industries, including but not limited to:

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-  
Fourth Edition*

Published 2008 by the Project Management Institute (PMI)

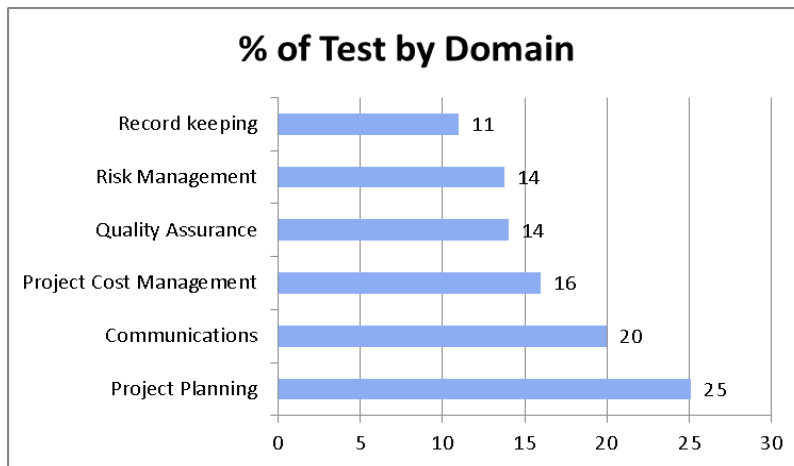
ISBN: 9781933890517

*Residential Construction Management, Managing According to the Project  
Lifecycle*

2010. Joseph. A, Griffin, PMP J. Ross Publishing

ISBN 978-1-60427-022-8

The following pages list the exam domains and the approximate percentage of the exam devoted to each one.



**Figure 2 CRPM Knowledge Domains - Importance to Test**

**Table 1 - CRPM Knowledge Domains & Subdomains**

<b>1. Project Planning – 25%</b>	<b>2. Communications – 20%</b>
Project Requirements and Scope	Managing Communications
Scheduling	Client
Client Contract with Agreed Scope & Specifications	Internal
Pre-construction Meeting	External
Change Orders	
<b>3. Project Cost Management 16%</b>	<b>4. Quality Assurance – 14%</b>
Monitor & Manage Job Costs	Applicable Regulations &/or Code
Subcontracts, Vendor / Purchase Contracts	Inspections
Labor / Time	Jobsite Management
Change Orders	Subtrade Agreements
<b>5. Risk Management – 14%</b>	<b>6. Recordkeeping – 11%</b>
Evaluate Existing Conditions	Data Collection
Safety	Materials
Financial	Subcontracts, Vendor / Purchase Contracts
Inspections	Labor / Time
Mitigate Risks	Change Orders



## 1. Project Planning Domain

Project planning includes all processes, knowledge, and activities to establish the requirements, scope, goals, and plan of action to be used to complete the project as well as to monitor completion of the plans, adjusting them as changes occur. For the remodeling project manager, project planning usually begins when the project control is shifted from sales to the project manager and project team.

Project Planning includes:

- Reviewing and understanding contractual requirements in the client contract
- Making decisions regarding appropriate staffing, scheduling, and client control
- Incorporating the requirements and staffing into the project scope, schedule, budget, and overall project plans
- Identifying where additional contracts (such as with trade contractors or suppliers) or systems are needed to support successful completion
- Putting needed project processes and systems in place
- Monitoring the project during its execution for conformance to the project plans
- Evaluating the potential effect of potential project changes on the project scope, schedule, and budget
- Adjusting the project plans to address approved changes

Project Planning Subdomains:

- a) Project Requirements and Scope
- b) Scheduling
- c) Client Contract with Agreed Scope & Specifications
- d) Pre-construction Meeting
- e) Change Orders

## 2. Communications Domain

Communications in project management includes communicating with all parties, inside and outside the remodeling organization, who have an interest in the success or failure of the project (called 'Stakeholders'). The communication aspect of project management is key and vital for a successful relationship with all stakeholders, including the client as well all the contractors, suppliers, designers, and inspectors.

This domain includes all forms of communications as well as determining the appropriate frequency and effective method of communication for the specific situation and individual. For example, daily communication with the client while work occurs at the job site would be ideal. Determining from the beginning the best way to communicate with each individual stakeholder is important.

Common activities across all communications subdomains for each individual or group include:



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- Identify who needs to stay informed on the project
- Determine appropriate and effective methods of communication for the individuals and types of parties involved
- Determine the appropriate frequency (normal / minimum plus escalation criteria) of communication
- Document and implement the communication plans
- Establish method for tracking, documenting, and maintaining communications
- Inform parties of project contacts and roles, including who should be contacted for different types questions or to discuss / request changes

### Communications Subdomains:

- a) Managing Communications
- b) Client
- c) Internal
- d) External

### 3. Project Cost Management

Project Cost Management involves all aspects of the project financial performance, from the budget planning, to monitoring trends, to recordkeeping and reporting on the financial performance of the project. Cost management is a very important part of any project, which can make the difference of making or losing money on a project. It is a major part of the project manager's job for a project. This area, after quality, is a measure of the project manager's performance on a project.

#### This domain includes:

- Completing cost-related recordkeeping, including but not limited to billing, expense tracking, and reporting.
- Creating, monitoring, managing, and reporting on the project budget, including estimating the effect of changes / change orders on the budget and adjusting the budget to reflect approved changes.
- Controlling and regularly monitoring costs.
- Identifying trends in the project's financial performance, communicating trends, and driving corrective actions as appropriate.

#### Cost Management Subdomains:

- a) Monitor & Manage Job Costs
- b) Subcontracts, Vendor / Purchase Contracts
- c) Labor / Time
- d) Change Orders



#### 4. Quality Assurance Domain

Quality Assurance (QA) is putting in place and implementing appropriate systems and processes to support completion of the project requirements, specifications, and customer satisfaction. It includes:

- Understanding how the project requirements and specifications affect the quality and results of the project
- Incorporating systems and processes into the project plans to manage quality including things like:
  - Daily jobsite management
  - Inspections (internal and with building code jurisdiction)
  - verifying the entire project team (including trade contractors) understand and conform the project scope and requirements
- Overseeing use of the systems and processes planned to manage quality for the project

QA Subdomains:

- a) Applicable Regulations &/Or Code
- b) Inspections
- c) Jobsite Management
- d) Subtrade Agreements

#### 5. Risk Management Domain

Risk Management is the assessment, monitoring, and mitigation of any factor that could jeopardize the successful completion of the project. Risk Management will help improve the level of success of a project as well as limit liabilities to the remodeling company. On all projects, risk includes things that could affect the scope, schedule, quality, staffing, and/or budget/financial performance. For remodeling projects, risk also includes particular existing jobsite conditions as well as construction methods and materials that affect the results and client satisfaction (short and long term).

Risk Management in remodeling includes:

- Reviewing the existing job conditions to assess how deviations from what was known at contracting may affect the project completion and performance.
- Analyzing how the work contracted to be done will affect the overall project with respect to safety, efficiency, meeting or exceeding code, passing inspections.
- Construction-specific risks such as LRRP, Asbestos, Mold "work safe" guidelines.
- Monitoring the financial performance of the project and how it affects the business' stability, success, and profitability.
- Identifying potential risks and incorporating plans to monitor or mitigate them into the overall project plans,



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- Identifying and managing unexpected situations that may have been missed in the estimating process
- Making the entire project team aware of potential risks and actions they need to take, especially on the jobsite, to manage and mitigate risks.
- Conducting appropriate and timely risk assessments and identifying when and how to bring in specialists such as a risk assessment professional &/or industrial hygienist
- Monitoring and reporting on changes in the risks and when/if a potential risk occurs on the project.

### Risk Management Subdomains:

- a) Evaluate Existing Conditions
- b) Safety
- c) Financial
- d) Inspections
- e) Mitigate Risks

## 6. Recordkeeping Domain

Recordkeeping is the process of establishing a system of collecting, retaining, evaluating, and disseminating to interested parties documentation related to a remodeling project. Records take many forms, including print, computer files, and data in management systems and databases. The following types of records related to a remodeling project are considered in recordkeeping:

- Records related to:
  - Compliance with federal, state, and local laws, rules, and regulations.
  - Labor costs
  - Material procurement including purchase orders, receipts, and inventories
  - Client communications, project revisions, contracts, and change orders
- Trade contractor related documentation
- Shop plans and specification sheets
- Manufacturer's installation instructions and product specifications

Accurate and organized records enable the project manager and business leaders to evaluate project profitability, manage and mitigate risk, determine the project's efficiency, and demonstrate compliance with required laws, rules, and regulations.

### Recordkeeping Subdomains:

- a) Data Collection
- b) Subcontracts, Vendor / Purchase Contracts
- c) Materials
- d) Labor / Time
- e) Change Orders



## How do I prepare for the test?

The NARI Certification Board offers the following suggestions for preparing for the test: Review the test content outline (domains, subdomains, activities ...) and ask yourself the following questions:

- Do I have a good understanding of each content area?
- Do I use knowledge from each area regularly at work?

Plan your studying based on your answers to these questions. For example, for content areas where you have a good understanding and use every day, you may only need to do a quick review to prepare for the test, whereas for areas with which you are less familiar, you may decide that you need more in-depth study or training before taking the test.

When planning your studying, you should also think about what percentage of the test questions will cover each major content area. If you are not very familiar with a content area that comprises a significant proportion of the exam, you probably should spend some additional time studying that area.

Decide which resources will better help you prepare for the test. The references listed in the authoritative literature below may be helpful when you are reviewing the content areas included on the test.

You may choose to study on your own, take a course, join a study group at your local chapter, or join a virtual study group online to gain a better understanding of one or more content areas.

## The CRPM Authoritative Literature

The following is a list of references that may be helpful in review for the test. The list is intended for use as a study aid only. The NARI Certification Board does not intend the list to imply endorsement of these specific references, **nor are the test questions necessarily limited to these sources**. The NARI Certification Board reviews the Authoritative Literature on a biannual basis. This list was updated in June 2011.

*Residential Construction Management: Managing According to the Project Lifecycle*  
Joseph A. Griffin, PMP. J. Ross Publishing. 2010. ISBN: 978-1-60427-022-8  
(Noted in Table 3 as “Griffin”)



**Table 2 - References by Domain & Subdomain**

Priority / % of test	Domain / Subdomain	References
1.  25%	Project Planning Domain	Griffin page 10, Chapter 3
	Project Requirements and Scope	Griffin page 40, 44-53
	Scheduling	Griffin page 53-70, 217, 241
	Pre-construction Meeting	
	Change Orders	Griffin page 53, 112-114, 187, 236
2.  20%	Communications Domain	PMI Chapter 10
	Managing Communications	Griffin page 36, 41, 91-98, 121-122, 177-178, 190, 220-223, 259,
	Client	Griffin page 248-253, 174
	Internal	Griffin page 93-94
	External	Griffin page 36, 81-82, 88, 93-94, 110-111, 216, 254-255,
3.  16%	Project Cost Management	
	Monitor & Manage Job Costs	Griffin page 18-20, 34, 41, 70-80, 179, 186-187, 203, 215-216,
	Subcontracts, Vendor / Purchase Contracts	Griffin page 42, 178-179, 215-216
	Labor / Time	Griffin page 59-61, 34-35,
	Change Orders	Griffin page 53, 112-114, 187, 230, 236
	Client Contract with Agreed Scope & Specifications	Griffin page 34, 42, 70, 79, 111-115. 178-179, 215-216, 251,



Priority / % of test	Domain / Subdomain	References
4.  14%	Quality Assurance Domain	Griffin page 34, 41, 80-88, 176, 218-219, 233-239
	Applicable Regulations &/or Code	Griffin page 81, 250
	Inspections	Griffin page 172-173, 129-130, 144-145, 170-175
	Jobsite Management	Griffin page 91, 173, 253-254
	Subtrade Agreements	Griffin page 36, 110-115, 254
5.  14%	Risk Management Domain	Griffin page 22-23, 41-42, 99-108, 112, 178, 191, 209-214, 222
	Evaluate Existing Conditions	
	Safety	Griffin page 91
	Financial	Griffin page 77-80, 186-187, 189, 215-216
	Inspections	Griffin page 172-173, 129-130, 144-145, 170-175
	Mitigate Risks	Griffin page 230, 232-233
6.  11%	Recordkeeping Domain	Griffin page 42, 115, 250-251, 255-257
	Data Collection	Griffin page 182-182, 175-179
	Subcontracts, Vendor / Purchase Contracts	Griffin page 42, 111-115, 178-179
	Materials	Griffin page 179-179
	Labor / Time	Griffin page 42, 115
	Change Orders	Griffin page 53, 112-114, 187 236

### Additional Helpful Resources

Residential Construction Performance Guidelines 4th edition  
August 2010

10 Minute Guide to Project Management, Jeff Davidson, Pearson Education, 2000 ISBN  
0-02-863966-9



NARI Certified Remodeling Project Manager (CRPM) Program  
Mastering the Business of Remodeling by Linda Case and Victoria Downing,  
Remodelers Advantage, 2007, ISBN 0-9648587-9-7



## TAKING THE TEST

### What are the requirements during the test?

You should arrive at the testing site approximately thirty (30) minutes to one (1) hour prior to the test to allow sufficient time for you to check-in and locate your seat. Late arrivals will **not** be admitted to the test. Be prepared to provide a photo ID to the test administrator as part of the registration process.

You may not use devices with memory capabilities. Audible beepers, cellular phones, books, or papers will not be allowed in the testing room. Note taking is prohibited during the test. Paper for conducting calculations will be provided by the test administrator, then collected and destroyed at the completion of the exam period.

Unauthorized visitors will not be allowed at the test site. Observers approved by the NARI Certification Board may, however, be present during the testing session.

Only water will be allowed in the testing room. All other materials, food, and beverages are prohibited.

Before you take the exam, you will be asked to sign the following statement:

“Due to the confidential nature of this test, I agree that I will not copy or retain test questions or transmit them in any form to any other person or organization.”

If you do not sign this statement, you will be dismissed from the testing center or your test results may be invalidated. The theft or attempted theft of the test or copying or disclosure of test questions is punishable by law.



## Sample Examination Questions

The following questions have been selected for inclusion in candidate materials as sample questions. While these sample questions are intended to give candidates a better sense of the CRPM questions, the actual examination may include these and other similar types of questions in varying proportions. The answers to these sample questions are given at the end of this handbook.

1. Purchase orders can be used in which of the following instances?
  - A. Cabinets and flooring materials for a remodeling project are being ordered from you supplier
  - B. Anytime items are purchased at a big box store
  - C. to supplement your contract with a trade contractor
  - D. to provide idea of how much cost the project will overrun before it starts
  
2. The kitchen designer made an error on a cabinet size and it was ordered incorrectly you should
  - A. call the designer and yell at them
  - B. have the designer pay for the new cabinet
  - C. have the designer call the client to explain
  - D. order the correct size immediately, let client know an error was made
  
3. Your plumbing subcontractor is having to deal with an emergency and will be late to your jobsite
  - A. the plumber will call you when he gets to your jobsite
  - B. the plumber would have contacted you when the emergency began
  - C. the plumber will call your client when they are on the way
  - D. not important, they will get to your site whenever they can
  
4. Your client has daily questions typically regarding the same items you should
  - A. suggest to the client to review prior email discussing the answers
  - B. ignore the client since you have already answered the questions
  - C. call the client on the phone instead of emailing
  - D. answer the questions differently



5. Of the following, which are most important for a project manager to consider when scheduling and managing a project?
- A. the homeowner, the contract, the town inspectors
  - B. the town inspectors, the materials, the tradesmen
  - C. the suppliers, the homeowner, the tradesmen
  - D. the budget, the materials, the jobsite
6. Before commencing the next step in a project, a project manager must
- A. order the materials
  - B. collect a payment
  - C. consider the next sequential step
  - D. schedule an inspection
7. General Liability insurance policies protects the remodeler from
- A. Loss due to accidents on the job site
  - B. loss due to stolen job materials
  - C. the cost of incorrectly ordered materials or products for the job
  - D. loss due to delays caused by storms and other weather events
8. Lead Safety Rules require that all homes built prior to 1978 require
- A. require that they must be tested for lead paint on walls, floors, and other permanent finished surfaces prior to beginning renovation.
  - B. require the presumption of the presence of lead and the use of lead safe work practices during renovation
  - C. require an EPA certified lead inspector must complete an inspection of the home prior to construction starting.
  - D. be looked over by the trade contractor providing work on the home to determine whether they should check for lead.
9. Why should the project manager conduct a walk through with each trade contractor prior to the completion of their work?
- A. Making sure a trade contractor's work is complete will lead to less punch list items needing to be addressed at the end of the project.
  - B. Punch list items are meant to be completed near the end of the project so that all parties know that you are expecting them to come back.
  - C. Clients expect that you will spend the next two weeks after the project is done tidying up the loose ends.



- D. Trade contractors need to be given the freedom to complete the job on their schedule because they have other places to be.
10. What are the three categories of items that should be evaluated before any project work is begun?
- A. The building codes, building inspectors, and time
  - B. The people involved, places to work, and things to do
  - C. The landscaping costs, environmental fees, and profits
  - D. The zoning regulations, the homeowner, and supplies
11. When using the CPM planning process, scheduling and planning are considered
- A. separate operations with scheduling coming first
  - B. separate operations with planning coming first
  - C. integrated operations with both happening at the same time
  - D. unrelated operations with each being done in its own time
12. Which two types of communication are critical to a productive jobsite?
- A. job site notes and job calendars
  - B. contracts and additional work authorizations
  - C. email and notes left at job site
  - D. verbal and written communication
13. Being able to evaluate the existing construction before a project begins with a keen ability to identify hidden problems is largely a question of
- A. your carpentry skills
  - B. your intelligence
  - C. your experience
  - D. your knowledge of the plans
14. Establishing an accurate materials cost should be done
- A. by getting a materials takeoff including waste, possible clerical errors, layout differences, and omission.
  - B. by getting a materials takeoff, but only to a degree commensurate with the buyer's commitment.
  - C. before giving a price to the buyer.
  - D. only if the buyer has committed to the project by signing the contract and providing a deposit.



15. Which of the following documents are needed as input when developing a project Work Breakdown Structure (WBS)?
- A. Permits, Plans, specifications and change orders
  - B. Plans, blueprints, material and feature specifications and contracts
  - C. blueprints, material and feature specifications, contracts and insurance information
  - D. Blueprints, contracts, permits and insurance information
16. Upon receiving a signed contract for a new project, you see a \$3500 allowance for appliances. What is your next step?
- A. Determining which contractors will be used
  - B. The scheduling of all material deliveries
  - C. Discuss possible options with homeowner and staff
  - D. Creating project timeline
17. Which of the following are the processes used in Project Scope Management?
- A. Collect requirements, create scope, modify WBS, verify scope, and verify cost
  - B. Collect product, verify scope, create WBS, verify requirements, and control scope
  - C. Define scope, collect product, modify WBS, verify scope, and control costs
  - D. Collect requirements, define scope, create WBS, verify scope, and control scope
18. In order to keep track of change orders it is normally best to
- A. revise the contract and job cost each time a change order is approved.
  - B. not be in writing if under a certain dollar amount.
  - C. add to the end of the contract.
  - D. keep them totally separate and in writing.
19. During the rough-in meeting with the plumber the homeowner does not request any additional plumbing work beyond the contract. But three weeks later the owner contacts the plumber directly for extra work within the house. How should your plumber handle this request?
- A. The plumber should deal directly with the homeowner.
  - B. The plumber should refuse to do the work.
  - C. The plumber should contact you to let know and let you decide if you what the plumber to deal directly with homeowner or not.



- D. He should contact you when the work has been completed.

20. When scheduling an intricate project with several variables, it is important to

- A. contact all people involved everyday
- B. be sure to get paid in advance
- C. develop contingency plans for each phase
- D. be subordinate to tradesmen schedules

### **What information will I receive about my score?**

The test is designed to distinguish those who have the basic level of knowledge from those who do not. There is no evidence that someone who receives a very high score on the test will perform significantly better on the job than someone whose score falls exactly at the passing point. Therefore, if you pass the test, you will be informed only that you have successfully completed the credentialing process. You will NOT be notified of your actual score.

If you do not achieve a passing score, you will be notified that you failed to achieve a passing score and will receive a diagnostic report showing your performance in each content area. This information is provided to assist you in deciding whether to retake the test and how to plan your study efforts for future tests.

### **When will I receive my test results?**

CRPM test results will be mailed approximately four (4) weeks after the exam. You may elect to receive notification via e-mail by completing the appropriate form when you take the exam. (Forms will be available on the day of the exam.)

To protect the confidentiality of your test score, no results will be given over the telephone. Results will not be released to any third party without your specific written permission.

### **Request for hand scoring**

If you do not achieve a passing score on the exam, you may ask that your test be rescored to verify the reported score. Request must be in writing and must be accompanied by a payment in the amount of \$50, made payable to NARI. Request for rescoring can be honored only up to 30 days after distribution of the results.

### **Retaking the test**

If you fail to achieve a passing score on your initial test, you may only retake the test two times within 24 months of your initial application approval. Each retest request requires a retest application form and a \$50 fee.



If you do not succeed in passing the test by the second anniversary of your application date you will be required to submit a new application form, fees, and meet all eligibility requirements in effect at the time of the application.

## **APPEALS**

Within 20 business days after announcement of the results of the CRPM examination, unsuccessful candidates may file an appeal of their score with the NARI Certification Board on the basis of alleged inappropriate exam administration procedures, testing conditions severe enough to cause a major disruption of the examination process, or the content of the exam. No one other than the candidate may make the appeal. The NARI Certification Board shall respond to the candidate within 60 days of receiving the appeal.

## **RENEWAL/MAINTAINING YOUR CRPM CREDENTIAL**

Once you receive your CRPM, you need to maintain your status annually by completing and submitting documentation to NARI of:

- 1 Continuing Education Unit (CEU). 1 CEU equals ten (10) hours of class time.
- 1 Chapter/Community Service Activity each year.
- Pay current renewal fees

For more information and recertification applications, refer to the NARI recertification guidelines at: [www.nari.org](http://www.nari.org).

## **NARI Standards of Practice and Code of Ethics**

As a CRPM, you must conform to the NARI Code of Ethics, which is included in the CRPM Application. That may be found at:

<http://www.nari.org/about/ethics/>

<http://www.nari.org/about/standards/>

## **NONDISCRIMINATION POLICY**

The NARI Certification Board does not discriminate against any person on the basis of age, gender, sexual orientation, race, religion, national origin, medical condition, physical disability, or marital status.



## ANSWERS TO SAMPLE QUESTIONS

1. A
2. D
3. B
4. A
5. A
6. C
7. A
8. B
9. A
10. B
11. B
12. D
13. C
14. B
15. B
16. C
17. D
18. D
19. C
20. C



**NARI**  
**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

This application is the first step in earning the Certified Remodeling Project Manager (CRPM) designation. Please read and complete each section fully and accurately in clear, legible handwriting or type. You may submit your application anytime during the year; however, all qualifying remodeling experience and continuing education must be completed at the time the application is submitted. A complete application must be received by the NARI Headquarter office 30 days prior to your scheduled exam.

**Please initial each page and mail or FAX your completed application to:**

MAIL: NARI  
P.O Box 4250  
Des Plaines, IL 60016

FAX: (847) 298-9225

*\*\*Receipt of your application will be acknowledged within two weeks*

There is not a membership requirement to apply for the CRPM exam. Both NARI members and non-members will be evaluated equally on the application and subsequent examination. The CRPM Program does not discriminate on any basis including race, sex, age, religion, national origin, sexual orientation, or disability. Additional information on program requirements, policies, and procedures are available in the NARI Certification Policy Manual. For further assistance contact NARI Certification staff at (847) 298-9200 or [Certification@nari.org](mailto:Certification@nari.org)

**APPLICATION CHECKLIST**

- I intend to sit the CRPM exam within the next 24 months
- Section 1: Applicant Information** - I have completed all applicant information and have noted where I would like CRPM correspondence sent.
- Section 2: Payment** - I have included payment information with this application.
- Section 3: Job Responsibilities, Education, and Continuing Education** - I have at least 16 hours of education in the field of project management or are currently enrolled in NARI's Certified Remodeling Project Manager prep course/study group .
- Section 4: Professional Experience** - I am currently employed by a qualifying organization and have completed the required years of professional experience.
- Section 5: Code of Ethics and Application Attestation** - I pledge to adhere to the NARI Code of Ethics and have signed the Application Attestation to fulfill the program requirements.

Certified Professional  
**NARI**<sup>®</sup>



# NARI

## Certified Remodeling Project Manager (CRPM)

### APPLICATION

Definition of Remodeling Project manager: A remodeling project manager who applies proven project management techniques and processes to the residential remodeling project's construction process.

How the certification process works: Candidates must complete and submit this application for consideration by the NARI Certification Board. In addition to completing and submitting an application, to qualify for the CRPM certification exam, candidates must have been in the remodeling industry for a minimum of **5 years**. Candidates must have completed a minimum of **16 hours** of project management related education or are currently enrolled in NARI's Certified Remodeling Project Manager prep course/study group.

Certification Renewal: Certifications are renewed annually. Renewals currently require the attainment of 10 hours of industry related continuing education, participation in chapter/community service projects, and the submission of the required fees.

#### SECTION 1 – APPLICANT INFORMATION

Date: \_\_\_\_\_

1. Candidate's Name: \_\_\_\_\_

Home Mailing Address: \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Home Phone Number: \_\_\_\_\_

Email address \_\_\_\_\_

2. Employer/Company Name \_\_\_\_\_

Address: \_\_\_\_\_

Street \_\_\_\_\_ Suite# \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Email Address \_\_\_\_\_

**Do you have a learning or physical disability for which you will require special accommodations in taking the certification exam?**      Yes      No

Current Job Title: \_\_\_\_\_

Current NARI Certifications: \_\_\_\_\_

Number of years in the remodeling industry \_\_\_\_\_

Number of years as a remodeling project manager \_\_\_\_\_

\*All fees must accompany the application. This fee includes a \$125 non-refundable process fee. Certification fees, less the non-refundable processing fee, will be refunded only if your application does not meet the eligibility requirements for CRPM candidacy. Candidates must complete the initial examination once within the next 24 months. Subsequent examinations are subject to additional testing fees. (Limit of two re-tests within 2 years of original application date).





**NARI**  
**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

**SECTION 2 – PAYMENT INFORMATION:**

All fees must accompany the application. The certification fees are listed below. These fees include a \$125 non-refundable processing fee. Certification fees, less the non-refundable processing fee, will be refunded only if your application does not meet the eligibility requirements for CRPM. The certification fee includes the cost to take the initial examination once within the next 24 months. Subsequent examinations are subject to additional testing fees. (Limit of two re-tests within 2 years of original application date).

<b>Program- Select one of the following</b>	<b>Member</b>	<b>Non-Member</b>
<input type="checkbox"/> NARI Web-based CRPM prep course and certification enrollment *By checking this box I understand that I am participating in NARI's CRPM Prep course and will become certified only after successfully passing the Certified Remodeling Project Manager Exam. Course start date: _____	\$820	\$1,120
<input type="checkbox"/> Certified Remodeling Project Manager (CRPM) *By checking this box I understand that I am only participating in NARI's Certified Remodeling Project Manager Certification and will be preparing either on my own or at a chapter lead study group and will become certified only after successfully passing the Certified Remodeling Project Manager Exam. I also understand that I will receive study materials.	\$495	\$695

Name on Card \_\_\_\_\_ Card Number \_\_\_\_\_  
 Card Expiration Date \_\_\_\_\_ Card Type: MC, Visa, AMEX Amount \$ \_\_\_\_\_  
 Card billing address (if different than above)  
 Street \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Signature \_\_\_\_\_





**NARI**  
**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

**SECTION 3 – JOB RESPONSIBILITIES, EDUCATION, AND CONTINUING EDUCATION**

**A. JOB RESPONSIBILITIES:** Please describe your current job responsibilities. In addition to the tasks you conduct that relate to general remodeling, list tasks you do as they specifically relate to green remodeling. Items should include but do not limit to: building science, indoor air quality, material reuse/recycle, etc. Please be as clear and concise as possible. Attach a separate sheet of paper if necessary.

**B. FORMAL EDUCATION:** You are required to have at least **16 hours** of education related to project management or currently enrolled in NARI's CRPM prep course/study group. This can take place as part of college courses, chapter or local association programs, online or teleseminar programs, or programs taken at trade shows.

<u>Project Management Related Education</u>				<u>Credits/Degree</u>
<u>Dates</u>	<u>School</u>	<u>Major &amp; Degrees</u>	<u>Semester Hours</u>	<u>Earned</u>



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**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

Remodeling related Vocational or Technical School				Credits/Degree
<u>Dates</u>	<u>School</u>	<u>Major &amp; Degrees</u>	<u>Semester Hours</u>	<u>Earned</u>

General Undergraduate/Graduate Courses Include a copy of your diploma				Credits/Degree
<u>Dates</u>	<u>School</u>	<u>Major &amp; Degrees</u>	<u>Semester Hours</u>	<u>Earned</u>

**C. CONTINUING EDUCATION:** Please list classes and workshops attended within the last 5 years

<u>Program Title</u>	<u>Dates</u>	<u>Hours</u>
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**D. OTHER CERTIFICATIONS IN THE PROJECT MANAGEMENT OR REMODELING FIELD:** Includes NARI and others.

<u>Association</u>	<u>Certification</u>	<u>Date Attained</u>	<u>Current Through</u>
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**NARI**  
**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

**SECTION 4 – PROFESSIONAL EXPERIENCE:** List at least 5 years of employment history. Include tasks associated with project management as well as general remodeling. Attach a separate sheet of paper if necessary. This information must document your required 5 years in the remodeling industry.

Current Employer \_\_\_\_\_ Position \_\_\_\_\_ Dates \_\_\_\_\_  
Description of duties \_\_\_\_\_

Previous Employer \_\_\_\_\_ Position \_\_\_\_\_ Dates \_\_\_\_\_  
Description of duties \_\_\_\_\_

Previous Employer \_\_\_\_\_ Position \_\_\_\_\_ Dates \_\_\_\_\_  
Description of duties \_\_\_\_\_



**NARI**  
**Certified Remodeling Project Manager (CRPM)**  
**APPLICATION**

**SECTION 5: CODE OF ETHICS AND APPLICATION AFFIDAVIT**

**NARI CODE OF ETHICS**

I pledge to observe high standards of honesty, integrity and responsibility in the conduct of business:

- By promoting in good faith only those products and services which are known to be functionally and economically sound, and which are known to be consistent with objective standards of health and safety;
- By making all advertising and sales promotion factually accurate, avoiding those practices which tend to mislead or deceive the customer.
- By writing all contracts and warranties such that they comply with federal, state, and local laws.
- By promptly acknowledging and taking appropriate action on all customer complaints.
- By refraining from any act intended to restrain trade or suppress competition.
- By attaining and retaining insurance as required by federal, state, and local authorities.
- By attaining and retaining licensing and/or registration as required by federal, state, and local authorities.

**NARI STANDARDS OF PRACTICE**

The NARI Standards of Practice are maintained as a separate document and may be requested from NARI Staff at [info@nari.org](mailto:info@nari.org).

**APPLICATION AFFIDAVIT**

In making this application, I fully understand that it is an application only and does not guarantee certification. I agree to submit to a multiple-choice examination and supply further information as determined by the NARI Certification Board. I further understand, and by my signature, attest that I now, and will in the future, adhere to the NARI Code of Ethics and Standard of Practice. I further understand that any false statement or misrepresentation that I may make in the course of these proceedings and application may result in the revocation of this application and the issuance of a complaint of violation of said Ethics. Failure to adhere to these Standards of Practice or Code of Ethics is grounds for removal of my certification.

I understand that NARI reserves the right to update this application, the Code of Ethics, Standards of Practice, and that it is my responsibility to be aware of NARI's current requirements. I further understand that I am obligated to inform NARI of changed circumstances at that may materially affect my application. I further understand that it is my responsibility to provide NARI with any requested documentation in connection with this application.

I understand and agree that if I am certified following acceptance of this application and successful completion of the examination, such certification does not constitute NARI's warranty or guarantee of my fitness or competency to practices as a Remodeling Project Manager. If I am certified, I authorize NARI to include my name in a list of certified individuals and agree to use the CRPM designation and related NARI trade names, trademarks, and logos only as permitted by NARI policies. I understand and agree that NARI may also use anonymous and aggregate application and examination data for statistical and research purposes.

Applicant Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Certified Professional  
**NARI**<sup>®</sup>