NARI
Certified Remodeling Project Manager
Program Manual

Use to prepare for the CRPM Certification

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NATIONAL ASSOCIATION OF THE REMODELING INDUSTRY
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 designation.

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 designation
- 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 designation

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.

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, and they are responsible for implementing these policies. This structure allows the NARI Certification Board to ensure consistency and 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.
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 attempted to develop 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?

<table>
<thead>
<tr>
<th>The benefits of certification for remodeling project managers include:</th>
<th>The benefits of certification for employers include:</th>
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<tbody>
<tr>
<td>Verification of your knowledge by an independent organization – a way to prove that you have the knowledge needed for the job</td>
<td>Increased productivity</td>
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<td>Professional growth and development</td>
<td>Less training time needed to bring employees “up to speed”</td>
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<td>Enhanced job opportunities</td>
<td>Ability to display an understanding of client’s current and future needs</td>
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<td></td>
<td>Competitive advantage in promoting services to clients</td>
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PREPARING FOR THE TEST

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:
  • 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
  • Have a minimum of two (2) years continuous full time experience in the remodeling industry and one (1) year as a project manager.

*All experience must be completed at the time the application is submitted.
How much does it cost?
The certification fee of $500 (member rate) or $700 (non-member rate) must accompany the application, and this fee includes the nonrefundable fee of $125 for application processing. This $125 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.

The CRPM application documents your qualifying experience, technical competence, professional development activities, and attestation to uphold NARI’s Standards of Practice and Code of Ethics. All experience and coursework must be completed prior to the exam.

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. Applications received less than 30 days before your scheduled exam will be rejected and your fee will be refunded less the $125 nonrefundable portion. When your application has been reviewed and accepted, 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 once during the next 24 months. If unsuccessful on the first attempt, subsequent examinations taken within this 2-year window are subject to a retest fee of $50 per test. You may take the exam two more times total during this 2-year window if you do not pass on the first attempt. If you are not successful at passing the exam within two (2) years of your application date and wish to sit for the exam, you will be required to resubmit an application and required certification fee at the time of reapplication.

When and where is the test given?
Exams are typically conducted at participating NARI Chapters. Chapters may charge an additional proctor fee to administer the exam. Please note that examination locations are 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.

The NARI Certification Board has established fixed exam dates for all NARI Certifications. These dates apply regardless of where the prep (study group) class was conducted. NARI National uses these dates as a planning tool when establishing certification study groups and advises chapter to do the same in their planning. NARI National encourages members to pursue certifications as appropriate to the member's role in the industry.


How are special testing arrangements made?
The NARI Certification Board will make reasonable efforts to accommodate eligible candidates who require special arrangements to take the exam. Candidates who request special accommodations must make their request in writing at least 60 days in advance of the test date. Documentation should be in the form of a letter on the official letterhead of a licensed or certified professional qualified to diagnose and treat special conditions. A description of the special accommodation(s) requested should be included. Your request, with the supporting documentation, will be reviewed to determine if the accommodation will be granted. If approved, you and your exam proctor will be notified. The special accommodations and auxiliary aids and services must not present an undue burden to the NARI Certification Board and must not fundamentally alter the measurement of the knowledge the exam is intended to test.

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 CRPM exam/references content outline**
The composition of the exam was guided by input from the panel of experienced remodelers comprising the development committee over the course of one year. The exam also aligns with sound, proven project management practices and principles based on research across many industries.

The following pages list the exam domains and the approximate percentage of the exam devoted to each one. Listed with each domain is the recommended reference from the CRPM Authoritative Literature. 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.

1. Residential Construction Management: Managing According to the Project Lifecycle
   (Noted below as “Griffin”)

   (Noted below as “PMI”)

**CRPM Certification Outline**

**A. Project Planning** (25%)

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, and 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:
- Project Requirements and Scope
B. Communications Domain (20%)

Communications in project management includes communicating with all parties, inside and outside the remodeling organization, who have an interest in the success 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 communication as well as determining the appropriate frequency and most 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. It is important to determine from the beginning the best way to communicate with each individual stakeholder.

Common activities across all communications subdomains for each individual or group include:
- 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:
- Managing Communications
- Client
- Internal
- External

References:

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<td>Griffin page 36, 81-82, 88, 93-94, 110-111, 216, 254-255</td>
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C. Project Cost Management (16%)

Applicable as of July 1, 2017. All policies, procedures, and fees are subject to change.
Project Cost Management involves all aspects of the project financial performance, from 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 an important 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:
- Monitor & Manage Job Costs
- Subcontracts, Vendor / Purchase Contracts
- Labor / Time
- Change Orders

References:

<table>
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<tr>
<td>Client Contract with Agreed Scope &amp; Specifications</td>
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D. Quality Assurance Domain (14%)

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) understands and conforms to the project scope and requirements
  - Overseeing use of the systems and processes planned to manage quality for the project

Quality Assurance Subdomains:
- Applicable Regulations and/or Code
- Inspections
- Jobsite Management
- Subtrade Agreements

References:
Risk Management in remodeling includes:

- Reviewing the existing job conditions to assess how deviations from what was known at contracting may affect 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, and passing inspections
- Construction-specific risks such as LRRP, Asbestos, Mold, and "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
- 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 and/or industrial hygienist
- Monitoring and reporting on changes in the risks and when/if a potential risk occurs on the project

Risk Management Subdomains:

- Evaluate Existing Conditions
- Safety
- Financial
- Inspections
- Mitigate Risks

References:

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<tr>
<th>Domain</th>
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<td>Evaluate Existing Conditions</td>
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<td>Inspections</td>
<td>Griffin page 172-173, 129-130, 144-145, 170-175</td>
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F. Recordkeeping Domain (11%)
Recordkeeping is the process of establishing a system of collecting, retaining, evaluating, and disseminating documentation related to a remodeling project to interested parties. Records take many forms, including print, computer files, and data in management systems and databases. 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.

The following types of records related to a remodeling project are considered in recordkeeping:
- 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

Recordkeeping Subdomains:
- Data Collection
- Subcontracts, Vendor / Purchase Contracts
- Materials
- Labor / Time
- Change Orders

References:

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<tr>
<td>Change Orders</td>
<td>Griffin page 53, 112-114, 187 236</td>
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How do I prepare for the test?
You may choose to study on your own or you may decide to join a study group at your local chapter to gain a better understanding of one or more content areas. Find a study group, contact your chapter representative or visit http://www.nari.org/certify/index.asp for a current list of virtual study group/course information.

When planning your studying, you should also think about what percentage of the test questions will cover each major content area. Decide which resources will better help you prepare for the test. The references listed in the authoritative literature above and resources below may be helpful when you are reviewing the content areas included on the test.

Additional Helpful Resources
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 cannot 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, and 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 and will be collected 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.

CRPM Sample Exam 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 include 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 the supplier.
   B. Any time items are purchased at a big box store.
   C. To supplement your contract with a trade contractor.
   D. To provide an 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 and let the client know an error was made.

3. Your plumbing subcontractor is having to deal with an emergency and will be late to your jobsite:

   Applicable as of July 1, 2017. All policies, procedures, and fees are subject to change.
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 questions daily, typically regarding the same items. You should:
   A. suggest to the client that they review prior emails 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 protect the remodeler from:
   A. loss due to accidents on the jobsite.
   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 poor weather.

8. Lead safety rules require that all homes built prior to 1978:
   A. 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 that 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. Verifying a trade contractor's work is complete will lead to fewer 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 begins?
    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. Jobsite notes and job calendars
   B. Contracts and additional work authorizations
   C. Email and notes left at jobsite
   D. Verbal and written communication

13. The ability to evaluate the existing construction issues 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 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 that commensurates 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 the 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 put it 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 want the plumber to deal directly with homeowner or not.
   D. The plumber 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. Your completed exam will not be returned to you for review or comment.

If you do not achieve a passing score, you will be notified of that fact and will receive a report showing your pass/fail 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 email by completing the appropriate form at the time you take 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. Forms will be available on the day of the exam or they may be requested from certification@nari.org. At no time will a completed exam be returned to the candidate for review or comment.

Request for re-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. Your request must be in writing and must be accompanied by a payment in the amount of $50, made payable to NARI. Request for hand scoring can be honored only up to 30 days after distribution of the results.

Retaking the test
There is a limit of two times that you may apply for and re-take the test within two years of your original examination date. If you do not succeed in passing the test by the second anniversary of your original examination 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. There is a $50 fee each time you retake the CRPM exam.
Appeals
Within 20 business days after the 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 or testing conditions severe enough to cause a major disruption of the examination process. 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.

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.

Renewing CRPM credential
Once you receive your CRPM designation, you must maintain your status by completing and submitting documentation annually to NARI of:

• 10 Continuing Education Unit (CEU). 1 CEU equals one hour of class time
• Pay current renewal fees

Answers to sample questions

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