



**Certified Remodeling Project Manager
(CRPM)
Program Manual**



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 manual, 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 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?

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| <p>The benefits of certification for remodeling project managers include:</p> <ul style="list-style-type: none"> • Verification of your knowledge by an independent organization – a way to prove that you have the knowledge needed for the job • Professional growth and development • Enhanced job opportunities | <p>The benefits of certification for employers include:</p> <ul style="list-style-type: none"> • Increased productivity • Less training time needed to bring employees “up to speed” • Ability to display an understanding of client’s current and future needs • Competitive advantage in promoting services to clients |
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Certification Renewal

Upon passing the examination and becoming certified, the certified professional must maintain and renew the certification on an annual basis (within 12 months of the initial certification date or current expiration date).

In addition to submitting a renewal application along with the renewal fee annually, the certified professional must also submit 10 hours of remodeling related continuing education which has taken place within the preceding 12 months.

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 (or attended a CRPM preparatory course)
- 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 CRPM certification fees can be found on the NARI website at www.nari.org.

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 the scheduled exam period will be rejected. 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. You will be provided with study materials to assist you in preparing for the exam. 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 conducted online. You may take your exam anywhere it is convenient for you, provided a stable internet connection is available. Exams are proctored by a live virtual proctor to whom you will be connected upon beginning your exam.

The NARI Certification Board has established fixed exam dates for all NARI Certifications. These dates apply regardless of where the preparatory class was conducted. NARI National uses these dates as a planning tool when establishing certification preparatory courses 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.

The most current list of test dates is available [here](#).

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 five 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 2012.

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

2. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition Project Management Institute (PMI). 2008. ISBN: 978-1-93389-051-7
(Noted below as “PMI”)

A. Initiation

Percent of exam: 12%

1. Understand methods for formally initiating remodeling projects.
2. Describe what is a project and how to turn an idea into a project.
3. Understand the role a remodeling project manager can or should play in the initiation phase
4. Understand the triple constraint of time, scope, and budget.
5. Define the various aspects of a project plan.
 - a. Scope
 - b. Planning
 - c. Project Standards and Quality
 - d. Cost management/budget
 - e. Communications
 - f. Risk management
 - g. Recordkeeping
6. Describe the different contract types, clauses, exclusions, and limitations.

Study Reference:

Griffin, Chapter 2, pages 15-36

B. Planning

Percent of Exam: 41%

1. Identify key components of developing a project plan and how they benefit remodeling projects
2. Demonstrate how to determine what is and is not part of the project scope using work breakdown structure (WBS)
3. Understand the tools and techniques to support a project plan
4. Understand the work breakdown structure and scope development
5. Define the basic components of a project schedule
6. Understand how to develop and formalize a communication plan

7. Understand how to develop a quality assurance plan and the difference between work quality and project quality.
8. Understand the five steps of a risk management plan
9. Understand how to develop a cost control and budget plan
10. Understand how to develop a purchasing and contract administration plan
11. Understand why proper record keeping is important to implement from the start of the project.

Study Reference:

Griffin, Chapter 3, pages 37-116

C. Execution

Percent of Exam: 20%

1. Describe the interpersonal characteristics which make a project manager successful
2. Understand the order of events in the work breakdown structure and identify particular points for attention and challenges of each project phase.
3. Demonstrate techniques to organize project data to track progress & drive success.
4. Understand the project manager's responsibility for project safety and regulatory compliance.

Study Reference:

Griffin, Chapter 4, pages 117-179

D. Controlling

Percent of Exam: 22%

1. Describe and understand Project Performance Evaluation and how to use it to keep a project in line and increase likelihood of success.
2. Understand corrective action methods as they relate to the triple constraint
3. Understand the project manager's responsibility for inspections and how to identify and monitor quality control and risk events.
4. Know the two areas of change control and understand the factors a project manager should evaluate.

Study Reference:

Griffin, Chapter 5, pages 181-244

E. Closing

Percent of Exam: 5%

1. Understand the importance of having a defined closeout procedure leading to final client approval.

2. Understand the components of the final project file and the documents provided to the client and those kept by the company.
3. Describe the importance of and how to solicit client and other stakeholder feedback.
4. Understand the importance of evaluating how the project progressed and identifying opportunities for future process improvement.

Study Reference:

Griffin, Chapter 6. pages 247-259

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 click [here](#) for a current list of online preparatory course start dates.

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

Residential Construction Performance Guidelines 4th Edition, August 2010

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

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?

Assure you use a desktop or laptop computer and have a stable internet connection available for the duration of the exam.

Upon clicking the exam link provided to you by NARI Certification Staff to begin taking your exam, be prepared to provide a photo ID to the proctor as part of the registration process. Be prepared to give the proctor access to your cellular phone camera so they can observe you for the duration of the exam.

You may not use devices with memory capabilities. Cell phones (other than for the purposes of the proctor's ability to observe you during the exam), books, and papers will not be allowed in the testing room. Note taking is prohibited during the test. Paper for conducting calculations is allowed.

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

Before you take the exam, you will be asked to attest that you will not record or distribute any part of the exam. If you do not attest to this requirement, 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 includes 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:
 - 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.

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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.

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- 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?

CKBR test results will be e-mailed approximately four (4) weeks after 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 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.

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