



CONNECTING TO
CREATE WHAT'S NEXT



CERTIFIED FEDERAL CONTRACT MANAGER™ HANDBOOK

LAST UPDATED APRIL 12, 2022

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**Handbook for the
Certified Federal Contract Manager™**
Effective April 12, 2022

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Welcome to the Certified Federal Contract Manager™

The National Contract Management Association (NCMA) is pleased to welcome you to our certification process. Obtaining and maintaining the Certified Federal Contract Manager™ (CFCM™) is a significant milestone in your professional development. The purpose of this handbook is to provide you with important information about the policies and procedures on how you can:

- *Apply* for the CFCM™,
- *Obtain* the CFCM™, and
- *Maintain* the CFCM™.

NCMA requires that all CFCM™ applicants read this entire handbook.

NCMA Contact Information

For general information on the certification program:

Visit www.ncmahq.org/certifications

Call 800.344.8096 or 571.382.0082

Email Certification@ncmahq.org

The Certified Federal Contract Manager™ Handbook is effective as of February 10, 2022.

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“National Contract Management Association”, “NCMA”, the NCMA logo, “Connecting to Create What’s Next”, “Contract Management Standard”, “CMS”, “Contract Management Body of Knowledge”, “CMBOK”, “Certified Professional Contract Manager”, “CPCM”, the CPCM logo, “Certified Federal Contract Manager”, “CFCM”, the CFCM logo, “Certified Commercial Contract Manager”, “CCCM”, the CCCM logo, “Certified Contract Management Associate”, “CCMA”, the CCMA logo, and “Contract Management Continuing Professional Education Guide” are marks of the National Contract Management Association.

About NCMA's Certification Program

Program Scope

NCMA was founded in 1959 and has become the prevailing professional resource for those in the contract management profession. NCMA is dedicated to the professional growth and educational advancement of all contract managers. In addition, NCMA strives to serve and inform the profession it represents and to offer opportunities for the open exchange of ideas in neutral forums.

In this role, NCMA is the foremost certification body for contract management. NCMA certifications are based on an *American National Standard (ANS)*, the *Federal Acquisition Regulation (FAR)*, and the *Uniform Commercial Code (UCC)*.

NCMA's certification program is maintained by the Certification Oversight Body, which operates as an impartial body with membership drawn from a variety of backgrounds—to include government and commercial buyers, sellers, academicians, regulatory authorities, and consultants. Collectively, this interdisciplinary group maintains the certification program with the intent to advance contract management practices and competencies. Essentially, NCMA certifications are developed and maintained by Contract Management practitioners for Contract Management practitioners.

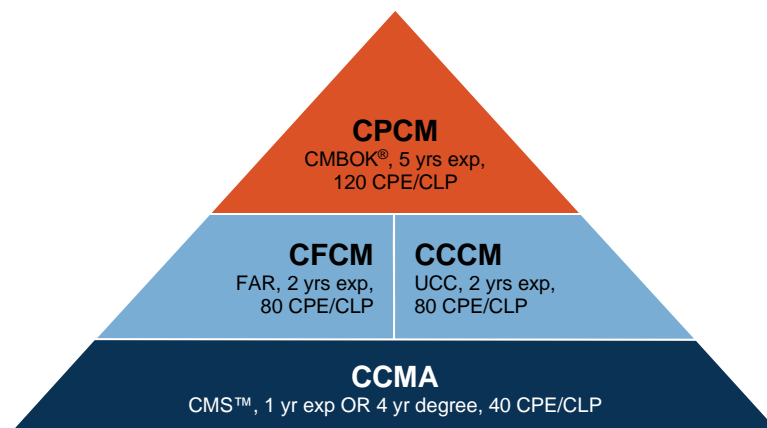
NCMA's certification program includes:

- Certified Professional Contract Manager® (CPCM™),
- Certified Federal Contract Manager™ (CFCM™), and
- Certified Commercial Contract Manager™ (CCCM™), and
- Certified Contract Management Associate™ (CCMA™)

NCMA certifications are distinguished by their development and universal application, which makes them transferable across industries. A significant strength of NCMA certifications is that they are portable and not tied to any single role, contract methodology, or organization.

Program Vision

The NCMA certification program advances contract management practices and competence. It serves as the profession's standard for the practice of contract management. NCMA certifications attest to the combined knowledge, skills, and abilities of government and commercial buyers and sellers, as well as academics, regulatory authorities, and consultants. NCMA certifications are intended to be earned by those who manage contracts and who meet the knowledge requirements expected to be acquired through relevant education, training, and experience. Following is an image of the NCMA Certification Pyramid.



Definitions

“Contract management” means the actions of a contract manager to develop solicitations, develop offers, form contracts, perform contracts, and close contracts. (Source: ANSI/NCMA ASD 1-2019.)

“Contract manager” means the authorized representative or agent for a contracting party. (Source: ANS/NCMA ASD 1-2019.)

“Applicant” means a person who has submitted a certification application, but the application has not yet been approved.

“Candidate” means a person who has an approved certification application but is not yet certified.

“Certificant” means a person holding a certification in good standing.

“Retired certification status” means a recognition bestowed on eligible certificants who no longer practice in contract management or related fields. It is not an active certification status.

Basic Tenets

NCMA will ensure that:

- a) Only those individuals who demonstrate the knowledge/skills to be competent are certified.
- b) Any instruments used to measure the candidates are fair, objective, valid, and reliable.
- c) Certification functions are separated from all other functions NCMA performs (e.g., membership, education, etc.).
- d) All certificants agree to abide by the NCMA Code of Ethics.
- e) The confidentiality of all candidate data is maintained.
- f) Fairness is demonstrated through impartiality to all certification applicants and candidates.
- g) All certifications will expire unless the recertification requirements are met.

Overview of the Certified Federal Contract Manager™

The CFCM™ is awarded to those who meet education, training, and/or experience requirements and who demonstrate knowledge of the Federal Acquisition Regulation (FAR).

The FAR provides the policies and procedures that federal government acquisition officials and contractors must follow in the procurement process for goods and services. The FAR is codified at Chapter 1 of Title 48 of the *Code of Federal Regulations* (48 C.F.R.).

Who Should Pursue the CFCM™?

- Federal contract managers (buyers and sellers) who participate in federal government contract actions,
- State and local contract managers (buyers and sellers) who participate in contract actions involving federal funds, and
- Those who have a general interest in federal contract management (e.g., academicians, consultants, researchers, regulatory authorities, representatives of accrediting organizations, representatives of other organizations, etc.).

NCMA Certificant Expectations

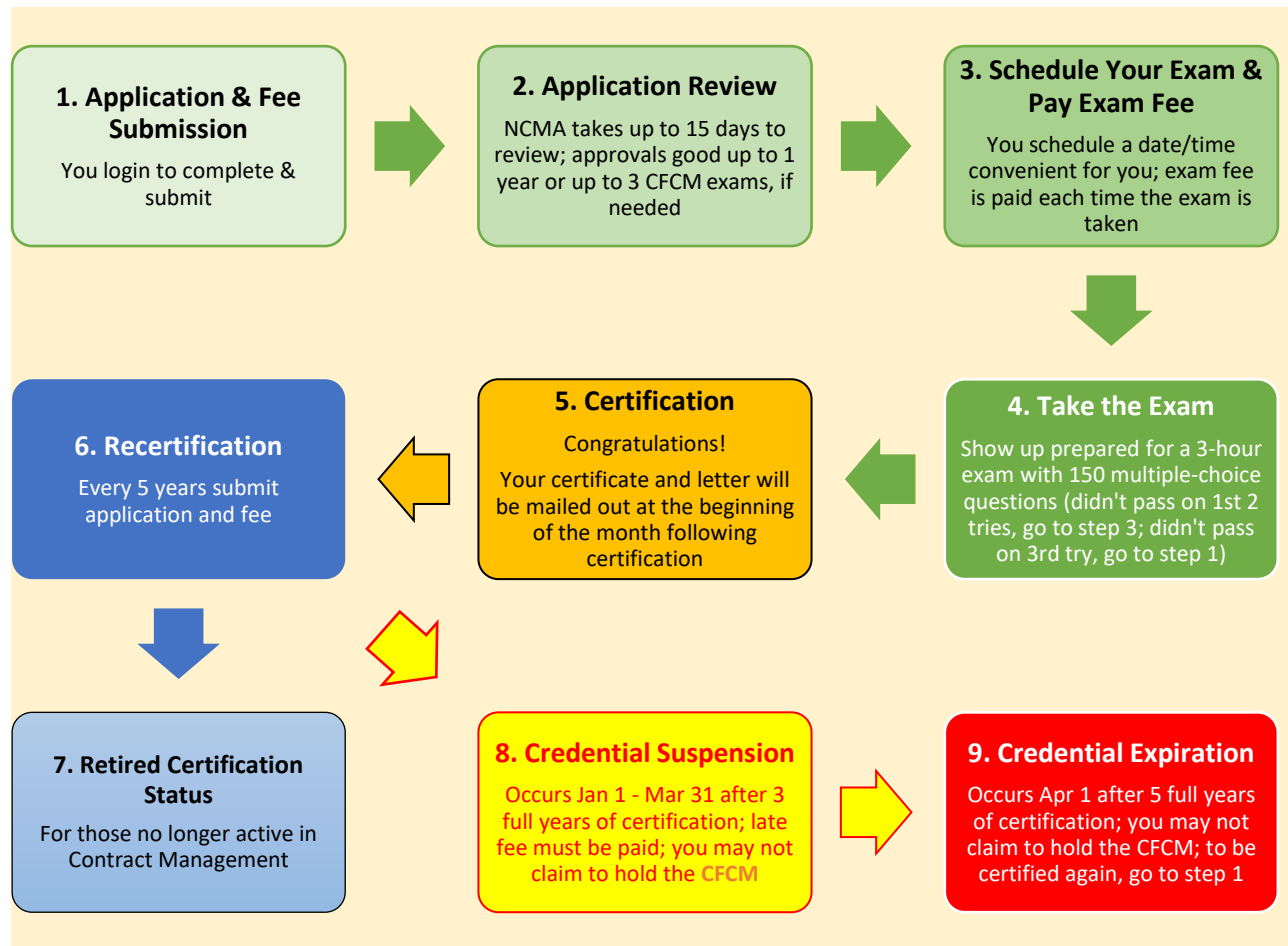
NCMA expects its certificants to behave in a professional manner while continuously striving to improve the individual competence of themselves and those around them, and to improve organizational capability. To reinforce this expectation, all applicants, candidates, certificants, and those who are in the Retired certification status must agree to and abide by the [NCMA Code of Ethics](#) and the [NCMA Certification Policies & Procedures Agreement](#).

- **NCMA Code of Ethics.** The Code establishes principles for members of the contract management profession. The Code requires members of the contract management profession to conduct themselves in a way that brings credit to the profession.
 - Please visit the online [Code of Ethics](#) to read the Code.
- **NCMA Certification Policies & Procedures Agreement.** The Agreement establishes policies and procedures for those seeking and achieving NCMA certifications. The Agreement requires all applicants, candidates, certificants, and those who are in the Retired certification status to conduct themselves in a way that bolsters the integrity of the NCMA certification program.
 - Please visit the online [Certification Policies & Procedures Agreement](#) to read the Agreement.

The Code and the Agreement may be updated or revised from time to time. It is your responsibility to obtain, understand, and agree to the current online versions.

Steps in the Certified Federal Contract Manager™ Process

The following figure presents the step-by-step process to apply for, obtain, and maintain the CFCM™. Each of the steps are discussed in detail on the following pages.



Step 1. Application & Fee Submission

To be eligible for the CFCM™, you must meet certain education, training, and/or work experience requirements.

Education	Training	Work Experience
Bachelor's degree* (Waivers may be requested by non-degreed candidates with at least five (5) years of verifiable contract management experience plus 24 college credits that align to CMBOB competencies.)	80 CPE (must conform with CPE Guide™)	2 years (must conform with Contract Management Standard competencies)

*Must be from a regionally accredited institution. For degrees outside the United States, evidence of equivalency must be provided by an independent third-party evaluator.

CFCM™ Fees

Though you are not required to be an NCMA member to obtain an NCMA certification, the fees you pay are determined by your NCMA membership status. The membership rates apply only when you are a member in good standing. The following figure presents the applicable fees.

Action	Member Fee	Nonmember Fee
Certification Application (good for 1 year but no more than 3 exams)	\$165	\$365
Certification Exam (must pay for each exam individually)	\$135 (US & Canada) \$160 (all others)	\$135 (US & Canada) \$160 (all others)
Recertification Application (submitted every 5 years)	\$95	\$145

How to Submit Payment

Application Fee: For online application submissions, once you have uploaded your certification or recertification application, payment will be made by credit card through the NCMA shopping cart process.

Exam Fee: Exam fees are submitted directly to the testing center when you schedule your exam.

Special Needs Accommodations

If you are taking the exam onsite at the testing center, you may request special needs accommodations for any NCMA exam due to disability, handicap, and/or other conditions that may impair your ability to take the exam.

Please identify your special need for exam accommodations as part of the application process. You will be required to provide documentation to support your exam accommodations.

If you do not request exam accommodations at the time of application but will require them, please contact certification@ncmahq.org as soon as possible. If you have already scheduled your exam, you may need to cancel and reschedule the appointment.

How to Access Your Application

1. Log into your profile at the top of any page on the NCMA website and select Certification from the left hand menu
2. From there, do one of two things:
 - Click on new application by selecting the blue button of the certification you are applying for
 - OR-**
 - If it is an existing certification, click on the certification within the menu
3. From there, follow the tabs and instructions along the top.

Step 2. Application Review

Once your application and fee have been successfully submitted, you will receive an email notification within fifteen (15) business days if your application is approved or if additional information or evidence is required.

Exam Eligibility Period

Once your application has been approved, the **one-year** exam eligibility period begins. NCMA will send you an email notification with instructions on how to schedule your exam date and time.

You may take the exam up to three (3) times within this eligibility period if you do not pass the exam on the first or second attempts. Though there are no additional application fees to take the exam the second or third time, there will be an additional exam fee for each exam taken.

Step 3. Schedule Your Exam & Pay Exam Fee

All NCMA certification exams are administered through Kryterion Testing Centers and it is the responsibility of the candidate to schedule the exam. The CFCM™ exam may be taken onsite or online. In both cases, the proctoring is performed by Kryterion. NCMA cannot reserve or guarantee seating at the testing centers or if they are online proctored (OLP). We recommend that you schedule your exam as soon as you determine the date on which you want to take it and at least three (3) months before the expiration of your eligibility period.

Please save all exam scheduling verifications and correspondence received for your records.

The remaining portion of this step is divided into three sections:

- Step 3.1 Testing Center Exam Instructions,
- Step 3.2 OLP Exam Instructions, and
- Step 3.3 How to Reschedule or Cancel Your Exam Appointment

Step 3.1 Testing Center Exam Instructions

Taking an exam at a testing center can be a new, exciting, yet anxious experience. We want you to feel relaxed and comfortable when visiting a Kryterion Testing Center, so we've provided the following overview on what to expect as you move through the process:

1. Registration & Payment

You will register for your exam through NCMA's Webassessor portal (access is provided in the application approval email mentioned in Step 2). During this process you will select your desired exam, choose Onsite delivery, and select a Testing Center, date, and time for your exam session. You will also be asked to pay the exam fee at this time.

2. Confirmation

You will receive an email confirming your scheduled testing date, time, Kryterion Testing Center location, and your **Test Taker Authorization Code**. This code is required to launch your exam at the Testing Center.

3. Check-In at the Testing Center

Arrive 15 minutes prior to your scheduled exam time. Two forms of identification are **required** at the Testing Center, and they will be verified and recorded. The name on your two forms of identification **must match exactly** with your name as specified in your test-taker profile in Webassessor. Additionally, all identification must be current. Expired identification will not be accepted. You will also need to provide the Test Taker Authorization Code from your Confirmation email. The Kryterion Certified Proctor (KCP) will provide you with documentation about preparing for your exam session while your workstation is prepared in the testing room.

4. Personal Items

DO NOT bring personal items with you to the testing center. NCMA, Kryterion, Inc., and Kryterion Testing Center locations are not responsible for lost or stolen items. You will be asked to place any personal items in a cabinet, locker, or compartment prior to entering the exam area. Personal items include but are not limited to bags, purses, keys, wallets, hats, briefcases, books, cell phones, calculators, portable electronic devices, watches, and any weapons or firearms.

5. Taking Your Exam

Once your exam has loaded, the proctor will escort you to the workstation in the testing room and you may then begin your exam. The test engine provides you with detailed instructions on how to take the exam and walks you through each step of the process. Scratch paper is provided by the proctor but is collected by the proctor prior to the candidate leaving the facility. Under no circumstances are candidates allowed to remove scratch paper from the facility, even if it is blank.

6. Submitting Your Exam

At the end of your exam session, you will be prompted to notify the proctor that you have completed the exam. The KCP will submit your exam and complete the check-out process.

7. Exam Results

Exam results are provided immediately on-screen after submission (results will not be printed by the Testing Center). However, any score provided at the conclusion of a candidate's exam session is considered preliminary until the candidate receives notice from NCMA that the result is official.

Step 3.2 OLP Exam Instructions

1. Registration & Payment

You will register for your exam through NCMA's Webassessor portal (access is provided in the application approval email mentioned in Step 2). During this process you will select your desired exam, choose OLP delivery, and select a date and time for your exam session. You will also be asked to pay the exam fee at this time.

2. Confirmation

You will receive an email confirming your scheduled testing date, time, and your **Test Taker Authorization Code**. This code is required to launch your exam.

3. Check-In

Arrive 15 minutes prior to your scheduled exam time. Two forms of identification are **required** and they will be verified and recorded by the OLP proctor. The name on your two forms of identification **must match exactly** with your name as specified in your test-taker profile in Webassessor. Additionally, all identification must be current. Expired identification will not be accepted. You will also need to provide the Test Taker Authorization Code from your Confirmation email.

4. How to Launch an Online Proctored (OLP) Exam

Click the **My Assessments** tab of your Webassessor account to view the associated screen. You will find your exam listed in the Scheduled Exams section.

The Launch button appears 10 minutes before the exam is scheduled to start and remains visible for 30 minutes, or until you click it to begin.

Once you have selected the Launch button, Webassessor will automatically log you out of your account for security reasons. Your Webassessor browser page will display the following: "You have launched an online proctored test and have been logged out of the system for security reasons."

Note: All test candidates are recorded during the entire exam.

5. Video Camera Preview Page and Camera Position

Webassessor will display a Video Camera Preview page.

- Use the live video display to adjust the location of your webcam.
- Verify that your microphone is working.

6. Security Check

NCMA requires you to complete a few simple exam security checks before starting your online proctored exam. This "pre-check" typically involves an ID confirmation and a 360-degree video review of your test environment.

7. Testing Environment Requirements

- Breaks during an exam are not allowed.
- Your room must be well lit, quiet, and free of distractions.
- Your immediate surroundings must be clutter-free. There is only one active computer, one active monitor, one keyboard, and one mouse.
- No test aids are authorized. However, an online scratch space is available to the candidates during the exam. After the exam closes, no data or text from the scratch space will be stored.

- You must not wear a lanyard, badge, hat, watch, or jewelry. (Remove them before the exam starts.)
- You may not interact with anyone – aside from online support staff – during your exam.
- You may not use dual monitors.
- Do not lean out of the camera view during your exam. A proctor must be able to see you at all times.
- Cell phones or any other “smart” devices are not permitted in the testing area.
- Reading the exam aloud or talking is prohibited.

Note: If the testing environment or system set-up are not satisfactory, you will receive instructions to help you correct the issue(s). Once Kryterion approves the adjustments, your exam will resume.

Failure to satisfy the preceding requirements or follow instructions can lead to termination of your exam and forfeiture of your payment. NCMA will be notified. Where conflicts exist, NCMA rules supersede any guidance shared by NCMA’s testing partner, Kryterion Global Testing Solutions.

8. Online Exam System Requirements

Summary: Online or remote proctored exams should be done on a personal computer, no virtual machines are allowed, and the download of Sentinel may require an Administrative user account. To see the full list of online exam system requirements and to perform a system check, please visit the [Kryterion website](#).

Additional Consideration: You must disable all software that can interfere with your online proctored exam. This includes, but is not limited to, pop-up blockers, antivirus software, firewalls, VMWare/Bootcamp, Skype, Photobooth, and TeamViewer.

9. Communication with the Testing Center After the Exam Session Starts

PLEASE NOTE: Once the exam session begins, chat is the only method of communication with the testing center. Also, getting the technician engaged could take 3 – 4 minutes but any lost time will be added to the exam session.

Step 3.3 How to Reschedule or Cancel Your Exam Appointment

You may reschedule or cancel your testing-center registration without incurring an additional fee with advance notice of at least 72 hours before the scheduled start time of your exam. Please Note: 72 hours is not three business days; it is 72 hours prior to the scheduled exam start time.

Reschedules and cancellations more than 72 hours before your exam start time can typically be completed free of charge through your NCMA account in Webassessor. If you reschedule or cancel *within* 72 hours of your scheduled exam start time, you may be charged an additional fee.

How to Reschedule Your Assessment:

1. Log in to your account in Webassessor.
2. Click on the **My Assessments** tab and locate the Scheduled Assessments section and click on the Reschedule/Cancel link to the right of your scheduled assessment. From this exam details page, the Reschedule and Cancel buttons will be available.

3. **To reschedule your assessment**, select the Reschedule/Cancel link and follow the prompts.
 - If you are within the reschedule window, you will be prompted to pay the reschedule fee. Submit your payment details in order to complete the reschedule process. An email will be sent confirming the payment and rescheduling of your assessment.
 - Click Done on the purchase-confirmation page to return to your account home screen.

How to Cancel Your Assessment:

1. Log in to your account in Webassessor.
2. Click on the **My Assessments** tab and locate the Scheduled Assessments section and click on the Reschedule/Cancel link to the right of your scheduled assessment. From this assessment details page, the Reschedule and Cancel buttons will be available.
3. If you cancel an upcoming assessment at a testing center outside of the 72-hour window, you will receive a refund for any fees you paid for the assessment. If you cancel an upcoming assessment within the 72-hour window, you will receive a partial refund (the assessment fee less the late-cancellation fee).
4. If you cancel an upcoming online proctored assessment outside of the 24-hour window, you will receive a refund for any fees you paid for the assessment. If you cancel an upcoming assessment within the 24-hour window, you will receive a partial refund (the assessment fee less the late-cancellation fee).
5. **To cancel your assessment**, select the Cancel option.
 - If you are within the cancellation window, you will see your total eligible refund amount on the following screen.
 - If you submit the cancellation request, your assessment will be cancelled, and you will be issued a refund to the original credit card used to complete the transaction. You will then be redirected to your account home screen. This refund may take 8-10 days to fully process.
 - An email will be sent confirming the cancellation of your assessment and the amount refunded.

No-Show Status

Failure to notify Kryterion or NCMA within the specified time periods to reschedule or cancel your exam and failure to meet a scheduled exam appointment will result in a no-show status. With a no-show status, you will forfeit the exam fee and you must pay the full exam fee to schedule another exam appointment.

Step 4. Take the Exam

NCMA Exam Confidentiality Agreement

Prior to beginning the exam, all candidates are presented with the following Exam Confidentiality Agreement (ECA):

As a candidate for this exam, you are required to follow the terms of the NCMA Exam Confidentiality Agreement (ECA) and the NCMA Code of Ethics. Please read and agree to the following before beginning your exam:

1. I will follow all NCMA certification program policies and requirements. I understand that failure to do so may result in investigation and sanctions by NCMA, which could include canceling my exam results and forbidding me from taking future exams.
2. I understand that NCMA exams are confidential. I will not discuss or disclose the questions, content, or answers from my exam to any person or organization, including other candidates, education providers, or exam preparation services, etc. at any time.
3. Prior to this exam, I have not received information from any source regarding the confidential questions, content, or answers of this exam.
4. I will promptly report to NCMA any possible violations of the ECA, NCMA Code of Ethics, or NCMA certification program policies by myself or others.

The ECA is a reminder of some, but not all, of the security related policies that the candidate previously accepted during their application. Failure to agree with any or all of the ECA will result in the immediate termination of the candidate's exam session.

CFCM™ Exam

The CFCM™ exam is based on the policies and procedures found in the *Federal Acquisition Regulation* (FAR). The exam is comprised of 150 multiple-choice questions, of which ten (10) are beta questions. Beta questions do not impact the final score and are used to assess the validity of future exam questions. The beta questions are randomly placed throughout the exam. Each question has four (4) options. Candidates are allowed up to three (3) hours to complete the exam.

Successful candidates receive a passing score of at least 70% on the exam.

Candidates who do not receive a passing score must wait at least thirty (30) days before retaking the exam. If the exam is not passed on the second attempt, candidates must wait at least sixty (60) days before retaking the exam. If the exam is not passed on the third attempt candidates must wait at least ninety (90) days, AND a new application and fee must be submitted.

CFCM™ Exam Information

The CFCM™ exam is comprised of 150 multiple-choice questions. The following formula is used to determine the 3-hour length of the exam.

Category	Minutes per Question	Number of Questions	Minutes
Questions	1	150	150
Exam Review			30
Total			180

Item Development

The exam questions for the CFCM™ are:

- Developed and independently validated by working groups,
- Referenced to the FAR, and
- Monitored through psychometric analysis.

CFCM™ Exam Blueprint

The exam blueprint details the range of questions contained in each FAR Part. The following table presents the number of possible questions in each Part.

Number of Questions	FAR Parts
5 – 8	2, 4, 15, 16, 43, 52 ¹
3 – 7	1, 3, 6, 7, 9, 12, 19, 31, 37, 42, 44, 46, 53 ²
2 – 5	5, 8, 10, 11, 13, 17, 22, 24, 27, 30, 32, 33, 35, 38, 39, 49
0 – 3	14, 18, 23, 25, 26, 28, 29, 34, 36, 41, 45, 47, 48, 50, 51
Reserved	20, 21, 40
The CFCM exam is current up to FAC 2022-04 (effective 1/30/2022).	

1. FAR Part 52: Scope and Instructions only
2. FAR Part 53: Scope and Definitions only

CFCM™ Exam Content Matrix

The following table presents a matrix that aligns FAR competencies with the CFCM™ exam knowledge content areas. The CFCM™ competencies are the FAR Parts and the CFCM™ knowledge content areas are the FAR Subparts. The matrix presents the type of knowledge necessary to exhibit knowledge as a contract manager from the perspective of the federal environment.

The FAR provides policies and procedures that federal government acquisition officials and contractors must follow in the procurement process for goods and service.

CFCM™ Competencies	CFCM™ Exam Knowledge Content Areas
1.0 Federal Acquisition Regulation System	K1.1 Purpose, Authority, Issuance K1.2 Administration K1.3 Agency Acquisition Regulations K1.4 Deviations from the FAR K1.5 Agency and Public Participation K1.6 Career Development, Contracting Authority, and Responsibilities K1.7 Determinations and Findings
2.0 Definitions of Words and Terms	K2.1 Definitions K2.2 Definitions Clause

<p>3.0 Improper Business Practices and Personal Conflicts of Interest</p>	<p>K3.1 Safeguards K3.2 Contractor Gratuities to Government Personnel K3.3 Reports of Suspected Antitrust Violations K3.4 Contingent Fees K3.5 Other Improper Business Practices K3.6 Contracts with Government Employees or Organizations Owned or Controlled by Them K3.7 Voiding and Rescinding Contracts K3.8 Limitation on the Payment of Funds to Influence Federal Transactions K3.9 Whistleblower Protections for Contractor Employees K3.10 Contractor Code of Business Ethics and Conduct K3.11 Preventing Personal Conflicts of Interest for Contractor Employees Performing Acquisition Functions</p>
<p>4.0 Administrative Matters</p>	<p>K4.1 Contract Execution K4.2 Contract Distribution K4.3 Paper Documents K4.4 Safeguarding Classified Information Within Industry K4.5 Electronic Commerce in Contracting K4.6 Contract Reporting K4.7 Contractor Records Retention K4.8 Government Contract Files K4.9 Taxpayer Identification Number Information K4.10 Uniform Use of Line Items K4.11 System for Award Management K4.12 Representations and Certifications K4.13 Personal Identity Verification K4.14 Reporting Executive Compensation and First-Tier Subcontract Awards K4.15 [Reserved] K4.16 Unique Procurement Instrument Identifiers K4.17 Service Contracts Inventory K4.18 Commercial and Government Entity Code K4.19 Basis Safeguarding of Covered Contractor Information Systems K4.20 Prohibition on Contracting for Hardware, Software, and Services Developed or Provided by Kaspersky Lab K4.21 Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment</p>
<p>5.0 Publicizing Contract Actions</p>	<p>K5.1 Dissemination of Information K5.2 Synopses of Proposed Contract Actions K5.3 Synopses of Contract Awards K5.4 Release of Information K5.5 Paid Advertisements K5.6 Publicizing Multi-Agency Use Contracts K5.7 Publicizing Requirements Under the American Recovery and Reinvestment Act of 2009</p>
<p>6.0 Competition Requirements</p>	<p>K6.1 Full and Open Competition K6.2 Full and Open Competition After Exclusion of Sources K6.3 Other Than Full and Open Competition K6.4 Sealed Bidding and Competitive Proposals K6.5 Advocates for Competition</p>

<p>7.0 Acquisition Planning</p>	<p>K7.1 Acquisition Plans K7.2 Planning for the Purchase of Supplies in Economic Quantities K7.3 Contractor Versus Government Performance K7.4 Equipment Lease or Purchase K7.5 Inherently Governmental Functions</p>
<p>8.0 Required Sources of Supplies and Services</p>	<p>K8.1 Excess Personal Property K8.2 [Reserved] K8.3 [Reserved] K8.4 Federal Supply Schedules K8.5 Acquisition of Helium K8.6 Acquisition from Federal Prison Industries, Inc. K8.7 Acquisition from Nonprofit Agencies Employing People who are Blind or Severely Disabled K8.8 Acquisition of Printing and Related Supplies K8.9 [Reserved] K8.10 [Reserved] K8.11 Leasing of Motor Vehicles</p>
<p>9.0 Contractor Qualifications</p>	<p>K9.1. Responsible Prospective Contractors K9.2 Qualifications Requirements K9.3 First Article Testing and Approval K9.4 Debarment, Suspension, and Ineligibility K9.5 Organizational and Consultant Conflicts of Interest K9.6 Contractor Team Arrangements K9.7 Defense Production Pools and Research and Development Pools</p>
<p>10.0 Market Research</p>	<p>K10.1 Market Research</p>
<p>11.0 Describing Agency Needs</p>	<p>K11.1 Selecting and Developing Requirements Documents K11.2 Using and Maintaining Requirements Documents K11.3 Acceptable Material K11.4 Delivery or Performance Schedules K11.5 Liquidated Damages K11.6 Priorities and Allocations K11.7 Variation in Quantity K11.8 Testing</p>
<p>12.0 Acquisition of Commercial Items</p>	<p>K12.1 Acquisition of Commercial Items—General K12.2 Special Requirements for the Acquisition of Commercial Items K12.3 Solicitation Provisions and Contract Clauses for the Acquisition of Commercial Items K12.4 Unique Requirements Regarding Terms and Conditions for Commercial Items K12.5 Applicability of Certain Laws to the Acquisition of Commercial Items and Commercially Available Off-The-Shelf Items K12.6 Streamlined Procedures for Evaluation and Solicitation for Commercial Items</p>

<p>13.0 Simplified Acquisition Procedures</p>	<p>K13.1 Procedures K13.2 Actions at or Below the Micro-Purchase Threshold K13.3 Simplified Acquisition Methods K13.4 Fast Payment Procedure K13.5 Simplified Procedures for Certain Commercial Items</p>
<p>14.0 Sealed Bidding</p>	<p>K14.1 Use of Sealed Bidding K14.2 Solicitation of Bids K14.3 Submission of Bids K14.4 Opening of Bids and Award of Contract K14.5 Two-Step Sealed Bidding</p>
<p>15.0 Contracting by Negotiation</p>	<p>K15.1 Source Selection Processes and Techniques K15.2 Solicitation and Receipt of Proposals and Information K15.3 Source Selection K15.4 Contract Pricing K15.5 Pre-award, Award, and Post-award Notifications, Protests, and Mistakes K15.6 Unsolicited Proposals</p>
<p>16.0 Types of Contracts</p>	<p>K16.1 Selecting Contract Types K16.2 Fixed-Price Contracts K16.3 Cost-Reimbursement Contracts K16.4 Incentive Contracts K16.5 Indefinite-Delivery Contracts K16.6 Time-and-Materials, Labor Hour, and Letter Contracts K16.7 Agreements</p>
<p>17.0 Special Contracting Methods</p>	<p>K17.1 Multi-Year Contracting K17.2 Options K17.3 [Reserved] K17.4 Leader Company Contracting K17.5 Interagency Acquisitions K17.6 Management and Operating Contracts K17.7 Interagency Acquisitions: Acquisitions by Nondefense Agencies on Behalf of the Department of Defense</p>
<p>18.0 Emergency Acquisitions</p>	<p>K18.1 Available Acquisition Flexibilities K18.2 Emergency Acquisition Flexibilities</p>
<p>19.0 Small Business Programs</p>	<p>K19.1 Size Standards K19.2 Policies K19.3 Determination of Small Business Status for Small Business Programs K19.4 Cooperation with the Small Business Administration K19.5 Small Business Total Set-Asides, Partial Set-Asides, and Reserves K19.6 Certificates of Competency and Determinations of Responsibility K19.7 The Small Business Subcontracting Program K19.8 Contracting with the Small Business Administration (The 8(a) Program) K19.9 [Reserved] K19.10 [Reserved] K19.11 [Reserved]</p>

	<p>K19.12 [Reserved] K19.13 Historically Underutilized Business Zone (HUBZone) Program K19.14 Service-Disabled Veteran-Owned Small Business Procurement Program K19.15 Women-Owned Small Business Program</p>
20.0 Reserved	
21.0 Reserved	
22.0 Application of Labor Laws to Government Acquisitions	<p>K22.1 Basic Labor Policies K22.2 Convict Labor K22.3 Contract Work Hours and Safety Standards Act K22.4 Labor Standards for Contracts Involving Construction K22.5 Use of Project Labor Agreements for Federal Construction Projects K22.6 Contracts for Materials, Supplies, Articles, and Equipment K22.7 [Reserved] K22.8 Equal Employment Opportunity K22.9 Nondiscrimination Because of Age K22.10 Service Contract Labor Standards K22.11 Professional Employee Compensation K22.12 [Reserved] K22.13 Equal Opportunity for Veterans K22.14 Employment of Workers with Disabilities K22.15 Prohibition of Acquisition of Products Produced by Forced or Indentured Child Labor K22.16 Notification of Employee Rights Under the National Labor Relations Act K22.17 Combating Trafficking in Persons K22.18 Employment Eligibility Verification K22.19 Establishing a Minimum Wage for Contractors K22.20 Reserved K22.21 Establishing Paid Sick Leave for Federal Contractors</p>
23.0 Environment, Energy and Water Efficiency, Renewable Energy Technologies, Occupational Safety, and Drug-Free Workplace	<p>K23.1 Sustainable Acquisition Policy K23.2 Energy and Water Efficiency and Renewable Energy K23.3 Hazardous Material Identification and Material Safety Data K23.4 Use of Recovered Materials and Biobased Products K23.5 Drug-Free Workplace K23.6 Notice of Radioactive Material K23.7 Contracting for Environmentally Preferable and Energy-Efficient Products and Services K23.8 Ozone-Depleting Substances and Greenhouse Gases K23.9 Contractor Compliance with Environmental Management Systems K23.10 Federal Compliance with Right-to-Know Laws and Pollution Prevention Requirements K23.11 Encouraging Contractor Policies to Ban Text Messaging While Driving</p>
24.0 Protection of Privacy and Freedom of Information	<p>K24.1 Protection of Individual Privacy K24.2 Freedom of Information Act K24.3 Privacy Training</p>

<p>25.0 Foreign Acquisition</p>	<p>K25.1 Buy American Act—Supplies K25.2 Buy American Act—Construction Materials K25.3 Contracts Performed Outside the United States K25.4 Trade Agreements K25.5 Evaluating Foreign Offers—Supply Contracts K25.6 American Recovery and Reinvestment Act—Buy American Statute—Construction Materials K25.7 Prohibited Sources K25.8 Other International Agreements and Coordination K25.9 Customs and Duties K25.10 Additional Foreign Acquisition Regulations K25.11 Solicitation Provisions and Contract Clauses</p>
<p>26.0 Other Socioeconomic Programs</p>	<p>[Not Tested]</p>
<p>27.0 Patents, Data, and Copyrights</p>	<p>K27.1 General K27.2 Patents and Copyrights K27.3 Patent Rights Under Government Contracts K27.4 Rights in Data and Copyrights K27.5 Foreign License and Technical Assistance Agreements</p>
<p>28.0 Bonds and Insurance</p>	<p>K28.1 Bonds and Other Financial Protections K28.2 Sureties and Other Security for Bonds K28.3 Insurance</p>
<p>29.0 Taxes</p>	<p>K29.1 General K29.2 Federal Excise Taxes K29.3 State and Local Taxes K29.4 Contract Clauses</p>
<p>30.0 Cost Accounting Standards Administration</p>	<p>K30.1 General K30.2 CAS Program Requirements K30.3 CAS Rules and Regulations [Reserved] K30.4 Cost Accounting Standards [Reserved] K30.5 Cost Accounting Standards for Educational Institutions [Reserved] K30.6 CAS Administration</p>
<p>31.0 Contract Cost Principles and Procedures</p>	<p>K31.1 Applicability K31.2 Contracts with Commercial Organizations K31.3 Contracts with Educational Institutions K31.4 [Reserved] K31.5 [Reserved] K31.6 Contracts with State, Local, and Federally Recognized Indian Tribal Governments K31.7 Contracts with Nonprofit Organizations</p>
<p>32.0 Contract Financing</p>	<p>K32.1 Non-Commercial Item Purchase Financing K32.2 Commercial Item Purchase Financing K32.3 Loan Guarantees for Defense Production K32.4 Advance Payments for Non-Commercial Items K32.5 Progress Payments Based on Costs K32.6 Contract Debts K32.7 Contract Funding</p>

	<p>K32.8 Assignment of Claims K32.9 Prompt Payment K32.10 Performance-Based Payments K32.11 Electronic Funds Transfer</p>
<p>33.0 Protests, Disputes, and Appeals</p>	<p>K33.1 Protests K33.2 Disputes and Appeals</p>
<p>34.0 Major System Acquisition</p>	<p>K34.1 Testing, Qualification, and Use of Industrial Resources Developed Under Title III, Defense Production Act K34.2 Earned Value Management System</p>
<p>35.0 Research and Development Contracting</p>	<p>K35.1 Research and Development Contracting</p>
<p>36.0 Construction and Architect-Engineer Contracts</p>	<p>K36.1 General K36.2 Special Aspects of Contracting for Construction K36.3 Two-Phase Design-Build Selection Procedures K36.4 [Reserved] K36.5 Contract Clauses K36.6 Architect-Engineer Services K36.7 Standard and Optional Forms for Contracting for Construction, Architect-Engineer Services, and Dismantling, Demolition, or Removal of Improvements</p>
<p>37.0 Service Contracting</p>	<p>K37.1 Service Contracts—General K37.2 Advisory and Assistance Services K37.3 Dismantling, Demolition, or Removal of Improvements K37.4 Nonpersonal Health Care Services K37.5 Management Oversight of Service Contracts K37.6 Performance-Based Acquisition</p>
<p>38.0 Federal Supply Schedule Contracting</p>	<p>K38.1 Federal Supply Schedule Program K38.2 Establishing and Administering Federal Supply Schedules</p>
<p>39.0 Acquisition of Information Technology</p>	<p>K39.1 General K39.2 Electronic and Information Technology</p>
<p>40.0 Reserved</p>	
<p>41.0 Acquisition of Utility Services</p>	<p>[Not tested]</p>
<p>42.0 Contract Administration and Audit Services</p>	<p>K42.1 Contract Audit Services K42.2 Contract Administration Services K42.3 Contract Administration Office Functions K42.4 Correspondence and Visits K42.5 Postaward Orientation</p>

	<p>K42.6 Corporate Administrative Contracting Officer K42.7 Indirect Cost Rates K42.8 Disallowance of Costs K42.9 Bankruptcy K42.10 [Reserved] K42.11 Production Surveillance and Reporting K42.12 Novation and Change-of-Name Agreements K42.13 Suspension of Work, Stop-Work Orders, and Government Delay of Work K42.14 [Reserved] K42.15 Contractor Performance Information K42.16 Small Business Contract Administration K42.17 Forward Pricing Rate Agreements</p>
<p>43.0 Contract Modifications</p>	<p>K43.1 General K43.2 Change Orders K43.3 Forms</p>
<p>44.0 Subcontracting Policies and Procedures</p>	<p>K44.1 General K44.2 Consent to Subcontracts K44.3 Contractors' Purchasing Systems Reviews K44.4 Subcontracts for Commercial Items and Commercial Components</p>
<p>45.0 Government Property</p>	<p>K45.1 General K45.2 Solicitation and Evaluation Procedures K45.3 Authorizing the Use and Rental of Government Property K45.4 Title to Government Property K45.5 Support Government Property Administration K45.6 Reporting, Reutilization, and Disposal</p>
<p>46.0 Quality Assurance</p>	<p>K46.1 General K46.2 Contract Quality Requirements K46.3 Contract Clauses K46.4 Government Contract Quality Assurance K46.5 Acceptance K46.6 Material Inspection and Receiving Reports K46.7 Warranties K46.8 Contractor Liability for Loss of or Damage to Property of the Government</p>
<p>47.0 Transportation</p>	<p>K47.1 General K47.2 Contracts for Transportation or for Transportation-Related Services K47.3 Transportation in Supply Contracts K47.4 Air Transportation by U.S.-Flag Carriers K47.5 Ocean Transportation by U.S.-Flag Vessels</p>
<p>48.0 Value Engineering</p>	<p>K48.1 Policies and Procedures K48.2 Contract Clauses</p>
<p>49.0 Termination of Contracts</p>	<p>K49.1 General Principles K49.2 Additional Principles for Fixed-Price Contracts Terminated for Convenience</p>

	K49.3 Additional Principles for Cost-Reimbursement Contracts Terminated for Convenience K49.4 Termination for Default K49.5 Contract Termination Clauses K49.6 Contract Termination Forms and Formats
50.0 Extraordinary Contractual Actions and The Safety Act	K50.1 Extraordinary Contractual Actions K50.2 Support Anti-terrorism by Fostering Effective Technologies Act of 2002
51.0 Use of Government Sources by Contractors	K51.1 Contractor Use of Government Supply Sources K51.2 Contractor Use of Interagency Fleet Management System (IFMS) Vehicles
52.0 Solicitation Provisions and Contract Clauses	K52.1 Scope K52.2 Instructions
53.0 Forms	K53.1 Scope K53.2 Definitions

Sample Exam Questions

The following are sample CFCM™ exam questions. The intent is to provide an indicator as to how the questions are constructed. The correct responses are in bold font. Also, there are no options on the exam with “all of the above”, “none of the above”, or any other option where multiple options are correct or incorrect. In addition, there are no true/false, fill-in, or short answer questions.

1. Contracting officers below the level of _____ shall be selected and appointed.
 - a. cabinet secretary
 - b. director of contracting
 - c. a flag officer or member of the Senior Executive Service
 - d. **a head of a contracting activity**

2. A proposal may be withdrawn _____.
 - a. **by written notice at any time before award**
 - b. by oral notice at any time before award
 - c. at any time
 - d. at any time with the consent of the contracting officer

Establishing the Passing Score

NCMA has determined the passing score for the CFCM™ exam is **70%**. All questions are valued at equal weight, and your final score is calculated by totaling the points you have earned on the exam.

NCMA Exam Security and Confidentiality

The exam, answer sheets, worksheets, and/or any other exam or exam-related materials remain the sole and exclusive property of NCMA. These materials are confidential and, unless directed by valid and lawful subpoena or court order, are not available for review by any person or organization for any reason.

Exam (pass/fail) results are confidential and will not be disclosed to anyone without candidate consent, unless directed by valid and lawful subpoena or court order. If you would like your exam results to be released to a third party, you must provide NCMA with a written request that specifically identifies the types of details (e.g., exam date, pass/fail status, etc.) about the exam results that the third-party person or organization should receive.

When you submit any NCMA certification application, you agree to abide by the NCMA Exam Confidentiality Agreement (found in this handbook). Among other things, this document addresses post-exam questions and discussions. It states: “**...Furthermore, I agree not to discuss, debrief or disclose, in any manner, the specific content of NCMA exam questions and answers, to any individual.**”

Any such discussion would be a potential violation of the [Certification Policies & Procedures Agreement](#) and thus, could affect the status of your certification, up to and including revocation of your certification or permanent suspension from any NCMA certification exams.

Preliminary Exam Scores

Any score provided at the conclusion of a candidate’s testing session is considered preliminary until the candidate receives notice from NCMA that the result is official.

Exam Report

Exam results are provided immediately on-screen after submission (results will not be printed by the Testing Center). However, any score provided at the conclusion of a candidate’s exam session is considered preliminary until the candidate receives notice from NCMA that the result is official.

Reexamination(s) Policies and Procedures

When your application is approved, you are granted a one-year eligibility period in which to pass the exam. During the eligibility period, you may take the exam up to three (3) times because candidates do not always pass the exam on their first attempt. Gauge your time carefully to leave enough time during the eligibility period to retake the exam, if needed.

Reexam fees apply to the second and third attempts to pass the exam. If you do not pass the exam there is a required waiting period before you can sit for another attempt. The intent of this waiting period is to allow for additional exam preparation.

If your eligibility period expires without you passing the exam, you must reapply for the certification. The following figure presents reexam fees, wait periods, and other comments applicable to retaking exams.

Action	Fees	Comments
Attempt 1 Exam Fee (payable when scheduling exam)	\$135 (US & Canada) \$160 (all others)	To retest after attempt 1, you must wait 30 days and return to Step 3
Attempt 2 Exam Fee (payable when scheduling exam)	\$135 (US & Canada) \$160 (all others)	To retest after attempt 2, you must wait 60 days and return to Step 3
Attempt 3 Exam Fee (payable when scheduling exam)	\$135 (US & Canada) \$160 (all others)	To retest after attempt 3, you must wait 90 days and return to Step 1

The CFCM™ requirements and exam structure may be occasionally revised. It is your responsibility to understand the current requirements and exam structure. Please be sure to monitor this handbook for possible revisions. If you have any questions, please contact NCMA.

Step 5. Certification

Once you have been notified directly by NCMA that you have officially passed the exam and you have met all requirements, you are granted the CFCM™. You may refer to yourself as a CFCM™ holder as long as you have an active certification status. You are authorized to use the CFCM™ designation in block letters after your name on business cards, personal letterhead, resumes, websites, and in your email signature.

Please note that as part of the application process, you agreed to adhere to the [NCMA Certification Policies and Procedures Agreement](#) and the [NCMA Code of Ethics](#). This means, among other things, that you will only use the CFCM® designation in the manner stated above and that you will not use the CFCM™ designation in company names, domain names, product names, or any other unauthorized manner.

Certificate

Your certificate and letter will be mailed to you at the beginning of the next month following certification.

Public Information

Upon request, NCMA will verify and provide information as to whether an individual holds a current, valid certification and the scope of that certification, except where the law requires such information not to be disclosed.

Step 6. Recertification

Immediately upon certification, the 5-year recertification cycle starts. To continue to hold the CFCM™ in good standing, you are required to earn sixty (60) Continuing Professional Education (CPE) and recertify by December 31 following five (5) full years of certification. For instance, if you earn the CFCM™ any time in 2021, you must recertify by December 31, 2026 with 60 CPE. Following this same example, the next recertification cycle will end on December 31, 2031.

As you approach the end of your 5-year cycle, as a courtesy, NCMA will send emails to remind you of your need to recertify. These notices will be sent to the email you have on file with NCMA. Please keep in mind that you are responsible to keep your email address up to date. If your email is not up to date, you will not receive the reminders.

It is the responsibility of the certificant to track, plan, and achieve the recertification requirements.

The CFCM™ requirements may be revised from time to time. When revisions occur, NCMA will make a public announcement and contact you as a certificant in good standing at the email address in your NCMA profile. However, it is your responsibility to understand and comply with the current requirements to be recertified. If you have any questions, please contact NCMA.

Recertification Program Overview

NCMA's recertification requirements support the continuous learning expected of our certification holders so they are always prepared to meet the demands of today's complex business environment. The purpose of the program is to:

- Enhance continuous learning and development among certification holders,
- Provide direction in development areas to ensure relevancy of certified practitioners,
- Encourage and recognize individualized learning opportunities,
- Offer a mechanism for attaining and recording professional development activities, and
- Sustain the value of NCMA certifications.

Everyone who earns a CFCM™ must actively maintain their certification(s) through continuous learning and renewal of their certification(s) every 5 years.

Being actively engaged in professional development and learning activities allows certification holders to earn CPE, fulfilling the continuing certification requirements and ultimately growing and developing as a practitioner.

NCMA recognizes that each individual has different professional needs and desires. The recertification program is designed to be flexible so it can adapt to those needs and allow you to customize your activities. The program provides a general framework and guidance—you determine your ultimate development path.

For details and instructions on how to earn and track CPE, download the [Contract Management Continuing Professional Education Guide™](#) (CPE Guide™).

Action	Fee	CPE Requirement
Recertification Application (15 business days to process)	\$95 Member \$145 Nonmember	Evidence of 60 CPE (must conform to CPE Guide™)

Application Review

The application review will take up to 15 business days to process. Please keep in mind that:

- You agree to abide by the [NCMA Code of Ethics](#) and the [NCMA Certification Policies & Procedures Agreement](#);
- The same type of documentation used to verify CPE in recertification is the same as that used in the certification process; and

- Any requests for additional information on an incomplete recertification application does not extend the recertification deadline.

Recertification Notification

Upon recertification, NCMA will issue a letter to recognize the accomplishment along with a gold seal with the updated year of recertification to place on your certificate.

Step 7. Retired Status

The retired certification status allows individuals to continue to be recognized for achieving NCMA certification(s) after leaving the contract management profession or related fields. Retired certification status does not require the CPE requirements of the active certifications, which may no longer provide value to a retired individual.

Eligibility

Those eligible to apply for the retired certification status must meet the following criteria:

- The individual must hold an active CFCM™ in good standing for at least 10 years;
- Provide 60 CPE hours; and
- The individual must be, or soon to be, separated from the contract management profession or related fields.

Applying

- Applicants must complete the retired certification application form and include a one-time, nonrefundable \$95 (NCMA member)/\$145 (nonmember) application fee.
- Individuals with a retired certification status designation must adhere to the same Code of Ethics as active certificants and may be subject to revocation in the event of a Code violation.
- If the individual with the retired certification status becomes re-employed within the contract management profession or a related field, he or she must discontinue use of the retired status designation and reactivate the certification.
- Applicants are not required to be NCMA members to hold the retired certification status.

Rights and Privileges

Individuals who qualify for retired certification status may use the applicable NCMA certification followed by the retired designation (Retired) after their name and all forms of address to indicate their status. For example, "John Smith, CFCM™ (Retired)" signifies a retired CFCM™ certification.

Restrictions

Retired certification designees may not use the applicable NCMA certification without the "(Retired)" suffix, and they are not entitled to use or hold themselves out to the public as an active NCMA certificant.

Step 8. Credential Suspension

Certificants must plan accordingly and attain new CPE throughout the 5-year recertification cycle. Complete recertification applications must be submitted by December 31. Recertification applications postmarked or emailed after December 31 are considered "suspended." Applications submitted from January 1 to March 31 will be assessed an additional nonrefundable \$75 late fee.

During this period of suspension, you are not authorized to present yourself as holding an active CFCM™.

Please keep in mind that any requests for additional information on an incomplete recertification application does not extend the suspension deadline.

Step 9. Credential Expiration

Applications received after March 31 are not accepted and the certification is expired. As of April 1, you are not authorized to present yourself as holding an active CFCM™.

To achieve an CFCM™, the current certification process must be followed from the beginning. If you achieve an active CFCM™ again, the effective date will be as of the current date NCMA notifies you of the accomplishment. You will not be retroactively certified to cover the gap in which you did not hold an active CFCM™.

Certification Complaints Process

All complaints regarding the certification process are governed by the NCMA Certification Complaints Procedures. Examples of a complaint include but are not limited to:

- Dissatisfaction with a certification process,
- Dissatisfaction with exam content, or
- Dissatisfaction with the exam administration.

All certification related complaints must be reported within 30 days of the event/incident cited, made in writing, and sent to NCMA:

- Via email at certification@ncmahq.org, or
- Via postal mail at 21740 Beaumeade Circle, Suite 125, Ashburn, VA 20147

All complaints should include evidence supporting the reason for the complaint and the nature of the request, including all reasons why the action or decision should be changed. A complaint must include:

- Date;
- Name and e-mail address of the complainant;
- Name against whom the complaint is made, if applicable;
- Reference to the NCMA certification policy and/or procedure that was allegedly violated;
- A description of how the policy and/or procedure was allegedly violated; and
- Any applicable evidence that supports the complaint.

We will acknowledge, in writing, your complaint within 3 business days of receipt. If a complaint is missing any necessary information, you will be informed and allowed an additional 30 days to supply the missing information. If the required information is not submitted within that time, the request will be closed. The review and validation of the complaint will occur in a constructive, impartial, and timely manner. You will be notified of the outcome within 3 business days of the decision being made. A record of the complaint, including any subsequent action(s) taken, and the decision made will be maintained by NCMA. All information pertaining to the complaint will remain confidential.

You have the right to appeal the decision on your complaint within 10 calendar days of the notification of the decision rendered. The appeal must be submitted in writing and can be sent via email or mail to one of the addresses listed above. Please see the following section for appeals procedures.

Certification Appeals Process

All challenges to NCMA's Certification Program are governed by the NCMA Certification Appeals Procedure. This appeal process is the only method to review decisions made by NCMA regarding desired certification status. Examples of an appeal include but are not limited to:

- Rejection of a certification application,
- Decision of a filed complaint, or
- Failure to meet requirements resulting in a certification being suspended or terminated.

All certification related appeals must be reported within 30 days of the event/incident cited, made in writing, and sent to the NCMA Certification Staff:

- Via email at certification@ncmahq.org or
- Via postal mail at 21740 Beaumeade Circle, Suite 125, Ashburn, VA 20147.

To request an appeal, you must submit a request and include evidence supporting the reason for the appeal and the nature of the request, including all reasons why the action or decision should be changed. An appeal must include:

- Name and e-mail address of the appellant,
- A description of why the appeal should be granted, and
- Any applicable evidence that supports the appeal.

We will acknowledge, in writing, your appeal within 3 business days of receipt. The review and validation of the appeal will occur in a constructive, impartial, and timely manner. You will be notified of the appeal decision within 30 days of NCMA's receipt of the appeal, unless circumstances warrant a delay. If a delay is expected, you will be notified. A record of the appeal, including any subsequent action(s) taken, and the decision made will be maintained by NCMA. All information pertaining to the appeal will remain confidential.

Appendix: How to Approach the Examination

For the mental side of examinations, here are some recommended exam-taking techniques:

1. Relax. The examination is based on your profession.
2. Read the questions carefully, answering those you can easily and quickly answer. It is usually a good idea to go with your first impression when answering a question; second-guessing can cause you to change a correct answer to an incorrect one.
3. Skip over or flag questions that appear too difficult and return to them later.
4. Don't stop. Keep going. Keep reading questions until you find one you can answer. The questions you've read will be in the back of your mind; when you return to them, you'll have a fresh perspective. Avoid overanalyzing and second-guessing the question. Choose the correct answer for the question as it is written. Do not make assumptions about what the question means. Don't regard questions as being "trick questions" or concentrate on the exceptions to normal practice.
5. Keep an eye on the clock. Judge the time you have so you don't spend a lot of time puzzling over one question to the detriment of being able to answer several others. Flag questions you are having trouble with and move on.
6. Don't try to "game" the system by choosing answers to ensure that an equal number of As, Bs, Cs and so on are selected. In the long run (over a lifetime), this may be a good technique, but in the short run (for one examination) the statistical underpinning for this myth has not been proven.
7. Try to answer the question in your mind before you read the choices. Good test questions are constructed to allow the knowledgeable examination candidate to do this.
8. If you can't readily identify the correct answer, make an educated guess. Eliminate the choices you know to be false and select from those remaining.
9. If time permits, look over your answers. However, avoid trying to second-guess your answers.
10. Don't worry about the examination. You may feel wrung out and exhausted at the end of it, but that is not necessarily an indication of how well or how poorly you may have performed.