



ATP

Innovations
in Testing

Orlando, Florida

2010

Credential Metamorphosis: Knowing Whether to Change an Existing Credential or Create a New Credential

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Agenda

Factors to consider in determining changes

Two case studies:

Green Building Certification Institute

Project Management Institute

Factors affecting job roles

- Knowledge changes
- Practice changes
- Growth in the field
- Dramatic event(s) - positive and negative
- Legislative changes
- Trends

Reactions from the credentialing body

- Maintain the course
- Enact “immediate” change
- Incorporate change during regularly planned cycles
- Undergo deliberation and consider benefits/risks to change

Decision: Modify existing credential or create a new credential

1. What is happening in the environment?
2. What is the relationship to the organization's core values, mission, vision?
3. Is the credential still relevant?
4. Has education/training changed?
5. What impact does the credential have on the business side of the organization?
6. Are there competing credentials?

Considerations: Modify existing credential or create a new credential

- Modify if:
 - Credential still has relevance
 - Content still current
 - Volumes represent stability
- Create new if:
 - New content
 - New level of certificants identified
 - Constituent or public demand

Two Case Studies

- How was the need for change identified?
- What steps did the organization take to prepare for the change?
- How long did the change process take?
- How did the constituency react?
- How has the change/new credential affected the organization?
- What has been the financial impact?

Green Building Certification Institute

Overview of the Green Building Certification Institute (GBCI®)

- At a glance:
 - Vocabulary: LEED, Rating System AP
 - Established January, 2008
 - GBCI administers project certification and professional credentials to people
 - Mission: Be the premier organization independently recognizing excellence in green building performance and practice globally

Past GBCI Credentials

- One LEED® AP credential from 2001 - 2005
- LEED AP in 2006: Two other credentials added
- While each credential dealt with a specific aspect of Green Building; New Construction, Commercial Interiors, and Existing Buildings – there was only one LEED AP credential

Current GBCI Credentials

- Family of credentials that are more specific depending on the job role and field of expertise
 - LEED AP 2008 – mid 2009: Retirement rollout and introduction of a 3 tier credentialing program
 - Tier 1; LEED Green Associate: Credential holder supports sustainable design, construction, and operation of buildings and neighborhoods. Ideal for building professionals who support LEED (Realtors, teachers, product manufacturers, suppliers, brokers, lawyers, students, journalists)

Current GBCI Credentials (cont.)

- Tier 2; LEED AP with Specialty: Credential holders represent one's knowledge of rating system – specific, technical information required for the successful implementation of LEED. Ideal for building practitioners (architects, engineers, interior designers, builders, contractors)

Current GBCI Credentials (cont.)

- Tier 3; LEED Fellow: LEED Fellows would become part of an extraordinary class of leading professionals distinguished by their years of experience and contributions to the standards of practice and body of knowledge for achieving continuous improvement in the green building field. This credential is still under development.

How was the need for change identified?

- Evaluate: Who are our stakeholders?
- Stakeholder concerns
- Role of the LEED AP changed
- “Needs of the industry” (global JTA)
- USGBC’s strategic direction

How was the need for change identified (cont.)?

- Relationship of credential to post credential activities
- LEED AP success factors
- Substance
- Specialty
- Expertise

What steps did the organization take to prepare for the change?

- Global JTA
- JTA: 5 parts
 - Background and General Information
 - Rate statements on various “tasks”
 - Rate statements on various “knowledges”
 - Rate by weightings potential test content
 - Free comments

Navigating the change and how long did the change process take?

- Still going on...bringing in the last LEED AP Specialty exam – LEED AP ND
- Still going on...evaluating the first new credentials that went out the door
- Still going on...bringing up the Credential Maintenance Program
- Overhaul of our IT infrastructure to support the application process, new policies, and CEU tracking...still going on

Ancillary Activity

- Education
- Misinformation

How did the constituency react?

- Paradigm shift and the recognition that change was necessary
- Support from many different levels
- Opportunities
- Challenges

What were/are the effects of change?

- Growth in credential holders
- Operations
- Volunteer involvement
- Career path
- Addresses evolution of the fast changing market
- Credence (value to practitioners and organizations)
- Global awareness and our mission
- LEED is no longer jargon
- Growth in enrollment in the Continuing Education Program

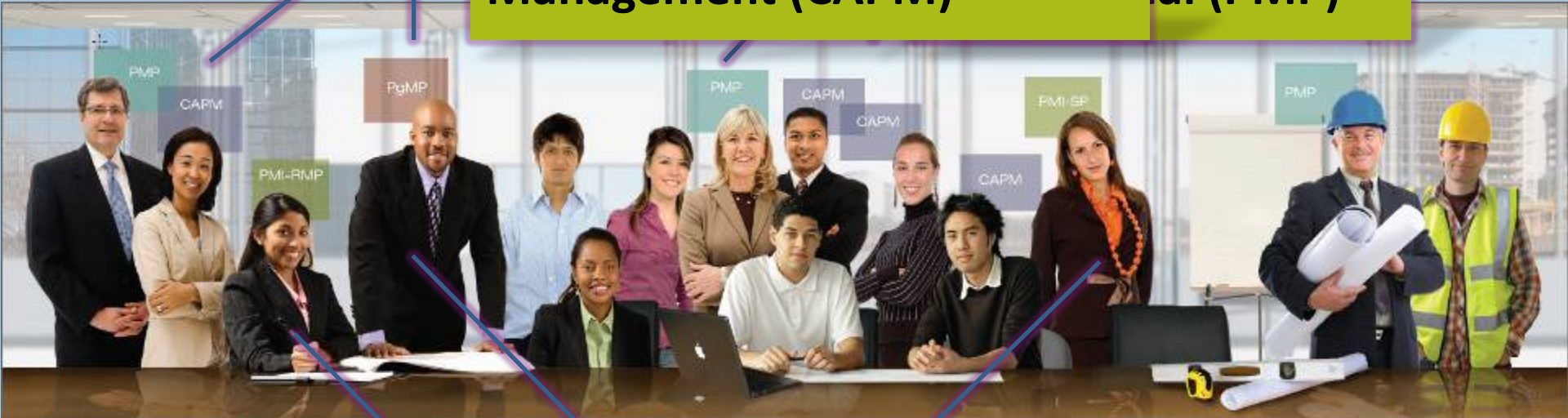
Project Management Institute

Overview of the Project Management Institute (PMI)[®]

- At a glance:
 - Founded in 1969
 - *Making project management indispensable for business results[®]*
 - Core areas: Membership, Credentials, Standards, Research, Professional Development
 - More than 370,000 credential holders and 300,000 members in 185 countries

Overview of PMI Credentials

Certified Associate in Project Management (CAPM)[®] **Project Management Professional (PMP)[®]**



PMI-Scheduling Professional (PMI-SP)[®]

Program Management Professional (PMI-RMP)[®]

How was the need for change identified?

- Evolution of profession
- Increasing specialization
- Increasing hierarchical differentiation
- Credential dilution
- Market research
- Role Delineation Study (RDS)

What steps did the organization take to prepare for the change?

- New RDS Studies
- Market research
- Extensive Marketing / Communications (MarComm)
- New Certification policies and procedures
- Operational changes

Navigating the change and how long did the change process take?

2004:

CAPM Launch

PMP/PgMP RDS



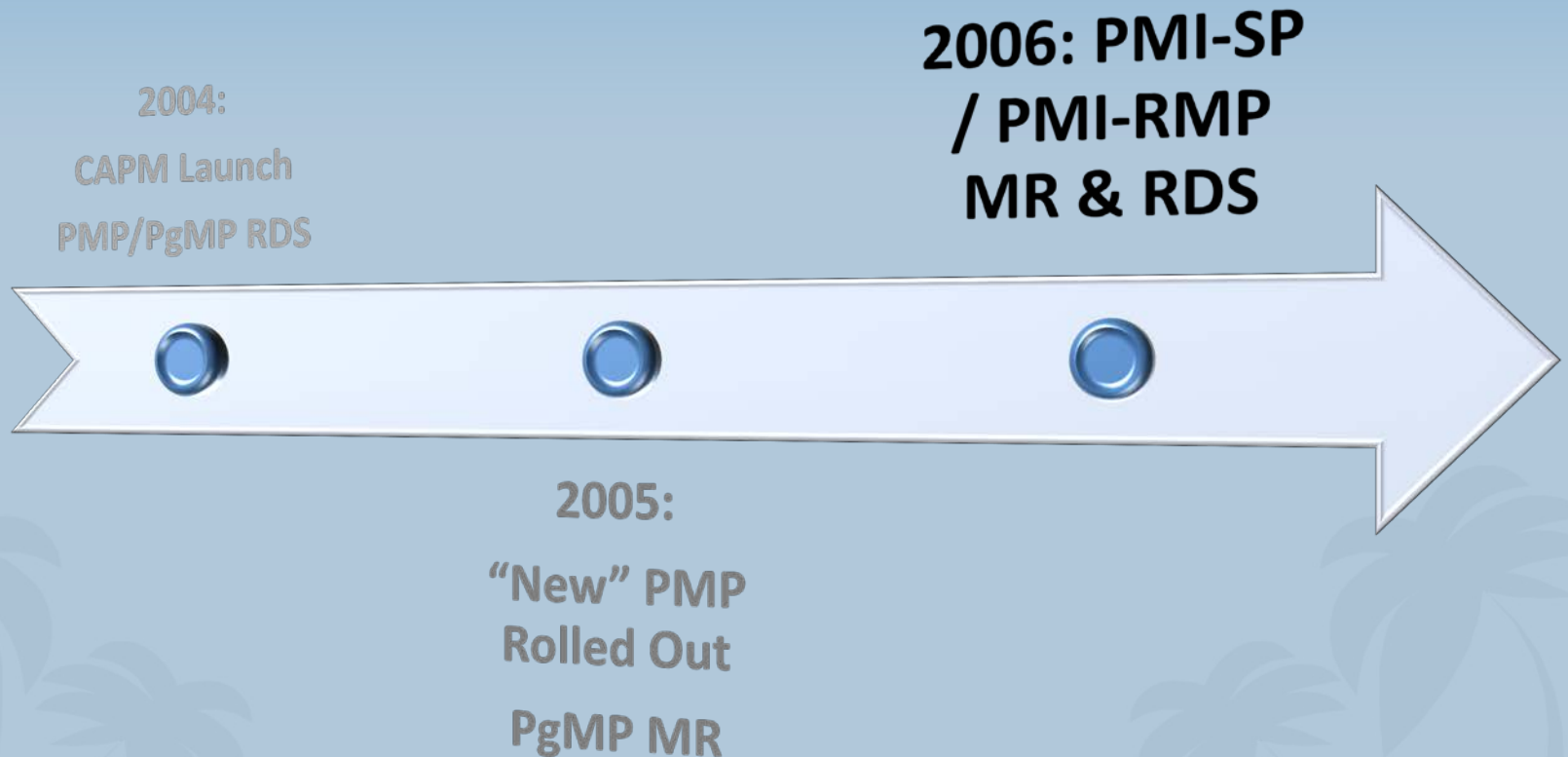
Navigating the change and how long did the change process take?



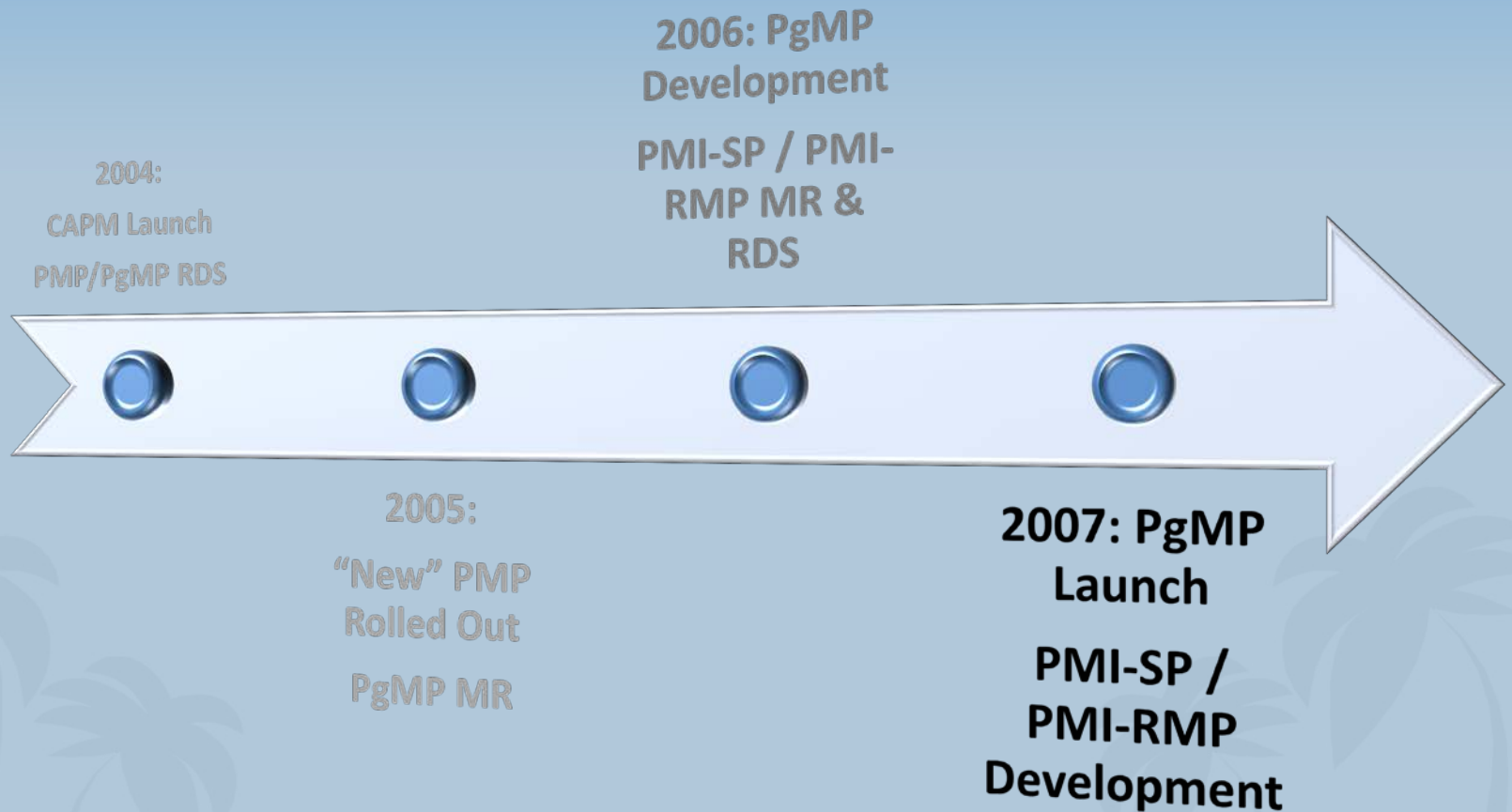
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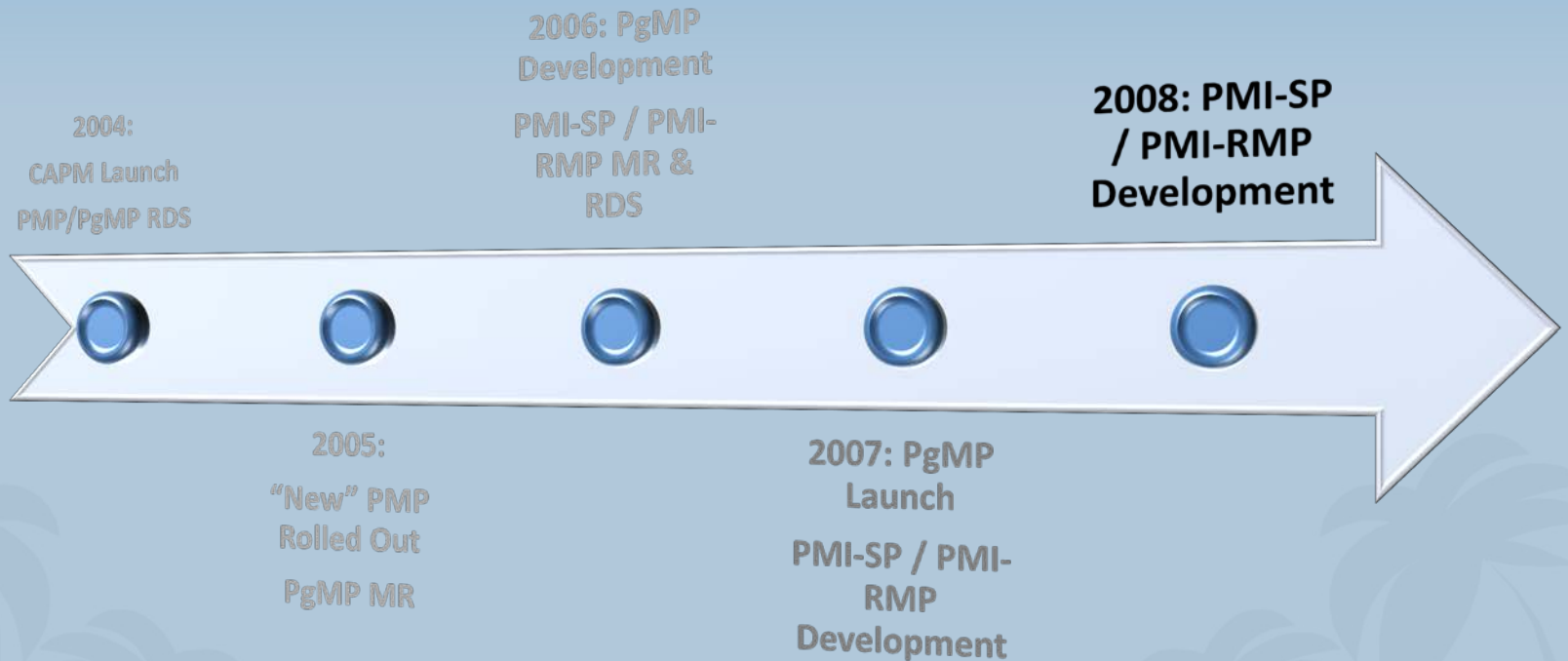
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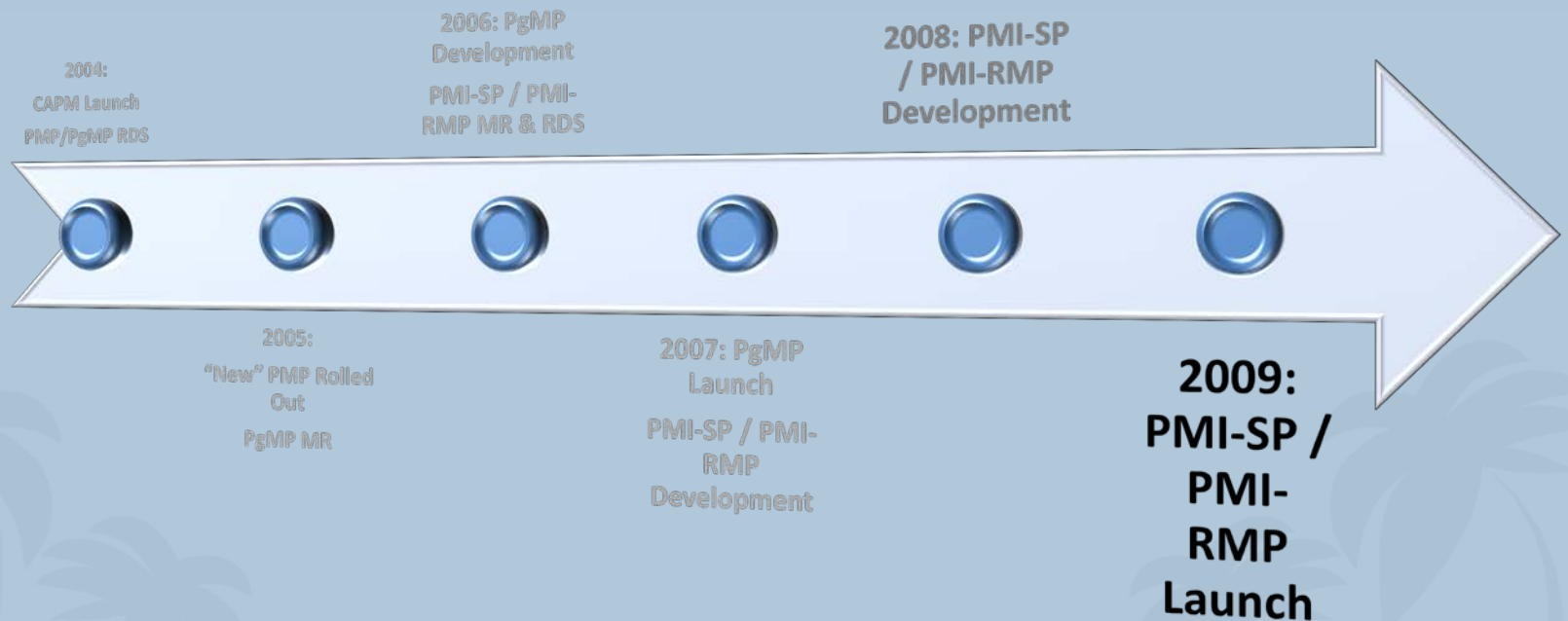
Navigating the change and how long did the change process take?



Navigating the change and how long did the change process take?



Navigating the change and how long did the change process take?



How did the constituency react?

- PMP
- CAPM
- PgMP
- PMI-RMP and PMI-SP

How has the change/new credential affected the organization?

- Growth
- Operations
- Volunteer involvement
- Hierarchy
- Career path
- Profession evolution
- Product portfolio
- Changing workforce

Questions ?