

IPMA®

international
project
management
association



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**International Project Management
Association
(IPMA)**

Reference: 2015/AVC/13.0666

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IPMA training and certification

What's next for experienced Practitioners?

Your consultant is PRINCE2® Practitioner certified and has about 3-5 years' experience. Where does the consultant go from there? Adding Value Consulting has a wide range of development paths available (based on PMI/PMP or IPMA) to experienced project managers, including some corporate programmes.

The diagram here below shows a generic multi-level project organisation, with programme management roles on the left, project management roles in the middle and project/programme office roles on the right. The IPMA levels are guides on the left to show how each role is aligned to international standards. This diagram gives a generic view. Your organisation's PPM roles structure may be different.



What is IPMA?

World's first International PM Organization (1967). (PRINCE2 was developed in 1975) First with role based, competence- assessed project management certifications. IPMA offers standards for project management competence and competence-based education, training and development.

IPMA's Four-Level Certifications

IPMA offers an exam-based certification: IPMA Level-D® Certified Project Management Associate. IPMA offers a Role-based Certification Suite. IPMA's Advanced Certifications engage professional assessors to assess PM Competence:

- IPMA Level-C® Certified Project Manager
- IPMA Level-B® Certified Senior Project Manager
- IPMA Level-A® Certified Projects Director, Portfolio Manager, or Programme Manager

Why a bridge is needed to go from PRINCE2 to IPMA?

IPMA Level qualifications and PRINCE2 are complementary, at the same time they are different

- IPMA is wide in content, but not necessarily deep
- PRINCE2 being a method is deeper into principles and processes, but less wide
- GAPPS studies have shown that both principles are very close and complementary
- For a professional qualification in Project management 3 areas should be achieved:

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- Methodology – technical competences
- Behavioural (personal) competences
- Contextual competences
- With PRINCE2 being most compatible and complementary with the IPMA Level D qualification it makes sense to recognise these facts.

What is the approach?

People coming from the world of Best Management Practices (PRINCE2, MSP, MoP, etc), who would like to achieve IPMA Level D, C, B or even A, will have to:

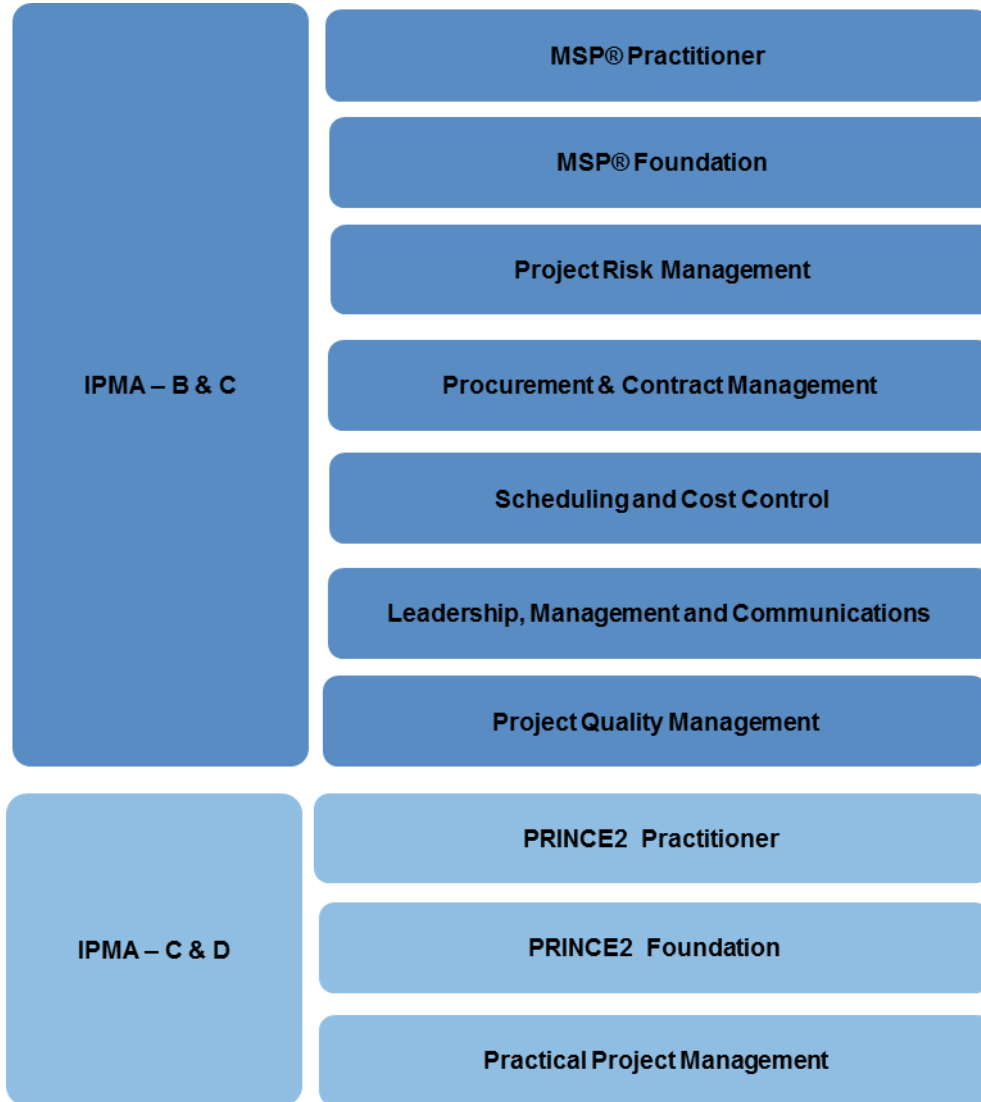
- Provide a PRINCE2, MSP or MoP certificate
- Attend a training course, (or do personal study)
- Sit and pass a 90-minute multiple choice exam (IPMA-D)
- Engage in a professional assessment(s) IPMA-C, B and A
- Have the result ratified by the national member association of IPMA (i.e. IPMA Denmark)
- Become certified by the national IPMA member association

PRINCE2 and IPMA combined: Example: `the Burning House`

- The IPMA principles advise to leave the house from a Governance point of view
- PRINCE2 uses a process „how” to leave the house

We believe this is a great opportunity for a next step to a good project manager qualification combining strengths from both a world class IPMA International Competence Baseline (ICB) and a highly recognized and adopted international methodology PRINCE2.

POSSIBLE courses offering in combination with IPMA



IPMA level D® Certified Project Management Associate

An IPMA Certification® at Level D requires that the candidate has and is able to apply knowledge of project management that covers a broad spectrum of method applications and leadership behavior – as required for the management of a less complex project.

Certification process

The certification process includes one stage:

Stage 1: Self-assessment, application and examination

Assessment at Level D is carried out by two assessors based on the CV, the self-assessment and the examination. Before the certification, the participants receive the book *Competencies in Project Management* as part of the certification process. If a candidate does not pass the examination, a new application for certification cannot be forwarded until a minimum of six months later, counting from the assessors' feedback letter.

Competence requirements

Experience applications:

At least 6 man-months of experience as project manager of non-complex projects or as project participant in less complex projects are recommended. After 5 years a re-certification will take place.

Method applications

The candidate has explicit knowledge of one method/tool for most of the sub-competences under the method elements of the National Competence Baseline (NCB) as well as insight into how to apply these in less complex situations.

This is valid for the following four competence areas:

- Plan and evaluate the project management
- Organise the project management phases
- Perform overall project management
- Perform ongoing project management

The candidate should also possess basic knowledge of the competence area:

- Manage corporate project processes

Leadership behavior

The candidate should have knowledge of good leadership behavior, be aware of and able to reflect on own demonstrated behavior. This includes behavior that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamic

IPMA Level C® Certified Project Manager

An IPMA Certification® at Level C requires that the candidate is competent to manage less complex projects and can assist a project manager of complex projects within all areas of project management.

To manage a less complex project also implies that the candidate can manage a larger team of project participants and/or function as manager of a sub-project in a complex project.

Certification process

The certification process has three stages:

Stage 1: Self-assessment and application

Stage 2: Examination and assessment workshop

Stage 3: Interview and approval

The assessment at Level C is made by two assessors. Stage 1 includes: CV, self-assessment and references. Stage 3 includes impressions from written examination, assessment workshop and interview with the assessors.

If the self-assessment shows that the competencies correspond to Level B, the candidate can change level. If a candidate not passes Level C, a Level D Certificate will be issued if CV, self-assessment and written examination fulfill the requirements for passing at Level D.

If a candidate does not pass a new application for certification cannot be forwarded until a minimum of six months later, counting from the assessors' feedback letter. After 5 years a re-certification will take place.

Experience applications

Certification at Level C requires at least 36 man-months of experience as manager of less complex projects, for example, which include several interested parties with predictable behavior and are performed by a larger project team. The 36 man-months of experience should formally not be older than 6 years, but we may accept up to 9 years.

Project management has been performed with responsibility for all management areas and with achievement of good results. Further, accumulated experience from managing projects should have been applied continuously in new situations/ projects.

Method applications

The candidate must have explicit knowledge of a couple of variants of methods/tools for most of the sub competences under the method elements of the National Competence Baseline (NCB) as well as the capability to apply these in less complex situations, including evaluating the method/tool.

Further, the candidate must have practical experience from applications – with several participants, in several situations within less complex projects.

This is valid for the following four competence areas:

- Plan and evaluate the project management.
- Organize the project management phases.
- Perform overall project management.
- Perform ongoing project management.

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The candidate should also possess basic knowledge of the competence area:

- Manage corporate project processes.

Leadership behavior

The candidate must be conscious of and frequently exercise a considerable and generally adequate degree of leadership behavior – even in cases involving rather difficult conditions.

The candidate must also reflect on own behavior and make improvements from time to time.

This requires behavior that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics.

IPMA Level B® Certified Senior Project Manager

An IPMA Certification® at Level B requires that the candidate is competent in managing complex projects. This means that the candidate can manage a project with many sub-systems/elements and relationships with several companies and/or organizations involved, and with many separate disciplines.

Certification process

The certification process includes three stages:

Stage 1: Self-assessment, application and examination

Stage 2: 360-degree feedback and preparation of report

Stage 3: Corporate case session, interview and final approval

Assessment at Level B is made by two assessors – one of the assessors with insight in the same industry as the candidate. The assessment at Stage 1 is based on CV, self-assessment, written examination, and references. The assessment at Stage 3 includes the project report, impressions from the workshop and the interview with the assessors.

If the self-assessment at Stage 1 shows that the candidate's competencies correspond to Level C, he/she can apply for Level C in the same round without extra payment. If a candidate does not pass the examination, a new application for certification cannot be forwarded until a minimum of six months later, counting from the assessors' feedback letter. After 5 years a recertification will take place.

Experience applications

Certification at Level B requires at least 60 man-months of experience as project manager. Of these, a minimum of 36 man-months must be from management of complex projects – which means, for example, projects with many interested parties with unpredictable behavior, and performed by a project organization with several sub-projects. The remaining man-months could be experience as manager of less complex projects – which means, for example, projects with several predictable interested parties and performed by a larger project team. The 60 man-months of experience should formally not be older than 8 years, but we may accept up to 12 years.

Project management must be performed with responsibility for all management areas and with achievement of good results. Gained experience from managing projects must be applied continually in new situations/ projects.

Method applications

The candidate must have a solid explicit knowledge of several methods/tools for most of the sub competences under the method elements of the National Competence Baseline (NCB) as well as the capability to apply these in complex situations, including assessing and combining variants.

Further, the candidate must have practical experience from applications – with several participants, in numerous situations of complex projects.

This is valid for the following four competence areas:

- Plan and evaluate the project management.
- Organize the project management phases.
- Perform overall project management.
- Perform ongoing project management.

Further, the candidate should also possess good knowledge of the competence area:

- Manage corporate project processes.

Leadership behavior

The candidate must be conscious of adequate leadership behavior and often exercise it in several ways; even in case of difficult conditions involving resistance. The candidate must also reflect on own behavior and frequently make improvements. This includes behavior that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics