IPMA Certification · 2024

Level C

Individual Competence Baseline
for Project Management

Version 4.0

Table of content

1. Introduction to IPMA Level C certification

The purpose of the introduction session

Guide

How to document your competencies in Project Management to the assessors

Inspire

How the certification process itself can boost your competencies in project management

IPMA® Certification – in brief

IPMA®

PRINCE2®
PMP®
Or another exam

Individual Competence Baseline for Project Management

1. Evaluate the Project Managers demonstrated competence

in managing a project - by applying knowledge and experience.

2. The assessment is done by two assessors

both of which are IPMA® certified at least at the same level and experienced in assessing individuals.

3. Participation in the certification process is a self-learning process

that can give a significant boost to your competence.

Certified Project Manager

Competent in acting in a moderate complex environment.

Responsible in a project management role with moderate complexity within an organisation.

Eligibility
A minimum of 3 years experience as a project manager within projects of moderate complexity (complexity minimum 16).

Or

A minimum of 3 years experience in a responsible project management role assisting the project manager in complex projects (complexity minimum 25).

All experience for Level C must have been obtained within the last 6 years. The evidence timescale can be extended by 4 years with justifications (if you have been on maternity leave, other leave or worked with line management).
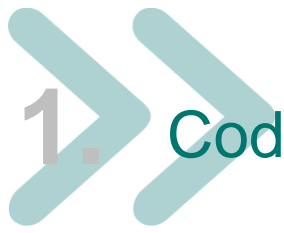
Codex for IPMA certified individuals

As an IPMA certified individual you should:

- Act proactively and take responsibility for the management processes of the project

- Be able to handle the assumed project management tasks

- Be reliable to the project partners, inform proper and relevant information, observe agreements and inform on situations that might create conflicts of interest

- Encourage and support the project participants in their efforts of developing both professional and behavioural competencies

- Maintain and develop own project management competencies concurrently with the development in the profession

- Not forward any confidential material from the certification, not discredit IPMA Certification or refer to it in a misleading way

- Not call yourself IPMA certified if you no longer are holding a valid certificate

Certificate withdrawal

If the IPMA certification in Denmark is made aware that a certified project Manager behaves unethically and does not follow the codex, the IPMA certification in Denmark will investigate the matter further.
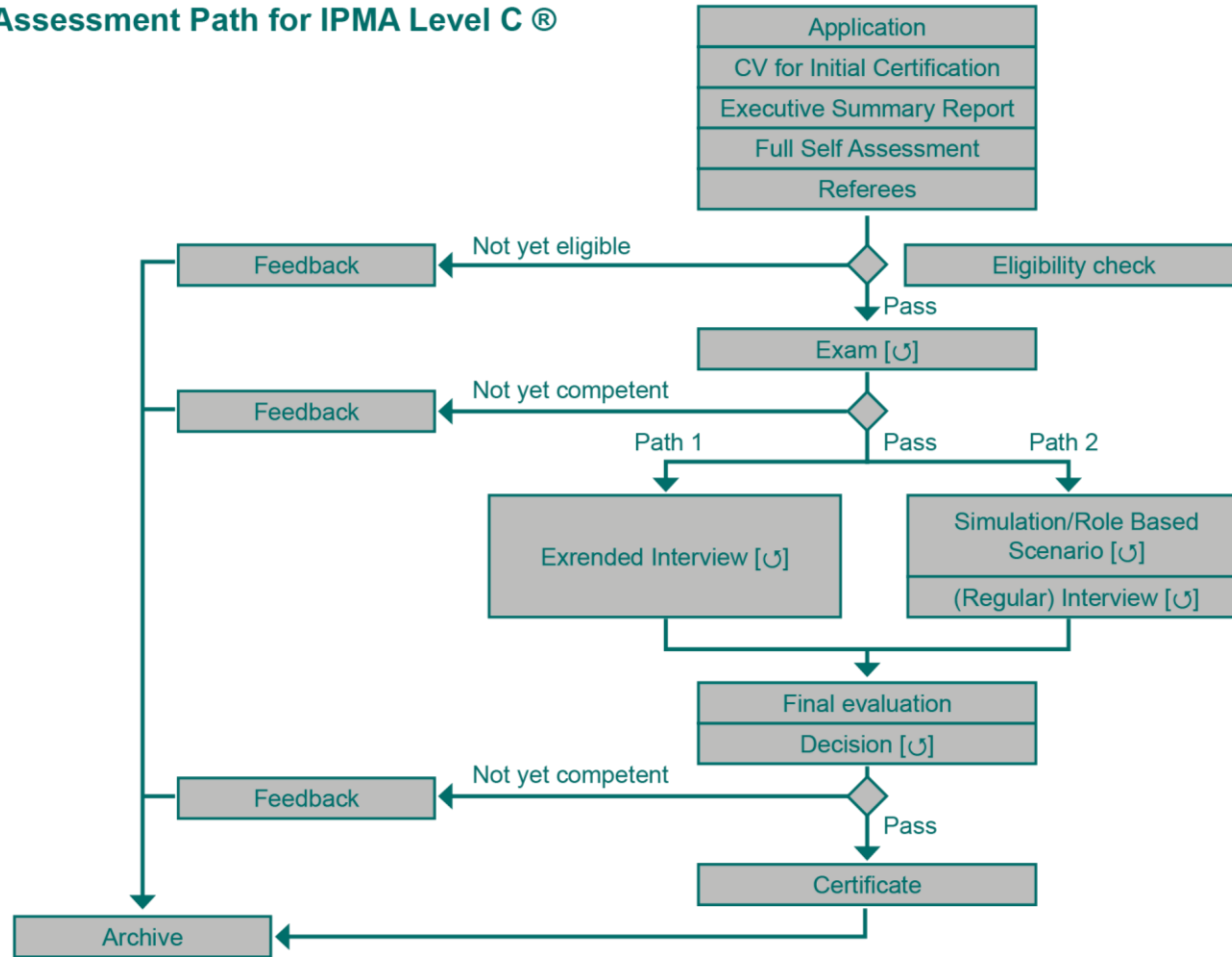
The certified project manager will, of course, be involved in this study.

The investigation may result in the certificate being terminated.

Certification process

Assessment Path for IPMA Level C ®

- Application
- CV for Initial Certification
- Executive Summary Report
- Full Self Assessment
- Referees

Eligibility check → Not yet eligible → Feedback

Pass ↓

Exam [↻]

Not yet competent → Feedback

Pass

Path 1 → Exrended Interview [↻]

Path 2 → Simulation/Role Based Scenario [↻] / (Regular) Interview [↻]

Final evaluation / Decision [↻]

Not yet competent → Feedback

Pass ↓

Certificate

Archive

[↻] = If deemed not yet cometent at the first attempt step can be repeated once.

IPMA certification Level C 2024

Level C – C56E	Online
Enrolment no later than	26. August
Introduction session online	4. September from 12.30-16.30
CV & Self assessment via online portal	2. October
Written examination online	9. October 9-12
First Feedback via online portal	31. October
Interview online	12. November

The certification process is online
We start exactly at the announced time, so please come on time.

If it is found in the self-assessment that the candidate's competencies correspond better to Level D, the level can be changed.

On our website you can find all rules regarding payment for participation in the IPMA certification process.

Total effort up to 80 hours.

Switch between levels

If it is found in the self-assessment that the candidate's competencies correspond better to Level D or B, the level can be changed. This will require participation in a written exam.

On our website you can find all rules regarding payment for participation in the IPMA certification process.

Assessors

A complete list of assessors can be found at our web page: <u>Organisation - IPMA</u>

If you already knows some assessors, please inform us as soon as possible by mail.

Step 1 : CV, Self-assessment and exam

2. CV and self assessment

The file for CV and for Self assessment is provided before the introduction session.

At the Introduction session the content will be explained in detail.

Type of project, your role and phases

Type of project

PD = Product development

OD = Organisation development

CD = Company development

SD = System development

TF = technical facilities

CO = Construction

Your Role

OA = Overall Project Manager

PO = Portfolio Manager

PM = Project Manager

PGM = Programme Manager

SPM = Sub Project Manager

SPGM = Sub Programme Manager

Phases

A = All phases

B = The concept phase

C = The development phase

D = The Delivery phase

If your type of project, your role or phases don't fit to these abbreviations, you simply define your own abbreviations and explain it in the CV-word document.

Description of the required experience is a formal IPMA requirement

In addition, it is useful to reflect on your career as a Project Manager, which provides input to your own competence assessment.

You need to document at least 36 months of experience within project management. For these 36 months you need to provide a more detailed description of your projects.

Further experience than 36 months is documented in the form "Experience in managing projects" only.

Example:

3 projects in 3 different companies to earn 36 months experience (Minimum complexity 16).

- Form "Experience in managing projects" to be filled for all your projects.

- Form "Distribution of own man-months per. Year" to be filled for all your projects.

- Detailed description of the projects incl. organisation and "Complexity matrix" for project no. 1, 2 and 3.

Reflections about own experience

Please spend 10 minutes to reflect for yourselves upon how to document one specific project in the forms below:

1. "Experience in managing Projects".
2. The score for one of the 10 parameters in the table "Complexity matrix".

After the exercise, Please ask questions.

Example of verifying learnings from literature

No	Read Year	Title and author	3 statement about outcome
L1	2018	The Deadline; Tom DeMarco	• How to assign the right tasks to the right team members • Implement change by securing also the feeling of safety • High pressure on a longer period is not leading to faster project and team speed

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***Individual Competence Baseline –
ICB4 for project management***
describes the competencies assessed
during the certification process.

The purpose of self-assessment of competencies

Examination of the competency elements gives you an overview of the syllabus for the written exam.

By self-assessment you find out where you need to "read up" before the exam.

Self-assessment is one of the formal requirements for certification - and is included in the overall assessment.

Structuring of Competence elements

Chapter 4.3 Perspective
The competences that address the contexts of projects.

Chapter 4.4 People
The competences that address personal and social topics.

Chapter 4.5 Practice
The competences that address the specific practice competences for managing projects.

In total 28 competence elements (CEs)

4. Self-assessment of competencies

Testing how to score the self-assessment

For competence element 4.5.10 "Plan and control" first an immediate assessment of knowledge and experience is made on the scale 0-10.

Then read the competence element "Plan and control" until Key competence indicators 4.5.10.1:
• ICB4 for Project Management page 159 and 160
and the 10 Scale next page in the candidate manual. Then assess your knowledge and experience again.

If you are still unsure of your competence score, it is recommended to fill the self assessment at "Key competence indicators" level.

If you are still unsure of your competence score, it is recommended to ask a sparring partner.

Scale to be used in the self-assessment

Knowledge	Scale	Experience
None	0	None
Have heard about the method / process	1	Observed how the method / process is used in non-complex situations
Can recognise and describe the method / process in general terms	2	Presented how the method process is used in non-complex situations
Can describe the use of the method / process in non-complex situations	3	Used the method / process in non-complex situations as a participant
Understands a single variant of the method / process and knows how to use it in less complex situations	4	Used the method / process in non-complex situations
Relate to the method / process and scale its use in less complex situations	5	Used the method / process with the team in less complex situations
Relates to methods / processes and scales their use in complex situations	6	Used methods / processes with sub-managers in complex situations
Evaluates and optimise methods / processes in complex situations	7	Used methods / processes with sub-managers and other key persons in complex situations
Assesses and optimises methods / processes in very complex situations	8	Used methods / processes with sub-managers and other key persons in very complex situations
Develops methods / processes in very complex situations	9	Has further worked as a consultant / facilitator in the application in very complex situations
Develops methods / processes for very complex situations and documents it in recognised articles / journals	10	Has as a recognised expert worked as a consultant / facilitator in the application in very complex situations

Hints to the self assessment

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- Fill all cells marked with green.

- When evaluating the competence elements, half numbers can be used. For example, 5.0; 5.5; 6.0.

- Verify your scoring on competence element level. We recommend you also to score and verify at the level of "Key Competence indicators", but this is not mandatory.

- Knowledge is verified by referring to up to two sources per competence element. It might be courses or literature and/or methods, or processes developed by your self. Use numbers from the CV: C1. L1 etc.

For each source add a statement or a few specific keywords that show the essence of your knowledge.

- Experience is verified by referring to one project only per competence, where you really had the opportunity to use your core competence. Use numbers from the CV: P1, P2 etc.
  For each source add a statement or a few specific keywords that show the essence of your competence.

- At level C at least 23 competences must have a minimum score at 5.

Example of verification in self-assessment

Competence element	Score	Verification
4.5.10 **Plan and control**	6,5	Knowledge: C2, L4: Waterfall, Prototyping, Timeboxing and Agile (Planning Poker). I know which parameters help determine which method to choose. The more complex and undefined the project is, the greater the value the agile method has. I have knowledge of several different ways to handle changes: Change requests and sprint planning and can scale the methods according to the contract with the customer.
	6	Experience: P2. In the start-up phase, I first chose to use timeboxing. In collaboration with my sub-project managers, I decided that some sub-projects were to be developed agile, some after the waterfall method and other sub-projects were carried out according to a hybrid model. The customer was very pleased with my differentiated approach to the project.

4. Summitting in the files

The material is the result of your own considerations. If it is a copy from current or previous candidates, it reduces the credibility and can lead to you not passing the certification.

The files should be uploaded online – guide and login here

Naming the files:
- (Word-doc): Round First name Last name – CV YY-MM-DD
- (Excel-doc): Round First name Last name – Self assessment YY-MM-DD

On request, updated material must be submitted – (if it is not complete)
For new editions, the date is changed.

All files will be kept in 6 years and then deleted.

All material is treated confidentially.

A recommendation

If, during your self-assessment, you find examples of documents that document your practical use of the competencies, you are encouraged to build a folder that you can bring to the interview either in the printed version or on your own PC.

Structure the folder according to the competence numbers in the ICB4 and then paste current documents.

Example
- 3.1 Strategy
- 3.2 Governance, structures and processes
- 3.3 Compliance, standards and regulations
- etc.

5. Exam

WEB based

A written exam of 3 hours duration.

If you are dyslexic - or have problems writing in English - please notify us no later than 3 weeks before the written exam. You will then be allocated an extra 0.5 hour for the written exam.

Closed book exam

No exam aids are allowed for the exam.

Written computer based exam

- We use Moodle as the exam platform
- Before the exam, you will be sent instructions so that you can test that your PC / device meets the technical requirements
- You must have your WEB camera turned on during the entire exam and your microphone must be turned off
- During the exam, you are monitored by the exam guard

5. Structure of the exam

There will only be open-ended questions, all of which relate to one or more of the competence elements in the ICB4.

Concepts used in ICB4 can be used.

No knowledge of specific named methods or tools is required - you will be given the opportunity to name the methods and tools that you would choose in the specific situation.

Remember to bring photo ID for the exam.

To pass, you must have earned at least 60% of the maximum available points.

If you don't pass the exam - this will be stated in the feedback letter. You can participate in a new exam, provided that the CV and self-assessment have been approved.

On our website you can find the price for participating in a new exam.

5. Examples in open questions

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Question 1

A project goes through several phases. Mention 4 typical phases.

Expand the answers with a brief description of the contents and results of the phases:

_____

_____

_____

_____

Question 2

Briefly describe: What is a risk analysis?

_____

_____

When is the risk analysis performed?

_____

_____

What are the main 4 steps in a risk analysis and what do each of the steps include?:

Step_____Content_____

Step_____Content_____

Step_____Content_____

Step_____Content_____

Step 2: Interview

6. Interview with the two assessors

Based on the submitted material, an extended interview with the candidate is carried out. Duration up to 1,5 hours.

We recommend the candidate to bring the ICB4 and all submitted material.

The focus is on the management processes and the choices made.

Unclarities from self-assessment must be elaborated. The Assessors must see at least 23 competencies fulfilled at project domain.

Competences are also assessed through the interview.

The candidate can be asked to prepare a presentation with a duration of 10 minutes about specific competencies.

Participants

The candidate and at least two assessors.

Dialog about competences

The candidate's CV incl. the use of experience.

Self-assessment of competences.

Feedback from the assessors

Dialog about future competence development

Final decision

1. The assessors state the will recommend a certificate to be issued
2. The assessors state they will not recommend a certificate to be issued
3. The Assessors will discuss observations with a third party - and inform their conclusion within one week.

7. Issue of certificate

The certificate is sent to the candidates file folder on the online portal.

It is published who receives the certificate
In the journal issued by "Dansk Projektledelse"

and

At www.ipma.world

If the candidate does not want to be published, this should be marked in the CV.

Appeal of the final decision

A candidate who does not feel fairly treated can appeal his decision within 30 working days of the announcement.

The candidate must give written reasons for his appeal to the certification team in IPMA Denmark.

It must be clear that this is a formal appeal.

The certification team disseminates the appeal to the certification board along with relevant documents from the candidats's certification.

The certification board assesses the appeal and decides whether a new assessor assessment is to be arranged.

Practical information

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The certificate is valid for 5 years.

After 5 years you must submit updated evidence that you are still active as a project manager (at least 30 months experience is required).

Still working on developing your competencies in project management (min. 35 hours per year on average within the past 5 years).

The evidence consists of updating the material from the certification step 1.

Doubt cases are invited for interview.

If you are invited to an interview, a 10-minutes presentation of selected competences is prepared.

Recertification is carried out half-yearly and if you are approved, a new certificate with a validity of 5 years is sent.

Remember to inform us if you change your email address.

9. Important dates

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Total effort up to 80 hours.

Refund upon cancellation

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Evaluation of the introduction session

Will be dispatched electronically