

Certification Guide

IPMA Certification · 2026

Level A

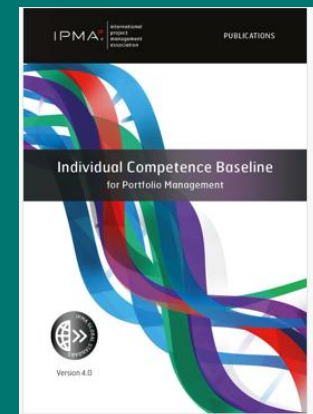
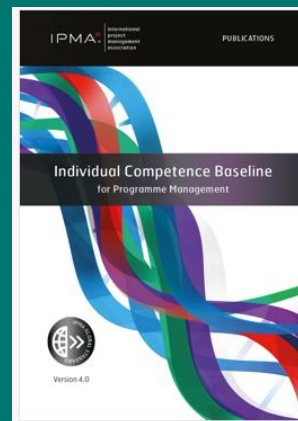




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* PPP is an abbreviation for Projects, Programs and Portfolios

The purpose of the introduction session

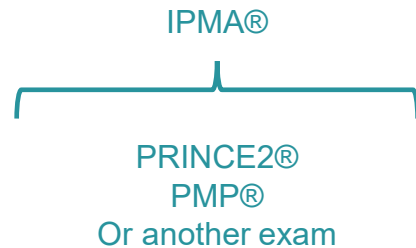
Guide

How to document your competencies in Project Management, Program Management or Portfolio Management (PPP Management) to the assessors

Inspire

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

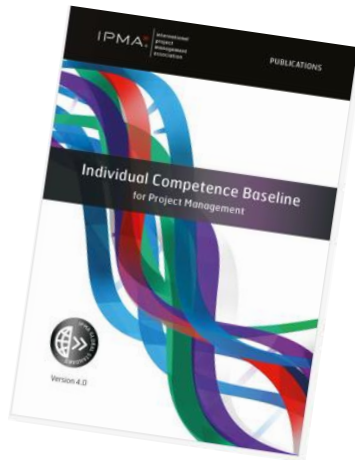
1. IPMA® Certification – in brief



1. Evaluate the PPP-Managers demonstrated competence
in managing a PPP - 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.





Required experience needed for Project Director

Competent in managing very complex projects.

Eligibility

A minimum of 5 years experience as a Project Manager in a responsible leadership function in very complex projects (complexity minimum 32) of which at least 3 years were at a strategic level.

All experience for Level A must been obtained within the last 12 years.

Knowledge and Practice at least 6,5 on the 10 scale.

Experience up to and including the submission date can be included.



Required experience needed for Programme Director

Competent in managing very complex programmes.

Eligibility

A minimum of 5 years experience as a Programme Manager in a responsible leadership function in very complex programmes (complexity minimum 32) at a strategic level.

OR

A minimum of 4 years experience as a Programme Manager in a responsible leadership function in very complex programmes (Complexity minimum 32)

And

A minimum of 3 years experience as a Project Manager in a responsible leadership function managing very complex projects (Complexity minimum 32) at a strategic level.

All experience for Level A must been obtained within the last 12 years.

Knowledge and Practice at least 6,5 on the 10 scale.

Experience up to and including the submission date can be included.



Required experience needed for Portfolio Director

Competent in managing very complex portfolios.

Eligibility

A minimum of 5 years experience as a Portfolio Manager in a responsible leadership function in very complex portfolios (complexity minimum 32) at a strategic level.

OR

A minimum of 4 years experience as a Portfolio Manager in a responsible leadership function in very complex portfolios

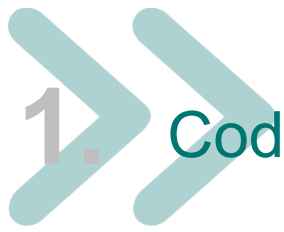
And

A minimum of 3 years experience as a Project or Programme Manager in a responsible leadership function managing very complex projects or programmes (Complexity minimum 32) at a strategic level.

All experience for Level A must been obtained within the last 12 years.

Knowledge and Practice at least 6,5 on the 10 scale.

Experience up to and including the submission date can be included.



Codex for IPMA certified individuals

As an IPMA certified individual you should:

- Act proactively and take responsibility for the management processes of the PPP
- Be able to handle the assumed PPP management tasks
- Be reliable to the PPP partners, inform proper and relevant information, observe agreements and inform on situations that might create conflicts of interest
- Encourage and support the PPP participants in their efforts of developing both professional and

behavioural competencies

- Maintain and develop own PPP 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 PPP Manager behaves unethically and does not follow the codex, the IPMA certification in Denmark will investigate the matter further.

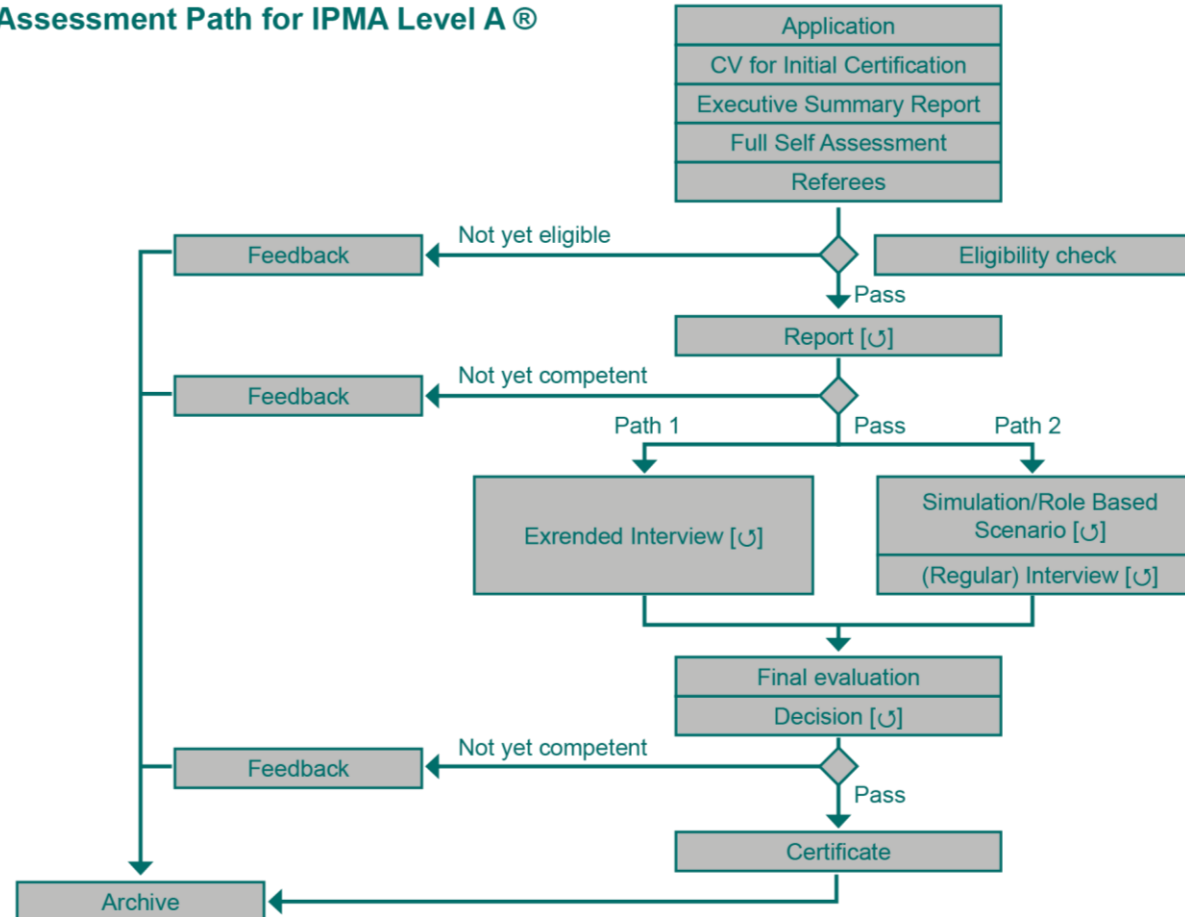
The certified PPP Manager will, of course, be involved in this study.

The investigation may result in the certificate being terminated.



Certification process

Assessment Path for IPMA Level A[®]



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

Level A – A43E	Online
Enrolment no later than	26. August
Introduction session online	2. September from 12.30-16.30
CV & Self assessment via online portal	7. October
First feedback via online portal	28. October
Case report via online portal	25. November
Interview online	11. December from 8-19

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 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.

Total effort up to 160 hours

1. Assessors

A complete list of assessors can be found at our web page: [Organisation - IPMA](#)

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



Step 1 : CV and Self-assessment



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 PPP, your role and phases

Type of PPP

PD = Product development
OD = Organisation development
CD = Company development
SD = System development
TF = technical facilities
CO = Construction

Your Role

OA = Overall PPP 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 PPP, 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 PPP Manager, which provides input to your own competence assessment.

You need to document the needed months of experience within PPP management (Eligibility). For these months you need to provide a more detailed description of your PPPs.

Further experience is documented in the form “Experience in managing PPP” only.

Example:

3 PPPs in 3 different companies to earn the needed months of experience (Minimum complexity 32).

- Form “Experience in managing PPP” to be filled for all your PPPs.
- Form “Distribution of own man-months per. Year” to be filled for all your PPPs.
- Detailed description of the PPPs incl. organisation and “Complexity matrix” for PPP 1, 2 and 3.



Reflections about own experience

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

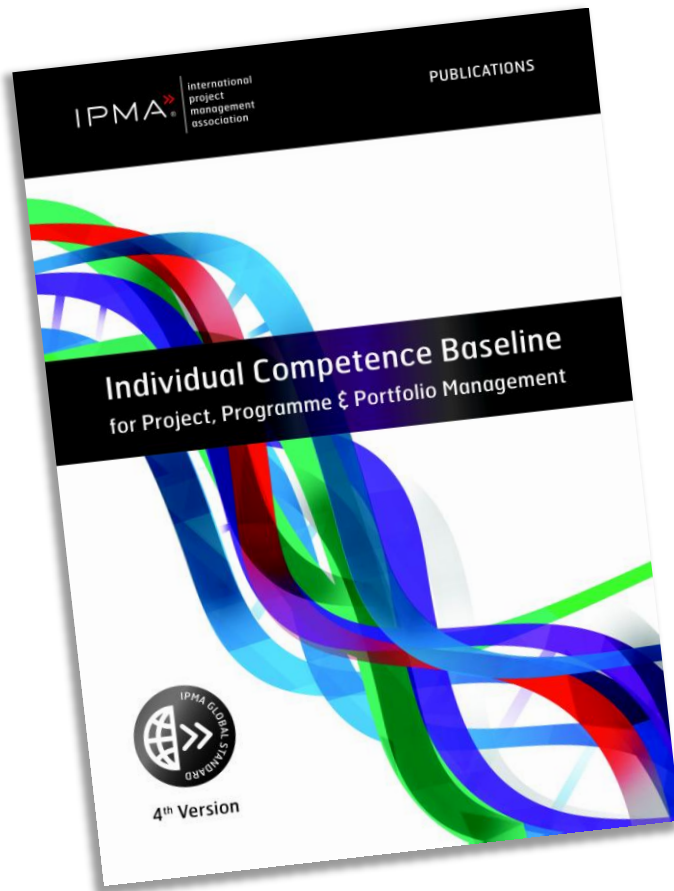
1. “Experience in managing PPP”.
2. The score for one of the 10 parameters in the table “Complexity matrix”.

After the exercise, Please ask questions.

2. Example of verifying learnings from literature

No	Read Year	Title and author	3 statement about outcome
L1	2018	The Deadline; Tom DeMarco	<ul style="list-style-type: none">• 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

3. Basis for competence assessment



Individual Competence Baseline – ICB4 for PPP

describes the competencies assessed during the certification process.

3. The purpose of self-assessment of competencies

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

The Self-assessment gives you a good overview of your own competence and is very useful in your planning of future development of your competences.

Structuring of Competence elements

Chapter 4.3 Perspective

The competences that address the contexts of PPPs.

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 PPPs.

In total 29 competence elements (CEs)

CE 4.5.14: "Select and balance" is only relevant for candidates applying for Programs and Portfolios.

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
- ICB4 for Programme Management page 162, 163 and beginning of 164
- ICB4 for Portfolio Management page 146 and 147

and the 10 Scale on the next page in the Certification Guide. 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.

4. 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

- Fill all cells marked with green.
- Candidates in the Programme or Portfolio domain also to fill the cell marked in blue.
- When evaluating the competence elements, half numbers can be used. For example, 5.5; 6.0; 6.5.
- 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 PPP 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.
- For Projects at least 23 competences must have a minimum score at 6,5. For Programme and Portfolio at least 24 competences must have a minimum score at 6,5.



4. 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.



Submitting 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

- 4.3.1 Strategy
- 4.3.2 Governance, structures and processes
- 4.3.3 Compliance, standards and regulations
- etc.

5. Description of own proposed case report

As a basis for allocation of assessors to you as a candidate, please submit a brief description of the PPP you want to use as a base for your case report.

The complexity of the PPP must be at least 32.

The PPP must refer to the domain you are applying certification for.

The PPP must not be older than 5 years.

It must be a PPP where you have drawn up the detailed description.

It can't be the same PPP as you used in the CV for the 6 leadership challenges.

Your first and last name:

PPP-name:

PPP-Type:

Use the abbreviations from Certification Guide slide no 17

A brief description:

To be delivered within a week after the introduction section



Step 2: Write the case report

6. Write the PPP case report

If you have access to PPP material, it is recommended to collect existing material regarding management of your PPP - this is not a requirement.

Furthermore, a logbook of the PPP leadership can be prepared / reconstructed with listing and assessment of leadership activities and other important events.

One option is to use the competence elements (4.3.1 – 4.5.14) from the ICB4 as a table of contents.

Focus on material regarding PPP leadership - limited the material regarding. PPP-performance

The report must be written in a font size 11 and must not exceed 25 pages.

Use personal language. Highlight your own role in the PPP and clarify your own role in handling the leadership tasks. Focus on the most important things so that it is clear and obvious that you are competent at the relevant level.

Try to explain your considerations regarding the choice of project management methods / theory as well as your management behavior to solve the challenges.

It is recommended to supplement the report with up to 4 pages of annexes, which illustrate the methods and techniques used.

A systematic and clear description is recommended.

It is also expected that the benefit of the PPP will be included.

The PPP report should be uploaded online – [guide and login here](#)

The document is named Round - First Name Last Name - PPP Report.

PPP-Description

a detailed description upon the PPP environment, goals benefits, economy milestones and organisation. Approx. 2-3 pages including illustrations.

PPP characteristic

A description of the most important characteristics of the PPP and the management complexity which was decisive for the management effort. Approx. a page.

Addressing challenges

Overview of management efforts throughout the process / period for the PPP.

Description of the management of the up to

10 selected challenges under the leadership of the PPP. For each challenge, the steps used in specifying experience from PPP leadership should be used:

1. Leadership challenges (including background).
2. Leadership results (outcome / effect).
3. Lessons learned

Regarding 1 and 3 you might choose to refer to Competence element from the ICB4.

Summary

Where did you specially make a difference as a leader?



Step 3: Interview

7. Interview with the two assessors

Based on the submitted material, an extended interview with the candidate is carried out. Duration up to 2 hours.

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

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

Unclearities from self-assessment must be elaborated. The Assessors must see at least 23 competencies fulfilled at Project domain and 24 for Program and Portfolio domains. Competences are also assessed through the

interview.

The candidate is asked to prepare a presentation with a duration of 10 minutes about perspectives from the case report



Program for the interview

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 on the PPP-report

Feedback from the assessors

Dialog about future competence development

Final decision

1. The assessors state they 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.

8. 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.

9. Appeal of the final decision

A candidate who does not feel that they have been treated fairly may appeal their decision within 30 working days of the result being announced.

The candidate must justify their appeal in writing by sending an email to ak@ipma.dk or to info@ipma.dk.

Write in the subject line that this is a formal appeal.

The appeal will then be forwarded to IPMA Advisory Board Denmark together with relevant documents from the candidate's certification.

IPMA Advisory Board Denmark will assess the appeal and decide whether a new assessor assessment should be arranged.



Practical information

10. Introduction to recertification

The certificate is valid for 5 years.

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

Still working on developing your competencies in PPP 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.

Instead of recertifying within the same domain, you can choose to be recertified on another domain if it fits your profile better.

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.

11. Important dates

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Total effort up to 160 hours

12 Practical information

Refund upon cancellation

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

Evaluation of the introduction session

Will be dispatched electronically.