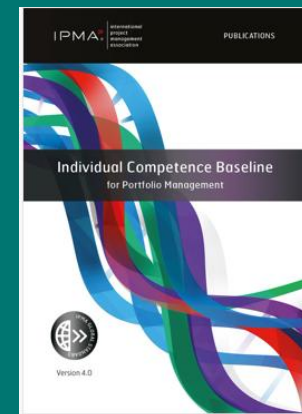
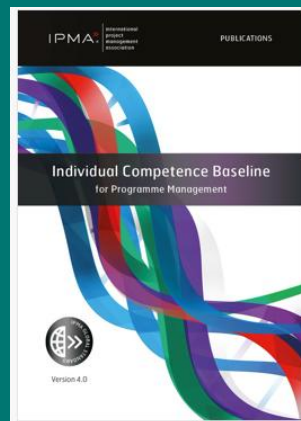


## Certification Guide

# IPMA Recertification · 2026





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\*PPP is an abbreviation for Projects, Programs and Portfolios

## The purpose of the introduction session

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### Guide

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

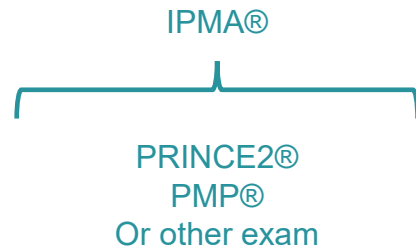
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### Inspire

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

The material from previous certifications is not included in the assessment since the recertification must show the candidate's current knowledge and experience in project management.

# 1. IPMA® Certification – in brief



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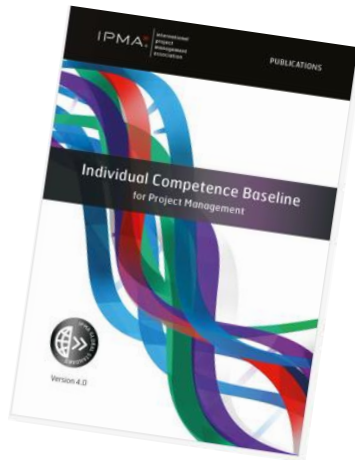
**1. Evaluate the PPP-Managers demonstrated competence**  
in managing a PPP - by applying knowledge and experience.

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**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.

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**3. Participation in the certification process is a self-learning process**  
that can give a significant boost to your competence.





# Requirements at recertification

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

## **Eligibility**

At level A, B and C: Minimum 30 Man months experience in managing PPP. Experience shall be from the domain applied.

A: PPP Complexity minimum 32.

B: PPP Complexity minimum 25.

C: Project Complexity minimum 16.

D: No experience in managing projects is needed.

## **Continuous competence development**

At all levels A, B, C and D: A minimum of 35 hours spend in developing competences each year in average.

## **Self-assessment**

A: Minimum 6,5

B: Minimum 6,0

C: Minimum 5,0

D: Minimum 4,0



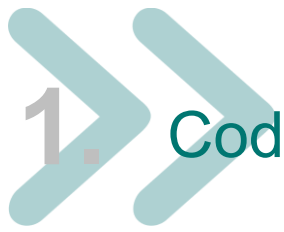
# Recertification opportunities

At recertification at A or B level, you may be recertified on a different domain than your original certification.

If you choose to be recertified at a **lower** level than the original certification, you may be recertified on a different domain than your original certification or at the same domain.

Remember always to focus on your competencies within the domain you are applying for

Lev	Project	Programme	Portfolio
A	Certified Project Director / Certified Agile Organisational Leader	Certified Programme Director	Certified Portfolio Director
B	Certified Senior Project Manager / Certified Agile Senior Leader	Certified Senior Programme Manager	Certified Senior Portfolio Manager
C	Certified Project Manager / Certified Agile Leader		
D	Certified Project Management Associate / Certified Agile Associate		



# 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.

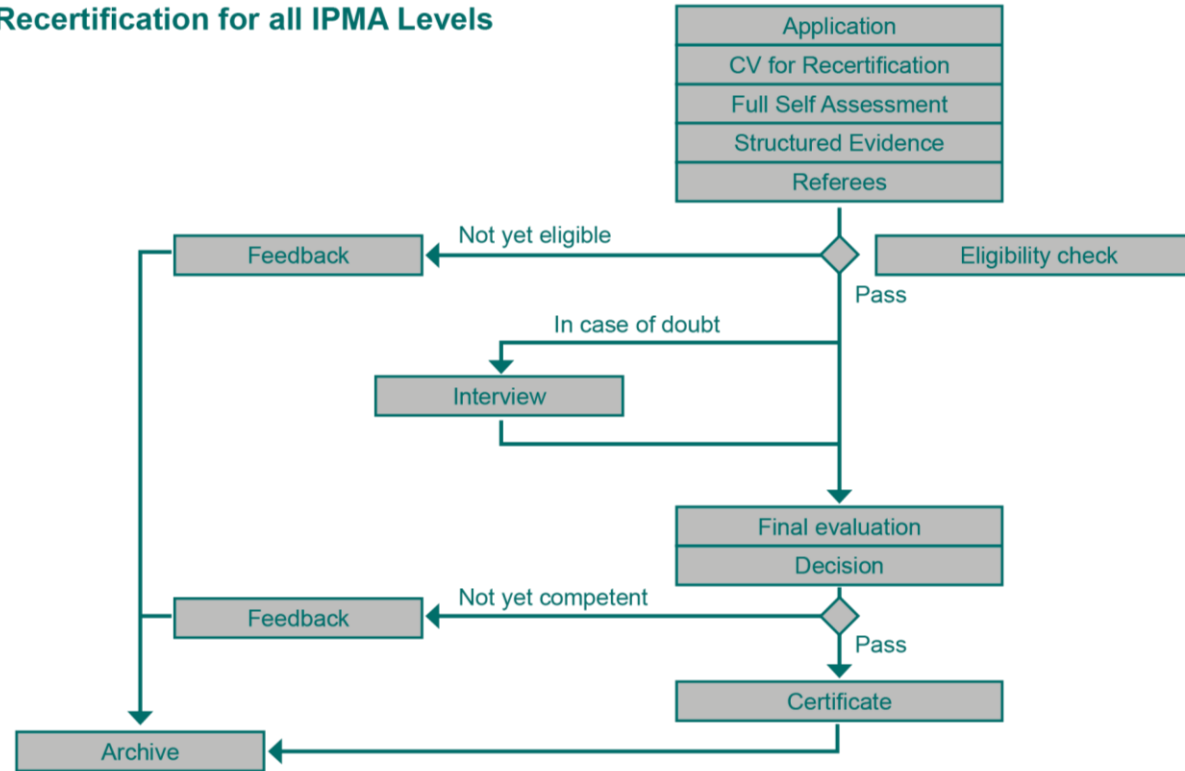
The investigation may result in the certificate being terminated.





# Recertification process

## Recertification for all IPMA Levels



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



# Recertification 2026

Recertification		
A43EX, B59EX, C64EX, D95EX		Online
Enrolment no later than		26. August
Introduction session online		1. September from 9.00-12.00
CV & Self assessment via online portal		7. October
Interview online		28. October
Final assessment via online portal		4. November

The certification process is online

Total effort up to 40 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.



## At level D no experience in managing projects is required

If you at level D have experience in managing projects, we strongly recommend you fill a complete CV including the forms:

- “Referees”
- “Experience in managing PPP”
- “Distribution of own man-months per year”
- “Characterisation of management complexity”
- “Describe management challenges in PPP”

That will give you the best outcome of the certification process.

## 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.



## 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"><li>• How to assign the right tasks to the right team members</li><li>• Implement change by securing also the feeling of safety</li><li>• High pressure on a longer period is not leading to faster project and team speed</li></ul>

### 3. Basis for competence assessment

#### ***Individual Competence Baseline – ICB4 for PPP***

describes the competencies assessed during the recertification process.

Please make sure that the domain you are applying for is the same domain as the ICB4 you have received.



## 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 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 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.

# 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 Level D at least 23 competence elements must be scored at least at the minimum score for **Knowledge**.
- For the domain "Project" at Level C, B and A at least 23 competence elements must be scored at least at the minimum score for **Knowledge** and **Experience**.
- For the domains "Programme" and "Portfolio" at Level B and A at least 24 competence elements must be scored at least at the minimum score for **Knowledge** and **Experience**.
- Minimum scores: D = 4, C = 5, B = 6 and A = 6,5



## Example of verification in self-assessment

Competence element	Score	Verification
<b>4.5.10 Plan and control</b>	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 versions, the date shall be changed.

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

All material is treated confidentially.



## A recommendation

If you during your self-assessment process will find examples of documents which can be used as an evidence of your own competence, you are encouraged to build a folder that you can bring to the interview if invited; 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.



## Step 2: Possible interview and final decision

## 5. Possible interview with the two assessors

Doubt cases are called to interviews.

The Assessors will call at least 25% of the candidates to interviews.

Based on the submitted material an interview with the candidate is carried out. Duration up to 1 hour.

We recommend the candidate to bring the ICB4 and all submitted material. If you have created a folder with documents as evidence, we ask you to bring this

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 the “Programme” and “Portfolio” domains.

Competences are also assessed through the interview.

The candidate may be asked to prepare a presentation with a duration of 10 minutes about specific competence elements.

# Program for the interview

## Participants

The candidate and at least one assessor.

## Dialog about competences

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

Self-assessment of competences.

## Feedback from the assessor(s)

Dialog about future competence development

## Final decision

1. The assessor(s) state they **will recommend** a certificate to be issued
2. The assessor(s) state they **will not recommend** a certificate to be issued
3. The assessor(s) will discuss observations **with a third party** - and inform their conclusion within one week

## 6. 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](http://www.ipma.world)

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

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](mailto:ak@ipma.dk) or to [info@ipma.dk](mailto: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



# 7. Recertification

The certificate is valid for 5 years.

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

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, you may be asked to prepare a 10-minutes presentation of selected competences.

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.

## 8. Important dates

Recertification		
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Final assessment via online portal		4. November

The certification process is online  
Total effort up to 40 hours

## **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