

## Certification Guide

IPMA Certification · 2026

# Level D





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# Introduction to IPMA Level D certification

## **The purpose of the introduction session**

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### **Guide**

How to document your competencies in  
Project Management to the assessors

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### **Inspire**

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

# 1. IPMA® Certification – in brief

IPMA®

PRINCE2®

PMP®

Or another exam

## 1. Evaluate the Project Managers demonstrated competence

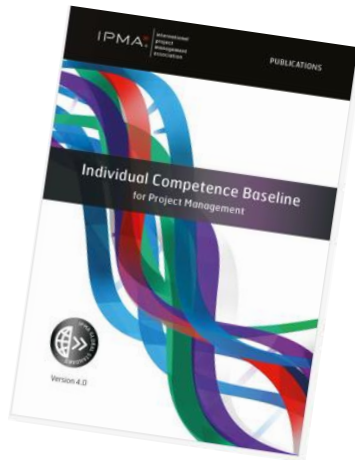
in managing a project - by applying knowledge and experience.

## 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.





# Required experience needed for level D

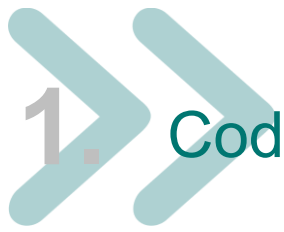
## **Certified Project Management Associate**

Knowledge in Competence Elements related to project management.

Has a broad project management knowledge and may work in a project team.

No experience required.

A score at 4 on the 10 scale.



# 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 IPMA individual behaves unethically and does not follow the codex, the IPMA certification in Denmark will investigate the matter further.

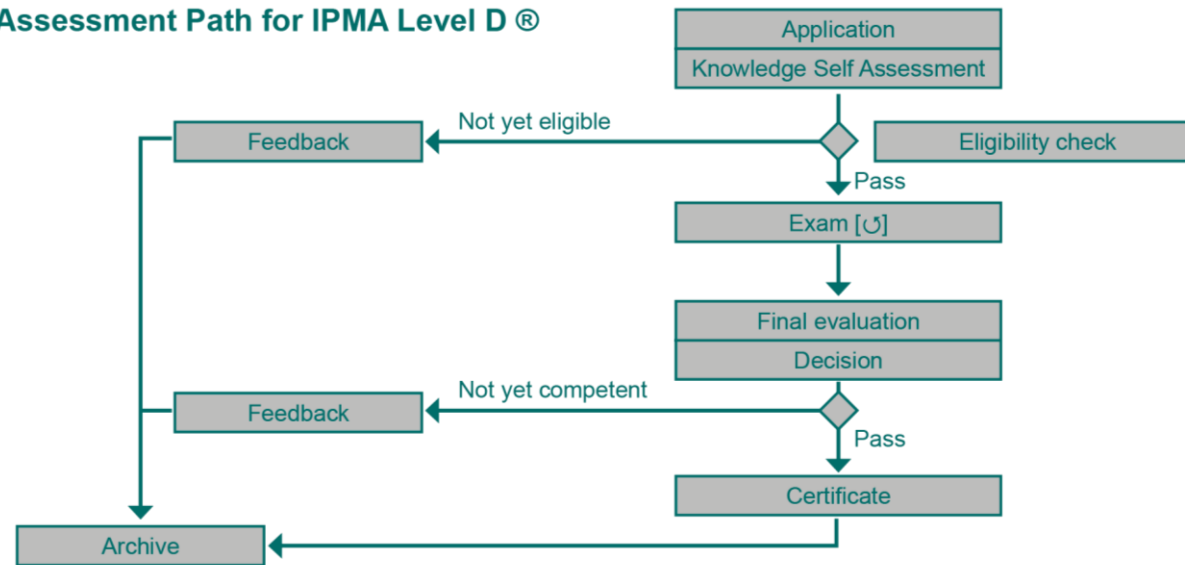
The certified individual Manager will, of course, be involved in this study.

The investigation may result in the certificate being terminated.



# Certification process

## Assessment Path for IPMA Level D ®



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





# IPMA certification Level D 2026

Level D – D94E	Online
Enrolment no later than	26. August
Introduction session online	3. September from 9-12am
CV & Self assessment via online portal	1. October
Written examination online	6. October 9-12
Assessor evaluation via online portal	28. October

We start exactly at the announced time, so please come on time.  
Total effort up to 40 hours.



## Switch between levels

If it is found in the self-assessment that the candidate's competencies correspond better to Level C, 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.

# 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.

## 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 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 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 experience

### **Experience at level D is not a formal IPMA requirement**

If you have experience in projects, it is useful to reflect on your career as a project manager, which provides input to your own competence assessment.



## 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.

## 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 project Management***

describes the competencies assessed during the certification process.



## 3. 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 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 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.
- When evaluating the competence elements, half numbers can be used. For example, 3.5; 4.0; 4.5.
- 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.
- **Optional:** 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 D-Level at least 23 competences must have a minimum score at 4.



## 4. 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.



## 4.1 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.



# 5. Written 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.

You will be sent a link to an MS Teams meeting and you are asked to log in to the Teams meeting no later than the start of the meeting and you must have photo ID ready.

If you arrive late to the meeting, there is a risk that you will not be allowed to take the written exam and that your written exam will therefore be considered failed.

## Closed book exam

No aids are allowed for the exam except for a blank notepad, pen and a calculator.

## Written computerbased exam

- We use Moodle as the exam platform
- The exam is held as an MS team meeting and the link to Moodle and login information will be received at the meeting
- You must have your WEB camera turned on during the entire exam and your microphone must be turned off
- You must sit alone (either at home, in a meeting room, or in your own office)
- During the exam, you are monitored by the exam guard

## Structure of the written exam

There will be a mix of multiple-choice questions and 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 correct answers to at least 23 competence elements.

If you don't pass the exam - this will be stated in the feedback letter. You can then 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 Multiple choice questions

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Anchoring the project takes place:

- a) At project start
- b) By milestones
- c) Ongoing
- d) After steering committee meeting

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Planning the project's management efforts consists of:

- a) Preparation of detail plans
- b) Definition / establishment of milestones
- c) Conscious selection of concrete management actions in the current project
- d) Decide whether the management style should be strictly authoritative or resolutely responsive

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Which of the following options will you start with to reduce the overall duration of the project?

- a) Maximize parallel work
- b) Try to eliminate all slack
- c) Reduce the number of milestones
- d) Reduce the number of activities

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Which of the following tools and documents do you consider most important in establishing a communication plan?

- a) Organization chart
- b) Stakeholder analysis
- c) Risk analysis
- d) Requirements specification
- e) The intranet
- f) Minutes of meetings



## 5. Examples in open questions

### 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:

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### Question 2

Briefly describe: What is a risk analysis?

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When is the risk analysis performed?

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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 \_\_\_\_\_

## 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.

## 7. Introduction to recertification

The certificate is valid for 5 years.

After 5 years you must submit updated evidence that you are 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.

Instead of recertifying you might choose to apply for certification at a higher level. In this case you need to follow the complete certification process at the level applying for.

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

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## **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