

A photograph of three business professionals in a meeting. A man in a dark suit and tie is speaking and gesturing with his hands. A woman with blonde hair and glasses is listening. Another man's hand is visible in the foreground, holding a pen. The scene is set in a room with wood-paneled walls and a reflective table.

# Moving global business forward

The world leader in project management certification

**IPMA**»  
international  
project  
management  
association

# IPMA - International Project Management Association

IPMA is a world leading project management organisation with over 40 000 members in 45 countries around the world. IPMA is a non-profit organisation and work for the benefit of its members and clients.

IPMA is actively engaged in project management progress and promotion. In addition to

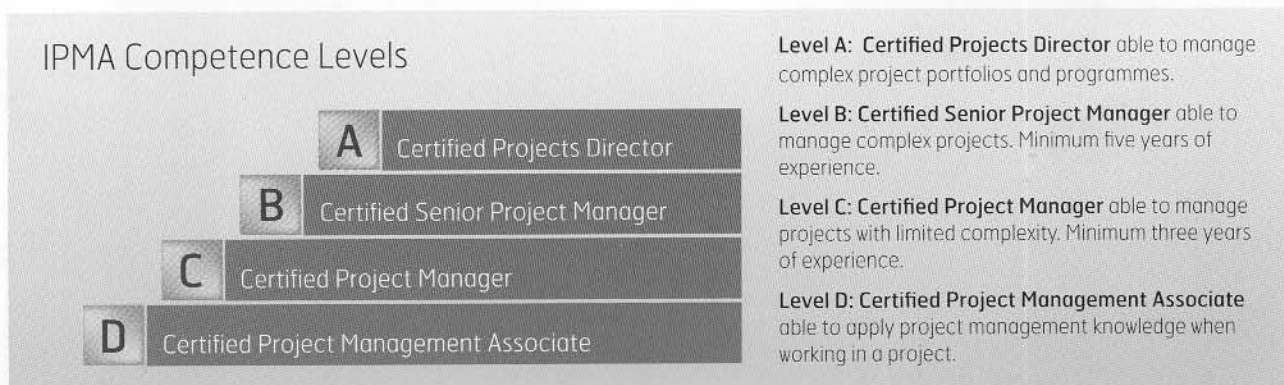
the world leading certification system, IPMA presents project management awards and provides project management publications about market trends and research discoveries.

By joining IPMA, you make sure to keep up with the rapid progress of project management and to remain in competition.

## Certification on Four Levels

The IPMA four-level certification program is designed as an ongoing competence development process. Every step up the

four-level competence stair incorporates adequate development in self-knowledge and verified competence.



The assessment is based on three competence ranges: behavioral, technical and contextual. The assessment consists of a combination of self-evaluation, interviews and written examinations.

The consideration of personal qualities makes the IPMA certification unique. It enables companies and employers to match the right project manager with the right project, based on their strengths.

### A Global Certification

The IPMA certification is recognised worldwide. Over the last 10 years IPMA has certified about 100 000 project managers in 45 countries across the globe.

Global corporations benefit from IPMA's international presence and recognition. It enables them to use the same certification for the entire company in all countries.

The examination process has no language barriers. Candidates always have the choice of doing the certification in their own language or in English. No matter where you live or what language you speak, you are always welcome

to certify your competence with IPMA.

IPMA clients come from a variety of business sectors:

- IT and Telecommunication
- Industry (building, pharma, automobile, oil and gas)
- Public administration
- Bank and Insurance
- Consultancy and training
- Logistics and Transportation
- Aviation

### The uniqueness of the IPMA certification

- Assessment made by people (assessors)
- Consideration of behavioural and contextual competences
- Personal, professional career development
- Four levels of certification
- No language barriers; English or native tongue
- Independent from specific training courses



# ICB - IPMA Competence Baseline

The IPMA Competence Baseline (ICB) is the basis for the IPMA four-level certification system. It describes 46 competence elements of professional project management and sets out the knowledge and experience expected from project managers at each level.

The ICB is available both as book and CD. You can also download your own free version at [www.ipma.ch](http://www.ipma.ch)

## Trends in the market - stay in competition with IPMA

Many of our international clients are building up their internal competence and career development programs based on the IPMA certification system. By doing this they

become attractive employers in the eyes of certified project managers and are able to recruit the best project managers on the market.

### The IPMA combination of assessment methods

- Self assessment
- Written examinations
- Proven experience
- Independent third party interview

"IPMA certification has given me self-knowledge, an extended network and a verification of my competence."

Per-Olof Sandberg Program Manager, Major Programs SEB



There are only 200 IPMA A-certified project managers in the world, most of them in top management positions within their business areas. Per-Olof Sandberg is one of them.

Per-Olof works as Program Manager at the SEB Bank in Sweden. He received the A-certificate in 2006 and thinks that the certification process has not only taken his management skills one step further, but also helped him to grow on a personal level. "Working with my certification I have critically evaluated my experience, methodology and behaviour as a leader. I have extended my project manager network both in Sweden and internationally. I recommend the IPMA certifica-

tion to anyone who wants to verify their competence and take one step further in both personal and professional development."

### An IPMA certificate gives you

- International recognition of your competence
- Objective, neutral confirmation of project management ability
- Improved career opportunities
- Better chances in the market
- Added value for the organisation
- An internationally recognized title

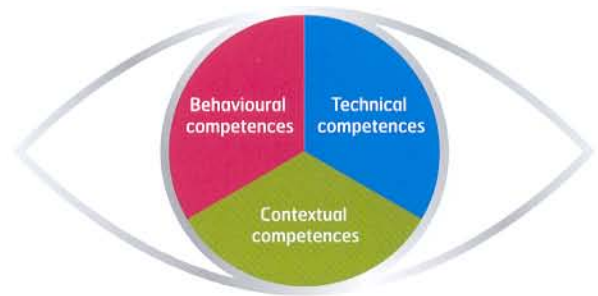
# IPMA Eye of Competence

The IPMA eye of competence symbolises the human being, which is the most important part of our candidate assessment. It also symbolises the combination of the three competence ranges considered in the assessment: behavioural, contextual and technical.

Each IPMA certification candidate is individually assessed by independent assessors. Interpersonal skills and personal qualities are considered alongside with the own project management experience and knowledge qualifications.

The people-based assessment and combination of competence areas makes the IPMA certification unique. It gives a broader picture of each candidate's competence

and enables companies to match the right project manager with the right project, based on their strengths.



## Behavioural competences

This range covers the project management behaviour and skills. The ICB contains 15 behavioural competence elements.

- Leadership
- Engagement & motivation
- Self-control
- Assertiveness
- Relaxation
- Openness
- Creativity
- Results orientation
- Efficiency
- Consultation
- Negotiation
- Conflict & crisis
- Reliability
- Values appreciation
- Ethics

## Contextual competences

This range covers the project management competence in managing relations with the permanent organisations and the ability to function in a project focused organisation. The ICB contains 11 contextual competence elements.

- Project orientation
- Programme orientation
- Portfolio orientation
- Project programme & portfolio implementation
- Permanent organisation
- Business
- Systems, products & technology
- Personnel management
- Health, security, safety & environment
- Finance
- Legal

## Technical competences

This range covers the project management technical content, sometimes referred to as the solid elements. The ICB contains 20 technical competence elements.

- Project management success
- Interested parties
- Project requirements & objectives
- Risk & opportunity
- Quality
- Project organisation
- Teamwork
- Problem resolution
- Project structures
- Scope & deliverables
- Time & project phases
- Resources
- Cost & finance
- Procurement & contract
- Changes
- Control & reports
- Information & documentation
- Communication
- Start-up
- Close-out

## A Global Certification

42 membership countries and more to come.

Austria Azerbaijan Brazil Bulgaria China Croatia Czech Republic Denmark Egypt Finland France Germany Greece Hungary Iceland India Iran Ireland Italy Kazakhstan Kuwait Latvia Netherlands Norway Poland Romania Portugal Russia Serbia Slovakia Slovenia South Africa Spain Sweden Switzerland Taiwan (China) Turkey Ukraine United Arab Emirates (Uae) United Kingdom United States of America Zambia