



**CERTIFICATES IPMA®**  
**PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT**  
**AGILE LEADERSHIP**

Status on 1 February 2024

# Agenda

- IPMA, spm and VZPM
- Personnel certifications in project, programme, portfolio management and agile leadership
  - IPMA Level D
  - IPMA Level C
  - IPMA Level B
  - IPMA Level A

**spm.**

Der unabhängige, führende Fachverband im Projektmanagement

**Licensee**



**v z p m**

your excellence certified

**Certification  
body**

# IPMA, spm and VZPM Who is behind the certifications?



**IPMA**» | international  
project  
management  
association

**Licensor**



# The world of IPMA

72 Member associations  
49 Certification bodies

# Why get certified according to IPMA®?

## Benefits for certificate holders

- Qualification based on project management knowledge
- Proof of competence through internationally recognised certificate
- Job security
- Improved opportunities on the labour market

## Benefits for organisations

- Comparable quality standard for project management personnel
- Uniform understanding within the company
- Proof of competence as a marketing instrument



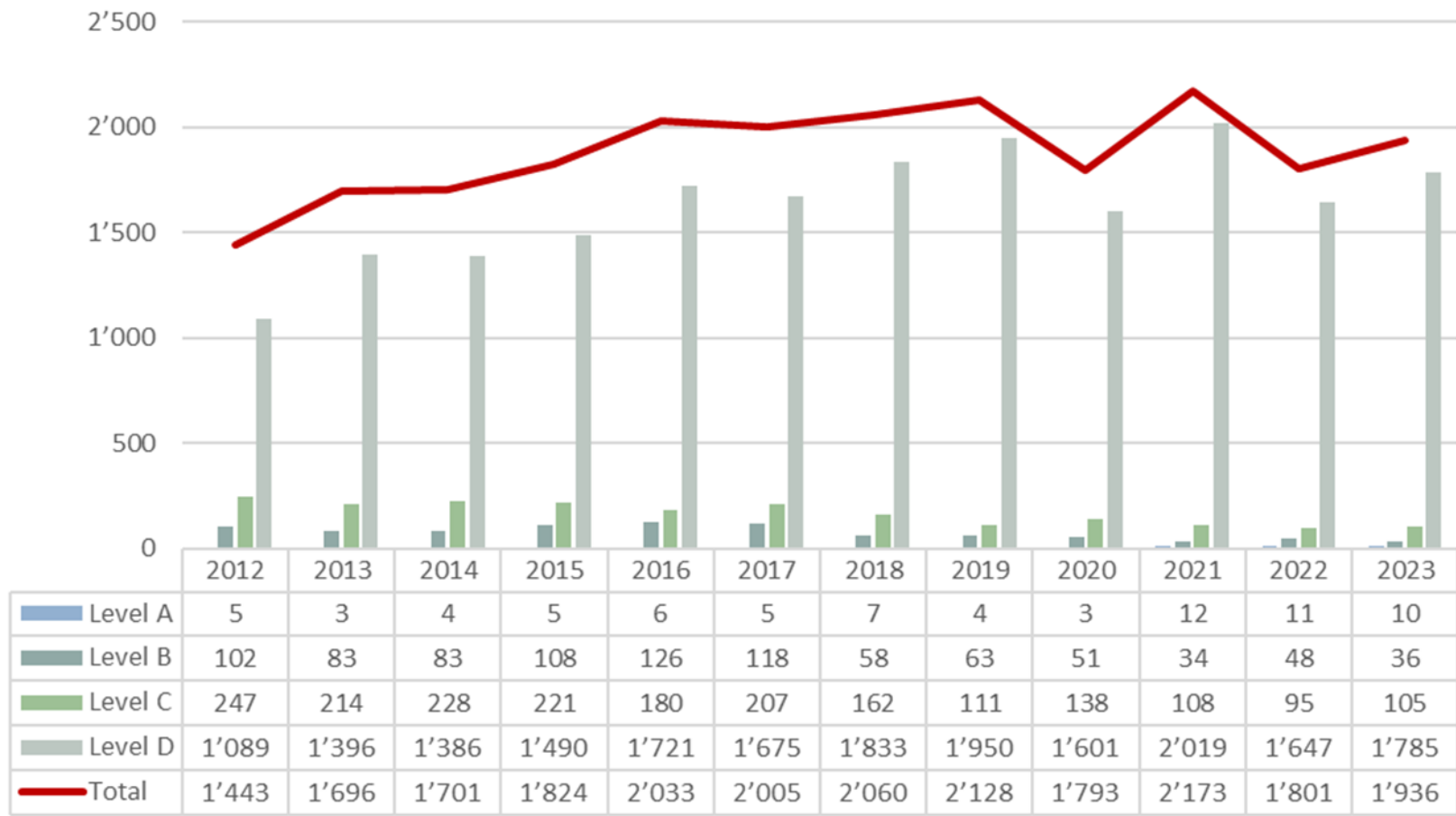
# Agenda

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# IPMA Level A-D

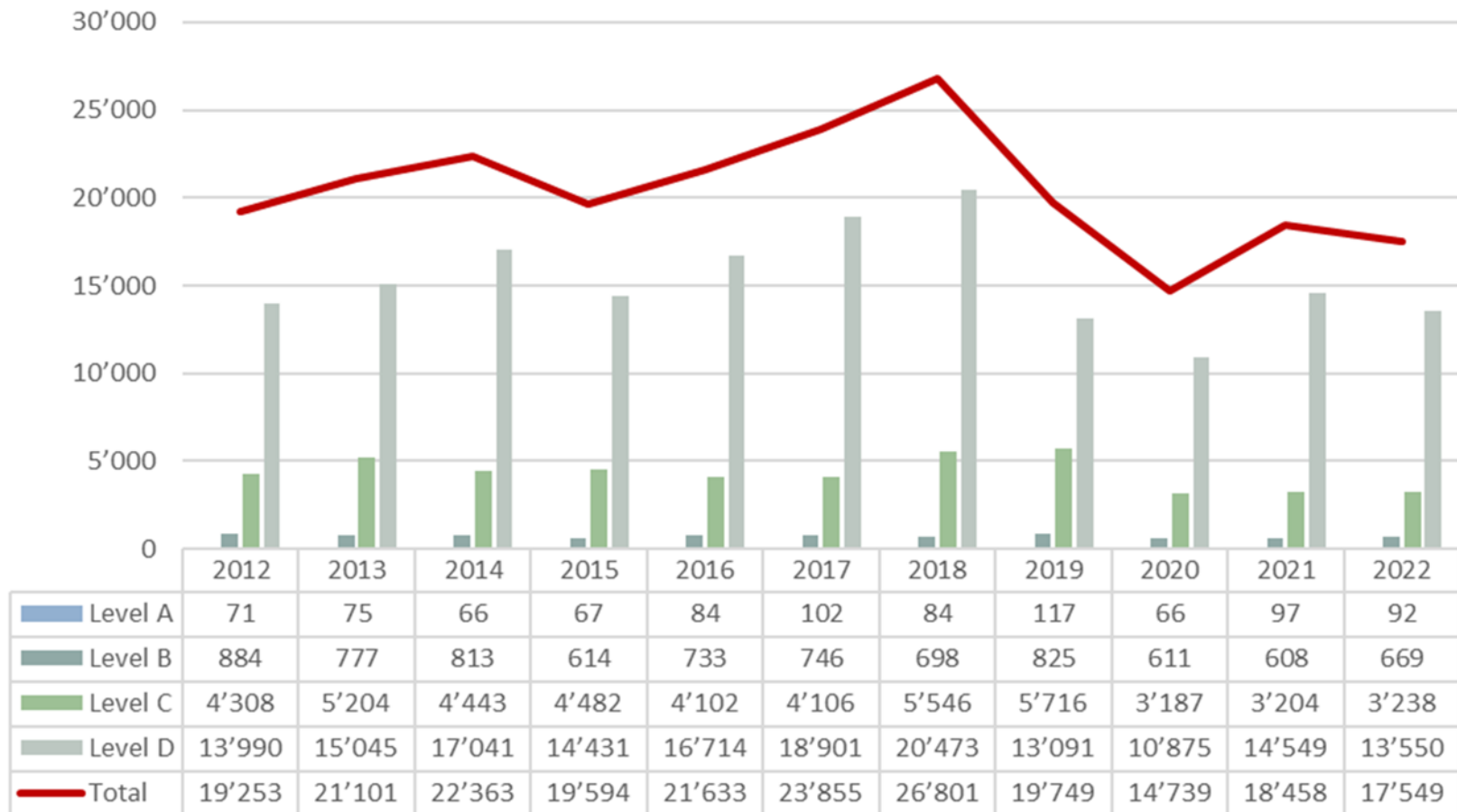
## Possible certifications

		Domains		
		Project / Agile Leadership	Programme	Portfolio
Level	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		



**IPMA Level A-D**  
**28'770 initial certificates**  
**until end of 2023**

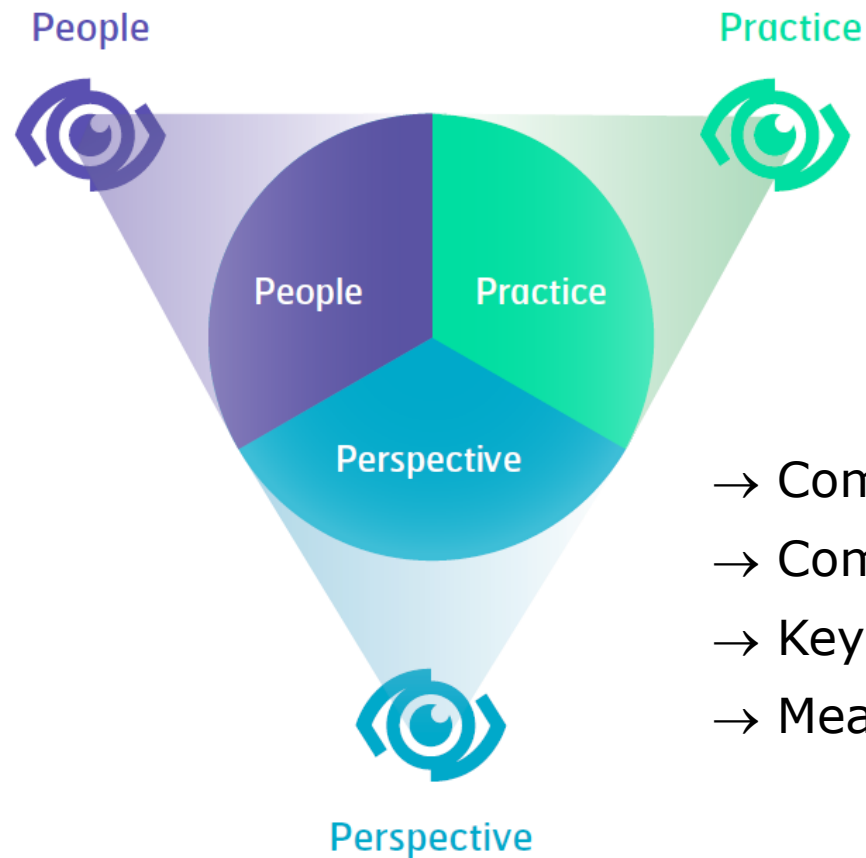




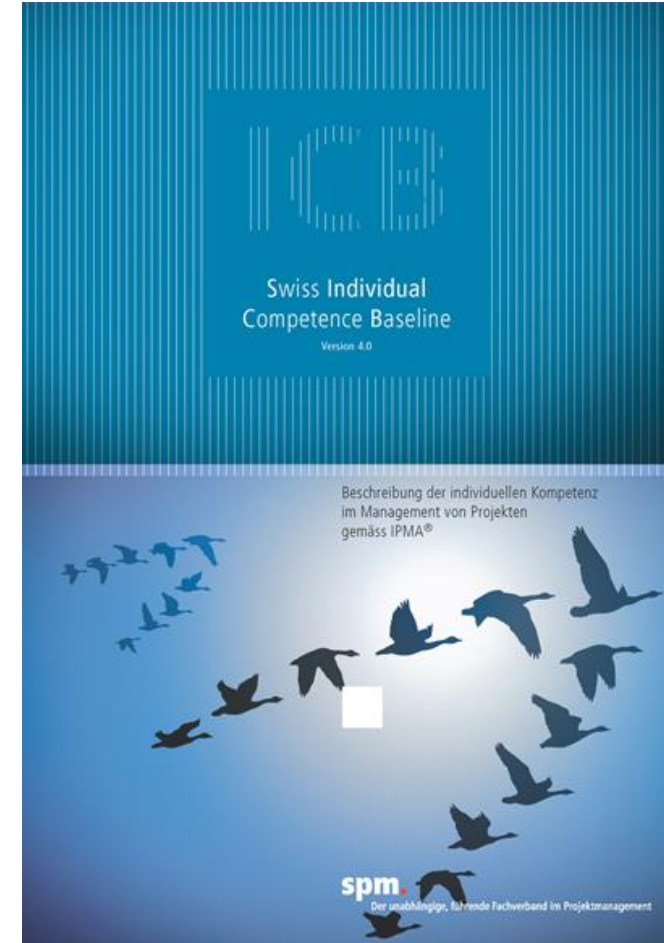
**IPMA Level A-D**  
**Around 369'000 initial certificates**  
**until end of 2022**

# IPMA Level A-D

## Basis for the assessment of competence



- Competence areas
- Competences
- Key competence indicators
- Measures



# IPMA Level A-D

## Architecture of the swiss.ICB4

3 domains

project, programme and portfolio management

3 competence areas  
per domain

perspective

people

practice

28 resp. 29 competences

5 competences

10 competences

13 resp. 14 competences

Key competence indicators

3 to 7 key competence indicators per competence

Measures

a manageable number of measures per competence indicator

# IPMA Level A-D Competences

using the example of  
project management

## Perspective

- 4.3.1 Strategy
- 4.3.2 Governance, structure and processes
- 4.3.3 Compliance, standards and regulations
- 4.3.4 Power and interests
- 4.3.5 Culture and values

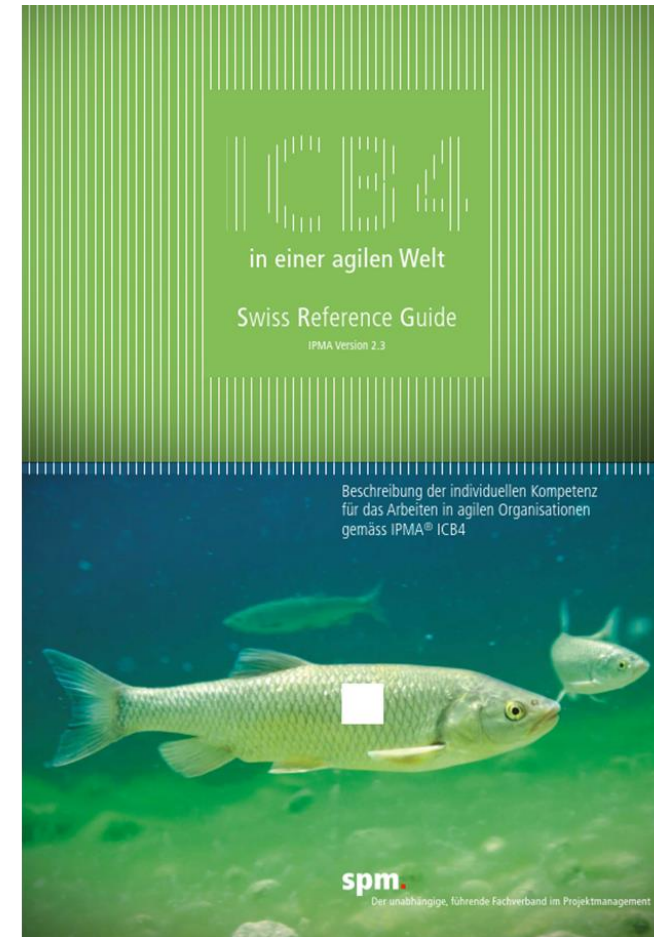
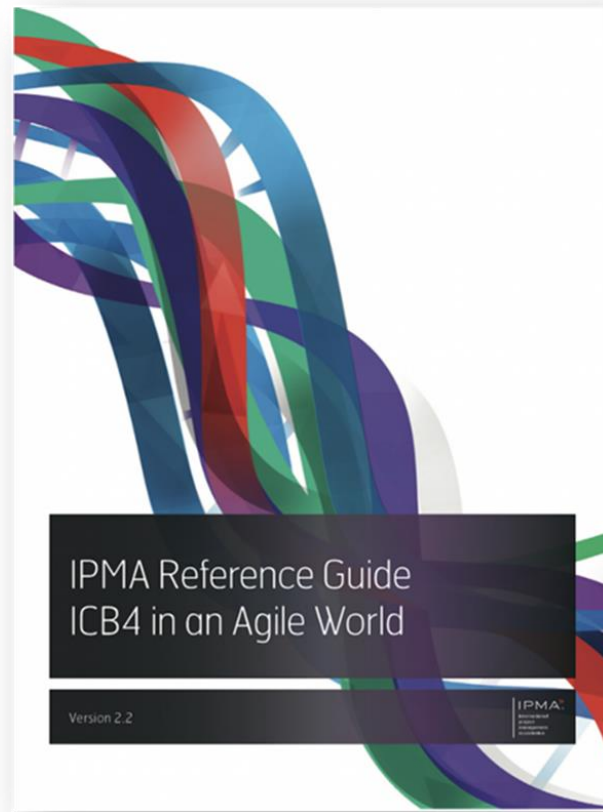
## People

- 4.4.1 Self-reflection and self-management
- 4.4.2 Personal integrity and reliability
- 4.4.3 Personal communication
- 4.4.4 Relationships and engagement
- 4.4.5 Leadership
- 4.4.6 Teamwork
- 4.4.7 Conflict and crisis
- 4.4.8 Resourcefulness
- 4.4.9 Negotiation
- 4.4.10 Results orientation

## Practice

- 4.5.1 Project design
- 4.5.2 Requirements and objectives
- 4.5.3 Scope
- 4.5.4 Time
- 4.5.5 Organisation and information
- 4.5.6 Quality
- 4.5.7 Finance
- 4.5.8 Resources
- 4.5.9 Procurement
- 4.5.10 Plan and control
- 4.5.11 Risk and opportunities
- 4.5.12 Stakeholder
- 4.5.13 Change and transformation

# IPMA Reference Guide ICB4 in an Agile World



# IPMA Level A-D

## Granting of certificate

### Level A, B and C

- Proof of 80% of the competences ...
  - in a very complex environment for IPMA Level A
  - in a complex environment for IPMA Level B
  - in a moderate complex environment for IPMA Level C
- A single competence is considered proven when 50% of the relevant key competence indicators are proven.
- Proof of competence is provided throughout the entire certification process.
- Each individual certification stage must be passed.

### Level D

- Proof of knowledge in 80% of the competences



	<b>Certification steps</b>	<b>Level D</b>	<b>Level C</b>	<b>Level B</b>	<b>Level A</b>
<b>1</b>	Application				
	Self-assessment				
	Executive Summary Report				
<b>2</b>	Written exam				
<b>3</b>	Report				
<b>4</b>	Interview				

## IPMA Level A-D Certification processes at a glance

Stage	Activity	Execution by	Approximate duration
<b>1</b>	<b>Application to obtain the certificate</b>		
	Submit application including professional career, project, programme and/or portfolio list, references and self-assessment	Candidate	Registration deadline
	Check application and announce admission ruling, if positive then demand Executive Summary Report	VZPM	2-3 weeks
	Prepare and submit Executive Summary Report	Candidate	1 month
	Assess Executive Summary Report and announce definitive admission to the certification	VZPM	3-4 weeks
<b>2</b>	<b>Written exam</b>		
	Complete written exam	Candidate	Examination date
	Evaluate exam and announce exam result	VZPM	4-5 weeks
<b>3</b>	<b>Report</b>		
	Prepare and submit report	Candidate	6-8 weeks
	Assess report and announce result of assessment	VZPM	1 month
<b>4</b>	<b>Interview</b>		
	Complete interview	Candidate	Interview date
	Conduct definitive assessment of the certification and announced result	VZPM	2-3 weeks

# IPMA Level B and C Certification processes



# IPMA Level D



## Core competence

You have broad know-how of project management resp. agile leadership competences, are able to collaborate in teams and to assume possible tasks.

## Admission criteria

Practical experience is **not required**. However, it is an advantage if you have already applied your project management knowledge to a certain extent.

# IPMA Level C



## Core competence

You are able to manage a project with **moderate complexity** or a sub-project within a complex project or to act in a responsible role.

## Admission criteria

3 years experience as a **project manager** in moderate complex projects **or** in a responsible project management role as a project manager assistant **resp.**

3 years of **leadership** experience with implementation responsibility in moderate complex, agile projects **or** 3 years leadership experience in a role that supports the responsible person in complex, agile projects.

Period under consideration

Last 6 years, in exceptional cases up to 10 years

# IPMA Level B



## Core competence

You are able to manage complex projects **or** act in a responsible role in agile projects with a **complex** environment.

## Admission criteria

5 years experience as a **project manager**, of which 3 years in a responsible leadership function managing complex projects **resp.**

5 years of **leadership** experience in an agile environment, of which 3 years of implementation responsibility for complex projects.

similar admission criteria for programme and portfolio managers

Period under consideration

Last 8 years, in exceptional cases up to 12 years

# IPMA Level A



## Core competence (all domains)

You are able to manage **very complex projects, programmes or portfolios** at a strategic level **or** you make a strategic impact on **agility**, results and outcomes within your organisation.

## Admission criteria

5 years experience as a **project manager** in a responsible leadership function in very complex projects, of which 3 years at a strategic level **resp.**

5 years of **leadership** experience in a very complex, agile environment, of which 3 years at strategic level.

Period under consideration  
Last 12 years

# IPMA Level A

## Certified Programme Director

### Admission criteria

5 years experience as a **programme manager** in a responsible leadership function in very complex programmes at a strategic level

or

4 years experience as a **programme manager** in a responsible leadership function in very complex programmes **and** 3 years experience as a **project manager** in a responsible leadership function managing very complex projects at a strategic level.

Period under consideration  
Last 12 years

# IPMA Level A

## Certified Portfolio Director

### Admission criteria

5 years experience as a **portfolio manager** in a responsible leadership function in very complex portfolios at a strategic level

or

4 years experience as a **portfolio manager** in a responsible leadership function in very complex portfolios **and** 3 years experience as a **project or programme manager** in a responsible leadership function managing very complex projects or programmes at a strategic level.

Period under consideration  
Last 12 years

# IPMA Level A-C

## Complexity indicators

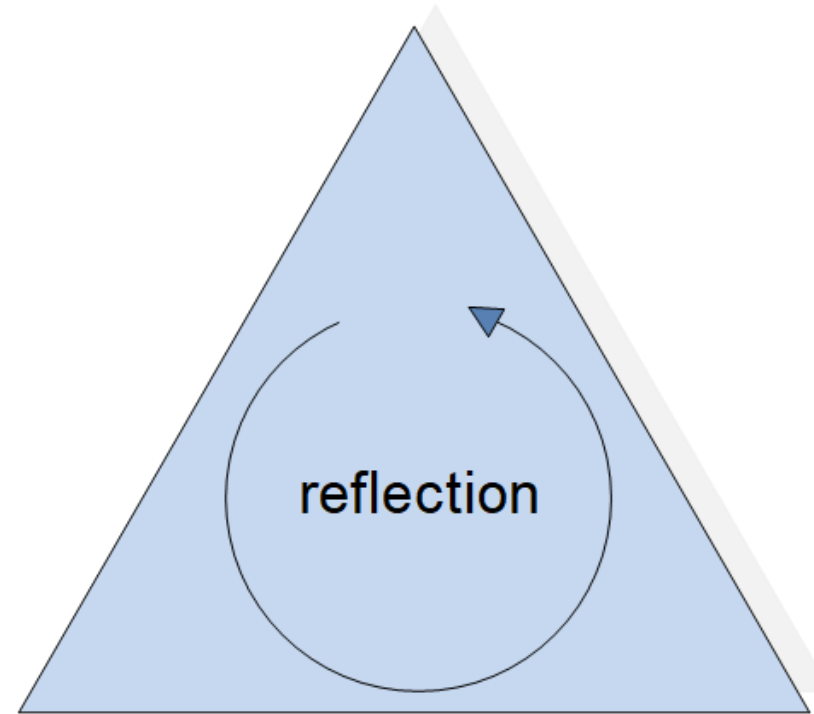
- Objectives and assessment of results
- Processes, methods, tools and techniques
- Resources (including finance)
- Opportunities and risks
- Stakeholders and integration
- Relations with permanent organisation
- Cultural and social context
- Leadership, teamwork and decisions
- Degree of innovation and general conditions
- Demand for coordination



**IPMA Level A-C  
STAR methodology  
in report and  
interview**

**Situation / Task**

initial position, order, objective




**Action**

options for action

**Result**


impact



 **Me and my settings**

Herr Jean-Pierre Widmann  
Geschäftsführer  
jean-pierre.widmann@vzpm.ch  
Male


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 **My Certifications**

[+ START NEW](#)

Level	Current Step	Exam date
Level B - Projektmanagement (Recertification)	Finish	

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 **My Tasks**

Type
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# Start of a new certification

All applications for initial certification and recertification are submitted directly via the **VZPM Zert Login**

# IPMA Level A-D Recertification

## **Why?**

Maintaining qualifications in project, programme and/or portfolio management or in Agile Leadership and demonstrating them to the outside world.

## **When?**

after 5 years

## **Preconditions**

**Level A-C:** Proof of 30 months (=50%) of practical experience in a level specific role and complexity, 15 of the 30 months can be from another domain or Agile Leadership

**Level A-D:** 175 hours of further training

## **Procedure**

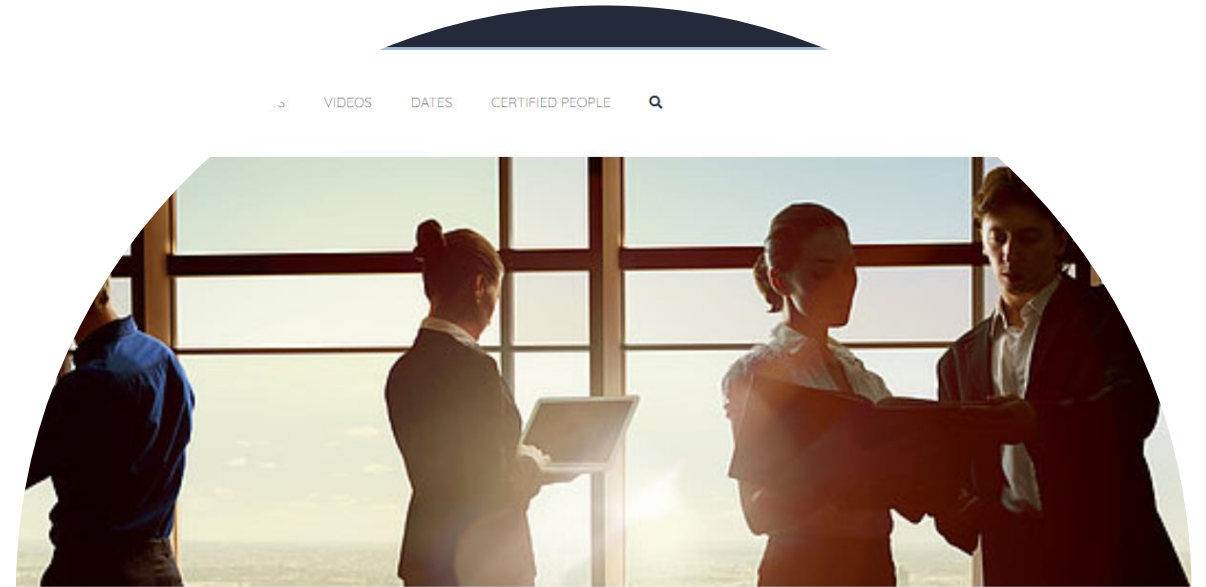
Submit application for recertification  
(requested by VZPM)

## VZPM

Association for the certification of persons in management

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www.vzpm.ch



### Product videos of the 4-Level-Certifications of IPMA®

Below you will find all VZPM product videos. Watch them and find out about our certifications. We will be happy to answer your questions.

[The IPMA four level certification system for project, programme and portfolio management](#)

[You can find more detailed information here.](#)

