

## Highlights of IPMA 4 Level Certifications in Project Management & benefits there of

(As per IPMA Individual Competence Baseline (ICB4) for Project, Programme and Portfolio Management)

As you are aware, **PROJECT MANAGEMENT ASSOCIATES (PMA) India**, is a not for profit, registered professional body of Project and Business Managers, with the aim of strengthening Project Management in India. **PMA India**, a vibrant body of Project Managers in India, is a member of **International Project Management Association (IPMA), The Netherlands, a federation of 72 member Nations**. IPMA was formed in 1965 to create fraternal body of PM-National Associations.

**Dr. A Sivathanu Pillai (Padma Bhushan)**, Former Chief Controller (R&D) of DRDO; Founder CEO & MD of BrahMos Aerospace (an Indo Russia JV); presently holding DRDO Chair at IIT – Madras, is the President of Project Management Associates (PMA) India. He is known for his contribution to the country’s cruise missile programme. A distinguished scientist himself, he has worked closely with Late Dr. APJ Abdul Kalam, Vikram Sarabhai and Satish Dhawan in Indian Space Research Organization (ISRO). He is IPMA Level ‘A’ certified.

PMA India has designated **“PMA Cert”** as its **Certification Body (CB) for the usage of IPMA Certification System in India**.

IPMA's globally recognized, 4 Level Certification Scheme (4LC) is administered in India, only through ‘PMA Cert’, the Certification Body (CB) of PMA, India.

Highlights of IPMA 4 Level Certification(l.c.) known /valid worldwide are as follows.

### **IPMA 4LC Uniquely Covers a Complete Career Path of a Professional**

- ◎ **IPMA’s 4 Level Certification System in Project Management is uniquely designed to cover a Complete Career Path of a project professional.** Every step of the 4 Level Competence stair incorporates adequate development in self-knowledge and verified competence.

Assessment process for the IPMA Levels C and B includes preparation of Executive Summary Reports as per IPMA guidelines and interviews with PMA’s panel of Assessors, who are leading Project Professionals with Senior Management experience – this provides a unique value addition to the participants.



### **Proficiency Achieved /Benefits Gained from The Program:**

### 1) Level A [Certified Project / Programme / Portfolio Director]:

IPMA Level A is the highest level of certification. In order to qualify for this, a candidate must have a minimum of 10 years' experience in Project / Programme / Portfolio management with strategic relevance. Level A requires candidates to submit a detailed report and appear for an extended interview by two IPMA Certified Assessors for 2 hours and the evaluation is made on 29 IPMA Competency elements. As on 01.01.2016, there were 788 IPMA Level A certified professionals worldwide, China had 137 Level 'A' certified professionals and India has 25 as on date (List is enclosed). Level A is based on an interview by 2 Assessors for about 2 hours. The title given after qualifying through the process is 'Certified Projects Director' (CPD).

### 2) Level B [Certified Senior Project / Programme / Portfolio Manager]:

IPMA Level B is the second highest level of certification. In order to qualify, a candidate must have at least 8 years of project / Programme / Portfolio management experience and 5 years of which in responsible leadership functions of complex projects. A candidate is required to pass 2 written exams, participate in the workshop for the evaluation of his/her behavior competencies, report evaluation and appear for an interview of 1.5 hours by two IPMA Certified Assessors. All the four components for qualifying for Level B i.e., written exam, 1 day workshop, report evaluation and personal interview are based on 29 IPMA Competency elements. The title given after qualifying through the process is 'Certified Senior Project Manager' (CSPM).

### 3) Level C [Certified Project Manager]:

IPMA level C is the most desired and popular international level certification in the Competency based category. China has 23,466 Nos as on 1.1.2016 whereas in India, we have only 815 as on date. We have to catch up very fast. In order to qualify for IPMA Level C, a candidate should have at least 5 years of project management experience out of which 3 years in responsible leadership functions of non-complex projects. The candidate has to submit the Executive Summary Report only and is assessed by two IPMA Certified Assessors. The name of the qualified person appears on IPMA and PMA Websites. The title given after qualifying through the process is 'Certified Project Manager' (CPM).

### 4) Level D [Certified Project Management Associate]:

IPMA Level D is the starting level certification. The candidate shall have project management knowledge in all the competence elements. This is only exam-based certification, covering 29 IPMA Competency elements. There are 2 written exams, and a candidate is required to pass both the papers. Passing marks are 60%. The title given after qualifying through the process is 'Certified Project Management Associate' (CPMA). As on date, there are more than 6100 Level D certified persons in India.

### Competence Elements approach includes Perspective, People & Practice aspects of PM as well.

**IPMA's globally recognized Certification system** follows a Unique Competence elements based approach to Project, Programme and Portfolio Management, based on the **IPMA Individual Competence Baseline (ICB4)**.



**The ICB4** is a global standard that defines the competences required by individuals working in the fields of project, programme and portfolio management. The ICB4 represents a major advancement for successful, modern project, programme and portfolio management. **The ICB4 takes the Eye of Competence into the next generation, with a redefinition of the Competence Elements (CEs) required by the modern project manager. 29 CEs are organized in 3 competence areas as given below:**

**(4.3) Perspective competences:** methods, tools & techniques through which individuals interact with the environment as well as the rationale that leads people, organizations, societies to start and support projects, programmes and portfolios (5 CEs)

- |   |                                       |
|---|---------------------------------------|
| 4.3.1 The Strategy                          | 4.3.4 The informal Power and interest |
| 4.3.2 Governance, structures and processes  | 4.3.5 The culture and values          |
| 4.3.3 Compliance, standards and regulations |                                       |

**(4.4) People competences:** personal interpersonal competences (10 CEs)

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

**(4.5) Practice competences:** specific methods, tools & techniques (14 CEs)

- |  |                                  |
|--|----------------------------------|
| 4.5.1 A project, programme or portfolio Design | 4.5.8 Resources                  |
| 4.5.2 Goals, objectives and benefits           | 4.5.9 Procurement                |
| 3 4.5.3 Scope                                  | 4.5.10 Plan and control          |
| 4.5.4 Time                                     | 4.5.11 Risk and opportunity      |
| 4.5.5 Organization and information             | 4.5.12 Stakeholders              |
| 4.5.6 Quality                                  | 4.5.13 Change and transformation |
| 4.5.7 Finance                                  | 4.5.14 Select and balance        |

**Some of the useful concepts covered are:**

- ❖ Network Exercises
- ❖ Gantt Charts
- ❖ Histograms 'S' Curves
- ❖ Resource Levelling
- ❖ PERT, CPM
- ❖ Project Life Cycle
- ❖ Investment Appraisal
- ❖ Payback, Net Present Value NPV, Internal Rate of Return IRR concepts
- ❖ Earned Value Management System
- ❖ Earned Value Exercises
- ❖ Project Structures
- ❖ PBS Product Breakdown Structure
- ❖ WBS Work Breakdown Structure
- ❖ CBS Cost Breakdown Structure
- ❖ RBS Resource Breakdown Structure

While the competence elements are the same for all Levels of IPMA Certifications, the level of Knowledge and the extent of applying these elements in simple / complex projects decide the actual levels of assessment for individuals.

**There are 4 levels in the IPMA 4 LC System, Levels A, B, C and D. The IPMA level definitions are constructed against the following core criteria:**

**Level A** is constructed in terms of the leadership of others in very complex projects throughout the life cycle at a strategic level. This also applies to portfolio and programme management roles and life cycles (where applicable).

**Level B** is constructed in terms of the leadership of others in complex projects throughout the life cycle. This also applies to portfolio and programme management roles and life cycles (where applicable).

**Level C** is constructed in terms of the management of others in projects of moderate complexity throughout the life cycle through the application of knowledge/theory across all relevant competences.

**Level D** is constructed in terms of knowledge across all relevant competences only.

The 8 profiles in the IPMA 4 LC system are:

| Domain → | Project                                | Programme                          | Portfolio                          |
|----------|--|------------------------------------|------------------------------------|
| Level A  | Certified Project Director             | Certified Programme Director       | Certified Portfolio Director       |
| Level B  | Certified Senior Project Manager       | Certified Senior Programme Manager | Certified Senior Portfolio Manager |
| Level C  | Certified Project Manager              |                                    |                                    |
| Level D  | Certified Project Management Associate |                                    |                                    |

- ❖ Level A requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a very complex environment.
- ❖ Level B requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a complex environment.
- ❖ Level C requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a moderately complex environment.
- ❖ Level D requires a candidate to demonstrate knowledge of 80% of the domain CEs defined in the ICB.

### Assessment path steps

The Table 1 below summarizes the assessment paths and steps that PMA Cert will apply for the initial certification of a Candidate.

|   |                                    | IPMA Level → |     | Level A |     | Level B |     | Level C |     | Level D |
|---|------------------------------------|--------------|-----|---------|-----|---------|-----|---------|-----|---------|
|   |                                    | Path →       |     | 1       | 2   | 1       | 2   | 1       | 2   | N/A     |
| Stage   | Step                               |              |     |         |     |         |     |         |     |         |
| 1   | Application                        | R            |     | R       |     | R       |     | R       |     | R       |
|   | CV                                 | R            |     | R       |     | R       |     | R       |     | N/A     |
|   | Executive Summary Report           | R            |     | R       |     | R       |     | R       |     | N/A     |
|   | Full Self-assessment               | R            |     | R       |     | R       |     | R       |     | N/A     |
|   | Knowledge self-assessment          | N/A          |     | N/A     |     | N/A     |     | N/A     |     | R       |
|   | Referees                           | R            |     | R       |     | R       |     | R       |     | N/A     |
| 2   | Exam ←                             | N/A          |     | R       |     | R       |     | R       |     | R       |
| 3   | Report ←                           | R            |     | R       |     | R       |     | R       |     | N/A     |
| 4   | Extended Interview ←               | R            | N/A | R       | N/A | R       | N/A | R       | N/A | N/A     |
|   | Simulation / Role Based Scenario ← | N/A          | R   | N/A     | R   | N/A     | R   | N/A     | R   | N/A     |
|   | (Regular) Interview ←              | N/A          | R   | N/A     | R   | N/A     | R   | N/A     | R   | N/A     |
| 5   | Final Evaluation                   | R            |     | R       |     | R       |     | R       |     | R       |
|   | Decision                           | R            |     | R       |     | R       |     | R       |     | R       |
|   | Certificate                        | R            |     | R       |     | R       |     | R       |     | R       |
|   | Feedback                           | R            |     | R       |     | R       |     | R       |     | R       |
|   | Archiving                          | R            |     | R       |     | R       |     | R       |     | R       |
| Legend:   |                                    |              |     |         |     |         |     |         |     |         |
| R = Required  |                                    |              |     |         |     |         |     |         |     |         |
| C = On request of Candidate   |                                    |              |     |         |     |         |     |         |     |         |
| N/A = Not applicable & shall not be requested                               |                                    |              |     |         |     |         |     |         |     |         |
| ← = If deemed not yet competent in first attempt, step can be repeated once |                                    |              |     |         |     |         |     |         |     |         |

Table 1

As per above table, PMA Cert India is generally following path 2 in Level B & C & Path 1 in Level A.

The **re-certification/ re-newal** period for Levels A to D is due 5 years after initial certification for each level of certification and domain. It is the responsibility of the certificate holder to initiate, through application, the re-certification process up to a maximum of 6 months from their certificate expiry date. An extension up to 12 months from the certificate expiry date may be provided with justification. If the certificate holder fails to re-apply within the time period, a new application will need to be undertaken under the initial certification process.

|   | Level A   | Level B | Level C              | Level D        |
|---|---|---------|----------------------|----------------|
| Domain-related experience required by the Applicant | Minimum evidence of 30 months of practical experience over 5 year period                            |         |                      | Not applicable |
|   | Complexity  |         |                      | Not applicable |
|   | Leadership of others  |         | Management of others | Not applicable |
|   | Minimum of 35 hours' evidence of CPD per annum (175 hours total) since the last (re-) certification |         |                      |                |

Legend:

CPD – Continued Professional Development

## Comparison and Benchmarking of Leading PM Certification Systems

- **IPMA Project Management certification system has been rated higher, compared to all its other global counterparts, both on Content coverage and rigor of Assessment.**

The Global Alliance for Project Performance Standards (GAPPS) is a not for profit independent institution, based in Australia and a globally well-known institution in the field of project management, which published a report on standards and benchmarking of various certification systems.

GAPPS carried out a study of the elements which are necessary for project managers. During their study, they identified 64 elements which are of importance for project managers. Based on these 64 elements, they carried out a detailed benchmarking of the various project management certifications. Based on the IPMA Competence Baseline (ICB ver. 3.0) and the PMBOK® Guide 2008. They found that IPMA Competence Baseline (ICB ver. 3.0) covers 62.5 elements out of the 64 elements whereas the PMBOK® Guide 2008 covers only 45 elements. As per GAPPS, IPMA got 98% rating while the PMBOK® Guide got 70% rating. This reflects the high standard of competence in IPMA. It may be mentioned here that ICB is used for the IPMA Levels A, B, C & D certifications and PMBOK® Guide for the PMP® Certification of PMI. Similarly in their index for Robustness of Assessment, IPMA Certification Levels score higher than any of the international counterparts.

Charts Summarizing the Benchmarking study are shown below:

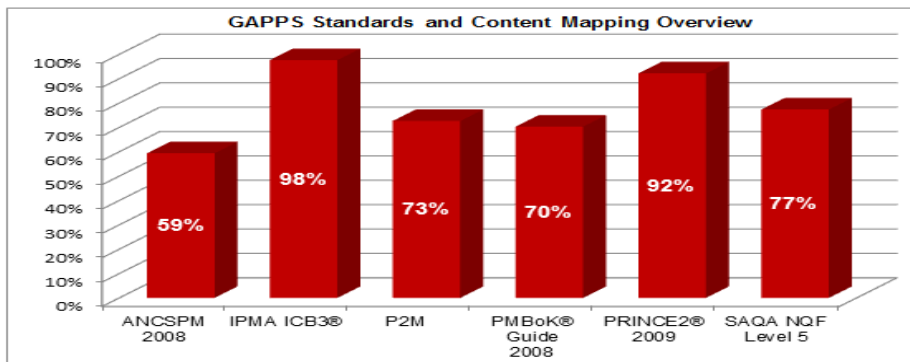


Chart 2, GAPPS Standards and Content Mapping Overview (extracted from GAPPS analysis)

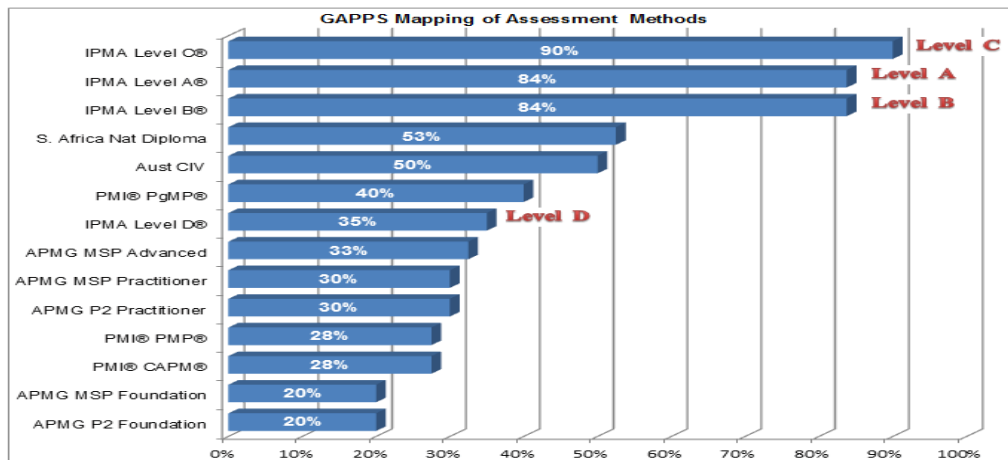


Chart 3: GAPPS Mapping of Assessment Methods for Global Project Management Certifications, Credentials and Qualifications (our graphic is based on an extract from GAPPS data)

## Commercials:

Per participant fee for each level is as below:

- For IPMA Level D Program: Rs 30,000/- plus GST @18%
- For IPMA Level D to C : Rs 47,400/- plus GST@18%
- For IPMA Level C Program: Rs 58,400/- plus GST @18%
- For IPMA Level C to B : Rs 48,750/- plus GST@ 18%
- For IPMA Level B Program: Rs 72,400/- plus GST @18%
- For IPMA Level A Program: Rs 1,25,000/- plus GST @18%

1. A separate quote is given for the in-house batches depending on the number of participants and location.
2. These levels are not sequential, i.e., one can join any level depending on experience and competence.
3. PMA Membership is not a pre-condition for joining certification. However, discount of 10% for PMA Members
4. The program is available virtually as well as in classroom Mode. Also, Inhouse at client, s location as well as public batches at PMA office

## Renewal Fee:

- For IPMA Level D : 7,500/- per candidate plus GST @ 18%
- For IPMA Level C : 10,000/- per candidate plus GST @ 18%
- For IPMA Level B : 15,000/- per candidate plus GST @ 18%
- For IPMA Level A: 25,000/- per candidate plus GST @ 18%

For any further query, pl contact

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