



dansk projektledelse  
danish project management association



NFP  
Norwegian Association of Project Management



Svenskt Projektforum  
The Swedish Project Management Association

Winter 2012

# IPMA Certification of project managers in English

Performed jointly by the  
Scandinavian Certification Organisations



IPMA»

international  
project  
management  
association

# The IPMA four-level certification programme

The Danish, Norwegian and Swedish Associations of Project Management individually certify project managers in their national languages. The Scandinavian Associations also make the certification programme available in English. The certification is performed according to procedures developed and validated by the International Project Management Association (IPMA). This means that you, as an IPMA Certified Project Manager, are recognised internationally.

The certification programme is comprised of four levels:



Abbreviations for the four levels are: IPMA-D, IPMA-C, IPMA-B, and IPMA-A. All titles are registered.

The four-level programme is designed to facilitate a targeted competence development and career process within project management. The programme supports both individual project managers and organisations for which project management is an important competence.

The IPMA Certification® focuses on assessing the project manager's competencies for managing projects, including the ability to adequately apply knowledge, experience and leadership behaviour.

The IPMA programme does not assume that a project manager who wants to qualify for one of the certification levels has passed the previous certification levels.

At Levels D, C, B and A, re-certification takes place every fifth year. The re-

certification requires that the candidate has maintained and further developed his/her competencies in project management.

Assessment of each candidate is made by two qualified assessors – based on various assessment methods. The assessors are recruited among IPMA Certified Project Management professionals in Denmark, Norway and Sweden. In addition, assessors from other countries may be involved.

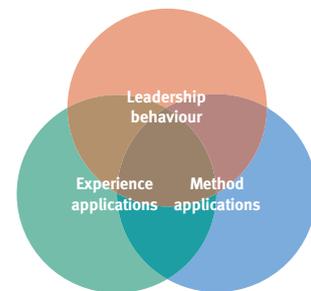
All certification rounds presented in this brochure take place in English. For certification in the Danish, Norwegian, or Swedish language – see the website of the respective association.

## Tools for competence assessment

All levels of the certification programme are based upon the book *Competencies in Project Management*, which presents a description of the project management competence areas and is used for self-assessment. This assessment tool is the Scandinavian *National Competence Baseline* (978-87-88361-06-3) for project management which is issued jointly by the associations in Denmark, Norway, and Sweden. The book contains 179 pages plus a CD with forms for self-assessment. The book can be

ordered at [www.danskprojektledelse.dk](http://www.danskprojektledelse.dk)

For competence assessment, we distinguish between leadership behaviour, application of methods and application of experience. Competent project management requires that all three areas are covered and that a synergy between the three types of competence exists, as reflected in the logo on the self-assessment tool.



## Broadening of IPMA Certification®

By the end of 2012 the total number of IPMA certificates issued in Scandinavia is expected to exceed 8,000.

The names of the certified persons appear on the websites of the associations as well as on the website of IPMA, [www.ipma.ch](http://www.ipma.ch), unless the certified person does not wish to be listed.

Internationally, the IPMA Certification Programme has up until now been introduced in more than 40 countries.



## Advantages of the IPMA Certification®

The certification programme offers advantages both for the organisation and the individual project manager.

### The organisation:

- Verifies to the market that the organisation has qualified project managers.
- Stimulates the professional environment for skilled project management and contributes to an ongoing advancement of competence levels.
- Promotes visualisation of the career process for project managers in the organisation.
- Ensure that the project management is placed in the right hands - also at recruitment of project managers.

### The project manager:

- Documents knowledge, behaviour and experience – i.e. competence in management of projects.
- Advances own competence level, because participation in the certification programme provides a useful learning process.
- Gives feedback regarding areas in which additional competencies are necessary.
- Provides a structure for personal development as a project manager by using certification levels as stepstones.

## Information about the Certification Programme

The three Associations organise info-meetings concerning IPMA Certification in the English language. These are held either as two-hour public meetings or as in-house meetings for organisations. Please register your interest regarding participation in such a meeting on the website of your Association.

Further, the Associations periodically organise half-day-seminars under the heading Competence Development for

Project Managers. Here you are trained in applying the self-assessment tool which is utilised for the certification programme. This allows you to make a pre-assessment and clarify your competence level before applying for IPMA Certification®. At the seminar you will also receive in-depth information about the IPMA Certification Programme.

The self-assessment book *Competencies in Project Management*, ISBN 87-985726-8-7, can be ordered through one of the three Associations or through a bookstore for 66 € excl. VAT and postage.

## Registration and fees

Registration can be made on any of the websites of the Danish, Norwegian or Swedish Associations.

Registration for a certification round should be made not later than one month before the introduction session of the round in question. See the dates listed at the level descriptions.

Fees for the certification levels are as follows. The amounts cover all documentation, including the book *Competencies in Project Management*, as well as meals at the sessions. All prices are excl. VAT:

Members of the Danish, Norwegian or Swedish Associations receive a reduction, if full annual membership has been paid beforehand.

	Members	Non-members
Level D	€ 850,00	€ 950,00
Level C	€ 2.350,00	€ 2.500,00
Level B	€ 2.900,00	€ 3.050,00
Level A	€ 3.450,00	€ 3.650,00

The invoice will be issued in local currency by the association through which you registered, and variances due to currency fluctuations might occur.

If participation in the certification process is cancelled later than one month before the introduction session, and

up until two weeks after, 75% of the fee will be returned.

If participation in the certification process is cancelled later than two weeks after the introduction session, and up until deadline for forwarding the self-assessment and application, 60% of the fee will be returned.

If the candidate on Level C, B or A is not allowed to continue after Stage 1, or the candidate at this stage decides not to proceed, 40% of the fee will be refunded.

In case of cancellation later, there will be no refunding.

Fees for Levels A, B and C re-certification after five years are 40% of the fees for certification.

If a candidate wants to postpone participation in a certification round the candidate should cancel according to the above rules and instead sign up for the certification round in which he/she wants to participate.

## Agreement with an International Company

According to the IPMA regulations, the Danish, Norwegian or Swedish Certification Organisation may enter into an agreement with an International Company for organising IPMA Certification® of the Company's employees in all its subsidiaries or branches anywhere in the world.

The advantage for the Company is that its employees become certified according to the same detailed procedure – and based on the same detailed competence standard. Further, internal company standards for managing projects may be taken into account.

The certification processes will be performed locally and the local IPMA Certification Organisations will issue the IPMA Certificates.

# ” Statements from user organisations

## Users of the IPMA Certification®

Examples of corporations from which several project managers have joined the IPMA Certification Programme:

### Denmark:

Danske Bank  
Dong Energi  
Hillerød Hospital  
KMD  
Københavns Kommune  
Lego Company  
NCC  
NKT Flexibles  
Nokia Danmark  
Post Danmark  
Siemens  
TDC

### Norway:

TietoEnator  
Dovre International  
ErgoGroup  
Ericsson  
Skattedirektoratet  
Finnfjord Smelteverk  
Kongsberg Defence & Aerospace  
Jernbaneverket Utbygging  
Norske Skogindustrier ASA  
Sarpsborg kommune

### Sweden:

Acento  
ÅF  
Botycote  
Fujitsu  
Guite  
Posten  
SEB  
Sigma  
Swetbank  
TeliaSonera  
Tieto

### Post Danmark, Denmark

Susanne Dreyer Hansen, Project Development Manager  
Post Danmark established several years ago an extensive project manager training. The organisation had for some time been a member of the Association of Danish Project Management which inspired to go for the IPMA Certification® – also as a carrot for the participants – as a formal termination of the training processes. Today we have approx. 100 certified project managers. It was a new way of thinking to aim at something with value elsewhere than in our own organisation, Post Danmark. But, in spite of the fact that the IPMA Certificate can be used elsewhere only a few persons have used it as a lever for employment elsewhere.

### NCC Construction Denmark, Denmark

Susanne Kynne Frandsen, Vice President, Human Resources  
NCC employs the best project managers in the building and construction sector in Denmark. A specific focus on project managers has led to the establishment of the NCC Project Academy, which includes training targeted at the upper levels of the IPMA Certification. The IPMA Certification ensures, along with comprehensive ISO Certification, that NCC can document the organisations project handling as well the competences of the individual project manager in relation to costumers and cooperating partners. Internally, the certification process provides at better starting point for the professional development of project management. Furthermore, the focus areas of the certification provide a common frame of reference, which promotes the professional project management dialogue in the organisation.

### TietoEnator, Norway

Einar Holm-Johnsen, Project Manager  
After many years as professional PM and department manager for other PMs I started looking for a way to check, refine and document my own and my colleagues PM competence. Studying the different alternatives for certification I decided to go for IPMA certification. The IPMA certification process forces you to dig into your own experiences and “best practices” and to confront that with a well acknowledged PM model. The certification process is a sort of personal “SWOT-analysis” which pinpoints your own PM-characteristics and gives you feedback for enhancements. After my own certification, our company uses certification as an important part of each PMs development and career plan. Certification of PMs is also important when we approach the markets with our ability to deliver projects.

### ÅF - Ångpanneföreningen, Sweden

Petra Janetzky-Book, Consultant Manager  
ÅF is one of Sweden's oldest and largest consultancy companies within the industry sector. We have so far 30 project managers certified at different levels and we will continue to certify our consultants. To us as a consultancy company it's important to show that our project managers are certified, it means safety to our customers!  
To us as a company it's also important to offer a career path for our employees and the certification gives them an opportunity to grow and develop within the profession. Personally I am fond of the way the IPMA certification assesses the behavioural competencies of the project manager.

# IPMA level D<sup>®</sup>

## Certified Project Management Associate

Round D37E - The round will be conducted by a minimum of 4 participants

**An IPMA Certification<sup>®</sup> at Level D requires that the candidate has and is able to apply knowledge of project management that covers a broad spectrum of method applications and leadership behaviour - as required for the management of a less complex project.**

### Certification process

The certification process includes one stage:

**Stage 1:** Self-assessment, application and examination

Assessment at Level D is carried out by two assessors based on the CV, the self-assessment and the examination.

Before the certification, the participants receive the book *Competencies in Project Management* as part of the certification process.

If a candidate does not pass the examination, a new application for certification can not be forwarded until a minimum of six months later, counting from the assessors' feedback letter.

The certification round for Level D presented in this brochure takes place in English.

### Competence requirements

#### Experience applications:

At least 6 man-months of experience as project manager of non-complex projects or as project participant in less complex projects is recommended.

After 5 years a re-certification will take place.

#### Method applications:

The candidate has explicit knowledge of one method/tool for most of the sub-competences under the method

elements of the NCB as well as insight into how to apply these in less complex situations.

This is valid for the following four competence areas:

- Plan and evaluate the project management
  - Organise the project management phases
  - Perform overall project management
  - Perform ongoing project management
- The candidate should also possess basic knowledge of the competence area:
- Manage corporate project processes

#### Leadership behaviour:

The candidate should have knowledge of good leadership behaviour, be aware of and able to reflect on own demonstrated behaviour. This includes behaviour that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics

## Certification Procedure for Level D

### Stage 1: Self-assessment, application and examination

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Enrolment	16 July at the latest
<b>1.1 Preparation</b> Self-study / training according to own needs and choice.	
<b>1.2 Introduction session in Copenhagen, Oslo and/or Stockholm.</b> Guidance to the self-assessment tool <i>Competencies in Project Management</i> and the requirements for certification, application of the tool <i>Competencies in Project Management</i> as well as the examen form.	16 August from 13:00 to 16:00 hours
<b>1.3 Submittal of self-assessment and application</b> Elaboration of CV and specification of experience. Self-assessment of method applications and leadership behaviour. At least 30 hours of effort. Final application for Level D Certification. To be forwarded.	not later than 13 September
<b>1.4 Written examination in Copenhagen, Oslo, and/or Stockholm.</b> Written examination – 3 hours – no aids. Multiple-choice, open questions, and case.	19 September 13:00-16:00
<b>1.5 Assessor assessment</b> The result will be given by including feedback letter. A certificate is forwarded - valid 5 years.	2 November

### Stage X: Re-certification

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#### Re-certification

After five years the candidate participates in an introduction session on re-certification.

A renewed CV and self-assessment must be prepared with a specification of accomplished and planned development of competencies in project management. Can also include an interview.

# IPMA Level C<sup>®</sup>

## Certified Project Manager

**An IPMA Certification<sup>®</sup> at Level C requires that the candidate is competent to manage less complex projects and can assist a project manager of complex projects within all areas of project management.**

**To manage a less complex project also implies that the candidate can manage a larger team of project participants and/or function as manager of a sub-project in a complex project.**

### Certification process

The certification process has three stages:

**Stage 1:** Self-assessment and application

**Stage 2:** Examination and assessment workshop

**Stage 3:** Interview and approval

Assessment at Level C is made by two assessors. Stage 1 includes: CV, self-assessment and references. Stage 3 includes impressions from written examination, assessment workshop and interview with the assessors.

If the self-assessment shows that the competencies correspond to Level B, the candidate can change level.

If a candidate not passes Level C, a Level D Certificate will be issued if CV, self-assessment and written examination fulfil the requirements for passing at Level D.

If a candidate does not pass a new application for certification can not be forwarded until a minimum of six months later, counting from the assessors' feedback letter.

After 5 years a re-certification will take place.

The certification round for Level C presented in this brochure takes place in English.

### Competence requirements

#### Experience applications:

Certification at Level C requires at least 36 man-months of experience as manager of less complex projects, for example, which include several interested parties with predictable behaviour and are performed by a larger project team. The 36 man-months of experience should formally not be older than 6 years, but we may accept up to 9 years.

Project management has been performed with responsibility for all management areas and with achievement of good results.

Further, accumulated experience from managing projects should have been applied continuously in new situations/projects.

#### Method applications:

The candidate must have explicit knowledge of a couple of variants of methods/tools for most of the sub-competences under the method elements of the NCB as well as the capability to apply these in less complex situations, including evaluating the method/tool.

Further, the candidate must have practical experience from applications – with several participants, in several situations within less complex projects.

This is valid for the following four competence areas:

- Plan and evaluate the project management.
- Organise the project management phases.
- Perform overall project management.
- Perform ongoing project management.

The candidate should also possess basic knowledge of the competence area:

- Manage corporate project processes.

#### Leadership behaviour:

The candidate must be conscious of and frequently exercise a considerable and generally adequate degree of leadership behaviour – even in cases involving rather difficult conditions. The candidate must also reflect on own behaviour and make improvements from time to time.

This requires behaviour that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics.

# Certification Procedure for Level C

**Round C28E** - The round will be conducted by a minimum of 4 participants

## Stage 1: Self-assessment and application

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Enrolment	2 September at the latest
<b>1.1 Preparation</b> Self-study / training according to own needs and choice.	
<b>1.2 Introduction session</b> Introduction to the specific steps of the certification process incl. the examen form. Detailed guidance in the use of the tool <i>Competencies in Project Management</i> .	2 October from 10:00 to 16:00 hours in Copenhagen
<b>1.3 Self-assessment and application</b> Elaboration of CV and reporting on project experience. Final application for Level C Certification – to be forwarded	not later than 5 November
<b>1.4 First assessor evaluation</b> The assessors consider the self-assessments and replies from reference persons.	

## Stage 2: Examination and assessment workshop

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<b>2.1 Written examination</b> Multiple-choice, open questions, and case. Written examination - 3 hours - no aids.	4 December from 13:00 to 16:00 hours in Copenhagen
<b>2.2 Assessment workshop</b> Group work with 5-6 participants planning a project case showing leadership behaviour. Plenum with presentation and dialogue together with assessors.	5 December from 09:00 to 17:00 hours in Copenhagen
<b>2.3 Second assessment</b> The assessors summarise the assessments from Step 1 and the workshop session.	

## Stage 3: Interview and approval

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<b>3.1 Interview session</b> Book the whole day. Interview to be scheduled at the Workshop Session. Interview of 1 hour with the assessors.	6 December from 09:00 to 17:00 hours in Copenhagen
<b>3.2 Final assessment</b> The assessors make a summarised assessment of all stages in the certification incl. the interview. Certificate is forwarded – valid 5 years.	6 December in Copenhagen

## Stage X: Re-certification

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### Re-certification

After five years the candidate participates in an introduction session on re-certification. A renewed CV and self-assessment must be prepared with a specification of accomplished and planned development of competencies in project management. Can also include an interview.

# IPMA Level B<sup>®</sup>

## Certified Senior Project Manager

**An IPMA Certification<sup>®</sup> at Level B requires that the candidate is competent in managing complex projects.**

**This means that the candidate can manage a project with many sub-systems/elements and relationships with several companies and/or organisations involved, and with many separate disciplines.**

### Certification process

The certification process includes three stages:

**Stage 1:** Self-assessment, application and examination

**Stage 2:** 360-degree feedback and preparation of report

**Stage 3:** Corporate case session, interview and final approval

Assessment at Level B is made by two assessors – one of the assessors with insight in the same industry as the candidate. The assessment at Stage 1 is based on CV, self-assessment, written examination, and references. The assessment at Stage 3 includes the project report, impressions from the workshop and the interview with the assessors.

If the self-assessment at Stage 1 shows that the candidate's competencies correspond to Level C, he/she can apply for Level C in the same round without extra payment.

If a candidate does not pass the examination, a new application for certification can not be forwarded until a minimum of six months later, counting from the assessors' feedback letter.

After 5 years a re-certification will take place.

The certification round for Level B presented in this brochure takes place in English.

### Competence requirements

#### Experience applications:

Certification at Level B requires at least 60 man-months of experience as project manager. Of these, a minimum of 36 man-months must be from management of complex projects – which means, for example, projects with many interested parties with unpredictable behaviour, and performed by a project organisation with several sub-projects.

The remaining man-months could be experience as manager of less complex projects – which means, for example, projects with several predictable interested parties and performed by a larger project team.

The 60 man-months of experience should formally not be older than 8 years, but we may accept up to 12 years.

Project management must be performed with responsibility for all management areas and with achievement of good results. Gained experience from managing projects must be applied continuously in new situations/projects.

#### Method applications:

The candidate must have a solid explicit knowledge of several methods/tools for most of the sub-competences under the method elements of the NCB as well as the capability to apply these in complex situations, including assessing and combining variants.

Further, the candidate must have practical experience from applications – with several participants, in numerous situations of complex projects.

This is valid for the following four competence areas:

- Plan and evaluate the project management.
- Organise the project management phases.
- Perform overall project management.
- Perform ongoing project management.

Further, the candidate should also possess good knowledge of the competence area:

- Manage corporate project processes.

#### Leadership behaviour:

The candidate must be conscious of adequate leadership behaviour and often exercise it in several ways – even in case of difficult conditions involving resistance. The candidate must also reflect on own behaviour and frequently make improvements.

This includes behaviour that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics

# Certification Procedure for Level B

Round B31E - The round will be conducted by a minimum of 4 participants

## Stage 1: Self-assessment, application and examination

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Enrolment	27 July at the latest
<b>1.1 Preparation</b> Self-study / training according to own needs and choice.	
<b>1.2 Introduction session</b> Introduction to the specific steps of the certification process incl. the examen form. Detailed guidance in the use of the tool <i>Competencies in Project Management</i> , including guidance in choice of project proposal and preparation of report.	27 August from 9:30 to 16:00 hours in Copenhagen, Oslo, and/or Stockholm
<b>1.3 Submittal of self-assessment and application</b> Elaboration of CV and description of project experience. Self-assessment of method applications and leadership behaviour. Project proposal. Final application for Level B Certification. Effort – at least three to four days. Forwarded	not later than 26 September
<b>1.4 Written examination</b> Multiple choice, open questions and case. No aids.	1 October 9:00 to 12:00 in Copenhagen, Oslo and/or Stockholm
<b>1.5 First assessor evaluation</b> The assessors consider the self-assessments, project proposals and examination. Result given	not later than 1 November

## Stage 2: 360 degree feedback and project management report

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<b>2.1 360-degree behavioural feedback</b> Provided by five persons knowing the candidate's performed behaviour. To be forwarded by	29 November
<b>2.2 Project management report</b> Including project description and assessment of the project management effort. Candidate's effort – approx. one week. Forwarded	not later than 29 November

## Stage 3: Project sparring, interview and approval

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<b>3.1 Report assessment</b> The assessors review the project report and summarise together with the assessment from Step 1.	
<b>3.2 Sparring session with current project</b> Handling of challenging project management tasks – followed the same day by:	11 December 08:00-17:00 in Copenhagen, Oslo, or Stockholm
<b>3.3 Interview session with assessors</b> Interview of 2 hours with the assessors, where written material as well as interview are assessed.	
<b>3.4 Final assessment</b> The assessors make a summarised assessment of all stages of the certification incl. the interview. Result is given. Certificate is forwarded – valid 5 years.	

## Stage X: Re-certification

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### Re-certification

After five years the candidate participates in an introduction session on re-certification. A renewed CV and self-assessment must be prepared with a specification of accomplished and planned development of competencies in project management. Can also include an interview.

# IPMA Level A<sup>®</sup>

## Certified Projects Director

The overall requirement for becoming IPMA Certified at Level A is that the candidate has a broad competence in management of the project processes in a corporation. This includes two types of situations:

- Management of complex project portfolios of a corporation or department which includes projects of various complexity.
- Management of complex programmes which includes various types of projects and initiatives for achieving the objectives of the programmes.

To fulfil these functions the candidate must also possess competencies in:

- Contribution to the strategic management, including preparing proposals to the corporate management.
- Managing the support functions for the management of projects, programmes and portfolios.
- Managing the promotion of portfolio, programme and project management – including improvement of competencies of project managers and other participants.

Further, the candidate should have competencies in project management.

### Certification process

The certification process takes place in co-operation with the certification organisations in Sweden and Norway. You can apply for the reporting and interview to take place in one of the Scandinavian languages. The certification has three stages:

**Stage 1:** Self-assessment, application and examination

**Stage 2:** 360-degree feedback and report on cases

**Stage 3:** Corporate case session, interview and approval

Assessment at Level A is made by two assessors and is based on CV, self-assessment, written examination, and references at Stage 1. At stage 3 the

assessment is based on a 360-degree feedback, a report on cases, an assessment session, and an interview. If the self-assessment at Stage 1 shows that the competencies correspond better to Level B, you can apply for Level B without extra payment.

If a candidate does not pass the examination, a new application for certification can not be forwarded until a minimum of six months later, counting from the assessors' feedback letter.

The certification round for Level A presented in this brochure takes place in English, but a candidate can apply for carrying out his/her reporting and examination in one of the Scandinavian languages.

### Competence requirements

#### Experience applications:

At least 60 man-months of experience in portfolio management and/or programme management with strategic relevance.

The candidate must have:

- Minimum 36 man-months in responsible leadership function in management of complex portfolios or programmes.
- The remaining up to 60 man-months from involvement in portfolio management, programme management and/or handling project-oriented management functions.

The 60 man-months of experience must not be older than 8 years, but we may accept up to 12 years.

Further, accumulated experience should have been applied continuously in new situations/projects.

The candidate must also possess minimum two years of experience in project managing.

#### Method applications:

The candidate must have from solid to nuanced explicit knowledge of several methods/tools for most of the sub-

competences under the method elements of the NCB as well as the capability to apply them in complex situations, including evaluation and optimisation of variants. Further, the candidate must have practical experience from applications – with many participants, in numerous complex situations. This is valid for the following six elements of managing corporate project processes:

- Characterise corporate project processes.
- Handle the strategic management processes.
- Handle project-oriented management functions.
- Handle the portfolio management processes.
- Handle the management of a programme.
- Develop project management professionalism.

And is also valid for the following project management competence areas:

- Plan and evaluate the project management.
  - Organise the project management phases.
  - Perform overall project management.
- Less high explicit knowledge and practical experience is required for the area:
- Perform ongoing project management.

#### Leadership behaviour:

The candidate must be conscious of and exercise typically optimal leadership behaviour very often and in several ways – even in case of difficult conditions that include resistance. The candidate must also reflect on own behaviour and often improve. This implies behaviour that promotes portfolios, programmes and projects in three ways:

- Develop confidence
- Handle relations
- Promote dynamics

# Certification Procedure for Level A

**Round A17E** - The round will be conducted by a minimum of 4 participants

## Stage 1: Self-assessment, application and examination

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- Enrolment 24 Sept. at the latest
- 1.1 Preparation**  
Self-study / training according to own needs and choice.
- 1.2 Introduction session**  
Introduction to the specific stages, including choice of four cases from management of programmes/portfolios in corporations. 24 October from 09:30 to 16:00 hours in Copenhagen, Oslo or Stockholm  
Introduction to the specific steps of the certification process incl. the examen form.  
Detailed guidance in the use of the tool *Competencies in Project Management*.
- 1.3 Submittal of self-assessment and application**  
Elaboration of CV and specification of experience. Self-assessment of method applications and leadership behaviour. Case proposals. Final application for Level A Certification. At least three to four days of effort. Forwarded not later than 3 Dec.
- 1.4 Written examination**  
Only if the candidate is not Level B Certified. Both open questions and case. No aids. 5 Dec. 09:00-12:00 in Copenhagen, Oslo and Stockholm
- 1.5 First assessor evaluation**  
The assessors consider the self-assessments, case proposals and examination. Result given by 22 January 2013

## Stage 2: 360 degree feedback and case report

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- 2.1 360 degree behavioural feedback**  
Provided by five persons knowing the candidate's performed behaviour. To be forwarded by 25 February 2013
- 2.2 Preparation of case report**  
Description of the company/-ies and the four cases on the management of project programmes/portfolios in companies. Effort – approx. one week. Forwarded not later than 25 February 2013

## Stage 3: Corporate sparring, interview and approval

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- 3.1 Report assessment**  
The assessors make review of the case report and summarise with assessment from Stage 1.
- 3.2 Sparring session with corporation**  
– depending on the largest number of candidates. 20 March 08:00-12:00 in Copenhagen, Oslo or Stockholm  
2 hours handling of challenges of a project based organisation.
- 3.3 Interview session with assessors**  
2 hours interview with the assessors. Written material as well as interview are assessed. 20 March between 12:00 to 18:00
- 3.4 Final assessment**  
The assessors make a final assessment of all stages incl. the last examination and the interview. Result is given. Certificate is forwarded – valid 5 years.

## Stage X: Re-certification

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### Re-certification

After five years the candidate participates in an introduction session on re-certification. A renewed CV and self-assessment must be prepared with a specification of accomplished and planned development of competencies in project management. Can also include an interview.

# Certification organisation

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## International Project Management Association

The certification programme is based on the IPMA Certification regulations and guidelines.  
The IPMA Certification programme is managed by a Certification Validation Management Board



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## The Danish Project Management Association The Norwegian Association of Project Management The Swedish Project Management Association

Each of the three Associations has a contract with IPMA for implementation of the certification programme in Denmark, Norway and Sweden, respectively.  
Within each Association there is a separate certification organisation established.

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## Scandinavian Co-ordination Group

The joint Scandinavian certification programme in English is managed by:



**Morten Fangel**  
Director of the programme +  
Danish Representative



**Knut Heier**  
Norwegian  
representative



**Håkan Sjøholm**  
Swedish  
representative

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## Certification assessors

The assessors are certified and widely recognised project managers and consultants from the Danish, Norwegian, and Swedish Associations. In addition, assessors from other countries will be invited.



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