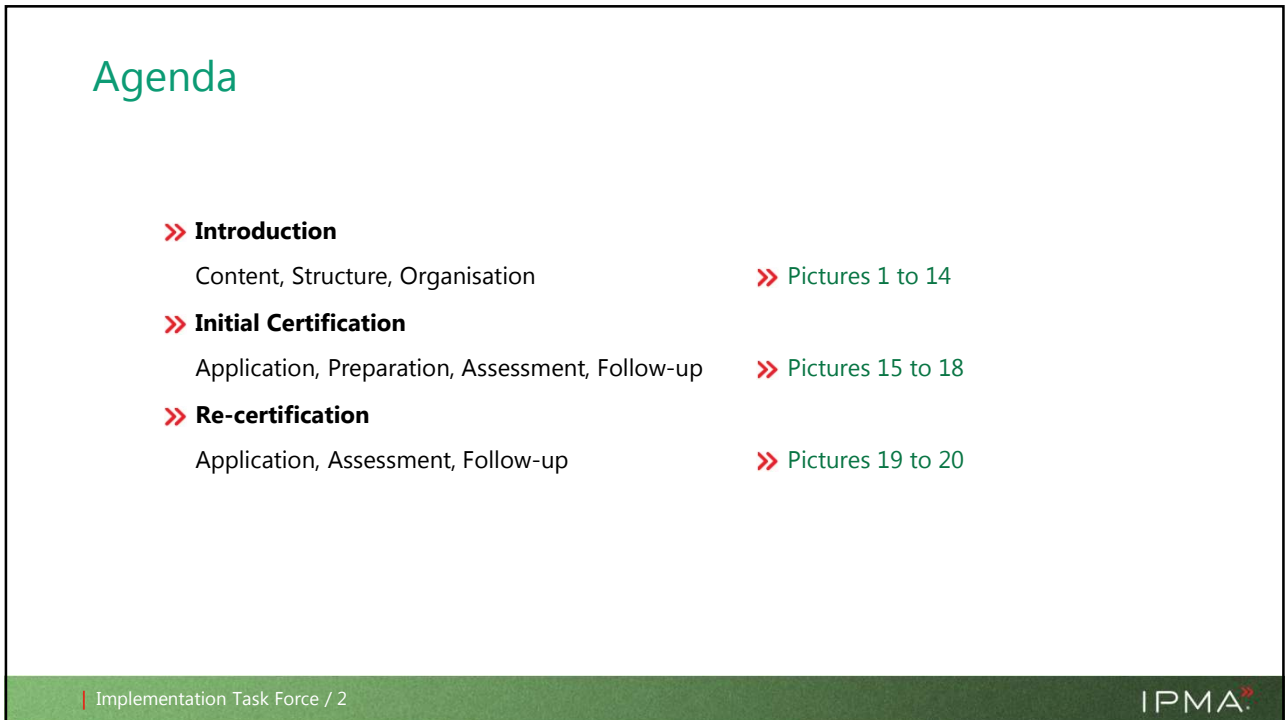




1



2

Responsibilities

- » **IPMA** is responsible for the establishing and maintaining the IPMA Certification Systems:
Art. 2.1 of its by-laws: To recognise individual and organisational project management competences, through internationally recognised certification systems.
Art 2.3 of its by-laws: To develop and provide certification in project management and related organisational competences with international recognition.
- » The **Member Associations** have Agreements with IPMA concerning the usage of the IPMA Certification Systems and are responsible for establishing and maintaining an active certification body and for cooperating internationally in IPMA
- » The **Certification Bodies** have Agreements with Member Associations and are responsible for implementing the IPMA Certification System independently and for deciding about granting the individual certificates to certificate holders (customers).

What is the motivation for Organisational Competence?

- » A project is no island
- » Projects take place in organisations, like companies, public agencies, NGOs
- » Projects are investments of organisations that provide value for stakeholders
- » Organisations need competence to run successful projects and for enabling, supporting and guiding project teams

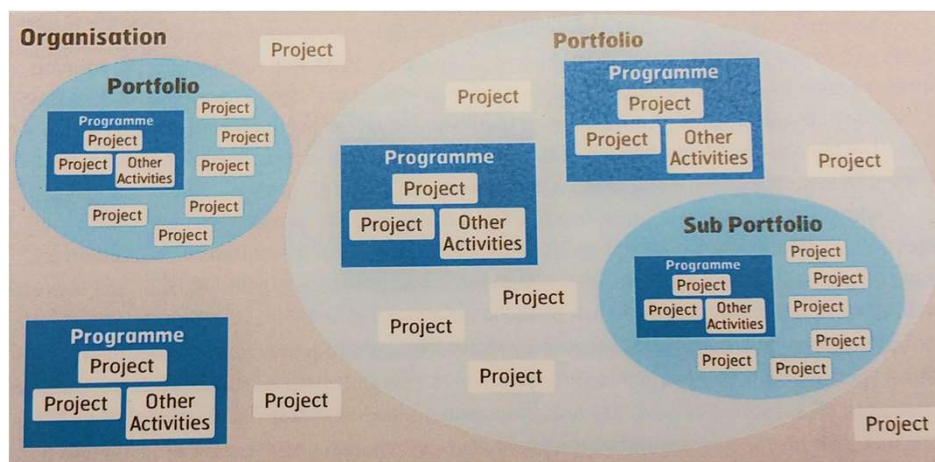




IPMA Delta® Assessment

- » The Certification Service of IPMA based on the Organisational Competence Baseline (IPMA OCB®) is called "IPMA Delta"
- » It is the most comprehensive assessment for your entire organisation concerning PP&PM
- » PP&PM is the Management of Projects, Programmes and Portfolios
- » PP&P are also the three domains defined in the Individual Competence Baseline (IPMA ICB®)
- » With its competence in PP&PM the organisation enables, supports and guides project teams
- » IPMA Delta also evaluates the organisation's programme and portfolio management

Projects, Programmes and Portfolios of an Organisation



Organisational Competence



Example of Competence Element Group: PP&P Governance

- » Based on the PP&P mission, vision and strategy, all management levels of the organisation should be actively involved in PP&PM: showing commitment, providing leadership and seeking to continuously developing the PP&PM system and personnel.
- » An organisation's leadership is shown by defining and communicating clear goals for PP&Ps. Expectations are clarified for their management.
- » The organisation needs to provide the resources for all PP&P activities and establish comprehensive communication with all stakeholders.
- » A robust decision-making process with defined regulations and guidelines for issue and decision escalation should be put in place.
- » Top managers with senior executives provide leadership through effective communication and their governance functions.
- » PP&P managers lead the assigned staff members who then act accordingly.

| Implementation Task Force / 7


7

How is Organisational Competence assessed?


Third Party Assessment

Module O
 («Organisation»)
 Interview Questions
 Document Check
 OCB

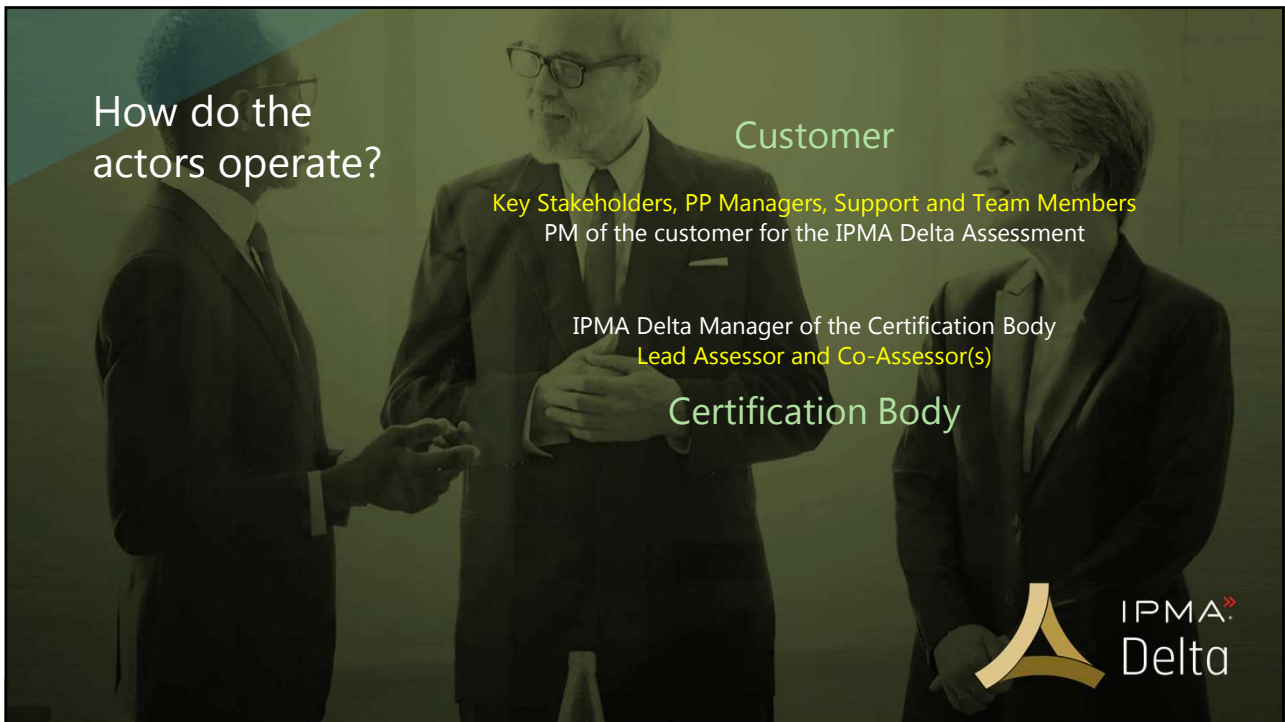
Module I
 («Individuals»)
 Questionnaire
 ICB

Module P
 («Projects»)
 Questionnaire
 PEB


Self-Assessment

| Implementation Task Force / 8


8



9



IPMA Delta Manager of the Certification Body

Responsible for

- » IPMA Delta sales and marketing, information and acquisition of IPMA Delta certification customers
- » Negotiation and proposals to potential customers for IPMA Delta assessments
- » Contracting of the CB with the customer and the assessors
- » Organising and management of the IPMA Delta Certification processes
- » Review of the assessment report
- » Evaluation of the customer satisfaction and assurance of the continuing improvement of the certification system for IPMA Delta
- » On-going development of the IPMA Delta assessors.

Implementation Task Force / 10

IPMA Delta

10

Description of the Competence Classes

Class 1 - Initial

The achievements of Project Management are at a personal level. There are individuals who perform well, but performance is coincidental. The organisation has no formal PM standards, structures and processes in place.

Class 2 - Defined

There are partially defined PP&PM standards, structures and processes in place which are partially applied in the organisation.

Class 3 - Standardised

There are fully defined PP&PM standards, structures and processes in place which are mostly applied throughout the organisation.

Class 4 - Managed

There are fully defined PP&PM standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls.

Class 5 - Optimising

There are fully defined PP&PM standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls and continuously develops.

Competence Diagram

Competence Element Group		Class 1	Class 2	Class 3	Class 4	Class 5
O	PP&P Governance					
	PP&P Management					
	PP&P Organisational Alignment					
	PP&P People's Competence					
	PP&P Resources					
P	People & Purpose					
	Processes & Resources					
	Project Results					
	P to O					
	P to I					
I	4.3 Perspective					
	4.4 People					
	4.5 Practice					
	I to O					
	I to P					

Benefits from IPMA Delta®



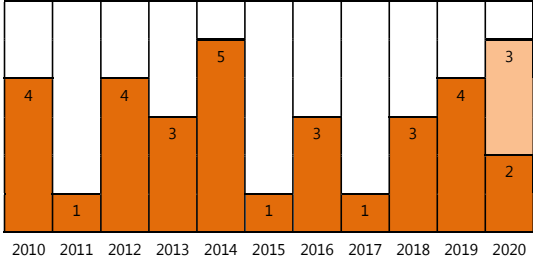
- » Know the PP&PM competence **status quo** of your organisation based on an independent third-party assessment
- » Identify **best practices** of project, programme and portfolio management in your organisation
- » Have a clear picture of the areas for **improvement and development** and plan and control a continuous improvement and development process with measurable objectives
- » Raise the **visibility and significance** of project, programme and portfolio management in all levels of your organisation
- » Compare your organisation to **other organisations**
- » Achieve **better results** in projects, programmes and portfolios
- » Improve your competitive **market position**, using the certificate to show professionalism to customers, partners and the community
- » **Learn** from experienced IPMA Delta® assessors and raise the exchange on PP&PM in your organisation
- » Achieve **more certainty** in an agile and VUCA world: Where is our organisation and where should it be.

IPMA®

13

Experience and where was it achieved?

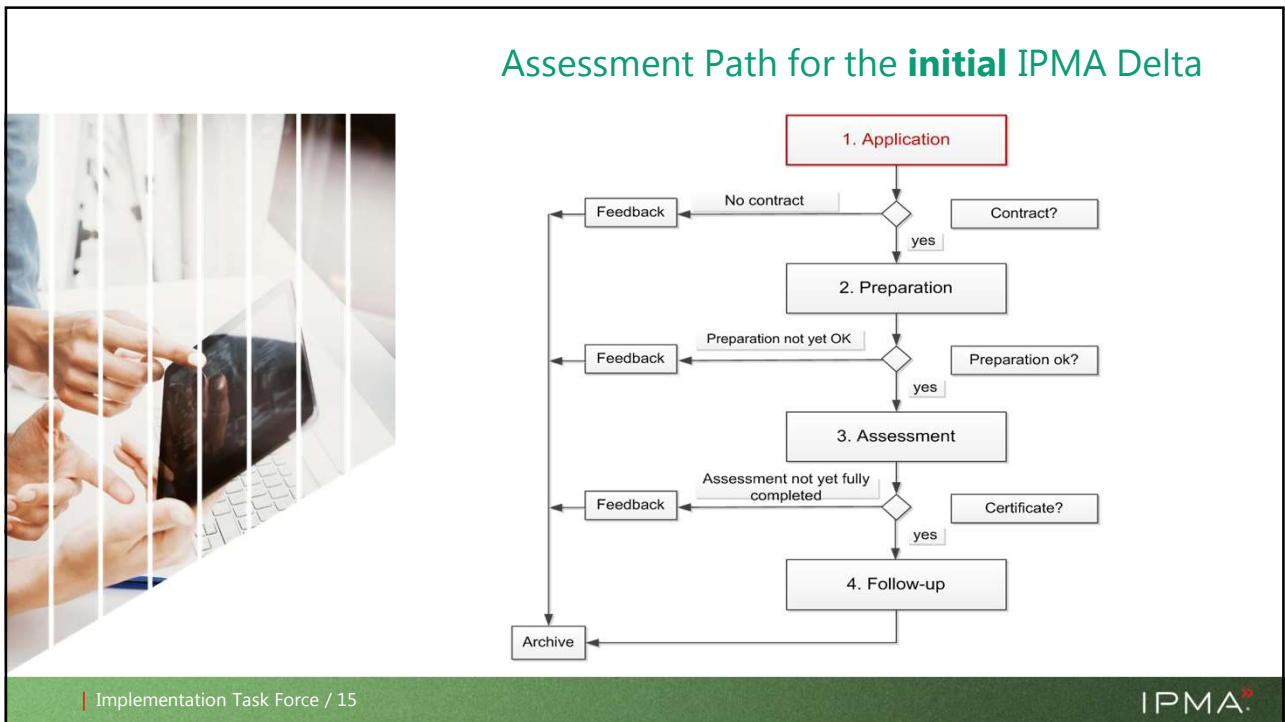
Annual number of IPMA Delta® certificates in total 31 certificates until the year 2020 and 3 more new contracts signed in the year 2020



Country	Number of certificates	Comment
China	3	
Finland	2	
Germany	5	1 Swiss Organisation
Italy	2	
Kazakhstan	3	
Portugal	1	
Russia	8	
Spain	2	1 Panama Organisation, 1 Iran Organisation
Switzerland	3	
Ukraine	2	1 Kazakhstan Organisation
TOTAL	31	

IPMA®

14



15

IPMA Delta® Certification Process

	1. Application	2. Preparation	3. Assessment	4. Follow-up
Customer	1.1 Request for information	2.2 Participation in Kick-off meeting	3.1 Information to the stakeholders in the organisation	4.2 Arrange for result presentation and hand-over
	1.3 Request for proposal from CB	2.4 Deliver information in PP&PM status lists	3.3 Deliver self-assessments I and P	4.4 Feedback and testimonial to CB
	1.5 Agree on contract		3.5 Participation in on-site or online visits incl. document checks	4.6 Post-assessment activities incl. marketing
Certification Body	1.2 Information meeting with customer	2.1 Assessor assignment, preparation of Kick-off meeting with customer	3.2 Initialisation of self-assessments	4.1 Decide and issue certificate
	1.4 Contract proposal incl. prov. Assessment Plan	2.3 Send PP&PM status lists	3.4 Prepare and realise the on-site or online visits	4.3 Result presentation and hand-over of certificate

Implementation Task Force / 16 IPMA®

16

Assessment Plan

Activity No.	Description	Responsible	Start Date	End Date
1	Information meeting			
2	Request for proposal			
3	Selection of assessors			
4	Proposal incl. draft assessment plan			
5	Contracting			
6	Kick-off-Meeting			
7	Information collection			
8	Final assessment plan			
9	Self-Assessments I and P			
10	Preparation of on-site or online visit			
11	On-site or online visit			
12	Assessment report and certificate			
13	Hand-over			



Implementation Task Force / 17

IPMA®

17

IPMA Delta® standard certificate



Certificate number [Number]

[Logo of Certification Body]



[Logo of Certification Body]

Certificate

This is to certify that

[Name of certificate holder]

has attained the required class of competence to be granted

[Name of IPMA Delta® Competence Class]
IPMA Delta® Competence Class [No.]

for the Category [Category of the organization]

by [Name of Certification Body],
the Certification Body of the [Name of the Member Association]

using the Regulations of [Name of CCB]

based on the IPMA Organizational Competence Baseline, the IPMA Delta Regulations
as well as the IPMA Project Excellence Baseline and the IPMA Individual Competence Baseline
as validated by the International Project Management Association (IPMA)

This certification process was conducted in the [Name of language] language.

Date of issue

Date certification valid until

Date of issue

Certification valid until

For the Certification Body



For the Assessors

[Name of the signatory]

[Name of the signatory]

[Insert reference to Accreditation and/or ISO Quality Certification if appropriate]

Certification Scheme Summary

based on the Certification System of the International Project Management Association (IPMA®)

IPMA Delta® Competence Elements

IPSP stands for Process, Progression and Portfolio

Module O (Organization, IPMA Organizational Competence Baseline)
IPSP Governance: Mission, vision, strategy, management development, leadership, performance
IPSP Management: Project, programme and portfolio management
IPSP Organizational Alignment: Processes, structures and culture alignment
IPSP Resources: Resource requirements, identification, development
IPSP People's Competences: Competence requirements, identification, development

Module P (Projects, IPMA Project Excellence Baseline)

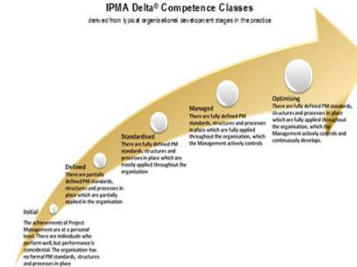
People & Partners: Leadership & values, objectives & strategies, project team, partners & stakeholders
Processes & Resources: Project management processes & resources, management of other's projects & resources,
Project Results: Customer, stakeholder, project team & delivery, other stakeholder relationships, project results and impact on the project context,
Interrelation from the project to the individuals and the organization

Module I (Individuals, IPMA Individual Competence Baseline)

Personal: Contextual competence, People Personal & Interpersonal competence, Practical: Technical competence
Interrelation from the individuals to the projects and the organization

IPMA Delta® Competence Classes

derived from typical organizational development stages in the practice



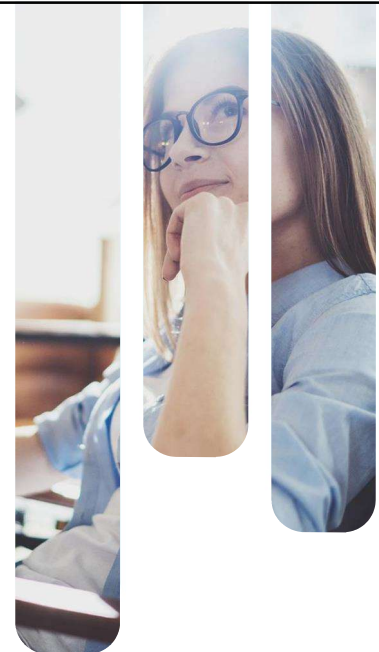
Implementation Task Force / 18

IPMA®

18

Basic Rules for the Re-certification

- » A re-certification shall be required after five years or after significant change in the organisation, such as merger or acquisition or a major re-organisation, of the IPMA Delta certificate holder.
- » The purpose of the re-certification shall be to evaluate if the criteria for the same IPMA Delta Competence Class granted to the organisation are fulfilled.
- » If the re-certification for a higher or lower Competence Class is intended, the CB shall agree with the certificate holder on a certification process with a procedure between the initial certification process for the new Competence Class and the re-certification process for the old Competence Class.
- » The re-certification for the same Competence Class is based on the changes since the status of the previous certification assessment.



Assessment Path for the Re-certification

