IPMA Level C CERTIFICATION

Certified Project Manager

Domain: Project Management

Applicant Brochure

Bucureşti, March 2023

IPMA certification is the process by which the certification body operating according to IPMA regulation, in a certain country (in Romania, PMR CERT), establish if a person has or has not the competences required for the domain and the professional carieer stage. The IPMA certification system covers three domains (project management, programme management and portfolio management) and four certification levels (A, B, C and D).

This brochure is addressed to those interested to obtain professional certification in the domain of project management and level C: Certified Project Manager.

Competences which are assessed in the certification program are defined in the IPMA standard Individual competence for project management, version 4.0. According to this standard, the following competence is "applying knowledge, skills and abilities in order to achieve the desired results in a given work environment". The standard of individual competences for project management is available on the website to association www.ipma.world.

1. Eligibility criteria for IPMA Level C

Criteria regarding experience

Minimum of 3 years' experience as a project manager within projects of moderate complexity OR minimum of 3 years' experience in a responsible project management assisting the project manager in complex projects. All experience for Level C must have been obtained within the last 6 years. The evidence timescale can be extended by 4 years with justification.

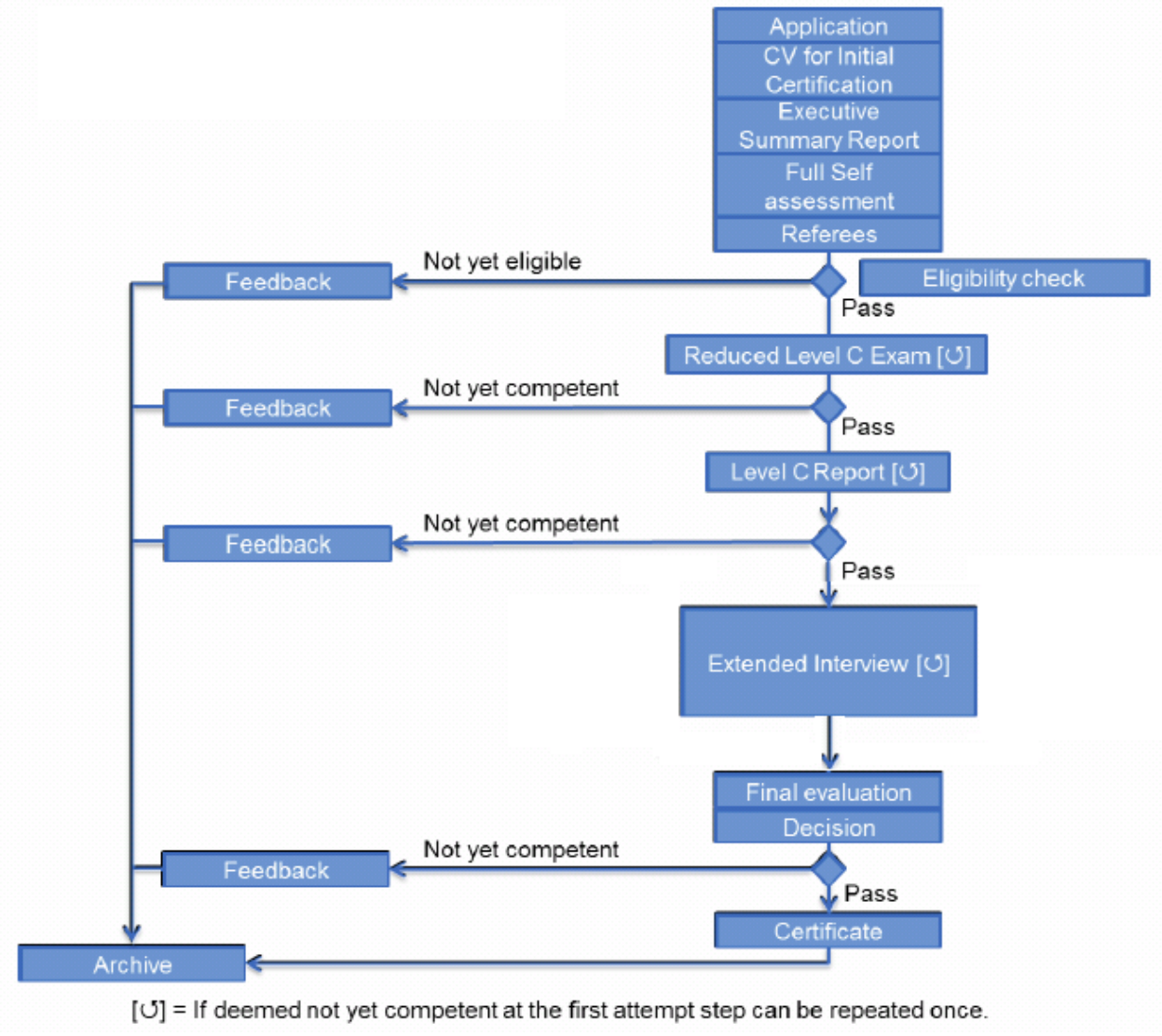
Criteria regarding project environment and responsibilities

Acting in a moderate complex project environment. Responsible in a project management role with moderate complexity within an organisation. The main criteria for determining the complexity of a project are: objectives, evaluation of results, processes, methods, tools and techniques of project management, resources, including financial, risks and opportunities, stakeholders, integration, relations with the permanent organization, cultural and social context, leadership, teamwork, degree of innovation, general conditions and coordination requirements (complexity associated with the autonomy requirement).

IPMA Level C certification is:

- Initial certification
- Recertification

2. IPMA Level C Initial Certification Process, Domain: Project Management



[↺] = If deemed not yet competent at the first attempt step can be repeated once.

2.1 Application for certification

The following application documents should be filled and sent to PMR CERT:

- Application, with the following sections: *Personal data, Code of conduct and professional ethics, Declaration of consent regarding the use of personal data, Full self-assessment, Executive summary of the certification report* (sub-sections: *Information about the organization and the role of the applicant, List of projects şi Project sheets P1-P12*) and *Assessing the complexity of projects.* The application form is available on the association's website.
- Curriculum Vitae
- Letters of recommendation / confirmation of experience

Application

Section *Personal data* includes information required for application identification (numbers and contact details), and the certification level.

Section *Code of conduct and professional ethics* will be confirmed by the applicant by signature, as proof of adherence to the provisions of this code.

Section *Declaration of consent regarding the use of personal data* will be signed for confirmation of acknowledgment and agreement on the provisions included in the document.

Section *Executive summary of the certification report* includes relevant information about the projects selected by the applicant to demonstrate competences. Includes sub-sections: Information about the organization and the role of the applicant, List of projects and Project sheets P1-P12. The elaboration of the executive summary implies the identification by the applicant of the most relevant 1-2 (possibly 3) projects from the list of declared projects. The projects selected for the report must have the required complexity for level C, meaning they have to be complex projects. Also, the projects selected for the report must allow the demonstration of the competences included in IPMA ICB4.0.

It is recommended to apply the following criteria when selecting projects for the certification report:

- To be recent, in order to be able to represent credible evidence of the current state of possession of the different competencies.
- To ensure the applicant's involvement in a variety of project management activities, so that evidence can be provided to demonstrate a large number of competency elements.

- To involve challenges for the applicant so that specific and credible evidence can be provided to demonstrate competency.

In order for the subsequent effort to prepare the report to be reasonable and to make the report easier for the evaluators to understand, it is recommended that the applicant does not select too many projects, the recommended number being 1-2 projects.

Section *Full self-assessment* involves self-assessment of knowledge, skills and abilities for key competence indicators ssociated with all elements of competence. Guidance on the scale of values to be applied in the self-assessment is included in the self-assessment section. The results of the self-assessment are analyzed by the evaluators, both for the preparation of the evaluation process and for the feedback that will be provided at the end of the certification program.

Section *Assessing the complexity of projects* serves to evaluate the projects mentioned in the sub-section List of projects. The complexity assessment sheet includes 10 complexity indicators, grouped into three categories, as follows:

a) Capability-based indicators:

- Objectives and assessment of results (output-related complexity): this indicator shall describe the complexity originating from vague, exacting and mutually conflicting goals, objectives, requirements and expectations.
- Processes, methods, tools and techniques (process-related complexity): this indicator shall describe the complexity related to the number of tasks, assumptions and constraints and their interdependence; the processes and process quality requirements; the team and communication structure; and the availability of supporting methods, tools and techniques.
- Resources including finance (input-related complexity): this indicator shall describe complexities relating to acquiring and funding the necessary budgets (possibly from several sources); the diversity or lack of availability of resources (both human and other); and the processes and activities needed to manage the financial and resource aspects, including procurement.
- Risk and opportunities (risk-related complexity): this indicator shall describe complexity related to the risk profile(s) and uncertainty levels of the project, programme or portfolio and dependent initiatives.

b) Context-based indicators:

- Stakeholders and integration (strategy-related complexity): this indicator shall describe the influence of formal strategy from the sponsoring organisation(s), and the standards, regulations, informal strategies and politics which may influence the project, programme or portfolio. Other factors may include the importance of outcomes for the organisation; the measure of agreement between stakeholders; the informal power, interests and resistance surrounding the project, programme or portfolio; and any legal or regulatory requirements.

- Relations with permanent organisations (organisation-related complexity): this indicator shall describe the amount and interrelatedness of the interfaces of the project, programme or portfolio with the organisation's systems, structures, reporting and decision-making processes.
- Cultural and social context (socio-cultural complexity): this indicator shall describe complexity resulting from socio-cultural dynamics. These may include interfaces with participants, stakeholders or organisations from different socio-cultural backgrounds or having to deal with distributed teams.

c) Management and leadership based complexity indicators:

- Leadership, teamwork and decisions (team-related complexity): this indicator shall describe the management/leadership requirements from within the project, programme or portfolio. This indicator focuses on the complexity originating from the relationship with the team(s) and their maturity and hence the vision, guidance and steering the team requires to deliver.
- Degree of innovation and general conditions (innovation-related complexity): this indicator shall describe the complexity originating from the degree of technical innovation of the project, programme or portfolio. This indicator may focus on the learning and associated resourcefulness required to innovate and/or work with unfamiliar outcomes, approaches, processes, tools and/or methods.
- Demand for coordination (autonomy-related complexity): this indicator shall describe the amount of autonomy and responsibility that the project, programme or portfolio manager/leader has been given or has taken/shown. This indicator focuses on coordinating, communicating, promoting and defending the project, programme or portfolio interests with others.

Each complexity indicator shall be scored as follows for a project, programme or portfolio:

- very low complexity – score of 1;
- low complexity – score of 2;
- high complexity – score of 3; or
- very high complexity – score of 4.

To be eligible for IPMA Level C, the applicant must prove that the projects have low/moderate complexity.

CV

CV does not have a required format, but it is recommended to include a series of information to complete the Application, such as:

- name, surname and contact details
- general and professional training
- continuous professional development actions, such as: participation in events, conferences, publications in project management, awards, etc.
- professional carrier

- professional certifications
- member of professional associations
- summary of relevant projects (with information on key deliverables, duration, budget, complexity, role and responsibilities)
- language skills and other skills

Letters of recommendation / confirmation of experience (Referees)

At enrollment in the certification program, the applicant will submit letters of recommendation / confirmation of experience, which will include: name and contact details of the applicant, relationship with the applicant, information about the projects led by the applicant and assessments of the applicant's performance in those projects. The applicant will request letters of recommendation from available and appropriate referrals. It is recommended that the references be both subordinate to the applicant and persons at higher hierarchical levels and be familiar with the work experience declared by the applicant. The certification body reserves the right to contact references to verify the eligibility of the applicant.

If the initial references are not available, the certification body will ask the applicant to indicate additional references. If they also fail to provide references, the certification body will reject the application.

Application documents can be sent by email to the address: office@pm.org.ro or can be uploaded directly to the document management platform managed by the certification body. To use the platform, the applicant will ask for an account by sending an email to the address office@pm.org.ro. The application will be attached to the email, with the section Personal Data already filled out.

Those interested in IPMA Level C certification can request additional information on how to complete the application documents by sending an email to: office@pm.org.ro.

At receipt of the application documents, PMR CERT will verify the eligibility of the applicant (whether or not he meets the eligibility criteria) and, within a maximum of 10 working days, will inform the applicant about the result of the eligibility check.

If the applicant is not eligible (she/he does not meet the eligibility criteria), she /he will be informed about the remaining options, namely:

- ask for certification at a lower level
- provide additional evidence of compliance with the eligibility criteria.

If the applicant is eligible (meets the eligibility criteria), she/he is informed about the need to pay the certification fee and the related invoice is issued, in RON, at RON / euro exchange rate of the BNR on the day of invoicing. The certification fee is paid by

back transfer, within a maximum of one month from the communication of eligibility and invoicing of the certification fee.
After payment of the certification fee, the applicant is considered admitted to the program and acquires the status of candidate for certification.

Certification fee

Members: 1.000 euro (without VAT)

Non-members: 1.200 euro (without VAT)

The Project Management Romania Association is not a VAT payer.

In the case of a group of applicants, the certification body may apply a reduction in the level of the certification fee, proportional to the size of the group. The discount can reach up to 40% for large groups.

After the certification fee payment, PMR CERT will invite the candidate to an informative wokshop, which will be organized face-to-face or online. During the workshop, the candidate will be informed about the stages of the certification program and will receive recommendations regarding the elaboration of the certification report and the preparation of the interview. During the informative workshop, the certification calendar is established.

2.2 Competence assessment

The assessment of the candidate's competencies is done with the help of the following tools:

- Reduced written exam
- Certification report
- Extended interview

2.2.1 Reduced written exam

The candidate will take a written exam. The objective of the exam is to assess the candidate's knowledge, skills and abilities in project management for the competence elements described in IPMA ICB4.0.

The exam is organized in such a way as to prevent the candidate from accessing any unauthorized assistance, regardless of the location where the exam takes place (at the headquarters of the company, association or other location, including online). The PMR CERT will ensure that the examination is performed in a properly controlled and supervised environment. At least one person will be appointed by PMR CERT to

supervise the examination, from the entry of the candidates in the hall until the departure of the last candidate.

Type of questions in the written exam: open-ended questions. The answers must provide evidence of the application of the competencies at the required level.

Examples of questions:

Present how benchmarking can be used in the project you are currently leading, in order to ensure continuous improvement of the management of this project.

Present how you promote the sustainability of the results and effects of the project you are currently leading.

Present how you stimulate and support an open and creative environment in the project you are currently leading.

Present how you perform the analysis, application and exchange of lessons learned with other projects in the company and comment on the importance of these processes.

Consider the following situation in the project you are leading: .. (situation description) .... What are the solutions you propose to remedy this situation?

Exam duration: 1.5 hours (90 minutes)

2.2.2 Certification report

Candidates shall draw up a certification report setting out how the elements of competence for the management of the project (s) included in the *Executive summary of the certification report*.

The report must provide at least the following information:

- General information (description of the project (s) in context, relevant stakeholders, scope and key objectives, project organization and associated resources for which it is responsible).
- Challenges faced in project / project management (the candidate must provide an overview of the management challenges throughout the project in relation to the assessed competency elements). The report presents both the challenges and how they have been addressed and the results achieved. The report should also include a reflection on the results and lessons learned. In structuring the description of the challenges, it is recommended to use the STAR approach (Situation, Activity, Action, Result).
- Possible annexes, for detailing certain components of the report.

Recommended certification report structure

Chapter	Addressed elements of competence
1. The context and objectives of the project	Only if you want to upgrade *Executive sumamry of the certification report*
2. Project organization	4.3.1, 4.3.2, 4.3.3, 4.5.1
3. Stakeholder management	4.3.2, 4.5.5
4. Project team management and motivation	4.3.4, 4.3.5, 4.4.3, 4.4.5, 4.5.2, 4.5.9, 4.5.12
5. Scope, deliverables, schedule planning, resources and project costs	4.4.4, 4.4.5, 4.4.6, 4.4.7
6. Risks and opportunities	4.5.3, 4.5.4, 4.5.7, 4.5.8, 4.5.9
7. Quality	4.4.9, 4.5.11
8. Control and coordination of the project	4.4.2, 4.5.6
9. Special challenges encountered during the implementation of the project	4.3.3, 4.4.2, 4.4.10, 4.5.10, 4.5.13
10. Synthesis of lessons learned	4.4.7, 4.4.8, 4.4.9

The report size is a maximum of 15-20 pages, without attachments. Attachments can have a maximum of 10 pages. The report will be written using a font TNR, 11 points. Although limited in size, the certification report must provide sufficient details to enable assessors to validate the candidate's competencies..

2.2.3 Extended certification interview

The purpose of the certification interview is to assess the candidate's competences. Two evaluators will be actively involved in the interview, asking questions. At the beginning of the interview, the evaluators will verify the candidate's identity by means of a photo ID.

The interview is structured as follows:

- Part 1: Short presentation of the project report (approximately 15-20 minutes) made by the candidate, with emphasis on the essential aspects of project / project management and less, for example, on the technical details.
- Part 2: Question and answer session on how to apply the skills in project / project management.

For the presentation of the certification report, the candidate will be able to use Power Point slides, videos, etc..

Duration of the interview: 1.5 hours (90 minutes)

2.3 Finalizing the certification programme

The final evaluation involves corroborating the conclusions from the different stages of evaluation and the formulation by the evaluators of a final recommendation on the successful completion (promotion) or non-promotion of the certification program. To successfully complete the certification program, the candidate must demonstrate during the certification process that he has at least 80% of the competency elements of ICB4.0 for project management in very complex situations.

The evaluators' recommendation is sent to the certification body, together with the feedback to the candidate. The certification body verifies the conformity of the evaluation processes with the applicable regulations and validates the evaluators' recommendation.

Granting the certificate

The certificate is awarded to the candidate who has successfully passed the certification program. The candidate receives two versions of the certificate, respectively:

- version în Romanian language
- version în English language

Upon receipt of the certificate, the candidate will sign a *Declaration* of proper use of the certificate. In case of violation of the rules of use of the certificate, it will be withdrawn (canceled) by the certification body.

The validity period of the certificate is 5 years.

Information about the certificate issued (certificate number, certification level, date of issuance of the certificate, name and surname of the holder) is published on the association's website and is also sent to IPMA. Once this information is reported to IPMA, the certificate is registered in the IPMA database and can be identified on the IPMA website. At the same time, the certification body will archive the related documents, ensuring confidentiality and protection against unauthorized access..

The certificate issued by PMR CERT is recognized by all national member associations of IPMA.

3. Complaints and appeals

Where complaints and appeals are made, the certification body shall treat them in a fair, impartial, confidential and constructive manner. This process ensures that all

complaints and appeals are considered and resolved within three months from the date of receipt of the written complaint or appeal.

Complaints and appeals can come from a variety of sources. Applicants and candidates may submit written appeals against the decisions of the certification body within 30 days of the announcement of the decision. The certification body shall document all complaints and appeals received and shall provide the person who submitted the complaint or appeal with an acknowledgment of receipt. The certification body will first try to resolve the complaint or apples within its own operational management structure. If this is not done, the complaint or appeal will be escalated to the Complaints and Appeals Committee of the association for analysis and decision. The contact details of the IPMA are available on the website of the international association, so that complaints can be registered directly with the IPMA, if the complainant is not satisfied with the response provided by the certification body.

4. Recertification

When the certificate validity expires, the holder may request recertification within a maximum of six months (with a justified extension to 12 months).
Recertification is based on the evidence included in the application, which must certify that in the period elapsed since obtaining the certificate, the holder worked in project management and was concerned with professional development, both in terms of knowledge, skills and abilities. At the time of recertification, the applicant must meet the certification requirements for IPMA level **C**.