

Candidate Guide to IPMA Certification and Recertification

IPMA LEVEL A – Certified Project Director

IPMA LEVEL B – Certified Senior Project Manager

IPMA LEVEL C – Certified Project Manager

IPMA LEVEL D – Certified Project Management Associate

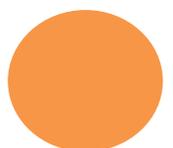


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About this Guide

All certification applicants are required to read this document as it holds important information about the certification process. For example, it helps you determine which certification is most appropriate for you; it outlines the eligibility requirements for each certification; it discusses certification fees and refund policies and it details policies and procedures, such as the audit process and appeals procedure.

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Amendment Record and Authorisation

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1478	1	Approved	06/02/2015		06/02/2015	First edition

Basic Terms and Definitions

Assessment	Candidate's competence assessed by written, verbal, practical or observational means
Assessor	Person with relevant competence qualified to conduct an assessment
Candidate	Person who has satisfied the entry requirement of the certification process
Certificate holder	Person who has attained the required level of competence to be granted a certificate
Certification	Process through which an organisation grants recognition to an individual that meets certain established criteria
Certification process	All activities by which a AICB establishes that a person fulfils specified competence requirements
Certifying Body	AIPM is a member association of IPMA. The Certifying Body is the identity that issues
Primary Certification	Certification of an individual who has not previously been certified
Recertification	Certification of an individual who has previously been certified
Abbreviations	
AIPM	Australian Institute of Project Management
AICB	AIPM International Certification Body
CDPR	Continuing Professional Development Requirements
ICB	IPMA Competence Baseline V3
ICRG	IPMA Certification Regulations and Guidelines
IPMA	International Project Management Association
MA	Member Association of IPMA
PM	Project Management

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1. INTRODUCTION TO IPMA 4-LEVEL CERTIFICATION SYSTEM

1.1 Overview

AIPM is a Member Association of the International Project Management Association (IPMA), a Federation that promotes the profession of project, programme and portfolio management through a global network of over 55 Member Associations (MAs) around the world. IPMA has developed the Four Level Certification System (4-L-C) and the IPMA Competency Baseline (ICB).

AIPM International Certification Body (AICB) is the certification body of AIPM that has been appointed by IPMA to conduct certifications under IPMA's 4-L-C system in Australia.

The 4-L-C system is based on the IPMA Competency Baseline (ICB). The ICB is the first and only international competence baseline for the field of project management. It was developed in collaboration with IPMA's International Member Associations and is subject to continuous improvement.

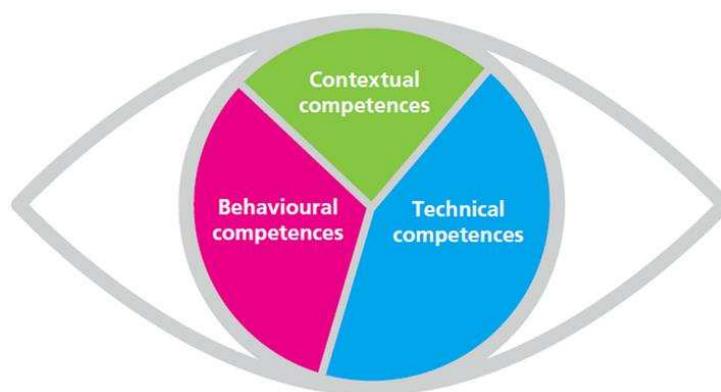
The AICB certification is wholly based on ICB Version 3.0, June 2006, IPMA ICB® with the following exceptions: 1) Level D Certification is valid for 5 years; 2) the AICB requires the development of competence development plan as an option for all levels.

The ICB forms the basis for the world-wide recognition of national project management training and certification programs at the four levels of certification.

The Eye of Competence represents the integration of all the elements of project management as seen through the eyes of the project managers when evaluating a specific situation.

It covers three areas of competence: 1) Technical Competence, 2) Behavioural Competence and 3) Contextual Competence. The eye also represents clarity and vision. (See Fig 1)

Figure 1: The Eye of Competence.



Each area of competence is broken down into elements for a total of 46 competence elements as follows:

1) Technical Competence Elements 20:

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Project management success; interested parties; project requirements and objectives; risk and opportunity; quality; project organisation; teamwork; problem resolution; project structures; scope and deliverables; time and project phases; resources; cost and finance; procurement and contract; changes; control and reports; information and documentation; communication; start-up; close-out.

2) Behavioural competence elements (15):

Leadership; engagement and motivation; self-control; assertiveness; relaxation; openness; creativity; results orientation; efficiency; consultation; negotiation; conflict and crisis; reliability; values appreciation; ethics.

3) Contextual competence elements (11):

Project orientation; programme orientation; portfolio orientation; project, programme and portfolio implementation; permanent organisation; business; systems, products and technology; personnel management; health, security, safety and environment; finance; legal.

The areas in which your knowledge and experience, personal conduct and general impression are assessed are described in the ICB which is available for download from our website.

All certifications offered by AICB in Australia are conducted in English.

Under IPMA's 4-L-C System, the four levels of certification are described in Table 1.

Table 1. The four levels of IPMA certification.

Level A	Certified Project Director	Able to manage complex portfolios or programs
Level B	Certified Senior Project Manager	Able to manage complex projects
Level C	Certified Project Manager	Able to manage projects with limited complexity, and/or to assist the manager of a complex project
Level D	Certified Project Management Associate	Have knowledge in all project management competence elements

Achievement of one or more of these prestigious certifications acknowledges your abilities in project management and increases your visibility within your organisation and on an international level. In order to maintain the certification, you must show ongoing professional development in the field of project management by satisfying the Continuing Professional Development Requirements (CPDR) or by re-certification.

1.2 Summary of Certification Process

The certification process is over 5 stages and takes approximately 4 months depending on the Level applied for and your ability to prepare for your assessment. A summary of the process is described in Table 2.

Certification involves a combination of:

- Self-assessment.
- Written examination tests (Level C & D)
- In-depth interview with two assessors (Level A, B & C)

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- Submission of portfolio of documents to demonstrate experience.
- Referee Interviews.

AICB may recommend that a candidate should seek certification at an alternative level if, after the initial check and assessor evaluation, the candidate’s application and submitted documentation does not satisfy the certification requirement at the level applied for. In this case the candidate will not be refunded the application fee but if the candidate agrees to undertake the certification at a lower level the assessor fee for the lower level will be charged.

Recertification of all successful candidates at each level shall be carried out at an interval of five (5) years.

More information on the certification process is described in this document under the Certification Process Flow, section 3.13, for each Level.

Table 2. Summary of Certification Process for all IPMA levels.

Long title	Short title	Assessment	Certification Process					Valid ity
			Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	
Certified Projects Director	IPMA Level A ^o			References	Projects Director report [+Competence development Plan]			5 years
Certified Senior Project Manager	IPMA Level B ^o	Knowledge + experience	Application, curriculum vitae, self-assessment, project list, report proposal	References	Project report [+Competence development plan]	Interview	Final evaluation + feedback	
Certified Project Manager	IPMA Level C ^o			References, exam	Project report [+Competence development plan]			
Certified Project Management Associate	IPMA Level D ^o	Knowledge	Application, curriculum vitae, self-assessment [+Competence development plan]	Exam		N/A		

1.3 Eligibility Requirements

To be eligible for the IPMA certification, you must meet the requirements as set out below. Achieving certification means each candidate must demonstrate an acceptable level of understanding, knowledge and practical experience of project management as defined by the IPMA Competence Baseline (ICB) and tested by the IPMA internationally recognised certification procedure. Table 3 summarises IPMA eligibility requirements for all IPMA levels.

Table 3. IPMA eligibility requirements for all IPMA levels.

IPMA Level A® Certified Projects Director	
At least five years' experience in portfolio management, and/or program management with strategic relevance within the last 8 years. A least three of these years were in a responsible leadership function in the management of complex portfolios or programs. In addition has two years of experience in managing projects. The time span of years can be extended up to 12 years with justification.	Entry requirements
Shall be able to manage complex portfolios or programmes	Core competence
Is responsible for the management of a complex portfolio of an organisation or a branch of an organisation, or for the management of an important program within an organisation.	Additional requirements
Contributes to strategy and makes proposals to senior management. Develops project management personnel and coaches project managers to improve their competence in PM. Directs project managers and members of the portfolio or program team.	
Has a role of leading or directing the development of project management competence and infrastructure (i.e. processes, methods, techniques, tools, handbooks, guidelines for a program or portfolio).	
<p>The main criteria for the complexity of a portfolio or program are:</p> <ul style="list-style-type: none"> • Number, importance, variety and complexity of active projects in the program or portfolio and number of project managers directed. • Proposals to the overseeing body for decision and own decisions. • Selection and development of project management requirements, processes, methods, techniques, tool, regulations and guidelines in the organisation. • Influence on the selection, training and employment of project managers. • Coordination of all projects of their portfolios or programs and ensuring compliance to strategy. 	

IPMA Level B® Certified Senior Project Manager	
In the last eight years, has at least five years of project management experience, of which three years were in a responsible leadership function of complex projects. The time span of 8 years can be extended up to 12 years with justification.	Entry requirements
Shall be able to manage complex projects.	Core competence
Is responsible for all project management aspects of a complex project and all project management competence elements.	Additional requirements
Manages a large project management team and leads managers of sub-projects.	
Uses appropriate project management processes, methods, techniques and tools.	
<p>The complexity of the assessed projects shall be evaluated against the following criteria:</p> <ul style="list-style-type: none"> • Objectives, assessment of results • Interested parties, integration • Cultural and social context • Degree of innovation, general conditions • Project structure, demand for coordination • Project organisation • Leadership, teamwork, decisions • Resources, including finance • Risks and opportunities • Project management methods, tools and techniques 	

IPMA Level C® Certified Project Manager	
Has in the last six years, at least three years of project management experience in a responsible leadership role of projects with limited complexity. The time span of 6 years can be extended up to 9 years with justification.	Entry requirements ¹
Shall be able to manage projects with limited complexity and/or to assist the manager of a complex project in all competence elements of project management.	Core competence

¹ Candidate must have held a project management function reflecting the certification level applied for within the last year preceding the application.

Is responsible for managing a project with limited complexity in all its aspects, or for managing a sub-project of a complex project.	Additional requirements
Applies appropriate project management processes, methods, techniques and tools	
The project should be complex enough to require the application of a considerable number of competence elements. At least 12 elements should be technical competences, 5 behavioural competences and 4 contextual competences.	

IPMA Level D® Certified Project Management Associate	
Experience in project management competence elements is not compulsory at this level; but it is an advantage if the candidates have previously applied their project management knowledge to some extent.	Entry requirements
Shall have project management knowledge in all competence elements	Core competence
Can practice in any project management competence element.	Additional requirements
May work in some fields as a specialist.	
Works as a project team member or a member of the project personnel.	
Has broad project management knowledge and the ability to apply it.	

1.4 How to Apply

Candidates may apply at any time by completing the Initial Registration Form available for download from our website. Once submitted to ipma@aipm.com.au you will be contacted by one of our team who will provide you with the relevant documentation you will need for the certification process.

The exams and assessment interviews for public candidates are held approximately once per quarter. Once you have completed your registration and your application has been assessed as suitable for the level applied for, you may register for an exam or interview date. The schedule of exam and interview dates is available on our website.

2. GENERAL INFORMATION

2.1 Fees and Payments

The certification and recertification fees as per Bc01 Fees for Certification and Recertification by Level are described on the [AICB website](#).

Primary certification fees and upgrade certification fees are invoiced in two stages. Stage 1 is the Application Fee which is payable on registration and is non-refundable. Stage 2 is the Assessment Fee which is payable prior to Assessment and is refunded only in exceptional cases. The Application Fee is non-refundable. If you are requesting a refund of the Assessment Fee you must explain and document the reason for withdrawing from the program in writing.

The re-certification fee will be charged when the Initial Registration Form is received by the AICB and is non-refundable.

If you are not awarded a certificate, or you miss the assessment date deadline without a valid excuse or you are excluded from the certification process, you will lose any entitlement to a refund.

There is no discount if you are not awarded a certificate on your first attempt and you choose to re-apply. The fees for candidates retaking certification are the same as for certification.

Candidates must pay their own expenses for travel, accommodation and meals during certification should this be necessary.

2.2 Interruption of Certification, Cancellations and No-Shows

Candidates must complete their certification within 12 months of registration.

Generally, there are no provisions for interruptions in the certification process. Any such break in the certification process must be authorised by the AICB Manager. The maximum duration of an interruption is 12 months, bringing the total period of certification allowable under this regulation to 24 months. If the certification process is interrupted for longer than this, it must be taken again starting at Stage 1 with a new registration and application fee.

Candidates must upload their application documents including all supporting documents no later than 4 weeks prior to the assessment date. If the candidate does not submit the complete application package by the deadline then the assessment date will be moved until the next certification round.

There are times when extenuating circumstances (e.g. medical emergency, death in immediate family, illness in immediate family) may prevent you from meeting a scheduled interview or examination appointment, resulting in a no show. Should a situation like this occur, you will be asked to provide an explanation along with supporting documentation (e.g. an accident report, medical documentation, death certificate). If you do not make contact within 72 hours following the missed appointment, fees will apply in order to schedule a new appointment. All claims will be reviewed on a case-by-case basis.

2.3 Conditions for Passing, Repeating or Retaking Certification

a) Passing Certification

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To obtain certification each stage of the certification process must be passed.

b) Repeating Certification

After each certification stage the assessors may:

- Reject a candidate;
- Recommend that the candidate continue certification at a lower level.

After each certification stage the candidate may

- Withdraw;
- Apply to continue certification at a lower level

c) Retaking Certification

If a candidate at Level A, B or C fails Stage 3, he/she can re-take this stage within 12 months.

Fees: The Application Fee is waived but the applicable Assessment Fee for the Level applied for is charged.

Level D candidates who do not achieve certification can retake the written exam a maximum of two times.

Fees: The Application Fee is waived but the applicable Assessment Fee for Level D is charged.

2.4 Use of a Post Nominal

Certificate holders are entitled to use the post nominal:

- IPMA Level A®:** Certified Projects Director;
- IPMA Level B®:** Certified Senior Project Manager;
- IPMA Level C®:** Certified Project Manager; or
- IPMA Level D®:** Certified Project Management Associate

The use of the post nominal is for the period of the certificate's validity. Anyone using this post nominal without holding a valid certificate is liable to prosecution.

2.5 Validity and Issuing of Certificates

Candidates who successfully complete the certification process receive a certificate.

Candidates who have not yet met all requirements do not receive the certificate until the subsequent submissions have been assessed. All certificates are registered at AICB and IPMA and published on the IPMA website (country, name, certification level, validity date).

Certificates are valid for five (5) years. It is the responsibility of the certificate holder to notify the Certifying Body when re-certification is due.

Should the certificate holder be living in another country at the time of re-certification, the certificate holder may apply for re-certification with the IPMA Certifying Body registered in that country.

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If re-certification is approved and the candidate pays the re-certification fee, the certificate is re-issued for a further 5 years and the certification entry on the IPMA website is updated.

2.6 Upgrading to a Higher Level

Valid certificate holders who gain the appropriate additional experience after Level D, Level C or Level B certification may apply for higher-level certification. The certificate holder must submit a new Initial Registration Form indicating which certification level he/she wishes to obtain. Fees for upgrading to a higher level are the same as the initial certification at that level.

2.7 Feedback

Candidates should complete a feedback questionnaire form about their experiences concerning the initial certification process. The feedback questionnaire should be used by the CB in its continuing improvement process.

The completed questionnaire of the candidate shall not be used for the certification assessment of the candidate.

2.8 Appeals

Applicants, candidates or certificate holders may appeal the decision made by the certification body with regard to certification status. The only person entitled to lodge an appeal is the person concerned.

The grounds for appeal are:

- The regulations have not been properly implemented.
- The regulations do not adequately cover the candidate's case
- Significant performance related information which the candidate believed was not considered by the Assessors
- Non-admittance to the certification process
- Non-admittance to the interview
- Non-issue of the certificate.

An appeal must be lodged in writing within 30 days of the incident to the AICB Manager at ipma@aipm.com.au. The AICB Manager will oversee the appeals process and designate an Appeals Committee to make a decision on the appeal. The AICB Manager will inform the sender of the status of the appeal within 42 days from the date of the appeal. The appellant is notified of the final decision and reasons in writing.

2.9 Complaints

Applicants, candidates or certificate holders may lodge a complaint in respect of shortcomings in the certification process or inappropriate treatment by the certification body's personnel. The persons undergoing the certification process, their employers and other persons involved in a certification process are entitled to lodge a complaint.

The complaint must:

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- Be in writing by completing a Complaints Form.
- Clearly explain the circumstances that gave rise to the complaint
- Provide evidence to support the allegations
- Include the complainant's full name and contact details; and
- Include all documentation relating to the allegations.

A complaints form is available by emailing complaints@aipm.com.au and requesting a form to be sent via return email.

The completed complaints form must be lodged by:

1. Mail, Courier or by Hand addressed to: The AICB Manager, AIPM National Office, 9/139 Macquarie Street Sydney NSW 2000; or
2. Email: complaints@aipm.com.au

The complainant will be asked to provide additional information if there is not enough material submitted with the form to provide a clear understanding of the issues.

Complaints will be initially assessed by the AICB Manager and categorised according to the complaint's severity, safety implication, complexity, impact, and the need and possibility of immediate action or reference to Governance review.

The AICB Manager will inform the complainant of the outcome in writing within 6 weeks of receiving the complaint.

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3. CERTIFICATION PROCESS – LEVEL A and LEVEL B

Note: Eligibility for Level A and Level B Certification is described on p.8 of this document. Certification for Level A and Level B is in 5 Stages and may take up to four (4) months to complete.

3.1 Certification Process Flow

Preliminary Steps

1. Candidate downloads the following documents from the AIPM website:
 - a) **Cr02 Candidate Guide to IPMA Certification and Recertification (this document)**
 - b) **IPMA Competency Baseline (ICB)**
2. Candidate decides whether to proceed with certification. If yes, he/she registers for certification by completing the **Initial Registration for IPMA Certification** which is available for download from the AIPM website. When completed, the form should be submitted to ipma@aipm.com.au

The certification process flow for Level A and Level B is summarised in the table below.

Table 4. Certification process flow for IPMA Level A and Level B.

Stage	Step	Process	Candidate	AICB	Assessor
I	1	Following receipt of the Initial Registration for IPMA Certification the AICB checks the registration and invoices the candidate for the non-refundable application fee for the level requested.		x	
	2	The candidate pays the application fee invoice	x		
	3	The AICB emails the Level A or Level B Application Pack to the candidate together with the unique candidate ID and a link to a secure dropbox to upload the documents. The application package contains Application form, Ce01 Self-assessment Form, Cp02 Guideline for Project Reports, Cp04 Code of Ethics and Professional Conduct and Bm04 IPMA Feedback Questionnaire.		x	
	4	The candidate completes the application form and self-assessment and uploads all the documents to the designated secure dropbox. Application Form includes details of the candidate's current organisation, profile, education, work experience, list of projects, programs and portfolios, names of referees and report proposal.	x		
II	5	The AICB and the Assessors review the submission for sufficiency of materials for the level of certification applied for.		x	x
	6	The AICB notifies the candidate of the AICB and Assessors decision and confirms acceptance for certification at requested level. <i>(If application is not</i>		x	

Stage	Step	Process	Candidate	AICB	Assessor
		<i>sufficient for Level A or Level B the candidate will be advised that certification can only proceed at a lower level).</i>			
	7	The Assessors contact at least two of the referees listed on the candidate's application form.			x
	8	The AICB invoices the candidate for the Assessment Fee for Level A or Level B (or a lower level if applicable).		x	
	9	The candidate pays the Assessment Fee invoice and registers for the assessment interview.	x		
III	10	The candidate writes the Report based on the project, program or portfolio report proposal identified in the application form and submits to the AICB together with Competence Development Plan via designated dropbox.	x		
	11	The Assessors assess and evaluate the Report and review the competence development plan.			x
	12	The AICB confirms assessment interview date, venue, and time with the candidate.		x	
IV	13	The candidate undertakes the interview with two Assessors.	x		x
V	14	The Assessors determine if the candidate has satisfactorily met all required criteria for Level A or Level B. The Assessors' recommendation, with supporting documentation, is then forwarded to the AICB for approval.			x
	15	The candidate completes Bm04 IPMA Feedback Questionnaire.	x		
	16	The AICB notifies the candidate of the result of the certification process and, if successful, the candidate is issued with the certification certificate		x	

3.2 Stage 1 Level A and Level B – Application for Certification

Unique Candidate ID

The AICB advises the candidate of their unique identifier number which must be included in all correspondence and written on every form submitted to the AICB.

Application Form

The application form and related documents will be emailed to the candidate together with a link to a secure dropbox after the completed **Cr03 Initial Registration Form** has been submitted and the application fee has been paid.

The application form contains sections for personal details, current employment, organisational profile and industry sector, education and training, work history and referees. It also contains a section for the candidate to list 10 programs/projects/portfolios that the candidate has managed or been involved in (starting with the most recent) as well as a section for the candidate to nominate a

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program/portfolio that will be used for the Project Report. The candidate is required to write a proposal for the Project Report (1-3 pages plus appendices) in the section provided within the application form. The proposal shall describe the program or portfolio that the candidate proposes to use for the Report and his/her role in this program or portfolio.

Self-Assessment Form

Completion of the self-assessment is an important part of the certification process. The candidate's self-assessment score will be considered in the initial preparation; however, it is not part of the calculation of the final result.

The candidate is required to complete the self-assessment addressing knowledge and experience areas, for all competence elements of the ICB.

After completing the self-assessment, the candidate should discuss the results with another person who knows them well. The outcome of such a discussion may result in an adjustment of the scores.

The completed Self-Assessment must be submitted to the CB with the completed application form.

Complexity Matrix

A Complexity Matrix is used to assess the complexity of the projects listed by the candidate in the Application Form.

Guideline for Project Reports

Cp02 Guideline for Project Reports has been developed to assist the candidate to write the Report based on the complex program or portfolio referred to in the report proposal submitted in the application form. It is included in the Level A and Level B Application Pack as an attachment.

Candidate Action for Stage I

1. Pay non-refundable Application Fee invoice.
2. Complete the Application Form (including the report proposal) and the Self-Assessment and upload all the documents and attachments to the designated dropbox.

3.3 Stage 2 – AICB and Assessor Evaluation of Application Documents

During stage 2, the AICB closes the dropbox for the candidate and opens it for the Assessors. The AICB and Assessors review the Application Form (which includes the Report proposal) and the candidate's self-assessment to determine whether the material submitted is sufficient for Level A or Level B.

The Assessors may also contact the candidate's referees at this stage to assist with the evaluation process.

Once approved, the candidate will be notified that the application has been accepted and will be invoiced for the Assessment Fee for Level A or Level B.

If the candidate's application fails to meet the Level A or Level B criteria, the candidate will be offered the opportunity to be certified at a lower level. In this case, the Assessors will recommend the level based on the quality of the application. If the candidate accepts certification at a lower level the invoice will be raised for the Assessment Fee appropriate for the level accepted.

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If the candidate does not agree with the Assessor’s recommendation to be certified at a lower level he/she may lodge an appeal or withdraw from certification.

Candidate Action for Stage 2: Pay Assessment Fee Invoice

3.4 Stage 3 – Project Report and Competence Development Plan

Once approved for Level A or Level B, the candidate is required to submit a Project Report describing the application of project management competence in a real complex portfolio or program.

For more information please refer to Cp02 Guideline for Project Reports that was emailed with the Application Form.

During this stage the AICB will discuss a suitable assessment interview date and tentatively register the candidate for the agreed date. It is important that the candidate allow enough time to complete the Report prior to the interview. Interview dates will not be confirmed until the Report is submitted.

Together with the Project Report the candidate is required to submit a competence development plan for review by the assessors. The assessors will provide feedback on this plan based upon their assessment of the competence of the candidate.

Candidate Action for Stage 3

1. Agree to tentative assessment interview date
2. Submit Project Report and Competence Development Plan to AICB via designated dropbox

3.5 Stage 4 – Candidate Assessment Interview

The interview process serves a number of functions; assessment of a candidate’s strengths and limitations; examination of self-assessment responses; exploration of any perceived gaps; verification of documentation and experience and background.

Interviews dates are scheduled once per quarter but the number of dates may vary depending on the number of candidates registered.

The candidate is interviewed by two Assessors. The duration of an interview is:

- IPMA Level B: approximately 2 hours;
- IPMA Level A: approximately 2½ hours.

The minimum number of competence elements to be covered in the interview for Level A and Level B is described in Table 5.

Table 5. The minimum number of competency elements to be covered in the interview for Level A and Level B.

The minimum number of competency elements to be covered in the interview			
Level	Technical Range	Behavioural Range	Contextual Range
A	5	4	4
B	6	3	3

At the end of the interview the assessors may provide direct feedback to the candidate.

Interviews are conducted in a number of Australian cities. Candidates are required to make their own way to the venue at their own cost. The city and venue where the interview is to take place will be discussed with the AICB during Stage 3 and confirmed after the Project Report is submitted.

Candidate Action for Stage 4: Attend the Assessment Interview

3.6 Stage 5 – Final Evaluation and Recommendation

Upon completion of the interview, the assessors determine if the candidate has satisfactorily met all required criteria for Level A. Their recommendation with supporting documentation is then forwarded to the CB. The AICB makes the decision about granting a pass or fail based upon the recommendation of the assessors and will advise the candidate of the result.

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4. CERTIFICATION PROCESS – LEVEL C

Note: Eligibility for Level C Certification is described on p.9 of this document.
 Certification for Level C is in 6 Stages and may take up to four (4) months to complete.

4.1 Certification Process Flow

Preliminary Steps

3. Candidate downloads the following documents from the AIPM website:
 - c) **Cr02 Candidate Guide to IPMA Certification and Recertification (this document)**
 - d) **IPMA Competency Baseline (ICB)**
4. Candidate decides whether to proceed with certification. If yes, he/she registers for certification by completing the Initial Registration for IPMA Certification which is available for download from the AIPM website. When completed, the form should be submitted to ipma@aipm.com.au

The details of the certification process flow for Level C are described in Table 6.

Table 6. Certification process flow for Level C.

Stage	Step	Process	Candidate	AICB	Assessor
I	1	Following receipt of the Initial Registration for IPMA Certification the AICB checks the registration and invoices the candidate for the non-refundable application fee for the level requested.		X	
	2	The candidate pays the application fee invoice	X		
	3	The AICB emails the Level C Application Pack to the candidate together with the unique candidate ID and a link to a secure dropbox for the candidate to upload all the documents. The application pack contains Level C Application form, Ce01 Self-assessment Form, Cp02 Guideline for Project Reports, Complexity Matrix, Cp04 Code of Ethics and Professional Conduct and Bm04 IPMA Feedback Questionnaire.		X	
	4	The candidate completes the application form and self-assessment and uploads all the documents to the designated secure dropbox. Application Form includes details of the candidate's current organisation and profile, education, work experience, list of projects and names of referees.	X		
II	5	The AICB and the Assessors review the submission for sufficiency of materials for Level C.		X	X
	6	The AICB notifies the candidate of the AICB and Assessors decision and confirms acceptance for certification at requested level. <i>(If application is not</i>		X	

Stage	Step	Process	Candidate	AICB	Assessor
		<i>sufficient for Level C the candidate will be advised that certification can only proceed at a lower level).</i>			
	7	The Assessors contact at least two of the referees listed on the candidate's application form.			x
	8	The AICB invoices the candidate for the Assessment Fee for Level C (or a lower level if applicable)		x	
	9	The candidate pays the Assessment Fee invoice and registers for the exam and assessment interview.	x		
	10	AICB confirms exam and interview dates.		x	
III	11	The candidate undertakes the exam.	x		
	12	Examining Assessor marks the exam and informs the AICB about exam results.			x
IV	13	The candidate writes the Report based on the project report proposal identified in the application form and submits to the AICB together with Competence Development Plan via designated dropbox.	x		
	14	The Assessors assess and evaluate the Report and review the competence development plan.			x
	15	The AICB confirms assessment interview date, venue, and time with the candidate.		x	
V	16	The candidate undertakes the interview with two Assessors (1-1.5 hours).	x		x
VI	17	The Assessors determine if the candidate has satisfactorily met all required criteria for IPMA Level C. The Assessors recommendation, with supporting documentation, is then forwarded to the AICB for approval.			x
	18	The candidate completes Bm04 IPMA Feedback Questionnaire.	x		
	19	The AICB notifies the candidate of the result of the certification process and, if successful, the candidate is issued with the certification certificate		x	

4.2 Stage 1 Level C – Application for Certification

Unique Candidate ID

The AICB advises the candidate of their unique identifier number which must be included in all correspondence and written on every form submitted to the AICB.

Application Form

The application form and related documents will be emailed to the candidate together with a link to a secure dropbox after the completed **Cr03 Initial Registration Form** has been submitted and the application fee has been paid.

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The application form contains sections for personal details, current employment, organisational profile and industry sector, education and training, work history and referees. It also contains a section for the candidate to list the projects that the candidate has managed or been involved in (starting with the most recent).

Self-Assessment Form

Completion of the self-assessment is an important part of the certification process. The candidate's self-assessment score will be considered in the initial preparation; however, it is not part of the calculation of the final result.

The candidate is required to complete the self-assessment addressing knowledge and experience areas, for all competence elements of the ICB.

After completing the self-assessment, the candidate should discuss the results with another person who knows them well. The outcome of such a discussion may result in an adjustment of the scores.

The completed Self-Assessment must be submitted to the AICB with the completed application form.

Complexity Matrix

A Complexity Matrix is used to assess the complexity of projects listed by the candidate in the Application Form.

Guideline for Project Reports

Cp02 Guideline for Project Reports has been developed to assist the candidate to write the Report based on the complex project mentioned by the candidate on the list of projects in the application form. It is included in the Level C Application Pack as an attachment.

Candidate Action for Stage I

3. Pay non-refundable Application Fee invoice.
4. Complete the Application Form, the Self-Assessment and upload all the documents and attachments to the designated dropbox.

4.3 Stage 2 – AICB and Assessor Evaluation of Application Documents

During stage 2, the AICB closes the dropbox for the candidate and opens it for the Assessors. The AICB and Assessors review the Application Form and the candidate's self-assessment to determine whether the material submitted is sufficient for Level C.

The Assessors may also contact the candidate's referees at this stage to assist with the evaluation process.

Once approved, the candidate will be notified that the application has been accepted and will be invoiced for the Assessment Fee for Level C.

At stage 2, the AICB confirms exam date and venue details.

If the candidate's application fails to meet the Level C criteria, the candidate will be offered the opportunity to be certified at a lower level. If the candidate accepts certification at a lower level the invoice will be raised for the Assessment Fee appropriate for the level accepted.

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If the candidate does not agree with the Assessor’s recommendation to be certified at a lower level he/she may lodge an appeal or withdraw from certification.

Candidate Action for Stage 2: Pay Assessment Fee Invoice

4.3 Stage 3 – Exam

The examination questions are set to cover the candidate’s practical knowledge and/or understanding of the various competency elements.

Written exams for IPMA Level C consist of three questions types: multiple choice questions; practical tasks, and open text questions. The examination must include direct questions and at least either one open essay (proposal, calculation, process description) or one intellectual task (case study). The minimum number of questions required by IPMA at Levels C is specified in the table below.

Table 7. Minimum number of questions in an exam at IPMA Levels C.

Minimum number of questions in an exam at IPMA Levels C	
Direct questions	17
Open essays and/or intellectual tasks	14
Duration minimum	3 hours

The city and venue where the exam is to take place will be discussed with the AICB during Stage 2.

Candidate Action for Stage 3: Undertake the examination.

4.4 Stage 4 – Project Report and Competence Development Plan

Once approved for Level C, the candidate is required to submit a Project Report describing the application of project management competence in a real complex project.

For more information please refer to Cp02 Guideline for Project Reports that was emailed with the Application Form.

During this stage the AICB will discuss a suitable assessment interview date and tentatively register the candidate for the agreed date. It is important that the candidate allow enough time to complete the Report prior to the interview. Interview dates will not be confirmed until the Report is submitted.

Together with the Project Report the candidate is required to submit a competence development plan for review by the assessors. The assessors will provide feedback on this plan based upon their assessment of the competence of the candidate.

Candidate Action for Stage 4

1. Agree to tentative assessment interview date
2. Submit Project Report and Competence Development Plan via designated dropbox

4.5 Stage 5 – Candidate Assessment Interview

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The interview process serves a number of functions; assessment of a candidate’s strengths and limitations; examination of self-assessment responses; exploration of any perceived gaps; verification of documentation and experience and background.

Interviews dates are scheduled once per quarter but the number of dates may vary depending on the number of candidates registered.

The candidate is interviewed by two Assessors. The duration of an interview for IPMA Level C is **approximately 1 ½ hours;**

The minimum number of competence elements to be covered in the interview is detailed below.

Table 8. The minimum number of competency elements to be covered in the interview at Level C.

The minimum number of competency elements to be covered in the interview			
Level	Technical Range	Behavioural Range	Contextual Range
C	6	2	2

At the end of the interview the assessors may provide direct feedback to the candidate.

Interviews are conducted in a number of Australian cities. Candidates are required to make their own way to the venue at their own cost. The city and venue where the interview is to take place will be discussed with the AICB during Stage 3 and confirmed after the Project Report is submitted.

Candidate Action for Stage 5: Attend the Assessment Interview

4.6 Stage 6 – Final Evaluation and Recommendation

Upon completion of the interview, the assessors determine if the candidate has satisfactorily met all required criteria for Level C. Their recommendation with supporting documentation is then forwarded to the AICB. The AICB makes the decision about granting a pass or fail based upon the recommendation of the assessors and will advise the candidate of the result.

5. CERTIFICATION PROCESS – LEVEL D

Note: Eligibility for Level D Certification is described on p.9 of this document.
 Certification for Level D is in 4 Stages and may take up to four (4) months to complete.

5.1 Certification Process Flow

Preliminary Steps

5. Candidate downloads the following documents from the AIPM website:
 - e) **Cr02 Candidate Guide to IPMA Certification and Recertification (this document)**
 - f) **IPMA Competency Baseline (ICB)**
6. Candidate decides whether to proceed with certification. If yes, he/she registers for certification by completing the Initial Registration for IPMA Certification which is available for download from the AIPM website. When completed, the form should be submitted to ipma@aipm.com.au

The certification process flow for IPMA Level D is detailed in the table below.

Table 9. Certification process flow for Level D.

Stage	Step	Process	Candidate	AICB	Assessor
I	1	Following receipt of the Initial Registration for IPMA Certification the AICB checks the registration and invoices the candidate for the non-refundable application fee for the level requested.		X	
	2	The candidate pays the application fee invoice	X		
	3	The AICB emails the Level D Application Pack to the candidate together with the unique candidate ID and a link to a secure dropbox for the candidate to upload all the documents. The Application Pack contains Level D Application form, Ce01 Self-assessment Form, Cp04 Code of Ethics and Professional Conduct and Bm04 IPMA Feedback Questionnaire.		X	
	4	The candidate completes the application form, competence development plan and self-assessment and uploads all the documents to the designated secure dropbox. Application Form includes details of the candidate's current organisation and profile, education and work experience.	X		
II	5	The AICB and the Assessors review the submission for sufficiency of materials for Level D.		X	X
	6	The AICB notifies the candidate of the AICB and Assessors decision and confirms acceptance for certification at requested level.		X	

Stage	Step	Process	Candidate	AICB	Assessor
	7	The AICB invoices the candidate for the Assessment Fee for Level D.		x	
	8	The candidate pays the Assessment Fee invoice and registers for the exam.	x		
	9	AICB confirms exam date details.		x	
III	10	The candidate undertakes the exam.	x		
	11	Examining Assessor marks the exam and informs the AICB about exam results.			x
IV	12	The Assessors determine if the candidate has satisfactorily met all required criteria for IPMA Level D. The Assessors recommendation, with supporting documentation, is then forwarded to the AICB for approval.			x
	13	The candidate completes Bm04 IPMA Feedback Questionnaire.	x		
	14	The AICB notifies the candidate of the result of the certification process and, if successful, the candidate is issued with the certification certificate		x	

5.2 Stage 1 Level D – Application for Certification

Unique Candidate ID

The AICB advises the candidate of their unique identifier number which must be included in all correspondence and written on every form submitted to the AICB.

Application Form

The application form and related documents will be emailed to the candidate together with a link to a secure dropbox after the completed **Cr03 Initial Registration Form** has been submitted and the application fee has been paid.

The application form contains sections for personal details, current employment, organisational profile and industry sector, education and training and work history.

Together with the application form the candidate is required to submit a competence development plan for review by the assessors. The assessors will provide feedback on this plan based upon their assessment of the competence of the candidate.

Self-Assessment Form

Completion of the self-assessment is an important part of the certification process. The candidate's self-assessment score will be considered in the initial preparation; however, it is not part of the calculation of the final result.

The candidate is required to complete the self-assessment addressing knowledge and experience areas, for all competence elements of the ICB.

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After completing the self-assessment, the candidate should discuss the results with another person who knows them well. The outcome of such a discussion may result in an adjustment of the scores.

The completed Self-Assessment must be submitted to the CB with the completed application form.

Candidate Action for Stage 1

1. Pay non-refundable Application Fee invoice.
2. Complete the Application Form, the Self-Assessment and Competence Development Plan and upload all the documents and attachments to the designated dropbox.

5.3 Stage 2 – AICB and Assessor Evaluation of Application Documents

During stage 2, the AICB closes the dropbox for the candidate and opens it for the Assessors. The AICB and Assessors review the Application Form and the candidate’s self-assessment to determine whether the material submitted is sufficient for Level D.

Once approved, the candidate will be notified that the application has been accepted and will be invoiced for the Assessment Fee for Level D.

Candidate Action for Stage 2: Pay Assessment Fee Invoice

5.4 Stage 3 – Exam

The examination questions are set to cover the candidate’s practical knowledge and/or understanding of the various competency elements.

Written exams for IPMA Level D consist of three questions types: multiple choice questions; practical tasks, and open text questions. The examination must include direct questions and at least either one open essay (proposal, calculation, process description) or one intellectual task (case study). The minimum number of questions required by IPMA at Level D is specified below.

Table 10. Minimum number of questions in an exam at IPMA Levels D.

Minimum number of questions in an exam at IPMA Levels D	
Direct questions	46
Open essays and/or intellectual tasks	9
Duration minimum	3 hours

The city and venue where the exam is to take place will be discussed with the AICB during Stage 2.

Candidate Action for Stage 3: Undertake the examination.

5.5 Stage 4 – Final Evaluation and Recommendation

Upon completion of the interview, the assessors determine if the candidate has satisfactorily met all required criteria for Level D. Their recommendation with supporting documentation is then forwarded to the AICB. The AICB makes the decision about granting a pass or fail based upon the recommendation of the assessors and will advise the candidate of the result.

6. RECERTIFICATION PROCESS – All LEVELS

It is the responsibility of the certificate holder to monitor the expiry date of their certificate and to initiate the re-certification process.

6.1 General information

For most of the re-certification process steps the regulations are the same as for the corresponding initial process steps. The clauses below represent only the regulations for the steps that are different or are in addition to the initial certification process.

- The application must include all necessary personal details and the re-certification level applied for.
- The certificate holder confirms that they agree to abide by the conditions and obligations of the IPMA re-certification process including, but not limited to: re-certification fees, code of conduct, publication of their name (unless they have explicitly expressed a wish not to do so)
- In addition to the requirements for the curriculum vitae for initial certification (included in the recertification application), the certificate holder is required to supply supplementary information about their continuous professional development since the last certification or re-certification by submitting **Evidence of Continuing Professional Development form**.
- If the assessors, having evaluated the documents, consider it necessary to recommend an interview, the AICB decides whether an interview will take place.
- At the interview, the candidate is entitled to present additional evidence to support their claim of competence, professional development and their professional conduct

Re-certification candidates are assessed by two assessors. If there is any doubt as to the result, then the assessors request that the AICB arranges for them to interview the candidate.

6.2 Fees and Payments

The recertification fees as per Bc01 Fees for Certification and Recertification by Level are described on the [AICB website](#).

The re-certification fee will be charged when the **Initial Registration Form** is received by the AICB and is non-re-fundable.

The **Application Form – Recertification** and related documents will not be sent to the candidate until payment of the recertification fee has been received.

6.3 Recertification Outcomes

In assessing and evaluating an application for re-certification, the Certification Body, taking account of the recommendations of the assessors, will determine one of the following outcomes:

- renewal of certificate based on documentation supplied without interview or further investigation
- renewal of certificate following further investigative activity, which includes one or more of the following:

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- satisfactory interview
 - supportive information from referees
 - review of complaints against the candidate
 - additional information/clarification from the candidate
- non-renewal of certificate following further investigative activity, which must have included an interview of the candidate by the assessors, and one or more of the following:
 - information from referees
 - review of complaints against the candidate
 - additional information/clarification from the candidate

6.4 Recertification Process Flow

Preliminary Steps

1. Candidate downloads the following documents from the AIPM website:
 - g) Cr02 Candidate Guide to IPMA Certification and Recertification and Recertification (this document)**
 - h) IPMA Competency Baseline (ICB)**
2. Candidate decides whether to proceed with certification. If yes, he/she registers for certification by completing the **Initial Registration for IPMA Certification** which is available for download from the AIPM website. When completed, the form should be submitted to ipma@aipm.com.au

The recertification process flow is described below.

Table 11. Recertification process flow.

Stage	Step	Process	Candidate	AICB	Assessor
I	1	Upon receipt of the Initial Registration for IPMA Certification the AICB checks the registration and invoices the candidate for the non-refundable recertification fee for the level requested.		x	
	2	The candidate pays the recertification fee invoice	x		
	3	The AICB emails the Recertification Application Pack to the candidate for the level of recertification applied for together with the unique candidate ID and a link to a secure dropbox for the candidate to upload all the documents. The application package contains Recertification Application form, Ce01 Self-assessment Form, Evidence of Continuing Professional Development, Complexity Matrix, Cp04 Code of Ethics and Professional Conduct and Bm04 IPMA Feedback Questionnaire.		x	
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Stage	Step	Process	Candidate	AICB	Assessor
II	4	The candidate completes the recertification application form and self-assessment and uploads all the documents to the designated secure dropbox. Recertification application Form includes details of the candidate's current organisation and profile, education, work experience, list of projects/ programs/ portfolios (only for Levels A, B, C) and names of referees (only for Levels A, B, C). Together with the application the candidate submits competence development plan .	x		
	5	The AICB and the Assessors review the submission for sufficiency of materials for the recertification level applied for.		x	x
	6	The AICB notifies the candidate of the AICB and Assessors decision and confirms acceptance for recertification at requested level.		x	
	7	The Assessors contact at least two of the referees listed on the candidate's application form (only for Levels A, B, C).			x
III	9	The Assessors review the competence development plan.			x
	10	The Assessors determine if the candidate has satisfactorily met all required criteria for the recertification level applied for. The Assessors' recommendation, with supporting documentation, is then forwarded to the AICB for approval.			x
	11	The candidate completes Bm04 IPMA Feedback Questionnaire.	x		
	12	The AICB notifies the candidate of the result of the recertification process and, if successful, the candidate is issued with the new certification certificate.		x	

6.5 Stage 1 All Levels – Application for Recertification

Unique Candidate ID

The AICB advises the candidate of their unique identifier number which must be included in all correspondence and written on every form submitted to the AICB.

Recertification Application Form

The recertification application form and related documents will be emailed to the candidate together with a link to a secure dropbox after the completed **Cr03 Initial Registration Form** has been submitted and the recertification fee has been paid.

The application form contains sections for personal details, current employment, organisational profile and industry sector, education and training, work history, list of projects/ programs/ portfolios (only for Levels A, B, C) and names of referees (only for Levels A, B, C).

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Together with the application the candidate submits **Evidence of Continuing Professional Development** and **Competence Development Plan**.

Self-Assessment Form

Completion of the self-assessment is an important part of the recertification process. The candidate's self-assessment score will be considered in the initial preparation; however, it is not part of the calculation of the final result.

The candidate is required to complete the self-assessment addressing knowledge and experience areas, for all competence elements of the ICB.

After completing the self-assessment, the candidate should discuss the results with another person who knows them well. The outcome of such a discussion may result in an adjustment of the scores.

The completed Self-Assessment must be submitted to the AICB with the completed recertification application form.

Competence Development Plan

Candidate is required to submit a competence development plan for review by the assessors. The assessors will provide feedback on this plan based upon their assessment of the competence of the candidate.

Evidence of Continuing Professional Development

For the candidate to pass the recertification process, the candidate:

- Attains a minimum for both professional project management activities/assignments of 50%.
- Has evidence of Continuing Professional Development of **35 hours per annum**, during the last 5 years.
- Has complied with the code of professional conduct. (Source: ICRG - IPMA Certification Regulations and Guidelines V.3.10)

The candidate should name their continuing professional development (CPD) activities and assign them to the designated five types of CPD requirements as instructed in **Evidence of Continuing Professional Development** document. The five types of CPD requirements include:

1. Participation in PM-linked: trainings, courses, seminars, etc.; conferences, workshops, regional events, etc.
2. (Self) Study of professional literature, manuals, etc.; Study of PM journals (AIPM Project Management Magazine, etc.)
3. Own contributions: PM-related presentations, lectures and conducted trainings, assessments.
4. Own publications in PM.
5. Supervision activity in PM

Candidate Action for Stage I

1. Pay non-refundable Recertification Application Fee invoice.
2. Complete the Application Form, the Self-Assessment and Competence Development Plan and upload all the documents and attachments to the designated dropbox.
3. Submit Evidence of Continuing Professional Development

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6.6 Stage 2 – AICB and Assessor Evaluation of Recertification Application Documents

During stage 2, the AICB closes the dropbox for the candidate and opens it for the Assessors. The AICB and Assessors review the Recertification Application Form and the candidate’s self-assessment to determine whether the material submitted is sufficient for Level D.

Once approved, the candidate will be notified that the application has been accepted.

If the assessors, having evaluated the documents, consider it necessary to recommend an interview, the AICB decides whether an interview will take place. The assessors prepare interview questions to clarify whether the re-certification candidate still fulfils the requirements for the level of certification being applied for.

6.7 Stage 4 – Final Evaluation and Recommendation

Upon completion of the interview, the assessors determine if the candidate has satisfactorily met all required criteria for recertification at the level applied for. Their recommendation with supporting documentation is then forwarded to the AICB. The AICB makes the decision about granting a pass or fail based upon the recommendation of the assessors and will advise the candidate of the result.

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7. LIST OF FIGURES AND TABLES

Figure 1: The Eye of Competence.

Table 1. The four levels of IPMA certification.

Table 2. Summary of Certification Process for all IPMA levels.

Table 3. IPMA eligibility requirements for all IPMA levels.

Table 4. Certification process flow for IPMA Level A and Level B.

Table 5. The minimum number of competency elements to be covered in the interview for Level A and Level B.

Table 6. Certification process flow for Level C.

Table 7. Minimum number of questions in an exam at IPMA Levels C.

Table 8. The minimum number of competency elements to be covered in the interview at Level C.

Table 9. Certification process flow for Level D.

Table 10. Minimum number of questions in an exam at IPMA Levels D.

Table 11. Recertification process flow.