

CERTIFICATE

Dieses Zertifikat bescheinigt, dass

PHILIPP VON EINEM

geboren am 25. April 1959

über die erforderliche Kompetenz verfügt, um folgenden Titel zu tragen

**CERTIFIED PROJECT MANAGEMENT ASSOCIATE
IPMA LEVEL D®**

Die Zertifizierung erfolgte durch den VZPM
Verein zur Zertifizierung von Personen im Management,
Zertifizierungsstelle der spm, swiss project management association

basierend auf
den Regulatorien des VZPM und der Swiss National Competence Baseline Version 4.0,
welche durch die International Project Management Association (IPMA®) validiert wurde.

Der Zertifizierungsprozess wurde in deutscher Sprache durchgeführt.

D-2014-6927

Zertifikats-Nummer

28. Mai 2019

Gültig bis

Glattbrugg, 29. Mai 2014

Erst-Zertifizierung

Letzte Zertifizierung

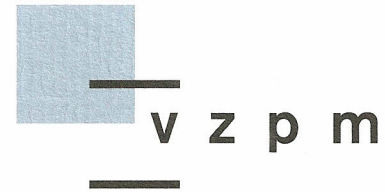
Für die Zertifizierungsstelle

Für die Assessoren



036 SCESe

DER VZPM IST NACH DER NORM ISO/IEC 17024 AKKREDITIERT.



Summary of certification scheme

based on certification system of the International Project Management Association (IPMA)

Competence elements

based on the IPMA Competence Baseline (Swiss NCB Version 4.0) ISBN 978-3-85928-074-8

Technical competence elements (20): Project management success; interested parties; project requirements & objectives; risk & opportunity; quality; project organisation; teamwork; problem resolution; project structures; scope & deliverables; time & project phases; resources; cost & finance; procurement & contract; changes; control & reports; information & documentation; communication; start-up; close-out.

Behavioural competence elements (15): Leadership; engagement & motivation; self-control; assertiveness; relaxation; openness; creativity; results orientation; efficiency; consultation; negotiation; conflict & crisis; reliability; values appreciation; ethics.

Contextual competence elements (11): Project orientation; programme orientation; portfolio orientation; project, programme & portfolio implementation; permanent organisation; business; systems, products & technology; personnel management; health, security, safety & environment; finance; legal.

Levels of competence

derived from typical activities, responsibilities and requirements in practice

IPMA Level A®: Certified Projects Director
shall be able to manage portfolios or programmes

IPMA Level B®: Certified Senior Project Manager
shall be able to manage complex projects

IPMA Level C®: Certified Project Manager
shall be able to manage projects with limited complexity or to manage sub-projects

IPMA Level D®: Certified Project Management Associate
shall have project management knowledge in all competence elements

Long title	Short title	Assessment	Certification Process					Validity
			Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	
Certified Projects Director	IPMA Level A®	Knowledge + experience	Application, curriculum vitae, self-assessment, project list, report proposal	References	Projects Director report	Interview	Final evaluation, feedback	5 years
Certified Senior Project Manager	IPMA Level B®			References	Project report			
Certified Project Manager	IPMA Level C®			Written exam	Project report			
Certified Project Management Associate	IPMA Level D®	Knowledge	Application, curriculum vitae, self-assessment	Written exam				