

Candidate Guide to Transition Certification from RegPM to IPMA

From RegPM CPPD to IPMA LEVEL A – Certified Project Director

From RegPM CPSPM to IPMA LEVEL B – Certified Senior Project Manager

From RegPM CPPM to IPMA LEVEL C – Certified Project Manager

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About this Guide

All transition certification applicants are required to read this document as it holds important information about the transition certification process. For example, it outlines the eligibility requirements for transition certification; it discusses certification fees and refund policies and it details policies and procedures, such as the appeals procedure.

Amendment Record and Authorisation

Ref #	V#	Status	Date Superseded /Approved	Approved by	Date Last Modified	Change Details
2412	1	Approved	20/04/2017	Y.Butler		

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 certification
Primary Certification	Certification of an individual who has not previously been certified
Transition Certification	Certification of an individual who holds AIPM RegPM certification via RPL process.
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

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). It was developed in collaboration with IPMA's International Member Associations and is subject to continuous improvement.

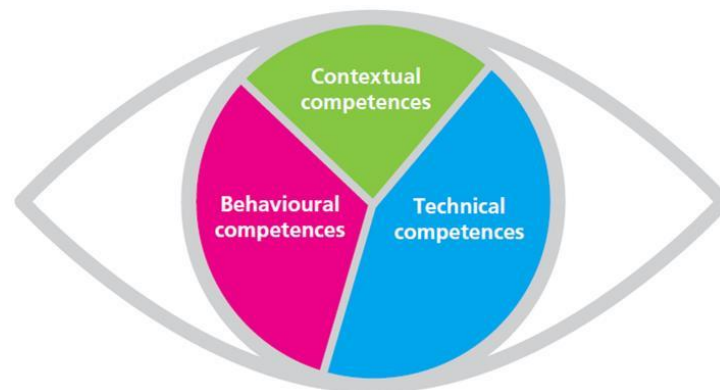
The AICB certification process uses ICB Version 3.0, June 2006, for competence only.

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 Figure 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):** 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:
https://aipmaicb.files.wordpress.com/2015/02/ir03_icb-ipma-competence-baseline-v3-0-1470_0.pdf

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 RegPM to IPMA Transition Certification Process

AICB offers RegPM to IPMA transition certification for the following levels:

- AIPM RegPM CPPD to IPMA Level A
- AIPM RegPM CPSPM to IPMA Level B
- AIPM RegPM CPPM to IPMA Level C

There is no equivalent to the AIPM RegPM Certified Practising Project Executive (CPPE) in the IPMA certification system. AIPM recognises the IPMA Level D certification for RPL for the AIPM RegPM Certified Practising Project Practitioner (CPPP) level of certification.

The transition certification process is over 3 stages and takes approximately 1-2 months depending on your availability to prepare for your assessment. A summary of the process is described in Table 2.

Transition certification involves:

- Submission of Application form and supporting documents to demonstrate experience
- Self-assessment form and Competence Development Plan
- Interview with two assessors

Only candidates holding current AIPM RegPM Certification and AIPM Membership are eligible to apply.

RegPM Assessment Record Book (ARB) may be requested by AICB at any stage of the assessment process.

The certificate remains valid only with continued project management activity at the Level certified for five (5) years at which time candidates must recertify within six (6) months to maintain their certification.

More information on the recertification process is described in *the Guide to IPMA Primary Certification and Recertification* document.

Table 2. Summary of Transition Certification process for IPMA Levels A, B and C.

Long title	Short title	RPL Assessment	Certification Process			Validity
			Stage 1	Stage 2	Stage 3	
Certified Projects Director	IPMA Level A®					
Certified Senior Project Manager	IPMA Level B®	Knowledge + experience	Application, curriculum vitae, self- assessment, Competence Development Plan, project list	Interview	Final evaluation+ feedback	5 years
Certified Project Manager	IPMA Level C®					

1.3 Eligibility Requirements

To be eligible for the transition certification, the candidate must:

- 1) hold current AIPM RegPM Certification;
- 2) hold AIPM Membership at AIPM Associate Member or AIPM Member;
- 3) meet IPMA eligibility requirements for the level applied for (Table 3).

Achieving certification means each candidate must demonstrate an acceptable level of understanding, knowledge and practical experience of project management as defined by the ICB.

Table 3. IPMA eligibility requirements for Levels A, B and C.

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. At 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 PM 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 PM competence and infrastructure (i.e. processes, methods, techniques, tools, handbooks, guidelines for a program or portfolio).	
The main criteria for the complexity of a portfolio or program are: <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. 	

<ul style="list-style-type: none"> • 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 PM aspects of a complex project and all PM 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
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
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 technical competences, 5 behavioural competences and 4 contextual competences.	

1.4 How to Apply

Candidates may apply at any time by completing *RegPM to IPMA Transition Application Form* available for download from AIPM or AICB websites. 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 assessment interviews for public candidates are held approximately once per quarter. Once you have completed your application and it has been assessed as suitable for the level applied for, you will be registered for an interview date.

2. GENERAL INFORMATION

2.1 Fees and Payments

The transition certification fees as per *Fees for Certification, Transition from RegPM and Recertification by Level* are described on the AIPM and AICB websites.

The transition certification fee will be charged when *RegPM to IPMA Transition Application Form* is received by the AICB and is non-refundable.

The *Dropbox folder* will not be shared with the candidate until payment of the transition certification fee has been received.

For more details regarding withdrawal and refund options please refer to section 2.2 *Certification Withdrawal and Interruptions*.

If you are not awarded a certificate, or you miss the assessment date deadline without a valid excuse or you are excluded from the transition 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 transition certification are the same as for transition certification.

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

2.2 Certification Withdrawal and Interruptions

a. Passing Certification

Candidates must complete their transition certification within 3 months of application. To obtain certification each stage of the certification process must be passed. Candidate must have current RegPM certification and AIPM Membership at all stages of transition certification process.

b. Repeating Certification

After each transition certification stage the assessors may:

- Reject a candidate.

After each transition certification stage the candidate may:

- Withdraw.

c. Certification Interruptions

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 3 months, bringing the total period of certification allowable under this regulation to 6 months. If the certification process is interrupted for longer than this, it must be taken again starting at Stage 1 with a new transition certification 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.

d. Certification Withdrawal

Depending on their situation, certification level and stage, candidates have the following withdrawal or transfer options, as described in *Certification Withdrawal Policy* document:

- **Withdrawal 6 weeks before the Interview date**

If candidates withdraw 6 weeks prior to the Interview date they will receive a refund of Transition Certification Fee minus a 25% administration fee. To be eligible, candidates must provide an email to ACIB, stating the following:

"I wish to withdraw from the certification process for Transition Certification to IPMA Level A/B/C. I understand that AICB will retain a 25% administration fee from the Assessment fee. I acknowledge that if I wish to proceed with Transition Certification I will be required to pay the full Assessment fee in order to recommence this process"

- **Withdrawal less than 6 weeks before the Interview date**

If candidates withdraw less than 6 weeks before the Interview date they will receive a refund of Assessment Fee minus a 50% assessment and administration fee. To be eligible, candidates must provide an email to ACIB, stating the following:

"I wish to withdraw from the certification process for Transition Certification to IPMA Level A/B/C. I understand that AICB will retain a 50% administration fee from the Assessment fee. I acknowledge that if I wish to proceed with Transition Certification I will be required to pay the full Assessment fee in order to recommence this process"

- **Transfer of an interview to another date (All Levels)**

If candidates request a transfer before 4 weeks of an interview date they may transfer to another date. To be eligible, candidates must provide a completed *IPMA Exam/Interview Transfer Form*.

- **Failure to attend an interview (All Levels)**

If candidates cancel their application within 4 weeks of the scheduled date for the interview or if candidates fail to attend an interview they will not be eligible to receive a refund. To be able to transfer to another date candidates are required to pay an administration fee of \$210 (excl. GST). If candidates need to re-schedule their interview due to illness or the bereavement of a family member or hardship/trauma, evidence is required for an exemption to be made.

- **Withdrawal after an interview has been scheduled (All Levels)**

If candidates withdraw from the process after the scheduling of the exam or interview has been confirmed they will not be eligible to receive a refund.

2.3 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; or

IPMA Level C®: Certified Project Manager.

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.

2.4 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).

The certificate remains valid only with continued project management activity at the Level certified for five (5) years at which time candidates must recertify within six (6) months to maintain their certification. It is the responsibility of the certificate holder to notify AICB 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.

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.

2.5 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 via primary 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 primary certification at that level. (See *the Guide to IPMA Primary Certification and Recertification*)

2.6 Feedback

AICB is asking all candidates to complete a feedback questionnaire form about their experiences concerning the initial certification process. The feedback questionnaire should be used by AICB in its continuing improvement process. The completed questionnaire of the candidate shall not be used for the certification assessment of the candidate.

2.7 Appeals

An applicant who is not accepted into the certificate process, a candidate who fails the initial certification process or a recertification candidate who has been denied renewal of the certificate can file an appeal to the AICB. The only person entitled to lodge an appeal is the person concerned. Applicants have 30 days from receipt of advice from AICB in which to lodge an appeal to the AICB Manager. The appeal must clearly provide the following:

1. The specific grounds on which the appeal is being made;
2. All relevant supportive documentation demonstrating why the appellant feels that the AICB decision is in error and should be reconsidered.

Provided the grounds of appeal meet the criteria above, the AICB Manager will send acknowledgement of the receipt of the appeal and will request that the candidate pay a \$250 Appeal Fee before the process can commence. The fee covers the cost of engaging an Independent Lead Assessor to review the appeal, as well as administration costs. This fee is fully refunded if the appeal is upheld.

Within 30 days of the receipt of an appeal the AICB Manager will advise the appellant of the decision. If the original decision stands and the appellant is dissatisfied with the outcome of the review, the appellant can request that it be reviewed by the AICB Appeals Committee and an Appeals Hearing.

The Appeal Committee Chair and the appellant will organise a mutually agreeable date and time of the Appeal Hearing and will notify the Chair SMC in writing thirty (30) days prior to the Hearing date. The Appeal Hearing shall be held within sixty (60) days of the referral from the Chair SMC. The Appeal Hearing will be via teleconference. The AICB will inform the appellant of the outcome of the Appeal Hearing within fifteen (15) days after the hearing. For more details regarding the appeals process, as described in *Administrative Process for Appeals* document, please contact the AICB at ipma@aipm.com.au

2.8 Complaints

AICB is committed to providing good quality services to candidates involved in the IPMA 4-L-C Certification process and recognises the value of complaints as an important tool in monitoring member satisfaction. The process uses a four stage approach to complaint handling:

1. Receipt
2. Acknowledgment
3. Assessment planning and investigation
4. Response

Our policy is to deal with all enquiries and complaints in a professional and timely manner. AICB will work with both the complainant/s and respondent/s to establish a resolution that is fair to all parties and accurately reflects our codes and guidelines.

2.8.1 Making an Enquiry

All enquiries received will be reviewed by the AICB Manager. Where an enquiry is successfully resolved, it will be reviewed in accordance with the AICB Continuous Improvement process. Should an enquiry not be resolved, it shall be treated as a complaint in accordance with this procedure.

2.8.2 Laying a Complaint

Anyone can lodge a complaint against AICB or its officers who are allegedly in breach of AICB's Code of Professional Conduct. Complaints can also be made against the Institute's programs, products and services. The complaint must:

1. Be in writing.
2. Clearly explain the circumstances that gave rise to the complaint
3. Provide evidence to support the allegations
4. Include the complainant's full name and contact details; and
5. Include all documentation relating to the allegations.

A complaints form is available by emailing ipma@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, AICB National Office, 9/139 Macquarie Street, Sydney NSW 2000; or
2. Email: ipma@aipm.com.au

The complainant will be asked to provide additional information if there is not enough material submitted with this 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.

AICB will acknowledge the complaint within three (3) working days of receipt of complaint.

2.8.3 Resolution of Complaint

Following an appropriate investigation, AICB will advise the complainant, as soon as it can, the action or decision taken in regards to the complaint. AICB will also take actions to prevent similar complaints occurring in the future.

Resolution will be sought within 14 working days of receiving the complaint, where this does not require further action or further governance review. Should the Complainant be dissatisfied with the review of the complaint, they can request the issue be reviewed by the AIPM CEO in accordance with the AIPM Complaints Policy.

2.8.4 Dismissal of Complaint

The AICB Manager may dismiss a complaint on the grounds that the complaint is vexatious; frivolous; misconceived; lacking substance; or the respondent's actions did not amount to Improper Conduct.

If the complaint is dismissed, the AICB Manager shall advise the complainant in writing.

For more details regarding the complaints process, as described in *AICB Complaints and Enquiries Process* document, please contact the AICB at ipma@aipm.com.au

3. RegPM to IPMA TRANSITION PROCESS –LEVELS A, B, C

AICB offers RegPM to IPMA transition certification for the following levels:

- AIPM RegPM CPPD to IPMA Level A
- AIPM RegPM CPSPM to IPMA Level B
- AIPM RegPM CPPM to IPMA Level C

The transition certification process is over 3 stages and takes approximately 1-2 months depending on your availability to prepare for your assessment.

Transition certification involves:

- Submission of Application form and supporting documents to demonstrate experience
- Self-assessment form and Competence Development Plan
- Interview with two assessors (at least 1 hour)

Only candidates holding current AIPM RegPM Certification and AIPM Membership are eligible to apply.

RegPM Assessment Record Book (ARB) may be requested by AICB at any stage of the Assessment process.

3.1 Transition Certification Process Flow

Preliminary Steps

1. Candidate downloads the following documents from the AIPM or AICB website:
 - *Candidate Guide to Transition Certification from RegPM to IPMA (this document)*
 - *IPMA Competency Baseline (ICB)*

- *Transition Certification Application Package: RegPM to IPMA Transition Application form for the Level applied for, Self-assessment form, Competence Development Plan, Code of Ethics and Professional Conduct & Feedback Questionnaire.*
2. Candidate completes *RegPM to IPMA Transition Application form*, which is available to download from the AICB website. Application includes details of the candidate's current organisation and profile, education and work experience.

The transition certification process flow is described below.

Table 4. Transition certification process flow for Levels A, B and C.

Stage	Step	Process	Candidate	AICB	Assessor
I	1	Upon receipt of <i>Transition Certification Application form</i> the AICB verifies that the candidate is 1) current AIPM Member, 2) Current RegPM, 3) CPD is current. AICB invoices the candidate for the non-refundable Transition certification fee.		X	
	2	The candidate pays the transition certification fee invoice	X		
	3	AICB emails to the candidate the unique candidate ID and a link to a secure dropbox for the candidate to upload all the documents. The application package contains <i>Self-assessment, Competence Development Plan, Code of Ethics & Professional Conduct, Candidate Checklist & Feedback Questionnaire.</i>		X	
	4	The candidate uploads all the supporting documents to demonstrate experience, Self-assessment and competence Development Plan to the designated secure dropbox.	X		
	5	AICB and the Assessors review the submission for sufficiency of materials for the transition certification level applied for.		X	X
	6	AICB notifies the candidate of the AICB decision and confirms acceptance for transition certification at requested level.		X	
II	7	The candidate undertakes the interview with two Assessors	X		X
III	8	The Assessors determine if the candidate has satisfactorily met all required criteria for the transition certification level applied for, & forward their recommendation to the AICB for approval.			X
	9	The candidate completes Feedback Questionnaire.	X		
	10	AICB notifies the candidate of the result of the certification process and, if successful, the candidate is issued with the certificate.		X	

3.2 Stage 1 All Levels – Application for Transition 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.

Transition Certification Application Form

The link to a secure dropbox and related documents will be emailed after the completed *Transition Certification Application form* has been submitted and the transition certification 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 the list of projects/ programs/ portfolios for Levels A, B and C.

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 application supporting documents.

Competence Development Plan

The candidate is required to complete the competence development plan by selecting the competence elements from each of the areas (technical, behavioural, contextual) of the IPMA Competency Baseline (ICB) v. 3.0 in which they would like to develop or improve.

AICB and Assessor Evaluation of Transition Certification Application Documents

The AICB closes the dropbox for the candidate and opens it for the Assessors. The AICB and Assessors review the Transition Certification Application Form and the candidate's self-assessment to determine whether the material submitted is sufficient for transition certification. Once approved, the candidate will be notified that the application has been accepted.

Candidate Action for Stage I

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

3.3 Stage 2 – Interview

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

The candidate is interviewed by two Assessors. The duration of an interview for Levels A, B and C is **approximately 1 hour**.

The interview will be primarily focused on the behavioural and contextual competencies as the technical competencies are well covered by the AIPM RegPM CPPD, CPSPM and CPPM levels. Table 5 specifies IPMA behavioural and contextual competencies (*ICB Version 3.0*).

Table 5. IPMA behavioural and contextual competencies.

BEHAVIOURAL (15) competence elements deal with the project manager's attitudes and skills.	CONTEXTUAL (11) competence elements deal with the interaction of the project team within the context of the project and with the permanent organisation.
<ol style="list-style-type: none"> 1. Leadership 2. Engagement 	<ol style="list-style-type: none"> 1. Project orientation

<ol style="list-style-type: none"> 3. Self-control 4. Assertiveness 5. Relaxation 6. Openness 7. Creativity 8. Results orientation 9. Efficiency 10. Consultation 11. Negotiation 12. Conflict & crisis 13. Reliability 14. Values appreciation 15. Ethics 	<ol style="list-style-type: none"> 2. Programme orientation 3. Portfolio orientation 4. Project, programme & portfolio implementation (PPP implementation) 5. Permanent organisation 6. Business 7. Systems, products & technology 8. Personnel management 9. Health, security, safety & environment 10. Finance 11. Legal
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The descriptions of effective behavioural competence at the different IPMA Levels are as follows (*ICB Version 3.0, p.84*):

At IPMA Level A®: the candidate has to have shown effective application of the behavioural competence elements in the coordination of projects and/or programmes, within the scope of a portfolio or a programme, and alignment to the permanent organisation and in relation to the strategy of his organisation. The candidate has guided (sub) programme and/or project managers in their behavioural development. The candidate has also been involved in implementing the behavioural competence elements or methodology in projects or programmes and contributed to the development of the project manager's profession by publishing or presenting his experiences or new concepts regarding the behavioural competence elements. Specific knowledge or experience criteria and behavioural patterns for assessment will be listed in the behavioural competence element descriptions.

At IPMA Level B®: the candidate has to have shown effective application of the behavioural competence elements in complex project situations and within the scope of the project. The candidate has guided (sub) project managers in their behavioural development.

At IPMA Level C®: the candidate has to have shown effective application of the behavioural competence elements in project management situations of limited complexity. The candidate might need to be guided in the further development of appropriate behaviours.

During the interview, the candidate should demonstrate both theoretical knowledge and practical application of the various competence elements.

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 confirmed 4 weeks before the interview date.

Candidate Action for Stage 3: Attend the Interview.

3.4 Stage 3 – Final Evaluation and Recommendation

Upon completion of the assessment, the assessors determine if the candidate has satisfactorily met all required criteria for transition certification 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.

4. LIST OF FIGURES AND TABLES

Figure 1. The Eye of Competence.

Table 1. The four levels of IPMA certification.

Table 2. Summary of Transition Certification process for IPMA levels A, B and C.

Table 3. IPMA eligibility requirements for Levels A, B and C.

Table 4. Transition certification process workflow for Levels A, B and C.

Table 5. IPMA behavioural and contextual competencies.