

2022

Guidelines for Candidates



1. Individual Competence Baseline

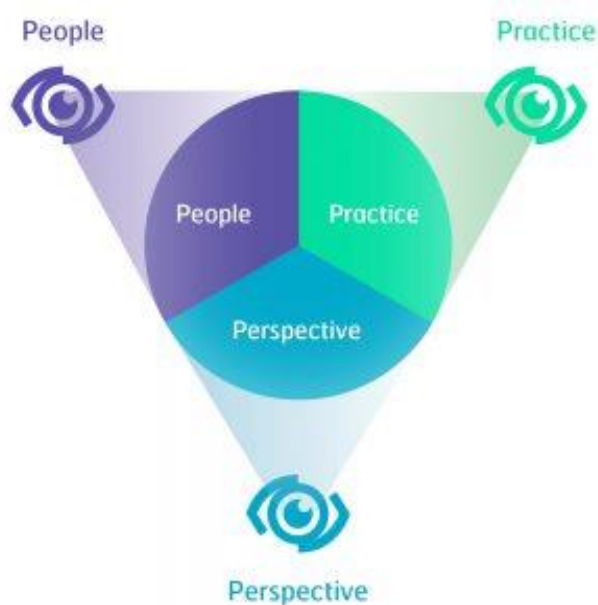
IPMA offers an international, competency-based, four level certification (4-L-C) scheme in Turkish/English languages in Turkey.

Worldwide, the IPMA certification is based on the global competence standard the Individual Competence Baseline (ICB4). This standard is defined by the IPMA and describes the competences that project, programme and portfolio managers should possess.

IPMA's vision is "Promoting competence throughout society to enable a world in which all projects succeed". Therefore, IPMA has defined a worldwide standard for competences in the areas of Project-, Programme- and Portfolio Management (P3).

ICB4 does not prescribe a method, methodology, or specific process. You can use the competence model in any organisational context. The model is not related to a specific field (like ICT or investment or government or research). ICB4 gives a clear language, a basis for development and learning, suitable for all project managers, programme managers and portfolio managers.

ICB4 outlines the competences by describing 29 competence elements, organised in three competence areas ("Eye of Competence"): Perspective, People and Practice. All competence elements are detailed with the required knowledge and skills. Key Competence Indicators (KCIs) provide the definitive indicators for successful project, programme and portfolio management.



It is the policy of TrPMA that assessors should not provide education, training or coaching services to candidates in order to avoid a conflict of interest.

Completion of any training **is not** a prerequisite for an Applicant or Candidate wishing to apply any IPMA certification.

2. The IPMA 4-L-C System

There are 3 domains in the IPMA 4-L-C System – project, programme and portfolio. In the 3 domains, projects (including Agile Leadership) have 4 levels (A, B, C and D); programme and portfolio each have 2 levels (A and B). This creates 8 profiles in the IPMA 4-L-C System as shown below:

		Domain		
		Project	Programme	Portfolio
Level	A	Certified Project Director Certified Agile Organisational Leader	Certified Programme Director	Certified Portfolio Director
	B	Certified Senior Project Manager Certified Agile Senior Leader	Certified Senior Programme Manager	Certified Senior Portfolio Manager
	C	Certified Project Manager Certified Agile Leader		
	D	Certified Project Management Associate Certified Agile Associate		

Re-certification is required after a 5-year period for all levels and is based on evidence of continuing involvement in project, program or portfolio management at the appropriate level and evidence of continuing professional development.

3. IPMA Level A®: Certified P3 Director



An individual certified at Level A has provided clear and convincing evidence of competent performance managing very complex projects, programs, or portfolios at a strategic level.

Experience Requirements

Experience must have been acquired within the last 12 years. The minimum experience requirements for Level A are:

Certified Project Director: 5 years (7,500 hours on-the-job) as a project manager managing very complex projects of which at least 3 years were at a strategic level

Certified Program Director:

- 5 years (7,500 hours on-the-job) as a program manager managing very complex programs at a strategic level, OR
- 4 years (6,000 hours on-the-job) as a program manager managing very complex programs at a strategic level, AND 3 years (4,500 hours on-the-job) as a project manager managing very complex projects at a strategic level

Certified Portfolio Director:

- 5 years (7,500 hours on-the-job) as a portfolio manager managing very complex portfolios at a strategic level, OR
- 4 years (6,000 hours on-the-job) as a portfolio manager managing very complex portfolios at a strategic level, AND 3 years (4,500 hours on-the-job) as a project or program manager managing very complex projects or programs at a strategic level

Management Complexity Requirements

TrPMA's updated Management Complexity Rating tool is used to determine the level of management complexity of each candidate's projects, programs, and portfolios. The following 10 indicators are used to evaluate management complexity:

- Objectives and results
- Methods, tools, and techniques
- Resources
- Risk and opportunities
- Stakeholders and integration
- Relations with permanent organizations
- Cultural and social context
- Leadership, teamwork, and decisions
- Degree of innovation and general conditions
- Demand for coordination

Typical Responsibilities

- Contributes to strategy and makes proposals to senior management.
- Develops and coaches project, program, and portfolio personnel to improve their competence and performance.
- Directs the development of project, program, and portfolio management infrastructure (e.g., process descriptions, methods, techniques, tools, handbooks).

4. IPMA Level B[®]: Certified Senior P3 Manager



An individual certified at Level B has provided clear and convincing evidence of competent performance managing complex projects, programs, or portfolios.

Experience Requirements

Experience must have been acquired within the last 8 years. If your career was interrupted (e.g., for military service or parental leave), that period can be extended to 12 years. The minimum experience requirements for Level B are:

Certified Senior Project Manager: 5 years (7,500 hours on-the-job) as a project manager of which at least 3 years (4,500 hours on-the-job) were in a leadership role for a complex project

Certified Senior Program Manager: 5 years (7,500 hours on-the-job) as a program manager of which at least 3 years (4,500 hours on-the-job) were in a leadership role for a complex program

Certified Senior Portfolio Manager: 5 years (7,500 hours on-the-job) as a portfolio manager of which at least 3 years (4,500 hours on-the-job) were in a leadership role for a complex portfolio

If you're not sure if your experience qualifies, go to [Application Downloads](#) and download the TrPMA-Experience-Check file.

Management Complexity Requirements

TrPMA's updated Management Complexity Rating tool is used to determine the level of management complexity of each candidate's projects, programs, and portfolios. The following 10 indicators are used to evaluate management complexity:

- Objectives and results
- Methods, tools, and techniques
- Resources
- Risk and opportunities

- Stakeholders and integration
- Relations with permanent organizations
- Cultural and social context
- Leadership, teamwork, and decisions
- Degree of innovation and general conditions
- Demand for coordination

Typical Responsibilities

- Is responsible for leadership and management of a complex project, program, or portfolio.
- Manages the management team.
- Develops and coaches personnel to improve their competence and performance.
- Contributes to the development of project, program, or portfolio management improvements.

5. IPMA Level C®: Certified Project Manager



An individual certified at Level C has provided clear and convincing evidence of competent performance managing projects of moderate management complexity.

Experience Requirements

Experience must have been acquired within the last 6 years. If your career was interrupted (e.g., for military service or parental leave), that period can be extended to 10 years. The minimum experience requirements for Level C are:

- 3 years (4,500 hours on-the-job) managing projects of moderate complexity, OR
- 3 years (4,500 hours on-the-job) assisting the project manager of a highly complex project

If you're not sure if your experience qualifies, go to [Application Downloads](#) and download the TrPMA-Experience-Check file.

Management Complexity Requirements

TrPMA's updated Management Complexity Rating tool is used to determine the level of management complexity of each candidate's projects, programs, and portfolios. The following 10 indicators are used to evaluate management complexity:

- Objectives and results
- Methods, tools, and techniques
- Resources
- Risk and opportunities
- Stakeholders and integration
- Relations with permanent organizations
- Cultural and social context
- Leadership, teamwork, and decisions
- Degree of innovation and general conditions
- Demand for coordination

Typical Responsibilities

- Is responsible for the management of a project or sub-project of moderate complexity.
- Supports project personnel with identifying needed improvements to their competence and performance.
- Applies appropriate project management processes, methods, tools, and techniques.

6. IPMA Level D[®]: Certified Project Management Associate



An individual certified at Level D has provided clear and convincing evidence of their knowledge of the theory and practice of project management.

Experience Requirements

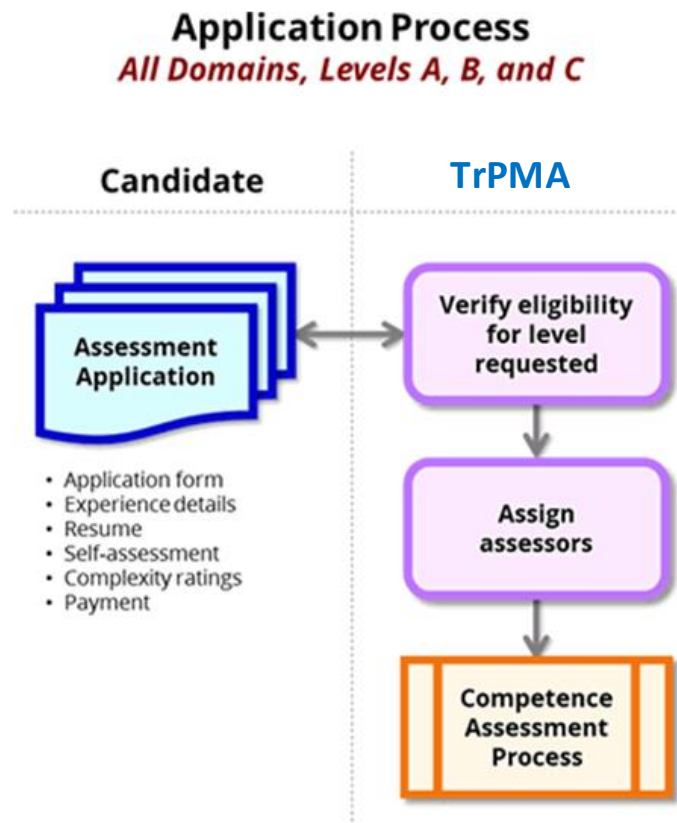
There are no experience requirements for Level D. However, most candidates find that 3-6 months working on a project of at least moderate management complexity provides context that is helpful in preparing for the exam.

Typical Responsibilities

- Works as a project team member.

7. Application Process:

IPMA Certification Levels A, B, and C



This page illustrates the Application Process for these TrPMA Certifications:

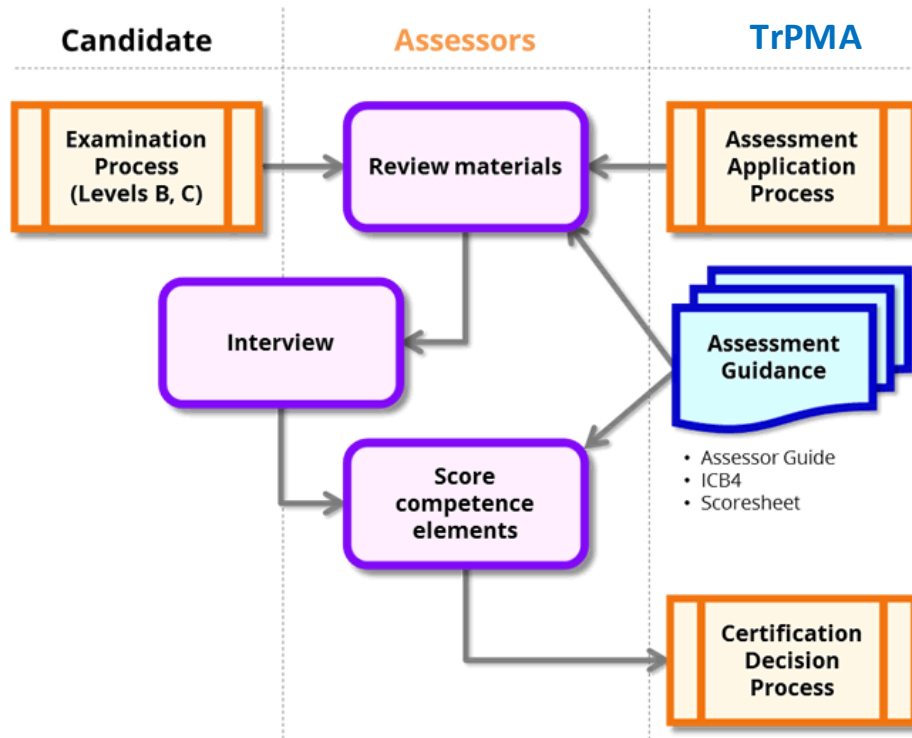
- IPMA Level A®: Certified Project Director
- IPMA Level A®: Certified Program Director
- IPMA Level A®: Certified Portfolio Director
- IPMA Level B®: Certified Senior Project Manager
- IPMA Level B®: Certified Senior Program Manager
- IPMA Level B®: Certified Senior Portfolio Manager
- IPMA Level C®: Certified Project Manager

The flowchart applies to both individual and group applications for all domains and for Levels A, B, and C. Each Assessment Application form contains detailed instructions.

8. Competence Assessment Process:

IPMA Certification Levels A, B, and C

Competence Assessment Process *All Domains, Levels A, B, and C*



This page illustrates the competence assessment process for these TrPMA Certifications:

- IPMA Level A[®]: Certified Project Director
- IPMA Level A[®]: Certified Program Director
- IPMA Level A[®]: Certified Portfolio Director
- IPMA Level B[®]: Certified Senior Project Manager
- IPMA Level B[®]: Certified Senior Program Manager
- IPMA Level B[®]: Certified Senior Portfolio Manager
- IPMA Level C[®]: Certified Project Manager

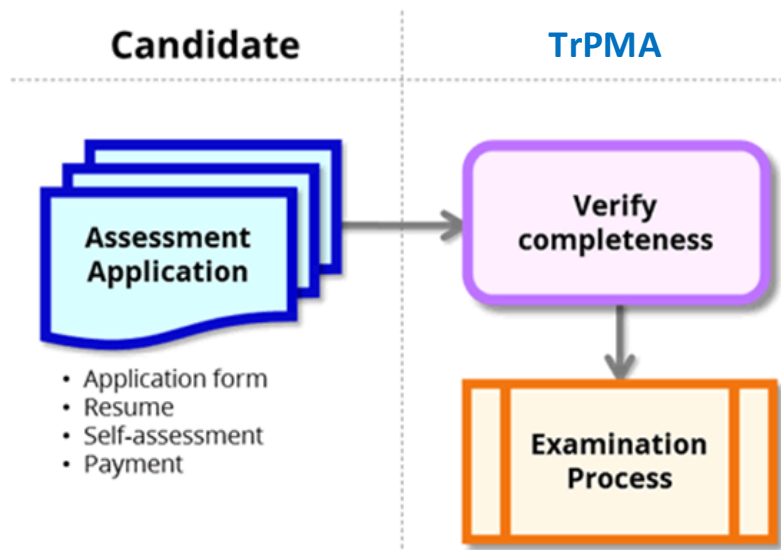
The flowchart provides a high-level outline of what happens after you have submitted your Assessment Application. The first step is a careful and comprehensive review of your application by two trained assessors who are certified at or above the level you have applied for. They use the materials you submitted to prepare for their interview with you.

After the interview, they record their results independently to minimize the potential for anchoring bias. In order to pass, you must provide clear and convincing evidence of competent performance against at least 80% of the competence elements.

9. Application Process:

IPMA Certification Level D

Application Process *Level D*



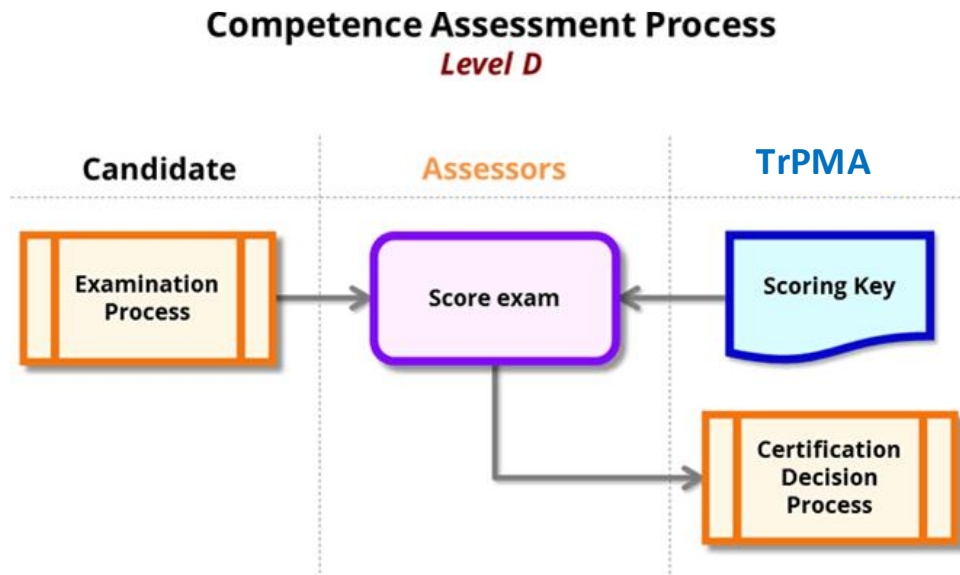
This page illustrates the Application Process for TrPMA's Level D credential: Certified Project Management Associate. The flowchart applies to both individual and group applications for Level D.

Both the Application form and the Self-Assessment form contain detailed instructions.

The Level D certification is based on an exam that includes both multiple-choice and short-essay questions.

10. Competence Assessment Process:

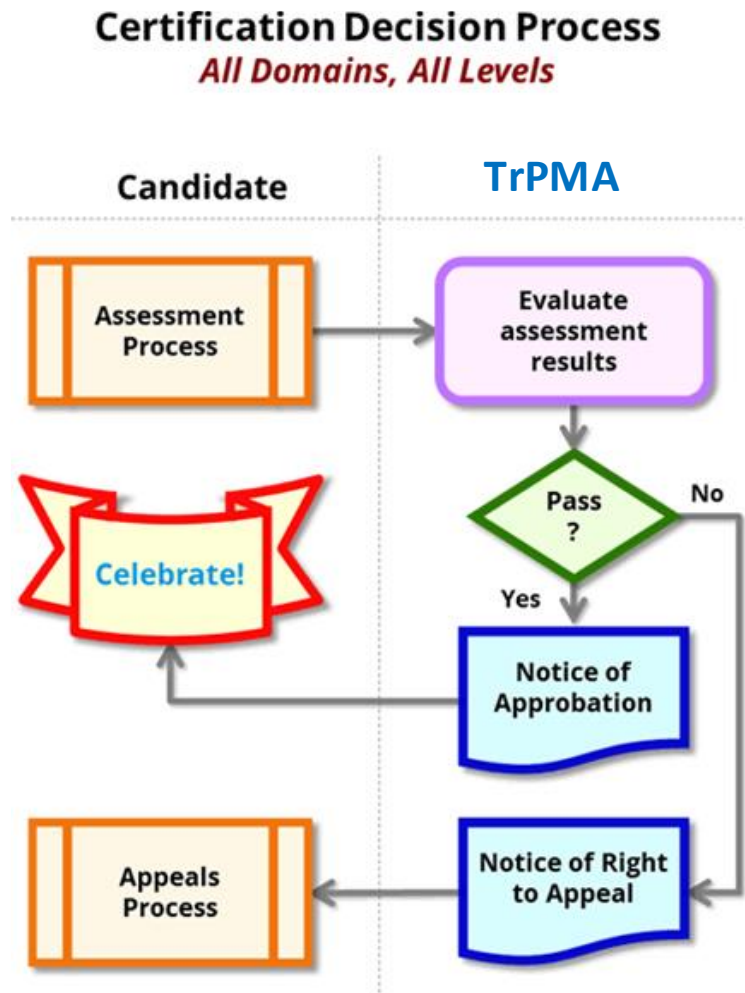
IPMA Certification Level D



This page illustrates the Competence Assessment process for IPMA Level D®: Certified Project Management Associate.

11. Certification Decision Process:

All Levels, All Domains

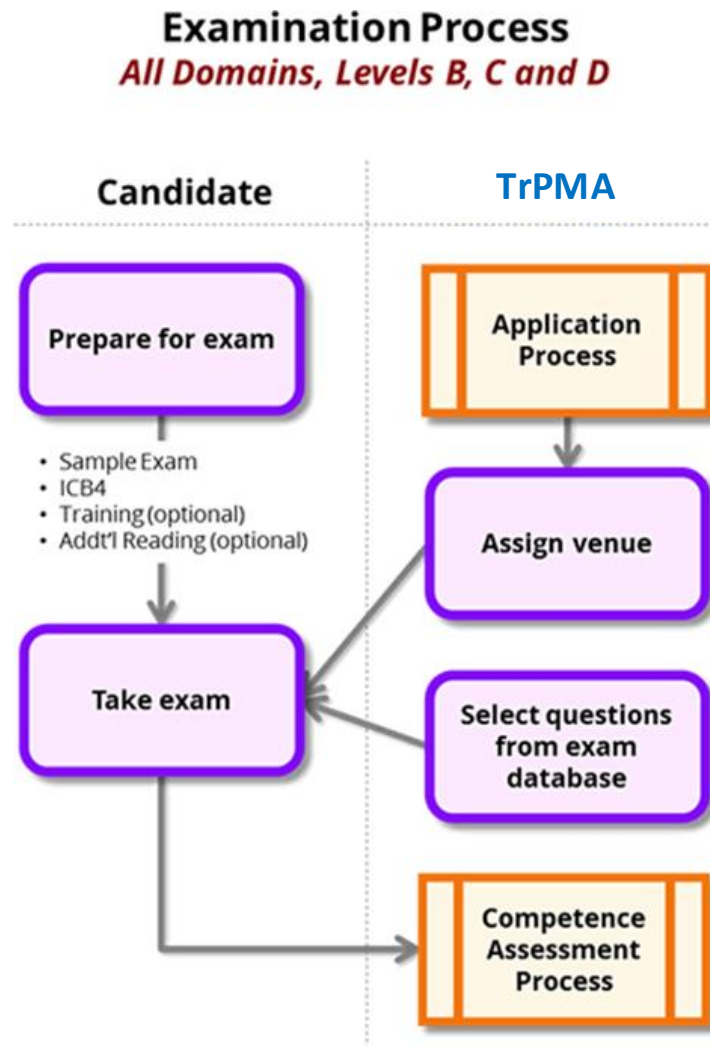


This simple diagram illustrates TrPMA's Certification Decision Process.

If the candidate has been recommended for certification, they will be notified officially by email and will receive a copy of their official certificate via surface mail. TrPMA will also notify IPMA to add their name to the public database of certificants maintained on IPMA's website.

If the candidate has not been recommended for certification, they will be notified of that decision. The applicant has the right to appeal that decision, and can invoke the [Appeals Process](#).

12. The Level B Exam Process



After completing the Application Process, candidates for IPMA Level B, Certified Senior Project, Program, or Portfolio Manager, will be assigned a venue (date and location) for their exam based on the preferences in their application.

The Level B Exam is an oral exam designed to verify the candidate's experience managing situations often faced in complex projects, programs, or portfolios. The questions are different for each domain.

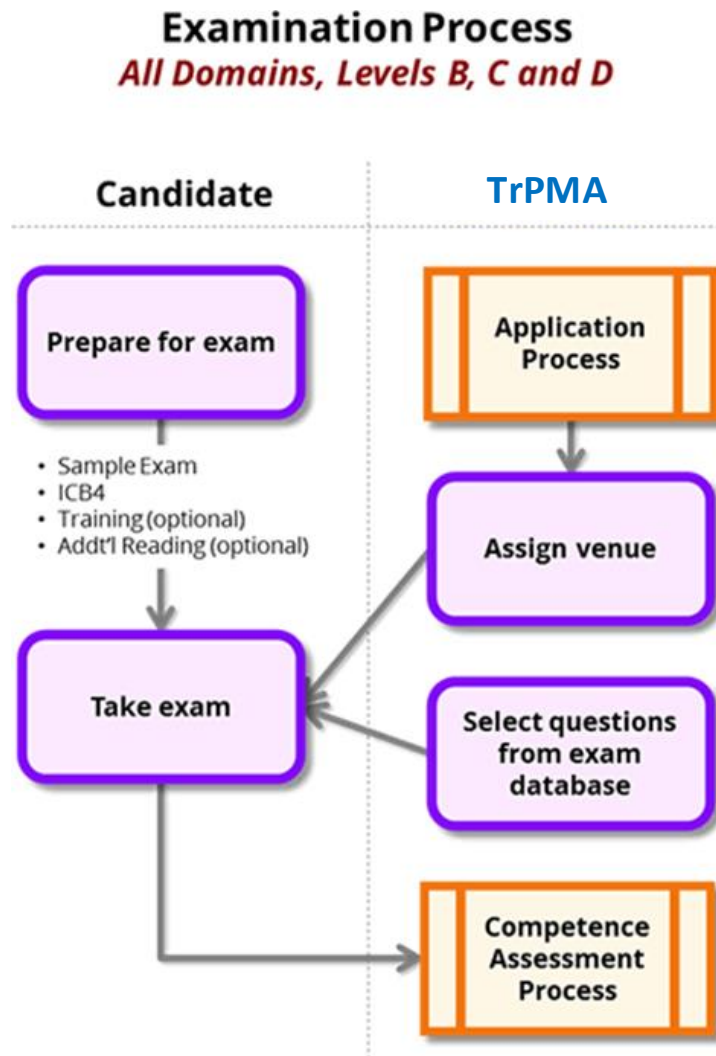
The exam consists of 8 questions answered in 90 minutes.

Candidates do not receive a grade on their exam: their responses are given to the Assessors who have been assigned to evaluate their competence. Their assessors, each of whom is a Certified Project, Program, or Portfolio Manager, use the exam responses as input to the candidate's competence assessment.

Accommodations can be made for candidates with language, learning, or test-taking issues.

13. Examination Process:

IPMA Certification Level C



After completing the Application Process, candidates for IPMA Level C[®], Certified Project Manager, will be assigned a venue (date and location) for their exam based on the preferences in their application.

The Level C Exam consists entirely of short-essay questions. Each question is designed to be answered in 10-15 minutes. Questions are selected from the exam database so that each exam is of comparable difficulty.

The Level C Exam has two parts with a 20 minute break in between:

- Part 1: Candidates must answer 7 short-essay questions within 100 minutes. These questions could address any competence element in the [IPMA Individual Competence Baseline](#).

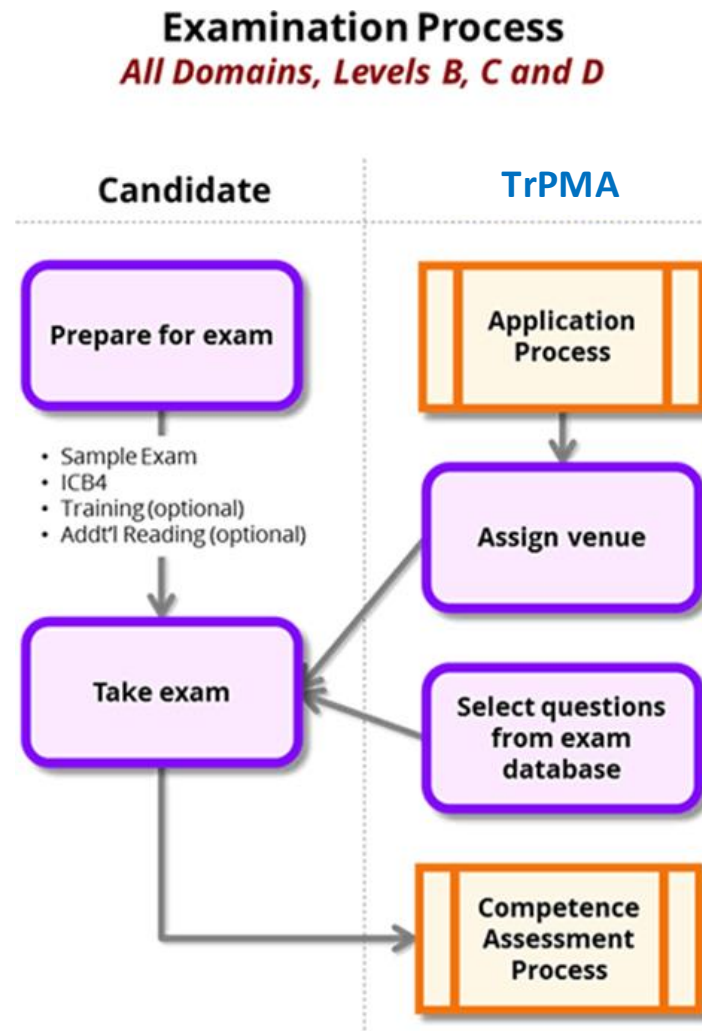
- Part 2: Candidates must answer 5 additional short-essay questions in 70 minutes. These questions could also address any competence element in the [IPMA Individual Competence Baseline](#).

Candidates do not receive a grade on their exam: their responses are given to the Assessors who have been assigned to evaluate their competence. The assessors, each of whom is a Certified Project Manager or Certified Senior Project Manager, use the exam responses as input to the candidate's competence assessment.

Accommodations can be made for candidates with language, learning, or test-taking issues.

14. Examination Process:

IPMA Certification Level D



After completing the Application Process, candidates for IPMA Level D, Certified Project Management Associate, will be assigned a venue (date and location) for their exam based on the preferences in their application.

Questions are selected from the exam database so that each exam is of comparable difficulty.

The Level D Exam has two parts with a 20 minute break in between:

- Part 1: Candidates must answer 100 multiple-choice questions within 90 minutes. These questions could address any competence element in the [IPMA Individual Competence Baseline](#). Each question has 4 options and only one right answer.
- Part 2: Candidates must answer 5 short-essay questions in 90 minutes. These questions could address any competence element in the [IPMA Individual Competence Baseline](#).

The multiple-choice questions are worth 100 points, and the short-essay questions are worth 200 points. Candidates must score at least 70% overall. Exam results are analyzed after each exam to ensure continued reliability and validity of the question database.

The short-essay questions are scored by Certified Project Managers and Certified Senior Project Managers against a detailed scoring key to ensure consistency of results. Handwriting, spelling, and grammar are not considered when scoring the short-essay questions.

Accommodations can be made for candidates with language, learning, or test-taking issues.

15. Sample Assessment Interview Questions

Assessors choose questions that will help elicit evidence about those competence elements where they need additional evidence. Assessors are not limited to the questions below.

Perspective Competence Elements

Competence Element	Sample Interview Questions
Strategy	<ul style="list-style-type: none"> • How was your project/ program/ portfolio linked to organizational strategy?
Governance, structures and processes	<ul style="list-style-type: none"> • Describe how governance is established for project/ program/ portfolio management. • Identify the elements of a <i>business case</i>. • Describe the relationship between the <i>product life cycle</i> and the <i>project life cycle</i>.
Compliance, standards and regulations	<ul style="list-style-type: none"> • Did you use your standard organizational procedures? Why or why not? • How did you manage the impact of any legal or regulatory requirements? e.g., EEO, overtime restrictions, anti-discrimination laws, sexual harassment laws, etc. • How were the legal and regulatory requirements identified and communicated to the stakeholders?
Power and interest	<ul style="list-style-type: none"> • How did your efforts affect other projects/ programs/ portfolios in your organization? • How did you deal with challenges to your authority or your decisions?
Culture and values	<ul style="list-style-type: none"> • How did you identify and define values for your team? • Identify and describe the impact of cultural differences on your project/ program/ portfolio.

Personal Competence Elements

Competence Element	Sample Interview Questions
Self-reflection and self-management	<ul style="list-style-type: none"> • Describe an instance where someone involved with your project/ program/ portfolio gave positive feedback to you. Negative feedback? • How do you deal with stress? • What have you done to improve your own project/ program/ portfolio management skills and abilities in the last 12 months?
Personal integrity and reliability	<ul style="list-style-type: none"> • Describe how you implemented socially responsible practices. • Describe how you encouraged team members to report ethical issues. • How could you tell that your stakeholders were not afraid of retaliation if they did report an incident?
Personal communication	<ul style="list-style-type: none"> • What did you do to encourage commitment and support from your stakeholders? • What did you do to facilitate better communication and understanding?
Relations and engagement	<ul style="list-style-type: none"> • Describe what you did to encourage desirable individual behaviors. • Describe what you did to deal with undesirable behavior. • What did you do to build trust within the project?
Leadership	<ul style="list-style-type: none"> • Describe two situations where you used different leadership styles to deal with stakeholders. • What did you do to motivate your team members? • What tasks did you delegate? How did you manage the delegation process?
Teamwork	<ul style="list-style-type: none"> • What did you do to ensure that team members received the training that they needed? • What were your team norms? How were they established? • What did you do to integrate new team members with the existing team?
Conflict and crisis	<ul style="list-style-type: none"> • Describe how you handled an inter-personal conflict on this project. • Did any crises arise during your project? If so, how did you react?
Resourcefulness	<ul style="list-style-type: none"> • Did any unexpected problems arise during the course of your project? If so, how did you respond to them? • What was the biggest problem you had on your project/ program/ portfolio? How did you handle it?

Competence Element	Sample Interview Questions
Negotiation	<ul style="list-style-type: none"> • Were there any differing interests or expectations? How did you handle them? • What was your most important negotiation? How did you prepare for it?
Results orientation	<ul style="list-style-type: none"> • Did you spread your lessons learned beyond your team? How? • How did you capture lessons learned (positive or negative) on your projects?

Practice Competence Elements

Competence Element	Sample Interview Questions
Project, program, or portfolio design	<ul style="list-style-type: none"> • At what level of detail did you plan your work items? Why? • What methods did you use for your project/ program/ portfolio design?
Requirements, objectives, and benefits	<ul style="list-style-type: none"> • How were your success criteria developed? Can you provide some examples? • How was the business case developed? • How did you get and sustain stakeholder agreement regarding the business case?
Scope	<ul style="list-style-type: none"> • Describe some of the unique challenges of defining scope in your industry and domain. • Who was involved in defining the scope of your project/ program/ portfolio? How were these individuals identified or selected?
Time	<ul style="list-style-type: none"> • How did you develop your schedule? • Were there any differences between the required time for your project/ program/ portfolio and the approved schedule? If so, how did you manage this?
Organization and information	<ul style="list-style-type: none"> • Why was your project/ program/ portfolio organized the way it was? • Does the organization chart reflect the real relationships? If not, why not? • How did you secure agreement regarding your communication plans?
Quality	<ul style="list-style-type: none"> • What did you do to ensure that the results of your efforts met the acceptance criteria? • Did the relevant stakeholder(s) sign off on the results as meeting all the acceptance criteria? If not, why not?

Competence Element	Sample Interview Questions
Finance	<ul style="list-style-type: none"> • How were funding requirements developed? • How did you estimate costs? • How did you develop your budget?
Resources	<ul style="list-style-type: none"> • How did you determine the types and number of people and other resources you needed? • Were there any differences between the required resources and the resources assigned? If so, how did you manage this?
Procurement	<ul style="list-style-type: none"> • How did you develop your contract management approach? • What types of contracts were used? Why was each type chosen? • How did you know if your contractors were performing up to expectations?
Plan and control	<ul style="list-style-type: none"> • What did you do to get your project/ program/ portfolio started? • How were updates to your project/ program/ portfolio plan handled? • Did you obtain formal sign-off on closure?
Risk and opportunity	<ul style="list-style-type: none"> • What steps did you take to ensure that your list of risks and opportunities was complete? • How did you develop responses to your risks and opportunities? • What did you do to ensure that any new risks or opportunities would be identified and responded to?
Stakeholders	<ul style="list-style-type: none"> • How did you determine who the key stakeholders were? • Did you encounter any problems addressing stakeholder interests and expectations? If so, what were they, how did they arise, and what did you do to manage them? • Were your stakeholders satisfied with how you managed communications on this project? Why or why not?
Change and transformation	<ul style="list-style-type: none"> • How did you determine which stakeholders would be affected by changes? • How did you deal with resistance to change? • What did you do to evaluate the effectiveness of the organizational change?
Select and balance	<ul style="list-style-type: none"> • How did you identify component projects for your program/ portfolio? • How did you prioritize component projects for your program/ portfolio?

16. Make a Certification Payment

This page is for certification fees for Individual Applicants. Group Applicants should contact their group coordinator for information on how to pay.

To see all the certification fees (exam retakes, appeals, recertification), **www.ipmaturkey.org**

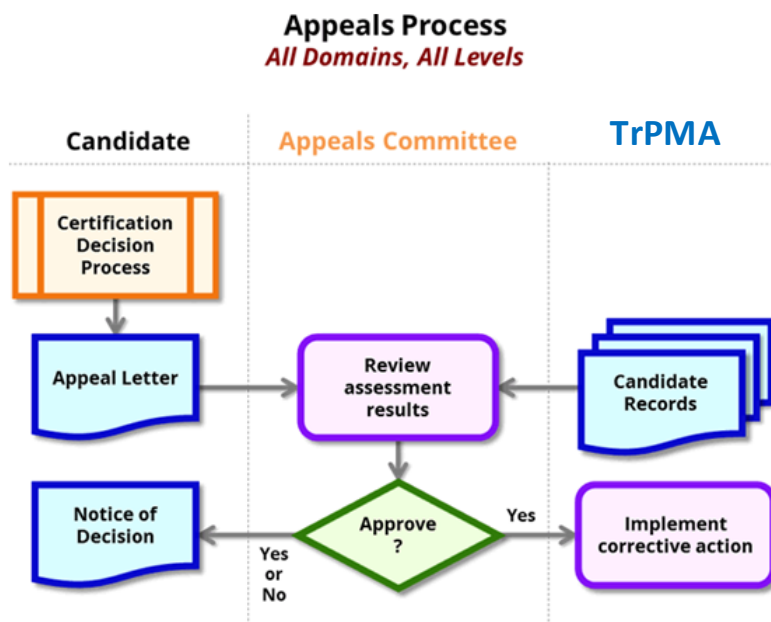
You can pay by credit or debit card (Visa, MasterCard, or American Express).

17. Ethics, Appeals, and Complaints

TrPMA hopes to foster a world in which Project, Program, and Portfolio professionals are respected for exemplary ethical behaviour. When you apply for certification through TrPMA, you must agree to abide by our [Code of Ethics](#).

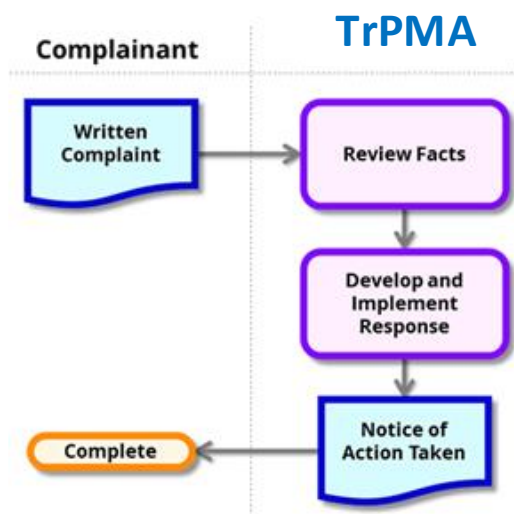
We are equally demanding of ourselves. To ensure that you have recourse if you feel you have been treated unfairly, we have independently administered processes for both Appeals and Complaints.

And below are charts of the Appeals and Complaint Processes:



Complaints Process

All Domains, All Levels



18. Recertification Requirements and Process

Recertification Requirements

Unlike most Certifying Bodies, IPMA and TrPMA require that our advanced certificate holders (Levels A, B, and C) continue to practice actively at the level where they were certified. So one key requirement for recertification is that you have spent at least 50% of your time since your most recent certification working at the applicable level of management complexity.

For Levels A, B, and C, this means at least 3,500 hours managing projects, programs, or portfolios at or above the minimum required management complexity for that level. For Level D, you need at least 3,500 hours doing project-related work.

It is your obligation to monitor the expiry date of your certificate. You must apply for recertification with 6 months, before or after, the expiration date of your prior certification. We will try to notify you, but the responsibility to apply within this window is yours.

The Recertification Application asks for:

- A summary of your relevant work since certification
- A list of professional development activities since certification
- Self-assessment against the [IPMA Individual Competence Baseline \(ICB4\)](#)
- A current resume and 2 professional references

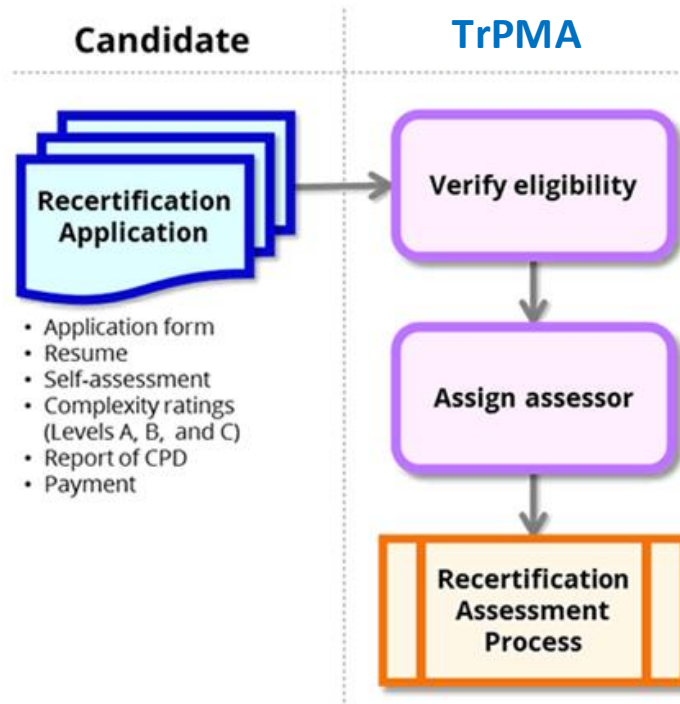
Some recertification candidates will be interviewed either through random selection or because of deficiencies in their application.

Recertification Process

You can only be recertified at the same level as your current certification. The recertification process is outlined in the charts below.

Recertification Application Process

All Domains, All Levels



Recertification Assessment Process

All Domains, All Levels

