

Competence profiles, Certification levels and Functions in the Project management and Project support field

Based on ICB version 3

2nd revised Edition



Project					Portfolio	Programme			
Simple	Average	Complex	Very complex	Complex		Average	Simple		
A				Project Director	Portfolio director	Senior programme manager			
B			Senior project manager	Head project office	PM consultant	Head of PMO	Head programme office	Programme manager	
C		Project manager	Head project office	Senior PMO officer	PM specialist	Senior PMO Officer	Senior PMO Officer	Head programme office	Process manager
D	Junior project manager	PMO Officer	PMO Officer	PMO Officer	PMO Officer	PMO Officer	PMO Officer	PMO Officer	PMO Officer
E	PMO assistant	PMO assistant	PMO assistant	PMO assistant	PMO assistant	PMO assistant	PMO assistant	PMO assistant	PMO assistant



Jan Willem Donselaar
Bert Houtman
Henry Fortuin

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Competence profiles, Certification Levels and Functions in the Project Management and Project Support Environment

The question is not “will our projects run into problems?”, but “how can we create competent employees that are able to cope with project problems, and that are able to help troubled projects recoup effectively?”

**Jan Willem Donselaar
Bert Hedeman
Henny Portman**

on behalf of IPMA Netherlands



Colophon

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Preface

Developments in the project management field are ongoing. This professional field continuously broadens and becomes profounder. Therefore, IPMA has extended its attention from project management to program management, portfolio management and project support (PMO).

This has made manifest the need for a reference model in which the various functions and corresponding competences and the relations between them are presented. Not only for HR managers, but also for project and program managers and PMO heads.

The second edition of this book does justice to PMO professionals' needs for recognition and appreciation of their added value for projects, programs and portfolios. I hope and also presume that with this publication, the PMO professional field will find its place in the IPMA certification system.

In the first edition of this book, attention was given to the regular functions in the project management field, as they are applied in the IPMA 4-level system. With the publication of this second edition, the wish has been realized to make a complete function building for the project management field available. I do not have the illusion, however, that this will last for eternity: *panta rhei*.

Considering the culture that characterizes IPMA, I would encourage "fierce" discussions and debates on the present publication. Only then will our beautiful profession continue developing.

Furthermore, it is not insignificant to mention that the templates of the function profiles included in this book are freely available on the PMwiki of IPMA Netherlands. The templates can easily be adapted to your own organization.

I hope that many organizations will use these templates and that they will share their experiences and expertise, to further advance the field.

Finally, I would like to thank Jan Willem Donselaar, Bert Hedeman and Henny Portman, who were willing to contribute their knowledge and experience to the writing of this IPMA Netherlands publication.

Ir. John Verstrepen
Director IPMA-NL

About the realization of this book

Within IPMA much attention has been given to the further professionalization of project managers. In this respect, an expert study group was formed by IPMA-NL in early 2008, which set out to contribute to the further professionalization and acceptance of the concept of competences in the project management environment.

One of the reasons was the observation that in the field of human resource management there appeared to be a great need to clarify the connection between competences as defined in the ICB version 3 and the functions / function descriptions for project management already existing in the work field.

In 2009, the Dutch version, and in 2010, the English version of the results were published in the first edition of this book: *Competence profiles, Certification levels and Functions in the project management environment*.

In 2010, IPMA-NL requested the authors of this publication to extend the above study to include the project support competences and to integrate these results with the results of the project management competences study.

The result of our efforts is laid down in this second edition of the publication. This publication offers:

- an overview of the different functions and roles within the field of project management;
- competence profiles of these functions and roles based on existing competence descriptions in the work field;
- a reference of these roles and functions to the various IPMA certification levels, including a proposal to extend the current levels with one new level E.

We expressly point out that it is not the intention to establish a set of (standard) function descriptions in this publication. Reporting lines are also not in the scope of this publication.

With this publication the authors intend to offer a guideline for the assessment of an individual project manager's and project support officer's competence level. In addition, this publication may serve as the basis for the assessment of a project manager's and project support officer's need for education in order to attain a higher level. This publication may also serve as a frame of reference for teachers and trainers that are actively setting up training schemes for project management and project support courses, training, etc.

We believe the end result is a strong tool to describe the project management and project support competences, roles and functions. We and IPMA-NL believe that this publication can also make a valuable contribution to the development of description

of project management and project support competences and the development of the IPMA Competence Baseline.

We are very grateful for the fact that GITP International made their ideas on the thinking in terms of competences available in an exceptionally unrestrained way, including the GITP Competence Model, which will be mentioned further on in this publication.

We like to thank the following experts in the field of project management and project support, because they were so kind to review the text of this publication:

- Ruurd Dijkman (GITP)
- John Verstrepen (IPMA-NL)
- Paul Hesselman (Ordina)
- Otto ten Dam (Intermedius)
- Harrie Loring (Philips)

We invite everyone to give IPMA/ IPMA Netherlands a response to the content of this publication, or to share their experiences with the application of its content with IPMA.

The email address info@ipma-nl.nl can be used to contribute.

Autumn 2011,

Jan Willem Donselaar
Bert Hedeman
Henny Portman