MANAGEMENT ENGINEERING SOCITY PROJECT MANAGEMENT CERTIFICATION BODY
(MES PM -CERT)
MPC

GUIDELINES FOR CANDIDATES

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AMENDEMENT /MODIFICATION RECORD

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3	All section	-----	All sections of MPC G-2 Guidelines for Candidates has been revised & restructed to clarify the actual certification process implemented in Egypt .	I.H	Jan 2009	Prof.Dr.H.F
4	All section	-----	To be compatible with ICRG-3.10	Eng. I. Habrout	Oct.2011	Eng. H. Shaarawy
5	All section	-----	Revision to be compatible with ECRG and ECB	Eng. M. Mansour	Aug. 2013	Eng. H. Shaarawy
5/1	Appendices	-----	App.1 (application form), App. 3 (Code of ethics), Fig. 1	Eng. M. Mansour	Dec. 2013	Eng. H. Shaarawy
6	All section	-----	To be compatible with ICR 4.0.1	Eng. M. Mansour	May. 2019	Eng. A. Radwan
7	All section	68	To be compatible with ISO9001 & ICR4, Add F/G-02/03	Eng. M. Mansour	Jan. 2020	Eng. A. Radwan
8	All section	65	To be compatible with ISO/IEC17024	Eng. M. Mansour	Feb. 2021	Eng. A. Radwan
8/1	App 13	71	Add some prohibited aspects	Eng. M. Mansour	31/10/2021	Eng. A. Radwan
8/2	4.1, 5.3.4, 5.4	7, 21, 23, 24, 25, 26, 30, 31	Clarifications acc. to ICR4.1.1	Eng. M. Mansour	1/5/2022	Eng. A. Radwan
8/3	4.1 & 4.6	7 & 13	Clarifications acc. to ICR4.1.1	Eng. M. Mansour	4/7/2022	Eng. A. Radwan

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1.1 The IPMA Four-Level-Certification (IPMA 4-L-C) System for project, program and portfolio management personnel is managed by IPMA through the Certification Validation Management Board (CVMB).

1.2 The 4-L-C System, and the IPMA Regulations ICR4.0.1 & ICB4 that support the certification system, are applied within IPMA-MPC Certification Body.

1.3 MPC Certification scheme:
   • Defines the frame of reference for competences to be assessed using the IPMA Individual Competence Baseline (IPMA-ICB4); and
   • Conforms to a common IPMA regulatory framework known as the IPMA Certification Regulations (IPMA-ICR4.0.1).

1.4 MPC is validated every 3 years by IPMA, under the terms of their IPMA agreement, as a means of checking compliance with the IPMA-ICR4.1.1 and to exchange good practice where possible.

1.5 To ease understanding, the IPMA-ICR4.1.1 is aligned with each Chapter heading of ISO/IEC 17024 (Conformity assessment – General requirements for bodies operating certification of persons).

1.6 The IPMA 4-L-C System operates within 3 domains Project, program and portfolio management and includes 4 levels of competence:
   • IPMA Level A
   • IPMA Level B
   • IPMA Level C
   • IPMA Level D

1.7 Applicant eligibility criteria and areas of responsibility expected for project, program and portfolio management are identified within each of the roles.

1.8 The level of competence in which Candidates shall provide evidence within the overall certification process includes several steps.

1.9 The level of competence for a Candidate is evaluated by Assessors who are trained in the IPMA certification assessment process.

1.10 The evaluation is a fair, valid and reliable process based on Candidate evidence.

1.11 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.

2. Definitions:

2.1 Competence baselines

In the IPMA certification system, the competence that the candidate demonstrates to MPC is compared with the applicable Individual Competence Baseline ICB4 with its taxonomy according to the IPMA-ICR4.1.1.

2.2 Individual Competence:

The application of knowledge, skills and ability in order to achieve the desired results.
The competence is divided into three areas (perspective, people and practice) and together creates the whole, balanced individual

2.3 Project:

A project is a unique, temporary, multi-disciplinary and organized endeavor to realize agreed deliverables within predefined requirements and constrains.

2.4 Program:

a program is set up to achieve a strategic goal, a program is a temporary organization of interrelated program components managed in a coordinated way to enable the implementation of change and the realization of benefits, Program management typically involves senior project managers or project directors.

2.5 Portfolio:

A Portfolio is a set of projects and /or programs, which are not necessarily related, brought together to provide optimum use of the organization resources and to achieve the organization strategic goals while minimizing portfolio risk.
 Important issues on a portfolio level are reported to the senior management of the organization by the portfolio manager, together with options to resolve the issues.

2.6 Project complexity:

A brief exposure to difficult situations there shall be 10 complexity indicators. These are in 3 main groups that cover the areas of capability, context and management / leadership

3. MPC Mission and Purpose

3.1 The mission and purpose of MPC is to implement and maintain the IPMA 4-L-C System in Egypt. Continual improvement, maintenance, and dissolution (if necessary) shall be under taken in accordance with IPMA policies, regulations, procedures, structures and practices.

3.2 MPC is a separate legal entity it is registered at the social affair district Cairo on 25/07/1974 under No. 1944 under "MES".

3.3 MPC have written delegated responsibility and accountability from the MA for all aspects of the IPMA 4-L-C System.

3.4 MPC is financially independent functional operating unit of Management Engineering Society "MES". MPC shall be able to provide the IPMA CVMB details of its financial situation and how it establishes and maintains budgetary control on request.

3.5 MPC shall Document its practices in the certification of individuals and ensure that the practices it employs do not negatively impact on the impartiality of its certification activities.

3.6 MPC shall establish, maintain and comply with up-to-date written procedures on how to address any concerns about its development, delivery and award of certification. MPC shall ensure that investigations of any such concerns are carried out rigorously, effectively and by persons of appropriate competence who have no personal interest in the outcome.

3.7 MPC shall act impartially in relation to its Applicants, Candidates and certified individuals. To do so, MPC and its personnel shall be required to declare any perceived or actual conflicts of interest and to manage them accordingly.

3.8 The diagram below shows the relationship between MPC and the relevant IPMA executive and management boards and officials.
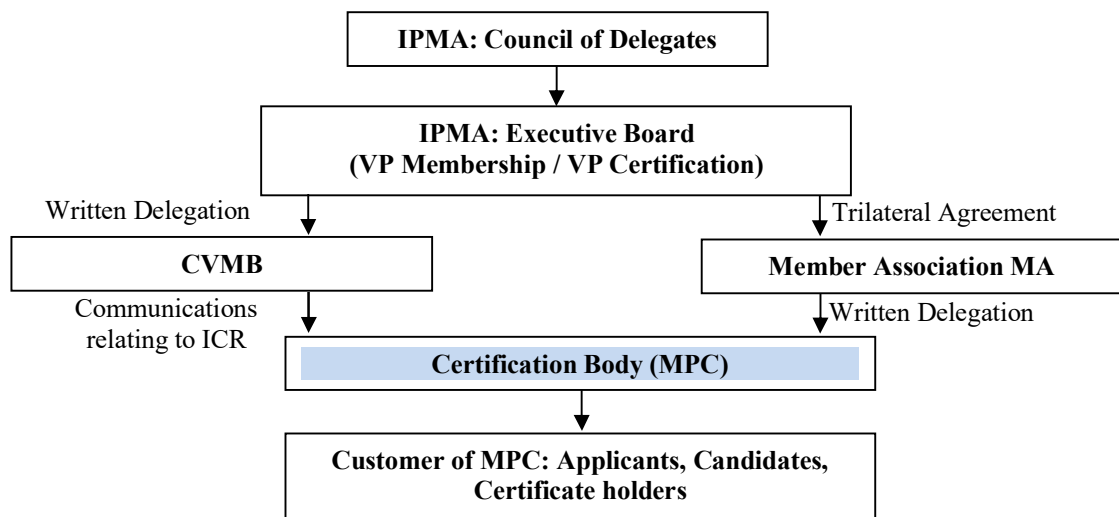
3.9 MPC Applies the IPMA universal four level certification system and offers IPMA certificates (levels A, B, C & D) recognized from all IPMA member's countries.

3.10 MPC has established a guiding brochure (App.01) to inform applicants and candidates about the main brief IPMA universal 4-L Certification information.

4. Certification Scheme:

4.1 IPMA 4-L-C System

4.1.1 MPC offers a certification system (IPMA 4-L-C System) in 4 Levels A, B, C and D in the domain of projects, programs and portfolios, these 4 Levels are constructed against the following core criteria:

• Level A: is constructed in terms of the leadership of others in very complex projects throughout the life cycle at a strategic level. This also applies to portfolio and program management roles and life cycles (where applicable).

• Level B: Is constructed in terms of the leadership of others in complex projects throughout the life cycle. This also applies to portfolio and program management roles and life cycles (where applicable).

• Level C: is constructed in terms of the management of others in projects of moderate complexity throughout the life cycle through the application of knowledge / theory across all relevant competences.

•Level D: is constructed in terms of knowledge across all relevant competences only.

		Domain		
		Project	Program	Portfolio
Level	A	Certified Project Director	Certified Program Director	Certified Portfolio Director
	B	Certified Senior Project Manager	Certified Senior Program Manager	Certified Senior Portfolio Manager
	C	Certified Project Manager		
	D	Certified Project Management Associate		

Table 1. IPMA 4-L-C System profiles (levels)

In clarification of some specific terms:

a. *"**Management of others**": There is no specified number of 'others' and candidates may demonstrate management of others who are not in their line management chain as a part of this. The number of others required should be derived from the management/leadership group of complexity indicators developed by a CB under ICR 8.4.2 that would be expected of a project manager in a project of moderate complexity. The length of time required should be a minimum of 3 years in line with the minimum length of experience required in that role.*

b. *"**Throughout the lifecycle** of the projects": 'Throughout the life cycle' is not defined in ICR4 but should be interpreted as allowing a candidate to apply using evidence from a project anywhere in its life cycle so long as it meets the complexity requirement for a project in the phase, or phases, in which the candidate is demonstrating their evidence.*

c. ***Project Duration** and Management of Others 'shall' be reviewed at Eligibility Check level and, as RFC 7.17 explains, this 'may' involve an assessor. ICR 4 does not say they 'shall only' be reviewed at Eligibility Check. There is no formal requirement for an Assessor to revisit the eligibility criteria: however, should, in the course of the interview, the Assessor conclude that the Candidate has failed to demonstrate the KCIs/CEs IN THE CONDITIONS DEFINED BY THE CORE CRITERIA (see ICR4 Para 8.3.1), the Candidate should be judged to have failed the interview stage.*

4.1.2 Each profile has associated role descriptions and eligibility criteria as shown in the table 2:

IPMA Level A (table 2-1)		
All experience for Level A must have been obtained within the last 12 years.		
Domain	**Role Description**	**Eligibility**
Project Management.	**Certified Project Director** o Acting on a strategic level within a very complex project environment. o Responsible for a very complex project which has a strategic impact on the organization.	A minimum of **5 years'** experience as a project manager in a responsible leadership function in very complex projects of which **at least 3 years** were at a strategic level.
Program Management	**Certified Program Director** o Acting on a strategic level within a very complex program environment. o Responsible for a very complex program which has a strategic impact on the organization.	A minimum of **5 years'** experience as a program manager in a responsible leadership function in very complex programs at a strategic level. OR A minimum of **4 years'** experience as a program manager in a responsible leadership function in very complex programs. **AND** A minimum of **3 years'** experience as a project manager in a responsible leadership function managing very complex projects at a strategic level.
Portfolio Management	**Certified Portfolio Director** o Acting on a strategic level within a very complex portfolio environment. o Responsible for a very complex portfolio which has a strategic impact on the organization.	A minimum of 5 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios at a strategic level. **OR** A minimum of 4 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios. **AND** A minimum of 3 years' experience as a project or program manager in a responsible leadership function managing very complex projects or programs at a Strategic level.

IPMA Level B (table 2-2)		
All experience for Level B must have been obtained within the last 8 years. **The evidence timescale can be extended by 4 years with justification.**		
Domain	**Role Description**	**Eligibility**
Project Management.	**Certified Senior Project Manager** • Acting in a complex project environment. • Responsible for a complex project within an organization.	A minimum of 5 years' experience as a project manager of which at least 3 years were in a responsible leadership function managing complex projects.
Program Management	**Certified Senior Program Manager** • Acting in a complex program environment. • Responsible for a complex program within an organization.	A minimum of 5 years' experience as a program manager of which at least 3 years were in a responsible leadership function managing complex programs.
Portfolio Management	**Certified Senior Portfolio Manager** • Acting in a complex portfolio environment. • Responsible for a complex portfolio within an organization.	A minimum of 5 years' experience as a portfolio manager of which at least 3 years were in a responsible leadership function managing complex portfolios.

IPMA Level C (table 2-3)		
All experience for Level C must have been obtained **within the last 6 years.** The evidence timescale can be extended by 4 years with justification.		
Domain	**Role Description**	**Eligibility**
Project Management.	**Certified Project Manager** • Acting in a moderate complex environment. • Responsible in a project management role with moderate complexity within an organization.	Minimum of 3 years' experience as a project Manager within projects of moderate complexity. OR Minimum of 3 years' experience in a responsible project management role assisting the project manager in complex projects.

IPMA Level D (table 2-4)		
All experience for Level D must have been obtained **within the last 6 years.** The evidence timescale can be extended by 4 years with justification.		
Domain	**Role Description**	**Eligibility**
Project Management.	**Certified Project Management Associate** • Knowledge in Competence Elements related to project management. • Has broad project management knowledge and may work in a project team.	No experience required.

4.2 Project, program and portfolio complexity:

4.2.1 Project, program and portfolio complexity shall be evaluated based on the requirements of eligibility for each certification level.

4.2.2 MPC certification manager shall evaluate the complexity of each project, program or portfolio provided as evidence for assessment by the Candidate. There shall be 10 complexity indicators. These are in 3 main groups that cover the areas of capability, context and management/leadership based complexities as shown in table 3:

4.2.3 Each complexity indicator shall be scored as follows for a project, program or portfolio:
   • Very low complexity – score of 1;
   • Low complexity – score of 2;
   • High complexity – score of 3; or
   • Very high complexity – score of 4.

4.2.4   The scores shall be added up to obtain an overall complexity score for each project, program or portfolio.

4.2.5   When more than one project, program or portfolio is provided by the Candidate, each shall be independently assessed for its complexity to meet the following criteria:
   • where there is a requirement for evidence of moderate complexity (Level C) in a project, the Candidate shall provide sufficient evidence to obtain a minimum score of 16 in their Executive Summary Report;
   • where there is a requirement for evidence of a complex (Level B) project, program or portfolio, the Candidate shall provide sufficient evidence to obtain a minimum

score of 25 for each project, program or portfolio in their Executive Summary Report; and

- Where there is a requirement for evidence of a very complex (Level A) project, program or portfolio, the Candidate shall provide sufficient evidence to obtain a minimum score of 32 for each project, program or portfolio in their Executive Summary Report.

4.2.6   MPC shall advise Applicants and Candidates to use suitable examples of evidence for application and assessment from project(s), program(s) or portfolio(s) that meet the complexity criteria above.

4.2.7   Assessors shall only accept evidence from projects, programs and portfolios that meet the minimum complexity requirements for the level which the Candidate has applied for.

Complexity of projects, programs and portfolios (table 3)						
Complexity Areas	**Complexity indicators**	**Description of indicator**	Score			
			VL 1	L 2	H 3	VH 4
Capability-based indicators	Objectives and assessment of results (output-related complexity)	This indicator shall describe the complexity originating from vague, exacting and mutually conflicting goals, objectives, Requirements and expectations.				
	Processes, methods, tools and techniques (process-related complexity)	this indicator shall describe the complexity related to the number of tasks, assumptions and constraints and their Inter-dependence; the processes and process quality requirements; the team and communication structure; and the availability of supporting methods, tools and techniques.				
	Resources including finance (input-related complexity):	this indicator shall describe complexities relating to acquiring and funding the necessary budgets (possibly from several sources); the diversity or lack of availability of resources (both human and other); and the processes and activities needed to manage the financial and resource aspects, including procurement.				
	Risk and opportunities (risk-related complexity)	this indicator shall describe complexity related to the risk profile(s) and uncertainty levels of the project, program or portfolio and dependent initiatives.				
Context-based indicators	Stakeholders and integration (strategy-related complexity):	this indicator shall describe the influence of formal strategy from the sponsoring organization(s), and the standards, regulations, informal strategies and politics which may influence the project, program or portfolio. Other factors may include the importance of outcomes for the organization; the measure of agreement between stakeholders; the informal power, interests and resistance surrounding the project, program or portfolio; and any legal or regulatory requirements.				
	Relations with permanent organizations (organization-related complexity):	this indicator shall describe the amount and interrelatedness of the interfaces of the project, program or portfolio with the organization's systems, structures, reporting and decision-making processes.				
	Cultural and social context (socio-cultural complexity):	this indicator shall describe complexity resulting from socio-cultural dynamics. These may include interfaces with participants, stakeholders or organizations				

		from different socio-cultural backgrounds or having to deal with distributed teams.				
Management and leadership based complexity indicators	Leadership, teamwork and decisions (team-related complexity)	This indicator shall describe the management/ leadership requirements from within the project, program or portfolio. This indicator focuses on the complexity originating from the relationship with the team(s) and their maturity and hence the vision, guidance and steering the team requires to deliver.				
	Degree of innovation and general conditions (innovation-related complexity)	this indicator shall describe the complexity originating from the degree of technical innovation of the project, program or portfolio. This indicator may focus on the learning and associated resourcefulness required to innovate and/or work with unfamiliar outcomes, approaches, processes, tools and/or methods.				
	Demand for coordination (autonomy-related complexity)	this indicator shall describe the amount of autonomy and responsibility that the project, program or portfolio manager/leader has been given or has taken/shown. This indicator focuses on coordinating, communicating, promoting and defending the project, program or portfolio interests with others.				

4.3 IPMA principles of certification

4.3.1 MPC is uses the following principles of certification for assessments:

- **Fair:** using a standard process and treating all candidates equally;
- **Valid**: asking only for evidence which is appropriate for the competence being assessed;
- **reliable and consistent:** such that each candidate would receive the same assessment outcome if assessed by different assessors, and that each assessor applies the same principles to each candidate they assess;
- **based on:**
  - current and recent evidence at the level being assessed;
  - sufficient evidence for a robust judgement to be made by an assessor;
  - authentic evidence, which can be verified as that of the candidate;
- **accurate:** using different assessment methods throughout the process;
- **transparent**: so that the candidate is aware of all of the process of assessment, associated costs and the basis on which assessors' judgements will be made

4.3.2 MPC shall ensure that each assessment adheres to IPMA's principles of certification. In any case where there is a conflict between two or more of these principles, MPC shall make every effort to achieve balance between them and ensures compliance with the IPMA ICR

4.4 Setting the assessment

4.4.1 MPC takes reasonable steps to ensure that the level of attainment demanded of a Candidate in the assessment that it makes available is consistent.

4.4.2 MPC shall publish a document (Guidelines for candidate G-02), available to all on the MPC's website that sets out clear and unambiguous assessment requirements for Candidates.

4.5 Language of the assessment:

4.5.1 To ensure consistency of assessment, MPC shall ensure that its internal and published documentation is available in Arabic/English language used to assess a Candidate.

4.6 Accessibility of certification:

4.6.1 MPC shall ensure that there is no any racial discrimination between applicants, MPC provides equal access to all potential candidates irrespective of race, colour, religion, gender, sexual orientation, national origin, ethnic group, disability or other personal characteristics for each of the IPMA certification levels and domains which it makes available.

4.6.2 MPC shall monitor **(through risk analysis and meeting of certification committee)** the certifications that it makes available for any feature which could disadvantage a group of Candidates who share a particular characteristic.

4.6.3 Where MPC has identified such a feature, it shall:

- remove any disadvantage which is unjustifiable; and
- Maintain a record of any disadvantage which it believes to be justifiable, setting out the reasons why in its opinion the disadvantage is justifiable.

5. Certification Process Requirements:

5.1 Assessment requirements:

5.1.1 MPC has a detailed clear and accurate documentation in line with the IPMA-ICR for certification profiles (A, B, C & D) it offers.

5.1.2 In designing an assessment for any profile <u>MPC shall ensure that it has or can obtain adequate resources to enable</u> the assessment to be delivered effectively and efficiently.

5.1.3 Each assessment shall:

- be fit for purpose;
- adhere to the IPMA principles of certification (para 4.3);
- be appropriate for the mechanisms chosen;
- ensure it allows each specified level of attainment detailed in the specification to be reached by a Candidate who has attained the required level of knowledge, skills or ability;
- be consistent with the IPMA ICR; and
- ensure it allows Assessors to be able to differentiate accurately and consistently between levels of attainment by a Candidate.

5.1.4 The IPMA ICR defines the minimum compliance requirements to be met by MPC.

5.1.5 MPC shall define the order in which mechanisms are applied. However, if an interview is part of the assessment process, it shall be the final assessment mechanism.

5.1.6 MPC shall:

- arrange for the assessment of each Candidate against all the specified requirements for the level and domain of certification sought;
- nominate an NLA and, where applicable, an NCA for each Candidate;
- ensure that due process is followed for each Candidate, and that all stages of the assessment are conducted in accordance with the stated specifications and the IPMA ICR;
- ensure that proper and complete records of each Candidate and each assessment of each Candidate are made during the assessment process and retained as required by the IPMA ICR and P-3;
- receive the recommendation of the Assessor(s) at the conclusion of the assessment process and decide whether or not certification should be given to the Candidate; and
- ensure that feedback is provided to the Candidate.

5.1.7 MPC have in place effective arrangements (database of questions categorised by level and domain and mapped to the KCIs in the IPMA ICB, The database are large enough such that any 3 consecutive exams share a maximum of 20% of their questions) For each certification that it makes available, to ensure that, as far as

possible, the criteria against which a Candidate's performance will be determined are:

- understood by the Assessors and accurately applied;

- applied consistently by the Assessors, regardless of the identity of the Assessor or Candidate; and

- decided upon by MPC personnel having satisfied themselves that all certification requirements have been met.

5.1.8 MPC shall not grant certification until all the requirements have been fulfilled and the process that has been followed has been checked to comply with the IPMA ICR.

5.1.9 MPC shall offer assessment in accordance with the IPMA Assessment paths for the level and domain of certification being sought and shall ensure the assessment instruments for conducting Candidate assessment are in accordance with the IPMA principles of certification.

5.2 Sufficiency of evidence

5.2.1 MPC shall ensure that Candidates are only certified when they have satisfied all the requirements for certification.

5.2.2 MPC shall ensure that the marking of an assessment and the awarding of a certificate takes into account all admissible evidence generated by a Candidate as part of that assessment.

5.3 Assessment paths for initial certification
5.3.1 Assessment paths by level

There are several equivalent, predefined paths for MPC-IPMA certification that shall be applied to the certification of individuals. MPC shall select from these paths for each of the defined levels of certification within MPC. MPCs may choose different paths for different domains.

a. Assessment Path for IPMA Level A
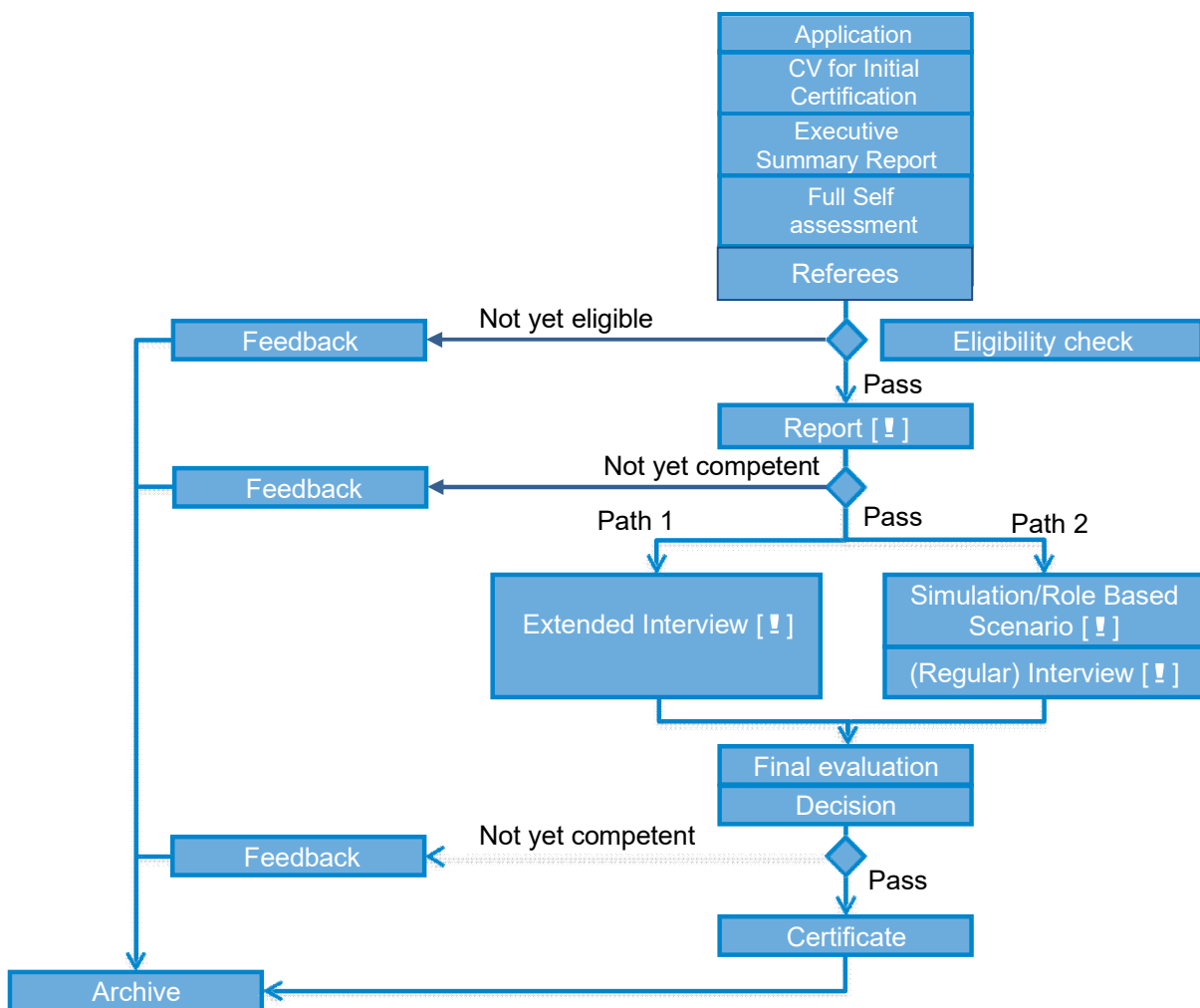
[❗] = If deemed not yet competent at the first attempt step can be repeated once.

Figure 4. Assessment Path for IPMA Level A
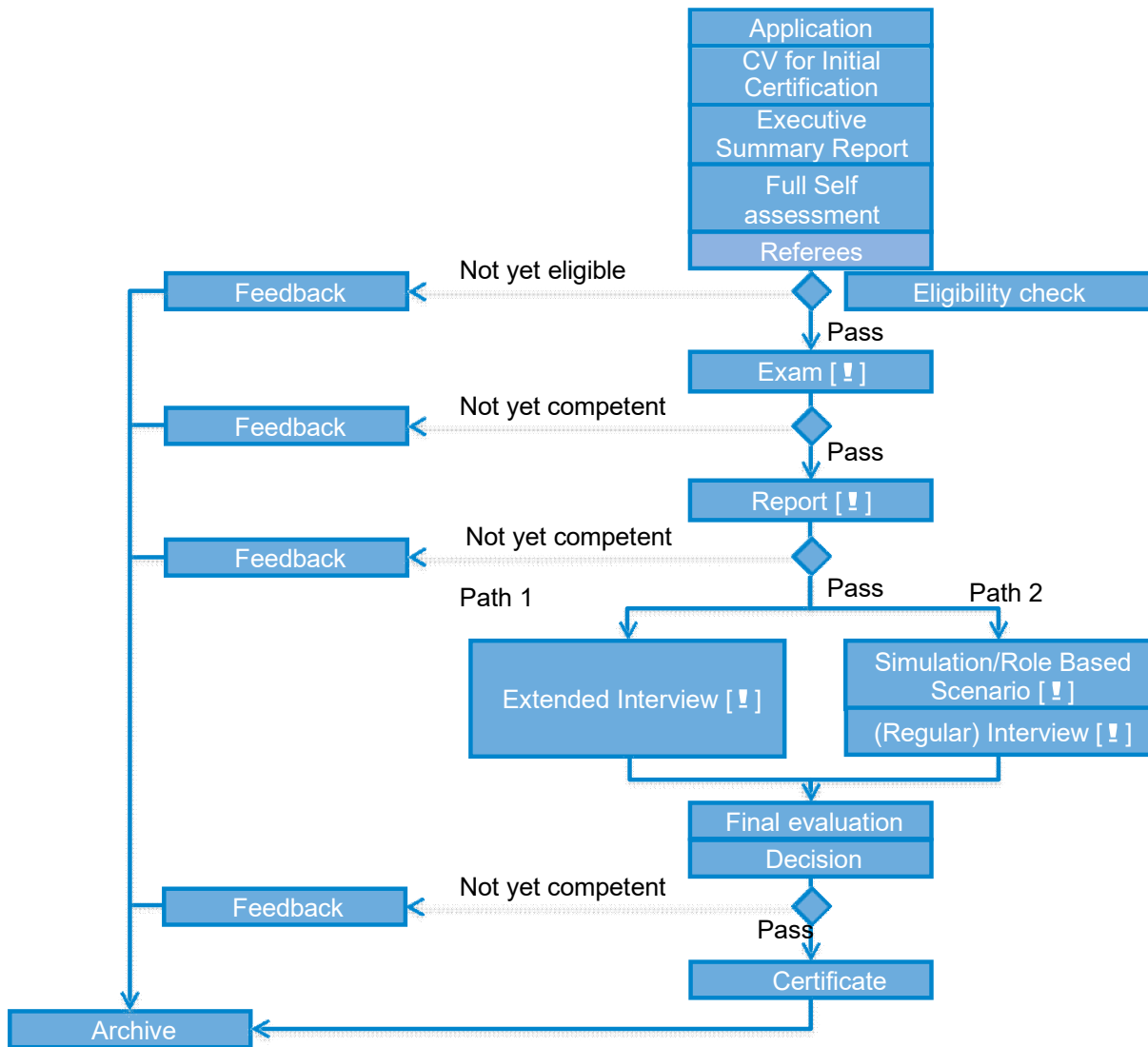
b. Assessment Path for IPMA Level B

Figure 5. Assessment Path for IPMA Level B
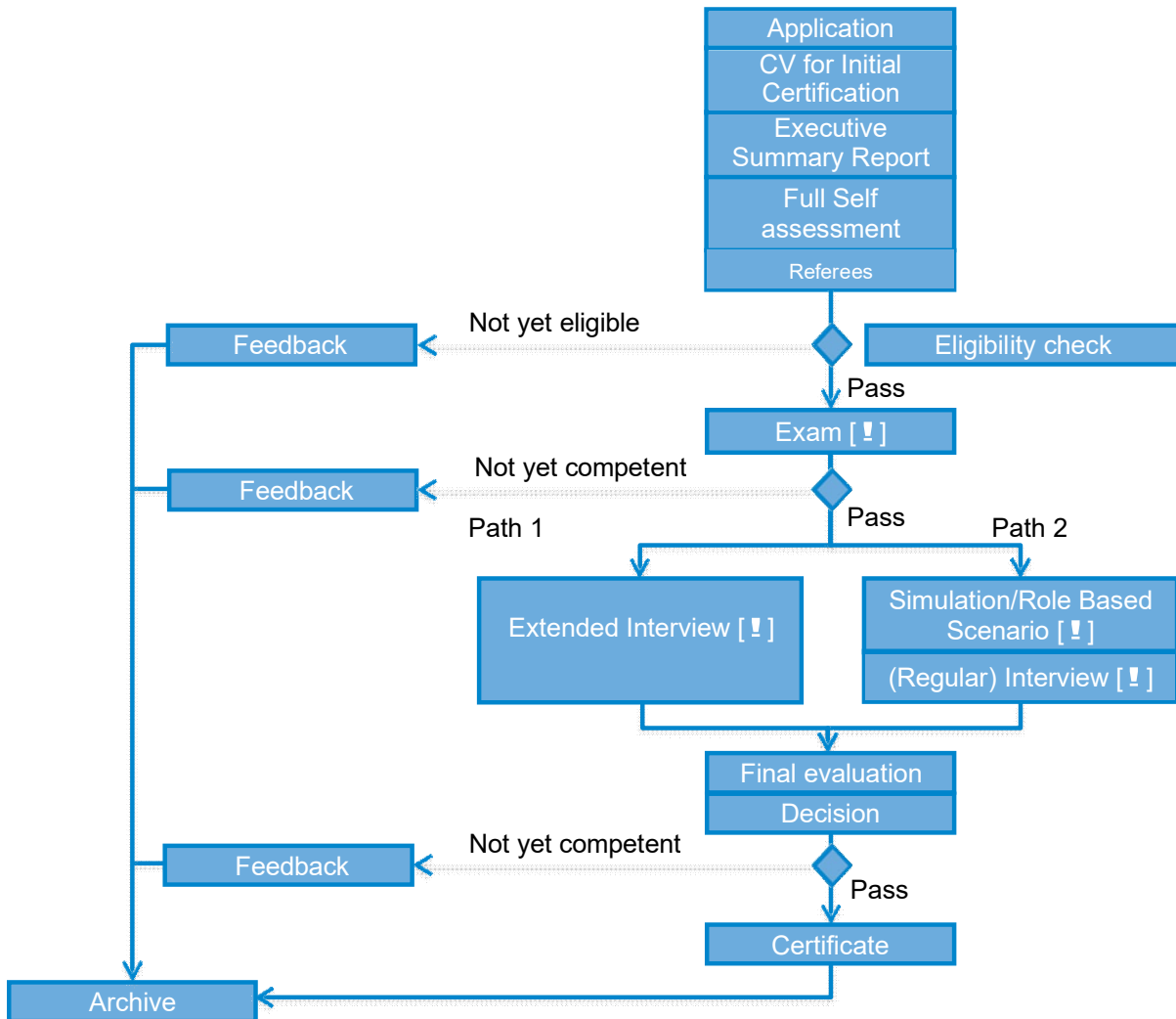
c. **Assessment Path for IPMA Level C**

Figure 6. Assessment Path for IPMA Level C

d. Assessment Path for IPMA Level D

[!] = If deemed not yet competent at the first attempt step can be repeated once.
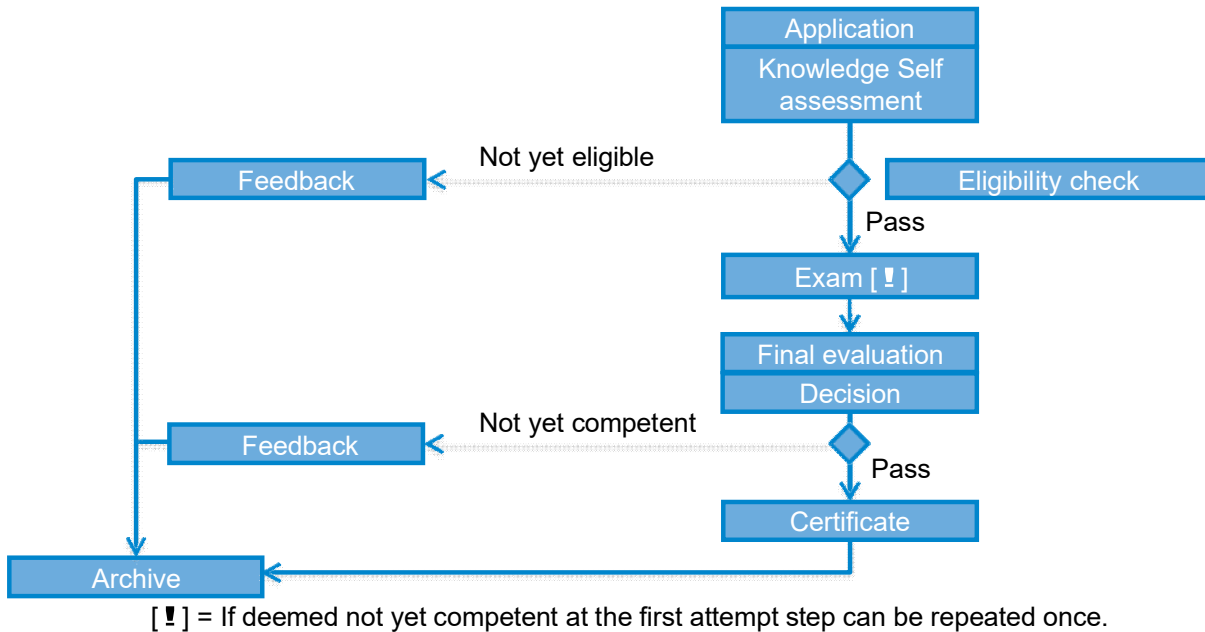
Figure 7. Assessment Path for IPMA Level D

- MPC shall construct its assessment path with the understanding that the sequential order of the mechanisms of assessment can be altered apart from the interview in Levels C–A. The eligibility check (stage 1 below) shall always be at the beginning. The interview (in stage 4) shall always be the final step of engagement with the Candidate in the assessment process.

- MPCs may add additional requirements or certification steps for initial certification. Any additions shall be shown to not cause any Adverse Effects and shall be approved by the IPMA CVMB in writing prior to their implementation ensuring that any written conditions are met.

- The assessment paths selected by MPC shall be regulated and subject to Validation.

- If MPC undertakes to offer both assessment paths for the same role, then MPC shall decide what assessment path is used in each certification cycle in advance of it being publicised. This path shall not be changed once announced. Announcements shall be made at least 2 weeks before the certification cycle start date.

5.3.2 Assessment path steps

The table below summarises the assessment paths and steps that MPC shall apply for the initial certification of a Candidate:

		IPMA Level						
		Level A		Level B		Level C		Level D
	Path	1	2	1	2	1	2	N/A
Stage	Step							
1	Application	R		R		R		R
	CV	R		R		R		N/A
	Executive Summary Report	R		R		R		N/A
	Full Self-assessment	R		R		R		N/A
	Knowledge Self-assessment	N/A		N/A		N/A		R
	Referees	R		R		R		N/A
2	Exam Q	N/A		R		R		R
3	Report Q	R		R		N/A		N/A
	Extended Interview Q	R	N/A	R	N/A	R	N/A	N/A
	Simulation / Role Based Scenario Q	N/A	R	N/A	R	N/A	R	N/A
	(Regular) Interview Q	N/A	R	N/A	R	N/A	R	N/A
5	Final evaluation	R		R		R		R
	Decision	R		R		R		R
	Certificate	R		R		R		R
	Feedback	R		R		R		R
	Archiving	R		R		R		R
	Legend: **R = Required** **C = On request of the Candidate** **N/A = Not applicable and shall not be requested** **Q = If deemed not yet competent at the first attempt, step can be repeated once.**							

Table 4. Assessment paths for initial certification

5.3.3 Candidate failure on initial certification

- Candidates shall be permitted to retake the specified parts (Q) of the assessment once if they are unsuccessful on their first attempt within the scope of the same application. MPC shall publish the corresponding additional administration fee for re-taking a specific element.

- The repetition of the following steps shall have at least one new Assessor assigned by MPC:
  - (regular) interview;
  - extended interview;
  - Simulation/role-based scenario.

- For the Candidate to be awarded an IPMA Certificate, they shall have successfully completed each of the assessment steps within 18 months from the date of acceptance of their application.

- MPC shall offer to the Candidate to continue in the path on failure of a step. the Candidate shall be made to understand that they will need to retake **and pass the failed step before a positive outcome can occur in MPC's final evaluation.** If they fail to pass the step on their second attempt, the final evaluation will give a response of "not yet competent" (independent on whether the criteria for achieving 80% of CEs would be satisfied).

- *If there is a second interview, all evaluation outcomes from the first interview will be disregarded and the interview will be planned and undertaken using the baseline of the candidate's application and latest report and exam results*

- *The Assessment Paths in 5.3.1 indicate that a Pass/Not yet competent decision and feedback is required before moving to the next step. Candidates/MPC may wish to undertake the <u>exam and interview in the same day</u> but are still required to provide the Pass/Not yet competent decision on the exam before the interview. MPC is not permitted to choose to allow the application of 5.3.3 para 4, even if the Candidate agrees (under 5.3.3) to proceed without knowing they have passed the exam as this would create a conflict with 9.1.5. This Clarification makes clear that 5.3.1 takes priority over 5.3.3: <u>a Candidate shall not undertake the interview until all the other steps have been passed.</u>*

5.3.4 Competence baseline for assessment:

➢ The frame of reference during the assessment process is the Competence Elements (CE) as defined in the IPMA Individual Competence Baseline (IPMA ICB). It is the IPMA Standard for certification and shall be used for the assessment of Candidates by MPCs.

➢ MPC shall use the IPMA ICB4 in its IPMA published form, later on, MPC shall use a version translated into Arabic language. If translated, MPC shall provide the IPMA CVMB with a copy of the IPMA ICB in the Arabic language. This shall be an accurate translation without addition or modification.

5.3.5 Competence Element (CE)

- The IPMA ICB 4 has a number of Competence Elements (CEs), each of which has a number of Key Competence Indicators (KCIs). The assessment of a Candidate is undertaken at the CE level using the KCIs to support the assessment.

- The IPMA ICB 4 definition of individual competencies "the application of knowledge, skills and abilities in order to achieve the desired results in a work environment." Using this definition:
    - The assessment of A-level Candidate shall be based on the demonstration of the CE applied **very complex** project/programme/portfolio environment.
    - The assessment of a B-level Candidate shall be based on the demonstration of the CE applied in **a complex project**/programme/portfolio environment.
    - The assessment of a C-level Candidate shall be based on the demonstration of

the CE applied in a project environment of **moderate complexity**.

- The assessment of a D-level Candidate shall be based on knowledge where Candidates can demonstrate **understanding** of the relevant CE in a **non-complex**   projectenvironment.

- Exam questions, interview questions and simulation case studies used for Levels A, B and C shall be formulated such that they allow Candidates to demonstrate application of knowledge, skills and abilities.

5.3.6 Coverage and achievement of Levels A, B and C

- To achieve a Level A, Candidates must demonstrate evidence of 80% of the domain CEs defined in the ICB, in a very complex environment.

- To achieve a Level B, Candidates must demonstrate evidence of 80% of the domain CEs defined in the ICB, in a complex environment.

- To achieve a Level C, Candidates must demonstrate evidence of 80% of the domain CEs defined in the ICB, in a moderately complex environment.

- To demonstrate sufficient evidence against a specific CE, a Candidate shall demonstrate a minimum of 50% of the KCIs. MPC shall capture this evidence of attainment.

- MPCs shall construct the content of the assessment path so that evidence of the KCI scan be drawn from across the assessment methods used.

- No one-assessment method shall cover all CEs. Calculated percentages shall be rounded down to a whole number.

5.3.7 Coverage and achievement of Level D

- MPCs has constructed the content of the assessment path so that 100% of the CEs are assessed. To achieve a Level D, Candidates shall demonstrate knowledge of 80% of the domain CEs defined in the IPMA ICB4. Calculated percentages shall be rounded down to a whole number.

- The CEs within the IPMA ICB shall be used as a basis for the creation of Level D exam questions.

5.3.8 Use of language and stimulus materials

- MPC shall use English and Arabic languages and stimulus materials. Materials are considered appropriate if they:
  - enable Candidates to demonstrate their level of competence attained;
  - require knowledge, skills and ability to achieve results which are required for IPMA certification;
  - are clear and unambiguous (unless ambiguity forms part of the assessment);and
  - are not likely to cause unnecessary offence to Candidates.
- MPC shall take all reasonable steps to ensure that no Candidate is disadvantaged by the

language or stimulus material used.

5.4 Initial certification step details

a) Application (all levels) (F/P-04/1)

5.4.1 MPC shall provide an application form that shall include all necessary personal details for MPC to identify and process the Candidate for suitability against the corresponding certification level being applied for.

5.4.2 The application shall include:
- the Candidate's personal details;
- the certification level and domain being applied for; and
- a signature of the Candidate, which may be in an electronic form or any other legally accepted format.

5.4.3 In the application the Applicant shall confirm that they agree to and will comply with the conditions and obligations of the IPMA Certification process including, but not limited to:
- the publication of their name and certificate details on MPC and IPMA web sites, unless they express a wish not to do so in writing, including the release of their details to IPMA for audit purposes;
- ownership and use of the Certificate;
- MPC's certification procedures;
- MPC's financial terms and conditions;
- MPC's code of professional conduct and code of ethics; and
- MPC's Complaints and Appeals process.

b) Self-assessment (all levels)

5.4.4 The Applicants self-assessment shall be used by MPC in the application phase (Full self-assessment for Levels A, B and C and Knowledge self-assessment for Level D, to assess their suitability.

5.4.5 The Applicants self-assessment may be re-used after the assessment has been completed and a recommendation has been made to MPC by the Assessor(s) in order to provide comparative feedback to the Candidate.

Clarification: As guidance for how an Applicant should score their self-assessment, it is suggested that the candidate uses the KCIs and 'rolls ' them up to see if they meet the 50% requirement. For level D, the CE level needs to be self-assessed.

b1) Full self-assessment (Levels A, B and C)

5.4.6 For Levels A, B and C, the Applicant shall complete a full self-assessment (knowledge, skills and abilities) for all CEs in the level and domain applied for. In completing their self-assessment, the Applicant shall also be instructed to consider the KCIs in their assessment.

Clarification: In the ICB4, the definition of competence shows that 'Knowledge' and 'Skills' are integral parts of 'Abilities'. Consequently, the full self-assessment for Levels A, B and C may be undertaken by asking the Applicant to self-assess their 'Abilities' (without explicitly asking them to self-assess their 'Knowledge' and 'Skills' separately).

b2) Knowledge self-assessment (Level D)

5.4.7 For level D, the Applicant shall complete a self-assessment, for all CEs at the knowledge level.

Clarification: 'Knowledge level' as opposed to 'applied knowledge' that is defined in ICB

c) Curriculum Vitae (Levels A, B and C)

5.4.8 The Applicant's CV shall include at least:

- the name and contact details of the Applicant;
- a career history including relevant:
    - project, program and portfolio roles and positions held;
    - degrees and coursework from accredited institutions of higher learning;
    - professional certifications and qualifications
    - project, programme and portfolio management training;
    - professional memberships; and
    - other Professional Development (PD) including awards, achievements or publications in project, programme or portfolio management.

Clarification: The presumption is that the Applicant should not be required to provide information that the CB does not need. The requirement in Para 5.4.8 that 'The Applicant's CV shall include at least: .... a career history including relevant: .....' is to be interpreted as requiring the Applicant to put in their CV (rather than elsewhere) those items of evidence, such as the ones listed, that the Applicant judges relevant to support their candidature for the certification sought

5.4.9 Each Applicant shall provide a summary of relevant projects, programmes or portfolios they have managed or been involved in to meet the certification requirements. Sufficient detail needs to be provided by the Applicant to enable Assessors to assess the Applicant's suitability for the IPMA level applied for. This shall include, but is not be limited to:

- key deliverables, duration, budget and complexity of the projects, programmes or portfolios; and
- role, responsibility and extent of engagement of the Applicant in each of the projects, programmes or portfolios.

d) Executive Summary Report (Levels A, B and C)

5.4.10 Each Applicant shall submit an Executive Summary Report of a maximum of 15 pages regarding their suitability for assessment <u>based on the eligibilitycriteria.</u>The report shall include:

- organisation (company details, industry and <u>project types</u> types (eg infrastructure, health, organisational transformation, finance etc), <u>principal objectives</u> of the organisation and business unit the Applicant works in);
- a one-page summary for each of the project(s) /programme(s) /portfolio(s) with related time schedules and phases and resources available to them;
- the <u>role of the Applicant</u> (an organisation chart with their position identified, their area of responsibility, an overview of the Project Management procedures they use, their relationship with internal and external stakeholders).;

Clarifications:

1. <u>Project type</u> means area of applications. E.g. Construction, IT, Innovation, Organizational Change etc.

2. <u>Principle objectives</u> of the organisation are required to understand the way the applicant contextualises the project. The integration of all the information collected at the application stage helps to evaluate the eligibility criteria. 'Principle objectives' is an open concept intended to leave the applicant free to describe their own ideas and subsequent evaluation by the assessors.

3. <u>Role of the applicant</u> relates to the applicant's appointment in their current employing organisation.

4. The executive summary does not need to include 'discussion of complexity' beyond the provision of the complexity scores and compliance with the Executive Summary Guideline on 'how they meet the complexity criteria'.

5. 'How you have led/managed' each project is an open question and the executive summary report requires only a short description because the applicant is required to provide this for several projects/programmes/portfolios.

6. The items in brackets are the minimum the candidate should refer to.

5.4.11 for Levels A and B: a description of how they have led each project/ portfolio/ program and how they meet the complexity criteria <u>for the level being applied for</u> noting that these details shall be used by the Candidate as the basis for the Report;and

Clarification: The intent of ICR4 is that the Executive Summary is used to check the eligibility of applicants to become candidates and may be used by the Assessors to prepare for the interview (Para 9.4.12). It is not used for the

evaluating of the Project Report and is not to be used to give the candidate the opportunity to extend his Project Report from the 25 pages allowed to 40 pages created by having both the 25 pages of Project Report plus 15 pages of Executive Summary for evaluation at the report stage. In this respect, the candidate may not 'simply reference the Executive Summary' but the candidate may assume that, when the Assessor is evaluating the Project Report (ICR4 Para 9.4.51), the Assessor may be aware of the context of this project in the wider setting provided by the Executive Summary

5.4.12 for Level C: a description of how they have managed each project and how they meet the complexity criteria.

5.4.13 The Executive Summary Report may be used by Assessors in preparation for an interview and/or a simulation.

Clarification:

In line with Para 9.4.13, Assessors may use the Executive Summary Report in preparation for an interview and/or simulation and if the Assessors find sufficient evidence of the candidate's competence they may score that evidence as satisfaction of the relevant KCI in their mark sheet against the interview/simulation step and record the evidence as provided in the Executive Summary Report.

e) Referees (Levels A, B and C)

5.4.12 Each Applicant shall provide names and contact details for at least two professional referees who are familiar with the Applicant's eligible work experience. .The Applicant shall provide referees that are available and suitable.

5.4.13 MPC shall contact the referees in whatever way necessary to verify the Applicant's eligibility.

5.4.14 MPC shall use the information from the referees:
- to confirm the declarations of the Applicant; and
- to dispel any doubts regarding the Applicant's suitability for assessment.

5.4.15 If the initial referees fail to satisfy the objectives above, MPC shall request additional referees from the Applicant. If the additional referees fail to satisfy the objectives, MPC shall reject the Applicant.

f) Eligibility check (all levels)

5.4.16 MPC shall evaluate each Applicant's eligibility so that a decision on suitability can be taken. Based on the evidence provided, and drawing on the experience of the Assessors as necessary, MPC shall document and inform the Applicant of its decision to accept or reject an application for certification.

5.4.17 If an Applicant is accepted (meets the eligibility criteria), they become a Candidate.

5.4.18 If an Applicant is rejected (does not meet the eligibility criteria), the Applicant shall be advised by MPC of their options including, but not limited by:

- application for certification at a lower level; or

- provision of additional evidence that would be required to meet the eligibility criteria.

g) Exams (Levels B, C and D)

5.4.19 MPC shall have a consistent examination process together with a <u>clear marking guide</u> for each exam.

5.4.20 MPC shall maintain a data base of questions categorised by level and domain and mapped to the KCIs in the IPMA ICB. The database shall be large enough such that <u>any 3 consecutive exams share a maximum of 20% of their questions</u>. MPCs shall actively <u>rotate their examination papers</u> to prevent Candidates from learning the exam papers.

5.4.21 Each question shall be constructed to solicit evidence against the level and domain being examined.Where Multiple-choice questionsare used, care shall be taken to ensure variance in the structure and positioning of answers.

5.4.22 MPC shall prevent Candidate access to any unauthorised aids whether the exam is on-site or off-site.

5.4.23 If an exam is conducted off-site, including online examination, MPC shall ensure that it is done in a controlled environment that is appropriately supervised with documented procedures that ensure the exam, its papers, questions and any exam-related materials are securely controlled.

5.4.24 A supervisor shall be used to supervise the full duration of an exam event from Candidate registration through departure of the last Candidate.

5.4.25 The exam environment shall be controlled using MPC-created checklist, and the checklist shall be signed by the supervisor.

5.4.26 The supervisor shall verify the identity of each Candidate via a government or company issued photo ID.

5.4.27 MPC shall accommodate Reasonable Adjustments where they have been previously approved and document any Reasonable Adjustments made.

g1) Level B exam

5.4.28 **Format;** The Level B exam may be <u>oral or written</u> and may be decided by MPC <u>for each certification cycle</u>.

5.4.29 **Types of questions;** Open answer questions only. The questions asked shall require Candidates to demonstrate application of knowledge at the required

level only.

5.4.30 **Length of exam.;** 3 hours for written exam or 1.5 hours for oral exam.

g2) Level C exam

5.4.31 **Format;** The Level C exam shall be written.

5.4.32 **Types of questions;** Open answer questions only. The questions asked shall require Candidates to demonstrate application of knowledge at the required level only.

5.4.33 **Length of exam.;** 3 hours for written exam.

g3) Level D exam

5.4.34 **Format;** The Level D exam shall be a written exam.

5.4.35 **Types of questions;** Each exam shall be a mix of multiple-choice and open answer questions. Multiple-choice questions shall have a minimum of 4 options to select from with one right answer. Multiple-choice questions shall not exceed 50% of the CEs assessed in the examination.

5.4.36 **Length of exam;** 3 hours for written exam.

h) Exam marking

5.4.37 Marking of the exam shall be completed by at least one Assessor. The Assessor(s) shall mark the exam based on the marking guide provided by MPC.

5.4.38 The exam mark shall be documented and a recommendation on pass/not yet competent shall be made.

5.4.39 Candidate scores shall be based on the number of correct answers. There will be no deduction for wrong answers and unanswered questions shall be treated as wrong answers.

5.4.40 For all levels, <u>if the Candidate fails</u> to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another Assessor. The Assessors shall compare marks and record how they finalised the mark. The final mark shall be recorded in the Candidate's file.

i) Report (Levels A and B)

5.4.41 Candidates being assessed for Levels A and B shall submit a report covering their project(s), program(s) or portfolio(s). This shall be related to the same as those described in the Executive Summary Report provided in the Candidate's application.

5.4.42 The report shall describe the application of their leadership of others in applying the CEs for the appropriate role and level being assessed. The level of complexity described in the report shall correspond to the level applied for.

5.4.43 A maximum of 25 pages for the report with an additional maximum of 15 pages for the appendices shall be set.

5.4.44 The Level A and B report shall provide following information as a minimum:

Background

The Candidate shall provide a <u>detailed description</u> of the project/program or portfolio role in context, <u>key stakeholders,</u> <u>scope</u> and <u>key objectives,</u> project/program/portfolio <u>organisation</u> and the associated <u>resources</u> that the Candidate is responsible for (maximum 3 pages including graphics).

Project/programme/portfolio management challenges

- The Candidate shall provide an overview of management <u>challenges</u> throughout the period of the project/program or portfolio role related to the chosen Competence Elements and level being applied for.

- The report shall address the Candidates experience as follows:
    - their management and leadership challenges with respect to others;
    - how these were acted upon and the results achieved; and
    - a reflection on the results and lessons learnt.

- Guidance may be given to the Candidate to use the STAR approach (Situation, Task, Action, Result) in order to structure the report if required.

- The Report shall be produced with a font size of 11 points. Any appendices used shall be cross-referenced to the main body of the report.

5.4.45 Report evaluation

- MPC assigned Assessor(s) shall evaluate the report against the requirements of the level and domainusing the evidence provided by the Candidate a recommendation on pass/not yet competent.

- The Candidate shall be judged not yet competent, if the report does not meet the requirements of the certification system for the level and role they appliedfor.

j) Simulation / role based scenario (Levels A, B and C — Path 2)

5.4.46 A simulation or role-based scenario is a session where a Candidate or group of candidates is presented with a situation and asked to undertake tasks corresponding to the relevant role (project, program, or portfolio) and level (A, B or C), while being observed by the Assessors.

5.4.47 The primary use of simulations shall be for assessing personal and social competences in an environment where interaction occurs with others. MPC when using simulations shall develop specifications for the ones it uses which:

- Clearly specify for the Candidate which Competence Elements (CEs) and Key Competence Indicators (KCIs) are being assessed and what the tasks

required of the Candidate are; and

- Clearly specify for the Assessor show the simulation is to be conducted, how they are to assess Candidates, how they are to record their observations and arrive at a result, and how the Assessors'activities and decisions are to be documented.

5.4.48 MPC shall ensure that a scenario for the simulation is prepared for each level and role being assessed.

5.4.49 The simulation material shall be checked for completeness by at least one Assessor involved in the session.

5.4.50 The Assessors shall verify the identity of each Candidate via a government-or company-issued photo ID.

5.4.51 The Assessors may choose specific task(s) for each Candidate, to cover areas where they have given insufficient evidence earlier in the process and based on previously assessed evidence as necessary.

5.4.52 There shall always be a minimum of two Assessors for each simulation event, and the ratio of Candidates to Assessors shall be no greater than 6 to 1 and it shall be ensured that the minimum observation time per Candidate is 30 minutes as shown in the table below.

5.4.53 The assessment of each Candidate shall be made on an individual basis and is not based on the performance of the group.

Assessor minimum observation time per Candidate	Level A	Level B	Level C
Duration	30 minutes	30 minutes	30 minutes

Table 5. Assessor/Candidate contact time per Candidate at levels

k) Interviews (Levels A, B and C)

5.4.54 The primary purpose of the interviews is to assess competences that the Assessors need to explore.
the Assessor must plan the interview to give the Candidate the opportunity to meet the ICR4 requirements to pass the relevant number of CEs, ICR4 places the obligation on the Candidate to demonstrate evidence.

k1) Extended interview (Path 1)

5.4.55 Assessor/Candidate contact time shall be the same as that of the alternative path

5.4.56 Two Assessors shall be actively involved in the interview.

5.4.57 Prior to the interview the Assessors shall familiarise themselves with the information provided by the Candidate during the application process and the assessment process.

5.4.58 The Assessors shall verify the identity of each Candidate via a government-or company-issued photo ID.

5.4.59 The Assessors shall identify which specific CEs and KCIs shall be assessed for each Candidate, and shall ask questions they have previously prepared related to the materials provided with appropriate follow up questions as necessary.

5.4.60 The Assessors shall seek evidence from the Candidate up to the duration set. The Assessors may conclude the interview early if the evidence sought has been achieved.

Assessors interview time per Candidate	Level A	Level B	Level C
Duration	120 minutes	120 minutes	90 minutes

Table 6. Extended Interview duration requirements for levels

k2) Regular interview (Path 2)

5.4.61 Two Assessors shall be actively involved in the interview.

5.4.62 Prior to the interview the Assessors shall familiarise themselves with the information provided by the Candidate during the application and assessment process.

5.4.63 The Assessors shall verify the identity of the Candidate via a government-or company-issued photo ID.

5.4.64 The Assessors shall identify which specific CEs and KCIs shall be assessed for each Candidate, and shall ask questions they have previously prepared related to the materials provided with appropriate follow up questions as necessary.

5.4.65 The Assessors shall seek evidence from the Candidate up to the duration set. The Assessors may conclude the interview early if the evidence sought has been achieved.

5.4.66 The Assessors shall record the Candidate responses to the questions asked.

Assessors interview time per Candidate	Level A	Level B	Level C
Duration	90 minutes	90 minutes	60 minutes

Table 7. Regular interview duration at levels

l) Final evaluation (all levels)

5.4.67 During the final evaluation, the Assessors shall determine if the Candidate has satisfactorily met all required criteria for the IPMA Level and domain being applied for. The final evaluation shall be completed and it shall be signed by the Assessor(s).

5.4.68 Signature may be received and filed electronically or in a written form.

5.4.69 The final evaluation shall include the Assessors' reasoned recommendation on whether the Candidate should pass or is not yet competent and, if appropriate, the Assessors shall add into the final evaluation remaks taken during the assessment process or feedback for the Candidate. The final evaluation shall be forwarded by the Lead Assessor to MPC for ratification and final decision.

5.4.70 If two Assessors do not reach a common view on the outcome of the assessment, MPC shall take necessary action to resolve the situation and document this in the Candidate's file how it was resolved with its conclusion.

m) Decision (all levels)

5.4.71 MPC shall make the decision as to whether the Candidate has passed or is not yet competent based upon the recommendation of the Assessors. This shall be made by the Head of MPC, or their representative delegated to do so in writing.

5.4.72 Prior to making the decision, MPC shall consider if all procedures have been followed and if the documentation from the certification process and Assessors is complete and ready for archiving.

5.4.73 MPC shall not award a lower level certificate if the Candidate fails at the level they originally applied for.

n) Certificate (all levels)

5.4.74 MPC shall ensure that all the persons certified are provided with certificates in the English Language. Certificate copies, at the request of the Candidate , may be issued in other languages with the original. MPC shall register the certificate in both MPC and IPMA data bases.

5.4.75 The date of issue on the certificate shall be the date when MPC is able to inform the Candidate of results. The date of expiration on the certificate shall be 5 years later less one day from the date of issue.

5.4.76 MPC shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the Candidate objects in writing to MPC.

5.4.77 MPC shall ensure that the Candidate is advised that the certificates are valid for 5 years, after which re-certification at the same level or certification at a new level will be required.

n1) Certificate management and control

5.4.78 MPC shall ensure that the design of each certificate that it makes available complies with the certificate requirements within the IPMA Regulations and has a unique number to identify it.

5.4.79 MPC shall use the IPMA standard certificate templates.

5.4.80 If the Candidate requests additional copies or replacements of their certificate, MPC shall ensure that the certification details are an exact copy of theoriginal.

5.4.81 MPC shall require that an Applicant signs to confirm their awareness that mis-representing or misusing the content, validity or duration of their certification if awarded will result in immediate withdrawal of the certificate by MPC.

n2) Issuing and withdrawal of certificates

5.4.82 MPC have in place a policy and procedure for suspension, withdrawal and or cancellation of certificates (P-17), to ensure that it:

- Issues a certificate and any replacement certificate to any Candidate who has a valid entitlement to that certificate or replacement certificate;

- maintains a record of all certificates and replacement certificates it has issued (F/P-17/1) and

- is able to suspend or revoke any certificate that is revealed to be inaccurate or as a consequence of a complaint or appeals process until any non-conformance has been resolved.

o) Feedback (All Levels)

o1) Feedback from the Candidate

5.4.83 Candidates may complete a feedback questionnaire about their experiences concerning the <u>initial certification</u> process. The feedback questionnaire (Appendix 11) for Candidates shall be available for all Candidates, irrespective of if they have passed or not.

5.4.84 The completed questionnaire of the Candidate shall not be used in the assessment of the Candidate. MPC shall review the completed questionnaire for the purpose of continuous improvement.

o2) Feedback to the Applicant/Candidate

5.4.85 In cases where an Applicant is not accepted as a Candidate or a Candidate fails the initial certification process, the Applicant/Candidate shall be <u>informed in writing</u> about <u>the reasons for the decision</u> by MPC. Such feedback shall <u>contain factual evidence</u> about the requirement criteria and domain applied that was not fulfilled by the Applicant/Candidate.

5.4.85 If the Candidate fails during the assessment, Assessor(s) shall prepare the feedback. MPC shall check its suitability prior to sending it to the Applicant.

5.4.86 MPC may also provide feedback on successful certification of a Candidate.

p) Archiving (All Levels)

5.4.87 MPC have a procedure (P-03) put in place to ensure that all the records are properly controlled and archived. MPC shall be able to identify, store, protect, retrieve, archive and dispose of records to fulfil the IPMA ICR Requirements.

5.4.88 All documentation shall be archived in hard copy and/or electronically for at least six years from the date of the certificate to cover the recertification period. Local requirements may extend this period

5.4.89 MPCshall change the designation of applicant to candidate when it decides the applicant meets the eligibility criteria

6. Recertification and upgrading of certificates

6.1 Recertification Criteria:

6.1.1 As the Validity of certificates is time limited (level A, B, C & D Certificates five years). The holder of such certificate has to apply for re-certification to have a new validity period by another five years starting from the date of re-certification approval.

6.1.2 It is the responsibility of the certificate holder to initiate, through application, the re-certification process up to a maximum of 6 months from their certificate expiry date. An extension may be provided by MPC up to 12 months from the certificate expiry date with justification.

6.1.3 If the certificate holder fails to re-apply within the time period a new application will need to be undertaken under the initial certification process.

6.1.4 MPC Managing director shall ensure that the certificate holder is aware of their responsibility to monitor the expiry date of their certificate and to initiate the re-certification process.

6.1.5 As a service to certificate holders, MPC will inform the certificate holders in advance of the re-certification expiration date at least two months.

6.1.6 An applicant for re-certification has to supply MPC in writing the information concerning the requirements for the different levels described in the table below:

	Level A (P., P., P.)	Level B (P., P., P.)	Level C (Project)	Level D (Project)
Domain-related experience required by the Applicant (Project, Program and Portfolio)	Minimum evidence of 30 months of practical experience over 5-year period			Not applicable
	Complexity			Not applicable
	Leadership of others		Management of others	Not applicable
	Minimum of 35 hours evidence of CPD per annum (175 hours total) since the last (re-) certification			

Table 8. Re-certification criteria for levels A, B, C and D

6.1.7 The following outcomes are possible as a result of the assessment:

1. Renewal of the certificate for a further 5 years at the same level without an interview;
2. Renewal of the certificate for a further 5 years at the same level following satisfactory evidence provided from follow-up activity such as interview, referee comments, review of complaints and request to the Applicant for additional information; or
3. Non-renewal of the certificate following unsatisfactory interview and/or evidence provided from follow-up activity.

6.1.8 If non- renewal is recommended, supporting documentation with explanation shall accompany the recommendation.

6.2 Assessment path for re-certification

6.2.1 MPC re-certification scheme for all IPMA levels is as shown below in fig.1, including those certificates that have previously been undertaken by a different CB:
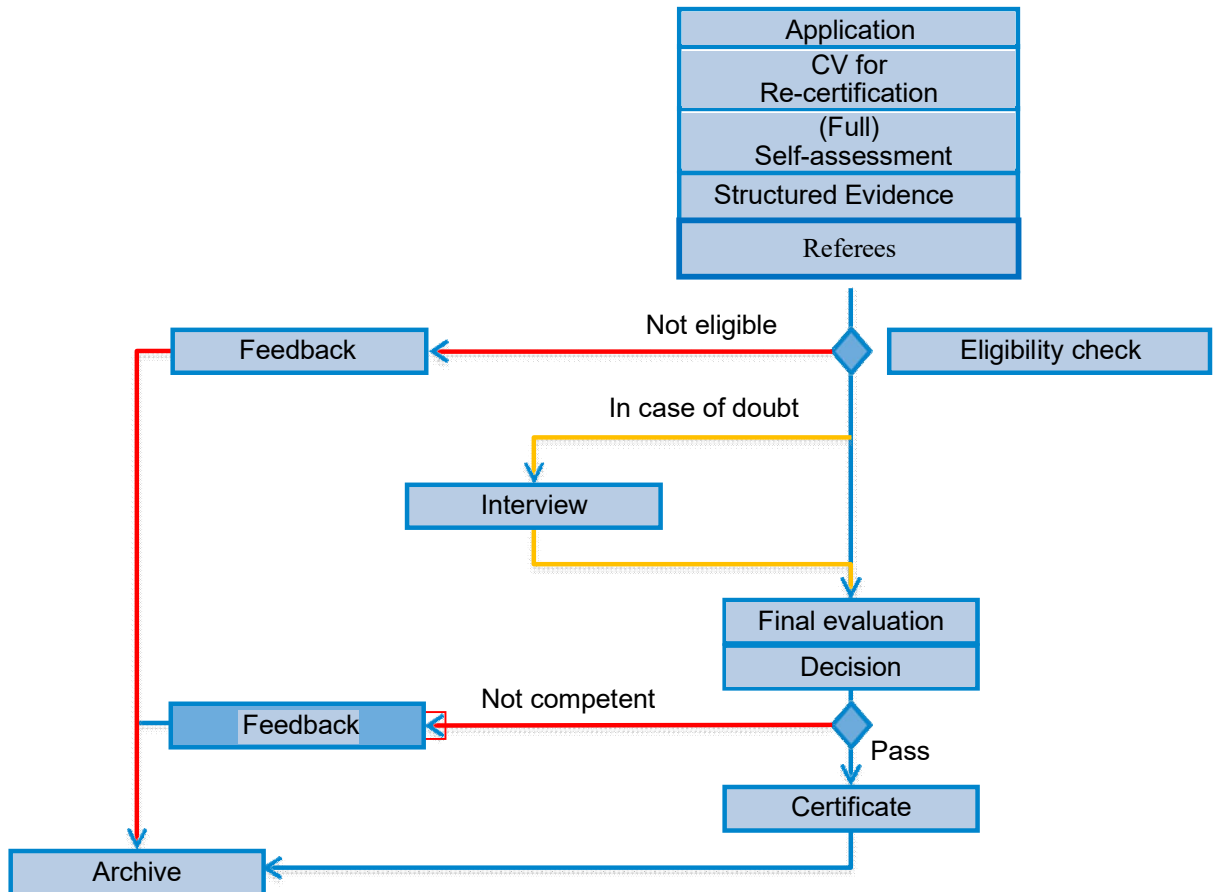
Figure 1. Re-certification Paths for all IPMA levels

6.3 Re-certification step details:

6.3.1 This section presents regulations for the re-certification steps (table 9) of structured evidence and Interview which are different or in addition to those already described in the initial certification process.

6.3.2 The re-certification Applicant shall be assessed by one Assessor. If there is any doubt as to the result, then the Assessor shall propose an interview via MPC and the Applicant shall be interviewed by two Assessors. The Assessors may also contact referees to complement the assessment.

Stage	Step	All Levels
1	Application	R
	CV	R
	(Full) Self-assessment	R
	Structured Evidence	R
	Referees	R
2	Interview	O
3	Final evaluation	R
	Decision	R
	Certificate	R
	Feedback	R
	Archiving	R
Legend:		
R = Required		
O = Optional, in case of doubt		

Table-9 Assessment paths steps for re-certification for levels A, B, C and D

6.3.3 Stage 1:
 a) **Application:**
 As in initial certification Para. 5.4.a)

 b) **Curriculum Vitae (CV):**
 As in initial certification Para. 5.4.c)

 c) **(Full) Self-assessment:**
 As in initial certification Para. 5.4.b.i)

 d) **Structured evidence (re-certification):**
 In addition to CV evidence, the certificate holder shall provide sufficient evidence that they have undertaken a minimum of 35 hours' Contenual Professional Development "CPD" per annum since their last certification.

 The Applicant shall provide details of referees who can be contacted to verify their continued level of engagement within project, program or portfolio management.

 The "CPD" record shall be signed by the Applicant including as aminimum:
 • name of development activity;
 • description of the activity;
 • dates undertaken and hours claimed;
 • Competene elements "CEs" covered by the activity; and
 • A summary statement reflecting on their learning from the CPD gained over the period and how they benefited.

e) **Referees:**
As in initial certification Para. 5.4.e)

6.3.4 Stage 2: Interview (re-certification)

- If any complaint has been received by MPC in writing, against re-certification Applicant about their competence while being IPMA certified it should be provided to the Assessor to consider.

- If the Assessor, having evaluated the Applicants documentation for suitability, considers it necessary to recommend an interview in order to follow up on the evidence, they shall provided a recommendation to MPC with a statement of what additional evidence is required. MPC shall make the decision if the interview takes place based on the Assessors recommendation and evidence sought.

- The Applicant shall be asked to present the additional evidence sought at interview.

- To contextualise the Applicant's claim of competence and professional development the Applicant shall give the Assessors a 10-minute (maximum) presentation at the beginning of the interview.

- The Interview shall last no longer than 1 hour in total.

6.3.5 Stage 3:
a) Final evaluation:

- During the final evaluation, the Assessors shall determine if the Candidate has satisfactorily met all required criteria for the IPMA Level and domain being applied for. The final evaluation shall be completed and it shall be signed by the Assessor(s).

- Signature may be received and filed electronically or in a written form.

- The final evaluation shall include the Assessors' reasoned recommendation on whether the Candidate should pass or is not yet competent and, if appropriate, the Assessors shall add into the final evaluation remaks taken during the assessment process or feedback for the Candidate Both assessors shall sign the final evaluation sheet (F/P-4/1).. The final evaluation shall be forwarded by the Lead Assessor to MPC for ratification and final decision.

- If two Assessors do not reach a common view on the outcome of the assessment, MPC management Director shall take necessary action to resolve the situation such as a discussion with the two assessors or the involvement of a third assessor.and document this in the Candidate's file how it was resolved with its conclusion.

b) Decision

- MPC shall take the decision as to whether the Candidate has passed or is not yet competent based upon the recommendation of the Assessors. This shall be made by MPC management Director, or its representative delegated to do so in writing.

- Prior to making the decision, MPC shall consider if all procedures have been followed and if the documentation from the certification process and Assessors is complete and ready for archiving.

- MPC shall not award a lower level certificate if the Candidate fails at the level they originally applied for.

c) Certification

- MPC shall ensure that all the persons Re-certified are provided with certificates in the English Language. Certificate copies, at the request of the Candidate , may be issued in other languages with the original. MPC shall register the certificate in both MPC and IPMA data bases.

- The date of issue on the Re-certificate shall be the date when MPC is able to inform the Candidate of results. The date of expiration on the Re-certificate shall be 5 years later less one day from the date of issue.

- MPC shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the Candidate objects in writing to MPC.

- MPC shall ensure that the Candidate is advised that the Re-certificates are valid for 5 years, after which another re-certification at the same level or certification at a new level will be required.

d) Feedback

- In cases where an Applicant is not accepted for recertification or failed the re-certification process, the Applicant shall be informed in writing about the reasons for the decision by MPC. Such feedback shall contain factual evidence about the requirement criteria and domain applied that was not fulfilled by the Applicant.

- If the Candidate fails during the assessment, Assessor(s) shall prepare the feedback. MPC shall check its suitability prior to sending it to the Applicant.

- MPC may also provide feedback on successful Re-certification of a Candidate.

e) Archiving
As in initial certification Para. 5.4.87 to 5.4.89)

7.1 Complaints and appeals

7.1.1 MPC has established and published its process to deal with complaints and appeals in a fair, impartial, confidential and constructive manner, The detailes are documented in procedure (P-15).

7.1.2 Appeals and Complaints Flow Chart is as shown below:
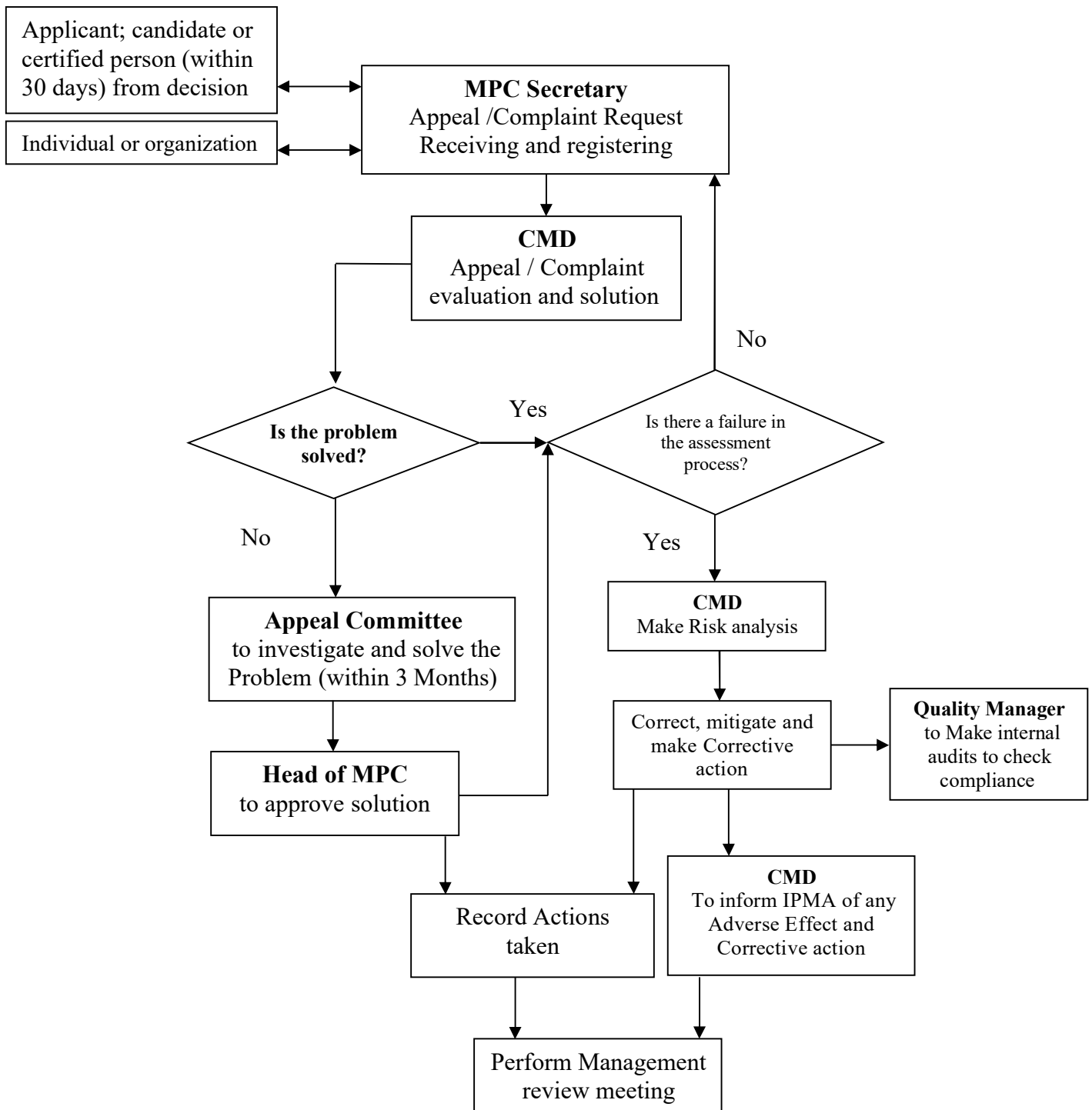
7.2 Code of ethics:

7.2.1 MPC has established, maintained and at all times comply with an up-to-date written conflict of interest policy, code of professional conduct and code of ethics.

7.2.2 MPC conflict of interest policy complies with the requirements of IPMA (Appendix 9).

7.2.3 MPC code of professional conduct and code of ethics (Appendix 8).

7.3 Arrangements for Reasonable Adjustments:

7.3.1 MPC has in place clear arrangements for making Reasonable Adjustments in relation to the certifications that it makes available.

7.3.2 MPC shall publish information (Appendix 10) about its arrangements for requesting and making Reasonable Adjustments, which shall include:
   • How a Candidate requests a Reasonable Adjustment;
   • What evidence is required to qualify for a Reasonable Adjustment; this may include proof of disability or sickness; and
   • What Reasonable Adjustment will be made?

7.3.3 Candidates must declare and evidence their desire for a Reasonable Adjustment when they submit their application.

7.3.4 MPC shall make a Reasonable Adjustment for any event outside of the Candidate's control, which has had, or is reasonably likely to have had, a material effect on that Candidate's ability to demonstrate their level of competence.

Appendix 01: IPMA Universal four level certification systems Brochure.

IPMA® international project management association

MES PM CERT

Management Engineering Society Project Management Certification Body

MPC

(Egypt)

جهاز منح الشهادات الدولية ذات المستويات الأربعة فى إدارة المشروعات

Title	Capabilities	Certification Process					Validity
		Stage 1	Stage 2 ∩	Stage 3 ∩	Stage 4 ∩ Route (1)	Route (2)	
Certified Projects, Program or Portfolio Director (IPMA Level A)	**Competence** = Knowledge + Comprehension +	Application + CV + Executive Summary Report	N/A	Report	Extended Interview 120 min (for A or B), 90 min (for C)	Simulation/Role Based Scenario (30 min)	
Certified Senior Project, Program or Portfolio Manager (IPMA Level B)	Application + Analysis +	+ Full Self-assessment	Oral Exam (1.5 hrs) OAQ			Regular Interview 120 min (for A or B), 90 min (for C)	5 Years
Certified Project Manager (IPMA Level C)	Synthesis + Evaluation	+ Referees	Written Exam (3 hrs) OAQ	N/A			
Certified Project Management Associate (IPMA Level D)	Knowledge	Application + Knowledge Self-assessment	Written Exam (3 hrs) MCQ & OAQ	N/A	N/A	N/A	

Note: Training is not compulsory for certification procedure.
∩ : If Candidate fails on initial certification its permitted to repeat with extra fee.
Appeals and Complaints:
- Applicant, candidate or certified person can request an appeal for reconsideration of any decision made by MPC related to her/his desired certification status. Individual or organization can request a complaint relating to MPC activities or to a certified person.
- Appeals/Complaints shall be made to MPC in writing by hand, Fax or E-mail, within 30 days from certification decision, Including reasons of Appeals/Complaints and shall be handled and processed within a 3-month period from the date of receipt.
Certification/Re-certification Fees:
- Certification: Level A (915€), B (830€), C (690€), D (485€).
- Repeated Step (∩): C (300€), D (200€).
- Re-Certification: Level A (400€), B (340€), C (255€), D (235€).
- Appeals / complaint (50€).
- Application forms (50€) Non-refund.

MPC "MES PM-CERT"

Tel/Fax: (202) 25748169
(202) 25790050

e-mail: rumes@rusys.eg.net
rumesrusys@gmail.com
website: www.mes.eg.net

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IPMA Level B Certified Senior Projects/ Program or Portfolio Manger

أساس التأهيل للشهادة Level B
- لديه القدرة على إدارة المشروعات أو البرامج أو محفظة برامج معقدة بنفسه داخل المنظمة
متطلبات التقدم للشهادة Level B
- إدارة المشروعات: لديه على الأقل 5 سنوات خبرة كمدير مشروعات ، منهم 3 سنوات فى مستوى قيادى يدير مشروعات معقدة .
- إدارة البرامج: لديه على الأقل 5 سنوات خبرة كمدير برامج منهم 3 سنوات فى مستوى قيادى يدير برامج معقدة
- إدارة محفظة برامج: لديه على الأقل 5 سنوات خبرة كمدير مشروعات ، منهم 3 سنوات فى مستوى قيادى يدير محفظة برامج معقدة.

IPMA Level C Certified Project Manager
أساس التأهيل للشهادة Level C
- لديه القدرة على إدارة مشروع متوسط التعقيد بنفسه داخل المنظمة
متطلبات التقدم للشهادة Level C
- لديه 3 سنوات على الأقل خبرة فى إدارة المشروعات، متوسطة التعقيد أو 3 سنوات على الأقل خبرة كمساعد مدير برامج معقدة .

IPMA Level D Certified Project Management Associate
أساس التأهيل للشهادة Level D
- لديه المعرفة بعناصر الجدارة الخاصة بإدارة المشروعات .
متطلبات التقدم للشهادة Level D
- لا يوجد خبرة مطلوبة

For recertification:
يجب على حائزى الشهادات بجميع المستويات
- العلم أن صلاحية الشهادات 5 سنوات من تاريخ اصدارها
- التقدم لتجديد الشهادة خلال 6 أشهر من تاريخ انتهاء الصلاحية
يجب على من يريد تجديد الشهادة التقدم بالمستندات الآتية:
- Application
- CV
- Full Self-assessment
- Structured Evidence
- Referees
- التقدم بما يثبت التطوير المهنى المستمر لحائزى الشهادات على الأقل:
- (35) ساعة تدريب كل عام لمدة (5) سنوات بإجمالى (175) ساعة.
- (30) شهر خبرة فى المجالات ذات الصلة بالمستويات الأربعة.

ويكون لمديرى المشروعات خبرة فى :
- التخطيط والتحكم فى الوقت والتكلفة والجودة .
- إدارة مجموعات العمل بالمشروع .
- تنفيذ المشروعات التى يمر أكثر من مرحلة من مراحل عمر المشروع .

حوافز ومزايا الشهادات :
تعد الشهادة حافزا لمديرى المشروعات وأعضاء فرق الإدارة من أجل:
- توسيع وتطوير قاعدة معرفتهم وخبرتهم وسلوكهم الشخصى.
- استمرار تعليمهم وتدريبهم و تطويرهم الشخصى.
- تحسين جودة إدارة المشروعات .
- إنجاز أهداف المشروعات بطرق أرقى .
كما تعد حافزا للشركات التى تطبق إدارة المشروعات من أجل:
- الحصول والحفاظ على أحسن مستوى ممارسة لإدارة المشروعات
- تأكيد قدرات إدارة المشروعات بالمنظمة وقدرتها التنافسية .

ومن مزايا هذه الشهادات للأفراد:
- شهادة دولية متعارف عليها عن جدارتهم وقدراتهم .
- ميزة شخصية فى مجال مسارهم الوظيفى.

ومن مزاياها لمقدمى خدمة إدارة المشروعات (كالمقاولين والمكاتب الاستشارية):
- عرض و إعلان عن جدارة موظفيها وقدراتهم فى مهنتهم.
ومن مزاياها للعملاء:
- تأكيد على حصولهم على أحدث ما وصلت إليه هذه الخدمة (State of the Art) من محترفى مهنة إدارة المشروعات .

نظام IPMA للشهادات ذات المستويات الأربعة A, B, C, D

IPMA Level A: Certified Projects/ Program or Portfolio Director
أساس التأهيل للشهادة Level A
- " لديه القدرة على إدارة كل مشروعات أو برامج أو محفظة برامج للشركة أو أى من فروعها تحت ظروف شديدة التعقيد"
متطلبات التقدم للشهادة Level A
- إدارة المشروعات: لديه على الأقل 5 سنوات خبرة كمدير مشروع شديد التعقيد، منهم 3 سنوات فى مستوى قيادى .
- إدارة البرامج: لديه على الأقل 5 سنوات خبرة كمدير برنامج شديد التعقيد فى مستوى قيادى.
- إدارة محفظة برامج: لديه على الأقل 5 سنوات خبرة كمدير محفظة مشروعات شديدة التعقيد فى مستوى قيادى.

لمزيد من التفاصيل الرجوع الى دليل حائزى الشهادات G-02

نظرة عامة على برنامج التأهيل الدولى فى إدارة المشروعات
إن جمعية الهندسة الإدارية (MES) التى تأسست عام 1970م تأخذ على عاتقها القيام بزيادة الوعى بعلوم إدارة المشروعات والعمليات وبالتطورات التى تستحدث فى هذه المجالات حتى تجنى المؤسسات المصرية النفع الذى حصلت عليه المؤسسات المماثلة فى الخارج .

جهاز منح الشهادات بجمعية الهندسة الإدارية
MES PM-CERT (MPC)
هو الجهة الوطنية الوحيدة المرخص لها فى مصر من IPMA لمنح الشهادات المهنية ذات المستويات الأربعة فى إدارة المشروعات والمعترف عليها دوليا (IPMA Four–Level-Certification System) والتى تؤخذ فى الاعتبار للثقافات الوطنية.

الاتحاد الدولى لادارة المشروعات IPMA
إن مهمة الاتحاد الدولى لإدارة المشروعات IPMA - وهى منظمة لا تهدف إلى الربح - هى نشر وتطوير علوم إدارة المشروعات على المستوى الدولى.
بدأت IPMA عام 1965م بهدف تبادل الخبرات بين مديرى المشروعات الدولية. ولقد كانت جمعية الهندسة الإدارية من أوائل الجمعيات الأهلية الأعضاء فى IPMA. وهى الممثل الوحيد لـ IPMA فى جمهورية مصر العربية.
يضم الإتحاد الدولى فى إدارة المشروعات 73 (IPMA, Switzerland) جمعية أهلية منتشرة فى جميع قارات العالم، ويخدم هذه الجمعيات احتياجات المهتمين بإدارة المشروعات فى بلادهم ولغاتهم ، كما أن الشهادات المهنية ذات المستويات الأربعة معترف بها فى جميع هذه الدول .
Please visit IPMA Site : www.ipma.world

أسس منح الشهادات
إن نظام MES PM-CERT (MPC) فى مصر تتوافق مع البرنامج واللوائح المعتمدة من IPMA وكذلك مع المواصفة الدولية " ISO/IEC17024 " (معايير المنظمات التى تمنح الشهادات للأفراد) وتتعامل على الأسس الدولية للجدارة (ICB) والنظام الدولى لمنح الشهادات ICR.
International Competence Baseline (ICB)
تعتبر ICB أساس نظام منح الشهادات الدولية IPMA فى إدارة المشروعات ذات المستويات الأربعة L-C-4. وتتكون من 28 عنصرا من عناصر الكفاءة المهنية فى إدارة المشروعات ويتم تقييم الكفاءة على 6 مستويات تبدأ بالمعرفة ثم الفهم ثم تطبيق المعرفة ثم تحليل الأداء ثم التوليف والابتكار وتنتهى بالقدرة على التقييم والتحسين المستمر.

المتقدمون للحصول على الشهادات:
مديرى المشروعات أصحاب الخبرة فى جميع فروع:
- مشروعات التشييد والبناء
- المشروعات الهندسية والصناعية
- المشروعات الاستشارية (جميع المجالات)
- مشروعات البحث والتطوير

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Appendix 02   Application Form

[Check √ on which you are applying for]

Level (A): ○ Certified Project Director   ○ Certified Program Director   ○ Certified Portfolio Director
○ Certified Agile Organizational Leader

Level (B): ○ Certified Senior Project Mgr. ○ Certified Senior Program Mgr.   ○ Certified Senior Portfolio Mgr.
○ Certified Agile Senior Leader

Level (C): ○ Certified Project Manager   ☐ Certification
○ Certified Agile Leader   ☐ Recertification

Level (D): ○ Certified Project Management Associate ☐ Upgrading
○ Certified Project Management Associate

New Personal Photo
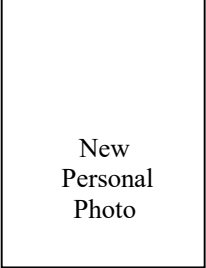
Personal Data

[Please write in block letters, as data will be copied out into your official certificate]

Mr./Ms./Mrs.: _____   _____   _____
Surname   First Name   Title

Telephone number: _____   Street/ House Number
Postal Code: _____   City: _____   Fax:
Country: _____   E-mail: _____
Date of Birth   Place of Birth

Employer Data (the personal company)

Employer name

Street/House number   Telephone number   Country

Postal Code   Domicile   Fax   E-mail

Statement of the Applicant

I know that:

- Incorrect data or misuse of the certificate entails the withdrawal of the certificate.
- The certificate becomes not valid as soon as the professional activities in the field of project management are ceased (Interruption of activities exceeding six months must be notified to MPC).
- MPC will review the performance of project management activities of the certificated person within the period of validity of the certificate, e.g. By personal questionnaire.
- The granted certificate (and the subject of the project report) will be published and held in a list with open access. on MPC and IPMA web sites, unless they express a wish not to do so in writing, including the release of their details to IPMA for audit purposes
- Changes in address must be notified to MPC without delay.
- MPC will raise a fee for the certification. This fee will become due also in case of the certification procedure not being successfully passed or being broken off by the applicant before the official end.
- **For Recertification:** professional development of candidates (as minimum 35 hours of trainings, workshops lectures etc. per annum)
- I have read and accept all terms of the MPC Code of ethics and code of professional conduct and I agree with the MPC certification procedures.
- I have read MPC's Complaints and Appeals process and certification procedures
- I declare that I have read the Reasonable Adjustments Application "F/G-02/01" and I have ☐ don't have ☐ any desire to apply for it.

I accept the above conditions and assure that all statements made are correct and in accordance with the truth.

References*

The following persons may confirm my experience (as stated in the attached C.V.) in the field of project management.

. MR./Ms./Mrs._____   Telephone_____   Company_____

. MR./Ms./Mrs._____   Telephone_____   Company_____

_____   _____
Date   **Signature**

*Does not apply to "Certificated Project Management Practitioner"

Appendix 03

CURRICULUM VITAE

PERSONAL INFORMATION

- ❑ Name:
- ❑ Date of Birth:
- ❑ Marital Status:
- ❑ Nationality:
- ❑ Mailing Address:
- ❑ E-Mail Address:
- ❑ Mobile Phone:
- ❑ Telephone:
- ❑ Fax:

QUALIFICATION

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CAREER SUMMARY

(Career History Should include relevant: project, program and portfolio roles and positions held; degrees and coursework from accredited institutions of higher learning; professional certifications and qualifications; project, programme and portfolio management training; professional memberships; and other Professional Development (PD) including awards, achievements or publications in project, programme or portfolio management).

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TRAINING COURSES:

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LANGUAGES

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CONT.Appendix (3)

EXPERIENCE

(Applicant shall Provide a summary of relevant projects, programmes or portfolios they have managed or been involved in to meet the certification requirements)

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Appendix (4)

LIST OF PROJECTS"L.P" INVOLVED

From	To	Project Name	Phases	Role	Responsibility	extent of engagement	Management Complexity of the project	Interested party	Budget	Reference for the attached evidences (*)
../../..	../../..									

Issue No.1 May 2006   F/P -04/4/1
(*) See Over (Back of this page) for guidance Note.
Photocopy of this document may be used .

F/P-04/4/1

* Guidance Note for Filling last column of the List of Projects "L.P"-
Involved Form (F/P-04/4)

1- Verified Evidences:

a) Verified Evidence should be submitted for each project mentioned on the list.

b) Each evidence should be given a reference number, this number should be written on the last column of the form.

2- Organization & Project Charts:

a) Candidate should submit an organization chart for his Organization showing clearly his position on it.

b) Candidate should select a project that he managed and draw an organization chart for the project showing clearly his Position on the chart.

F/P–04/4/2

Appendix (5)

Full Self – assessment sheet (for a Project – Level A, B & C)

Name of Candidate: Date:

Organization: Job:

Each Applicant shall submit a Full Self-Assessement Report Based on Bloom's Taxonomy

Score: Low (1) - High (6) - Click (√) on the box which is suitable to your competne level

Competence Elements	Project KCIs (Level A, B & C)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	1. Perspective	1	2	3	4	5	6
4.3.1 Strategy	1. Align with Org. Mission & Vision						
	2. Identify opportunities						
	3. Ongoing validation of business						
	4. Determine, assess and review critical success factors						
	5. Determine, assess and review KPIs						
4.3.2 Governance, Structures & Processes	6. know the principals of project management and the way they are implemented						
	7. know and apply the principals of program management and the way they are implemented						
	8. know the principals of portfolio management and the way they are implemented						
	9. Supporting functions						
	10. Align the project with the organizations decision-making and reporting structures and quality requirements						
	11. Align the project with human resources processes and functions						
	12. Align the project with finance and control processes and functions						
4.3.3 Compliance, standards and regulations	13. Identify and ensure that the project complies with all relevant legislation						
	14. Identify and ensure that the project complies with all relevant health, safety, security and environmental regulations (HSSE)						
	15. Identify and ensure that the project complies with all relevant codes of conduct and professional regulations.						
	16. Identify and ensure that the project complies with relevant sustainability principals and objectives.						
	17. Assess, use and develop professional standards and tools for the project						
	18. Assess, benchmark and improve the organizational project management competence						
4.3.4 Power & Interest	19. Assess the personal ambitions and interests of others and potential impact of these on the project						
	20. Assess the informal influence of individuals and groups and its potential impact on the project						
	21. Assess the personalities and working styles of others and employ them to the benefit of the project						
4.3.5 Culture & Values	22. Assess the culture and values of society and their implications for the project						
	23. Align the project with the formal culture and corporate values of the coordinating organizations						
	24. Assess the informal culture and values of the organization and their implications for the project						
Project Perspective Score (24 – 144)							

Competence Elements	Project KCIs (Level A, B & C)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People	**1**	**2**	**3**	**4**	**5**	**6**
4.4.1 Self-reflection & Self-Management	1. Identify and reflect on the ways in which own values and experience affect the work						
	2. Build self-confidence on the basis of personal strengths and weakness						
	3. Identify and reflect on Personal motivation to set personal goals and keep focus.						
	4. Organize personal work depending on situation and own resources						
	5. Take responsibility for personal learning and development						
4.4.2 Personal Integrity & Reliability	6. Acknowledge and apply ethical values to all decisions and actions						
	7. Promote sustainability of outputs and outcomes						
	8. Take responsibility for own decisions and actions						
	9. Act, take decisions and communicate in consistent way						
	10. Complete tasks thoroughly in order to build confidence with others						
4.4.3 Personal Communication	11. Provide clear and structured information to others and verify their understanding						
	12. Facilitate and promote open communication						
	13. Choose communication styles and channels to meet the needs of the audience, situation and management level						
	14. Communicate effectively with virtual teams						
	15. Employ humour and sense of perspective when appropriate						
4.4.4 Relationships & Engagement	16. Initiate and develop personal and professional relationships						
	17. Build, facilitate and contribute to social network						
	18. Demonstrate empathy through listening, understanding and support						
	19. Show confidence and respect by encouraging others to share their opinions or concerns						
	20. Share own vision and goals in order to gain the engagement and commitment of others						
4.4.5 Leadership	21. Initiate actions and proactively offer help and advice						
	22. Take ownership and show commitment						
	23. Provide direction, coaching and mentoring to guide and improve the work of individuals and teams						
	24. Exert appropriate power and influence over others to achieve the goals						
	25. Make, enforce and review decisions						
4.4.6 Teamwork	26. Select and built the team						
	27. Promote cooperation and networking between team members						
	28. Support, facilitate and review the development of the team and its members						
	29. Empower teams by delegating tasks and responsibilities						
	30. Recognize errors to facilitate learning from mistakes						

Full Self – assessment sheet (for a Project – Level A, B & C) – continue

Competence Elements	Project KCIs (Level A, B & C)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People	**1**	**2**	**3**	**4**	**5**	**6**
4.4.7 Conflict & Crisis	31. Anticipate and possibly prevent conflicts and crises						
	32. Analyze the causes and consequences of conflicts and crises and select appropriate responses						
	33. Mediate and resolve conflicts and crises and/or their impacts						
	34. Identify and share learning from conflicts and crises in order to improve future practice.						
4.4.8 Resource fullness	35. Stimulate and support an open and creative environment						
	36. Apply conceptual thinking to define situations and strategies						
	37. Apply analytic techniques to analyzing situations, financial and organizational data and trends						
	38. Promote and apply creative techniques to find alternatives and solutions						
	39. Promote a holistic view of the project and its context to improve decision-making						
4.4.9 Negotiation	40. Identify and analyze the interests of all parties involved in the negotiation						
	41. Develop and evaluate options and alternatives with the potential to meet the needs of all parties						
	42. Define a negotiation strategy in line with own objectives that is acceptable to all parties involved						
	43. Reach negotiation agreements with other parties that are in line with own objectives						
	44. Detect and exploit additional selling and acquisition possibilities						
4.4.10 Result Orientation	45. Evaluate all decisions and actions against their impact on project success and the objectives of the organization						
	46. Balance needs and means to optimize outcomes and success						
	47. Create and maintain a healthy, safe and productive working environment						
	48. Promote and "sell" the project, its processes and outcomes						
	49. Deliver results and get acceptance						
Project People Score (49 – 294)							

Competence Elements	Project KCIs (Level A, B & C)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice	**1**	**2**	**3**	**4**	**5**	**6**
4.5.1 Project Design	1. Acknowledge, prioritize and review success criteria						
	2. Review, apply and exchange lessons learned from and with other projects						
	3. Determine complexity and its consequences for the approach						
	4. Select and review the overall project management approach						
	5. Design the project execution architecture						
4.5.2 Requirements, Objectives & Benefits	6. Define and develop the project goal hierarchy						
	7. Identify and analyze the project stakeholder needs and requirements						
	8. Prioritize and decide on requirements and acceptance criteria						
4.5.3 Scope	9. Define the project deliverables						
	10. Structure the project scope						
	11. Define the work packages of the project						
	12. Establish and maintain scope configuration						
4.5.4 Time	13. Establish the activities required to deliver the project						
	14. Determine the work effort and duration of activities						
	15. Decide on schedule and stage approach						
	16. Sequence project activities and create a schedule						
	17. Monitor progress against schedule and make any necessary adjustments						
4.5.5 Organization & Information	18. Assess and determine the needs of stakeholders relating to information and documentation						
	19. Define the structure, roles and responsibilities within the project						
	20. Establish infrastructure, processes and systems for information flow						
	21. Implement, monitor and maintain the organization of the project						
4.5.6 Quality	22. Develop and monitor the implementation of and revise a quality management plan for the project						
	23. Review the project and its deliverables to ensure that they continue to meet the requirements of the Q.M.Plan						
	24. Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions						
	25. Plan and organize the validation of project outcomes						
	26. Ensure quality throughout the project						
4.5.7 Finance	27. Estimate project costs						
	28. Establish the project budget						
	29. Secure project funding						
	30. Develop, establish and maintain a financial management and reporting system for the project						
	31. Monitor project financials in order to identify and correct deviations from the project plan						

Full Self – assessment sheet (for a Project – Level A, B & C) – continue

Competence Elements	Project KCIs (Level A, B & C)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice	**1**	**2**	**3**	**4**	**5**	**6**
4.5.8 Resources	32. Develop strategic resource plan to deliver the project						
	33. Define the quality and quantity of resources required						
	34. Identify the potential sources of the resources and negotiate their acquisition						
	35. Allocate and distribute resources according to defined need						
	36. Evaluate resources usage and take any necessary corrective actions						
4.5.9 Procurement	37. Agree on procurement needs, options and processes						
	38. Contribute to the evaluation and selection of suppliers and partners						
	39. Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives.						
	40. Supervise the execution of contracts, address issues and seek redress where necessary						
4.5.10 Plan & Control	41. Start the project and develop and get agreement on the project management plan						
	42. Initiate and manage the transition to a new project phase						
	43. Control project performance against the project plan and take any necessary remedial actions						
	44. Report on project progress						
	45. Assess, get agreement on and implement project changes						
	46. Control and evaluate a phase or the project						
4.5.11 Risk & opportunities	47. Develop and implement a risk management framework						
	48. Identify risks and opportunities						
	49. Assess the probability and impact of risks and opportunities						
	50. Select strategies and implement response plan to address risks and opportunities						
	51. Evaluate and monitor risks, opportunities and implemented responses						
4.5.12 Stakeholders	52. Identify stakeholders and analyze their interests and influence						
	53. Develop and maintain a stakeholder strategy and communication plan						
	54. Engage with executive, sponsors and higher management to gain commitment and to manage interests and expectations						
	55. Engage with users, partners, suppliers and other stakeholders to gain their cooperation and commitment						
	56. Organize and maintain networks and alliances						
4.5.13 Change & transformation	57. Assess the adaptability to change of the organization						
	58. Identify change requirements and transformation opportunities						
	59. Develop change or transformation strategy						
	60. Implement change or transformation management strategy						
Project Practice Score (60 – 360)							

F/P-5/2

Appendix (6)

Full Self – assessment sheet (for a Program – Level A & B)

Name of Candidate: **Date:**

Organization: **Job:**

Each Applicant shall submit a Full Self-Assessement Report Based on Bloom's Taxonomy

Score: Low (1) - High (6) - Click (√) on the box which is suitable to your competne level

Competence Elements	Program KCIs (Level A & B)	Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	1. Perspective	**1**	**2**	**3**	**4**	**5**	**6**
5.3.1 Strategy	1. Align with Org. Mission & Vision						
	2. Identify and exploit opportunities to influence organizational strategy						
	3. Develop and ensure the Ongoing validity of the business/ organizational justification						
	4. Determine, assess and review critical success factors						
	5. Determine, assess and review KPIs						
5.3.2 Governance, Structures & Processes	6. know the principals of program management and the way they are implemented and apply						
	7. know and apply the principals of project management and the way they are implemented						
	8. know the principals of portfolio management and the way they are implemented						
	9. Supporting functions						
	10. Align the project with the organizations decision-making and reporting structures and quality requirements						
	11. Align the program with human resources processes and functions						
	12. Align the program with finance and control processes and functions						
5.3.3 Compliance, standards and regulations	13. Identify and ensure that the program and each component within it complies with all relevant legislation						
	14. Identify and ensure that the program and each component complies with all relevant health, safety, security and environmental regulations (HSSE)						
	15. Identify and ensure that the program and each component complies with all relevant codes of conduct and professional regulations.						
	16. Identify and ensure that the program complies with relevant sustainability principals and objectives.						
	17. Assess, use and develop professional standards and tools for the program						
	18. Assess, benchmark and improve the organizational program management competence						
5.3.4 Power & Interest	19. Assess the personal ambitions and interests of others and potential impact of these on the program						
	20. Assess the informal influence of individuals and groups and its potential impact on the program						
	21. Assess the personalities and working styles of others and employ them to the benefit of the program						
5.3.5 Culture & Values	22. Assess the culture and values of society and their implications for the program						
	23. Align the program with the formal culture and corporate values of the coordinating organizations						
	24. Assess the implications of the informal culture and values of the coordinating organization						
Program Perspective Score (24 – 144)							

Competence Elements	Program KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People	**1**	**2**	**3**	**4**	**5**	**6**
5.4.1 Self-reflection & Self-Management	1. Identify and reflect on the ways in which own values and experience affect the work						
	2. Build self-confidence on the basis of personal strengths and weakness						
	3. Identify and reflect on Personal motivation to set personal goals and keep focus.						
	4. Organize personal work depending on situation and own resources						
	5. Take responsibility for personal learning and development						
5.4.2 Personal Integrity & Reliability	6. Acknowledge and apply ethical values to all decisions and actions						
	7. Promote sustainability of outputs and outcomes						
	8. Take responsibility for own decisions and actions						
	9. Act, take decisions and communicate in consistent way						
	10. Complete tasks thoroughly in order to build confidence with others						
5.4.3 Personal Communication	11. Provide clear and structured information to others and verify their understanding						
	12. Facilitate and promote open communication						
	13. Choose communication styles and channels to meet the needs of the audience, situation and management level						
	14. Communicate effectively with virtual teams						
	15. Employ humour and sense of perspective when appropriate						
5.4.4 Relationships & Engagement	16. Initiate and develop personal and professional relationships						
	17. Build, facilitate and contribute to social network						
	18. Demonstrate empathy through listening, understanding and support						
	19. Show confidence and respect by encouraging others to share their opinions or concerns						
	20. Share own vision and goals in order to gain the engagement and commitment of others						
5.4.5 Leadership	21. Initiate actions and proactively offer help and advice						
	22. Take ownership and show commitment						
	23. Provide direction, coaching and mentoring to guide and improve the work of individuals and teams						
	24. Exert appropriate power and influence over others to achieve the goals						
	25. Make, enforce and review decisions						
5.4.6 Teamwork	26. Select and built the team						
	27. Promote cooperation and networking between team members						
	28. Support, facilitate and review the development of the team and its members						
	29. Empower teams by delegating tasks and responsibilities						
	30. Recognize errors to facilitate learning from mistakes						

Competence Elements	Program KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People	**1**	**2**	**3**	**4**	**5**	**6**
5.4.7 Conflict & Crisis	31. Anticipate and possibly prevent conflicts and crises						
	32. Analyze the causes and consequences of conflicts and crises and select appropriate responses						
	33. Mediate and resolve conflicts and crises and/or their impacts						
	34. Identify and share learning from conflicts and crises in order to improve future practice.						
5.4.8 Resource fullness	35. Stimulate and support an open and creative environment						
	36. Apply conceptual thinking to define situations and strategies						
	37. Apply analytic techniques to analyzing situations, financial and organizational data and trends						
	38. Promote and apply creative techniques to find alternatives and solutions						
	39. Promote a holistic view of the program and its context to improve decision-making						
5.4.9 Negotiation	40. Identify and analyze the interests of all parties involved in the negotiation						
	41. Develop and evaluate options and alternatives with the potential to meet the needs of all parties						
	42. Define a negotiation strategy in line with own objectives that is acceptable to all parties involved						
	43. Reach negotiated agreements with other parties that are in line with own objectives						
	44. Detect and exploit additional selling and acquisition possibilities						
5.4.10 Result Orientation	45. Evaluate all decisions and actions against their impact on program success and the objectives of the organization						
	46. Balance needs and means to optimize outcomes and success						
	47. Create and maintain a healthy, safe and productive working environment						
	48. Promote and "sell" the program, its processes and outcomes						
	49. Deliver results and get acceptance						
Program Perspective Score (49 – 294)							

Competence Elements	Program KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice	**1**	**2**	**3**	**4**	**5**	**6**
5.5.1 Program Design	1. Acknowledge, prioritize and review success criteria						
	2. Review, apply and exchange lessons learned from and with other programs and components						
	3. Determine complexity and its consequences for the approach						
	4. Create a program vision						
	5. Create and adapt a change strategy						
	6. Select and tailor the overall program management approach						
	7. Design the program execution architecture						
	8. Design the program delivery strategy						
5.5.2 Benefits and Objectives	9. Define and develop the goal and benefits hierarchy						
	10. Identify and if possible quantify the program benefits						
	11. Develop the benefits realization strategy						
	12. Define components, their outcomes and their interfaces						
	13. Monitor benefits achievements						
5.5.3 Scope	14. Define the program scope						
	15. Define the scope Structure the program						
	16. Manage the scope of the components						
	17. Establish and maintain scope configuration						
5.5.4 Time	18. Sequence the program components and create a tranched roadmap						
	19. Manage the consistency of the tranches						
	20. Manage the transitions of tranches						
5.5.5 Organization & Information	21. Design and implement program governance framework and rules						
	22. Define the structure, roles and responsibilities within the program						
	23. Establish infrastructure, processes and systems for information flow						
	24. Implement, monitor and maintain the organization of the program						
5.5.6 Quality	25. Ensure quality throughout the program						
	26. Organize quality assurance of the program						
5.5.7 Finance	27. Determine the program funding and financing strategy						
	28. Determine and Establish program budget						
	29. Develop, establish and govern a funding and financial management framework						
	30. Distribute program funds based on the needs of components and funding conditions						
	31. Provide reports to funding and financing bodies						

Competence Elements	Program KCIs (Cont.) (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice	**1**	**2**	**3**	**4**	**5**	**6**
5.5.8 Resources	32. Develop strategic resource plan to deliver the program						
	33. Define the quality and quantity of resources required						
	34. Identify the potential sources of the resources and negotiate their availability						
	35. Allocate and distribute resources according to defined need						
	36. Evaluate resources usage						
5.5.9 Procurement and partnership	37. Maintain and govern the procurement system for the program						
	38. Develop partnerships						
	39. End partnerships						
5.5.10 Plan & Control	40. Establish the program						
	41. Manage the interfaces and synergies between components						
	42. Measure, evaluate the status of components, and influence their progress						
	43. Provide direction to the component managers						
	44. Finalize the program						
5.5.11 Risk & opportunities	45. Develop and implement a risk management framework						
	46. Identify risks and opportunities						
	47. Assess the probability and impact of risks and opportunities						
	48. Select strategies and implement response plan to address risks and opportunities						
	49. Evaluate and monitor risks, opportunities and implemented responses						
5.5.12 Stakeholders	50. Identify stakeholders and analyze their interests and influence						
	51. Engage with executive, sponsors and higher management to gain commitment and to manage interests and expectations						
	52. Develop and maintain a stakeholder strategy and communication plan						
	53. Engage with users, partners, suppliers and other stakeholders to gain their cooperation and commitment						
	54. Organize and maintain networks and alliances						
5.5.13 Change & transformation	55. Assess the adaptability to change of the organization						
	56. Identify change requirements and transformation opportunities						
	57. Develop change or transformation strategy						
	58. Implement change or transformation management strategy						
5.5.14 Select and Balance	59. Analyze the characteristics of components						
	60. Prioritize components based on the program's priorities						
	61. Analyze and predict the future performance of the program						
	62. Prepare and facilitate program decisions						
Program Practice Score (62 – 372)							

F/P-5/3

Appendix (7)

Full Self – assessment sheet (for a Portfolio – Level A & B)

Name of Candidate: Date:
Organization: Job:

Each Applicant shall submit a Full Self-Assessement Report Based on Bloom's Taxonomy
Score: Low (1) - High (6) - Click (√) on the box which is suitable to your competne level

Competence Elements	Portfolio KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	1. Perspective	**1**	**2**	**3**	**4**	**5**	**6**
6.3.1 Strategy	1. Align with Organizational Mission & Vision						
	2. Identify and exploit opportunities to influence organizational strategy						
	3. Develop and ensure the Ongoing validity of the business/ organizational justification						
	4. Determine, assess and review critical success factors						
	5. Determine, assess and review KPIs						
6.3.2 Governance, Structures & Processes	6. know the principals of portfolio management and the way they are implemented and apply						
	7. know and apply the principals of project and program management and the way they are implemented						
	8. Align the portfolio with the organization's reporting and decision making structures and quality Management processes						
	9. Align the portfolio with human resources processes and functions						
	10. Align the program with finance and control processes and functions						
6.3.3 Compliance, standards and regulations	11. Identify and ensure that the portfolio complies with all relevant legislation						
	12. Identify and ensure that the portfolio complies with all relevant health, safety, security and environmental regulations (HSSE)						
	13. Identify and ensure that the portfolio complies with all relevant codes of conduct and professional regulations.						
	14. Identify and ensure that the portfolio complies with relevant sustainability principals and objectives.						
	15. Assess, use and develop professional standards and tools for the portfolio						
	16. Assess, benchmark and improve the organizational portfolio management competence						
6.3.4 Power & Interest	17. Assess the personal ambitions and interests of others and potential impact of these on the portfolio						
	18. Assess the informal influence of individuals and groups and its potential impact on the portfolio						
	19. Assess the personalities and working styles of others and employ them to the benefit of the portfolio						
6.3.5 Culture & Values	20. Assess the culture and values of society and their implications for the portfolio						
	21. Align the portfolio with the formal culture and corporate values of the organization						
	22. Assess the informal culture and values of the organization and their implications for portfolio						
Portfolio Perspective Score (22 – 132)							

Competence Elements	Portfolio KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People	**1**	**2**	**3**	**4**	**5**	**6**
6.4.1 Self-reflection & Self-Management	1. Identify and reflect on the ways in which own values and experience affect the work						
	2. Build self-confidence on the basis of personal strengths and weakness						
	3. Identify and reflect on Personal motivation to set personal goals and keep focus.						
	4. Organize personal work depending on situation and own resources						
	5. Take responsibility for personal learning and development						
6.4.2 Personal Integrity & Reliability	6. Acknowledge and apply ethical values to all decisions and actions						
	7. Promote sustainability of outputs and outcomes						
	8. Take responsibility for own decisions and actions						
	9. Act, take decisions and communicate in consistent way						
	10. Complete tasks thoroughly in order to build confidence with others						
6.4.3 Personal Communication	11. Provide clear and structured information to others and verify their understanding						
	12. Facilitate and promote open communication						
	13. Choose communication styles and channels to meet the needs of the audience, situation and management level						
	14. Communicate effectively with virtual teams						
	15. Employ humour and sense of perspective when appropriate						
6.4.4 Relationships & Engagement	16. Initiate and develop personal and professional relationships						
	17. Build, facilitate and contribute to social network						
	18. Demonstrate empathy through listening, understanding and support						
	19. Show confidence and respect by encouraging others to share their opinions or concerns						
	20. Share own vision and goals in order to gain the engagement and commitment of others						
6.4.5 Leadership	21. Initiate actions and proactively offer help and advice						
	22. Take ownership and show commitment						
	23. Provide direction, coaching and mentoring to guide and improve the work of individuals and teams						
	24. Exert appropriate power and influence over others to achieve the goals						
	25. Make, enforce and review decisions						
6.4.6 Teamwork	26. Select and built the team						
	27. Promote cooperation and networking between team members						
	28. Support, facilitate and review the development of the team and its members						
	29. Empower teams by delegating tasks and responsibilities						
	30. Recognize errors to facilitate learning from mistakes						

Competence Elements	Portfolio KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	2. People (cont.)	1	2	3	4	5	6
6.4.7 Conflict & Crisis	31. Anticipate and possibly prevent conflicts and crises						
	32. Analyze the causes and consequences of conflicts and crises and select appropriate responses						
	33. Mediate and resolve conflicts and crises and/or their impacts						
	34. Identify and share learning from conflicts and crises in order to improve future practice.						
6.4.8 Resource fullness	35. Stimulate and support an open and creative environment						
	36. Apply conceptual thinking to define situations and strategies						
	37. Apply analytic techniques to analyzing situations, financial and organizational data and trends						
	38. Promote and apply creative techniques to find alternatives and solutions						
	39. Promote a holistic view of the portfolio and its context to improve decision-making						
6.4.9 Negotiation	40. Identify and analyze the interests of all parties involved in the negotiation						
	41. Develop and evaluate options and alternatives with the potential to meet the needs of all parties						
	42. Define a negotiation strategy in line with own objectives that is acceptable to all parties involved						
	43. Reach negotiated agreements with other parties that are in line with own objectives						
	44. Detect and exploit additional selling and acquisition possibilities						
6.4.10 Result Orientation	45. Evaluate all decisions and actions against their impact on portfolio success and the objectives of the organization						
	46. Balance needs and means to optimize outcomes and success						
	47. Create and maintain a healthy, safe and productive working environment						
	48. Promote and "sell" the portfolio, its processes and outcomes						
	49. Deliver results and get acceptance						
Portfolio People Score (49 – 294)							

Competence Elements	Portfolio KCIs (Level A & B)	Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice	1	2	3	4	5	6
6.5.1 Portfolio Design	1. Acknowledge, prioritize and review success criteria						
	2. Review, apply and exchange lessons learned from and with other portfolios						
6.5.2 Benefits	3. Define and develop the organizational goals hierarchy						
6.5.3 Scope	4. Establish and maintain the scope of the portfolio						
	5. control scope configuration of projects and programs						
6.5.4 Time	6. Establishes the portfolio decision-making cycle						
6.5.5 Organization & Information	7. Assess and determine the needs of stakeholders relating to information.						
	8. Define the structure, roles and responsibilities within the portfolio and component projects and program						
	9. Establish infrastructure, processes and systems for information flow						
	10. Implement, monitor and maintain the organization of the portfolio and component projects and programs.						
6.5.6 Quality	11. Ensure quality throughout the portfolio component projects and program						
6.5.7 Finance	12. Determine and Establish the portfolio budget						
	13. Develop, establish and govern a financial performance and reporting system for portfolio.						
6.5.8 Resources	14. Develop strategic resource plan to deliver the portfolio component projects and programs						
	15. Identify the quantity of required and available resources for running portfolio component projects and programs						
	16. Identify the skills of the required resources for running portfolio component projects and programs						
6.5.9 Procurement and partnership	17. Maintain and govern the procurement system for the portfolio						
6.5.10 Plan & Control	18. Establish the portfolio system.						
	19. Establish and maintain the portfolio cycle						
	20. Report on the portfolio						
6.5.11 Risk & opportunities	21. Develop and implement a risk management framework						
	22. Identify risks and opportunities						
	23. Assess the probability and impact of risks and opportunities						
	24. Select strategies and implement treatment plan to address risks and opportunities						
	25. Evaluate and monitor risks, opportunities and implemented responses						

Competence Elements	Portfolio KCIs (Level A & B)	Competence level & Score					
		Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
	3. Practice (cont.)	1	2	3	4	5	6
6.5.12 Stakeholders	26. Identify stakeholders and analyze their interests and influence						
	27. Develop and maintain a stakeholder strategy and communication plan						
	28. Engage with the executive, sponsors and higher management to gain commitment and to manage interests and expectations.						
	29. Engage with users, partners, suppliers and other stakeholders to gain their cooperation and commitment						
	30. Organize and maintain networks and alliances						
6.5.13 Change & transformation	31. Assess and review the impacts of changes affecting the portfolio.						
	32. Develop change or transformation strategy for portfolio						
	33. Sustain the change process						
6.5.14 Select and Balance	34. Identify programs or projects or ideas that could be included in the portfolio.						
	35. Analyze the characteristics of programs and projects						
	36. Prioritize programs and projects based on the organization's priorities						
	37. Program and project delivery oversight						
	38. Analyze and predict the future performance of a portfolio						
	39. Prepare and facilitate portfolio decisions						
Practice Perspective Score (39 – 234)							

F/P-5/4

Appendix (8)

Knowledge Self – assessment sheet (for a Project – Level D)

Name of Candidate: Date:
Organization: Job:

Each Applicant (Level D) shall submit a Knowledge Self-Assessement Report Based on Bloom's Taxonomy
Score: Low (1) - High (6) - Click (√) on the box which is suitable to your competne level

Competence Elements	Project KCIs (D-Level)	Knowledge Score: low (1) – High (6)					
	1. Perspective	**1**	**2**	**3**	**4**	**5**	**6**
4.3.1 Strategy	1. Align with Org. Mission & Vision						
	2. Identify opportunities						
	3. Ongoing validation of business						
	4. Determine, assess and review critical success factors						
	5. Determine, assess and review KPIs						
4.3.2 Governance, Structures & Processes	6. know the principals of project management and the way they are implemented						
	7. know and apply the principals of program management and the way they are implemented						
	8. know the principals of portfolio management and the way they are implemented						
	9. Supporting functions						
	10. Align the project with the organizations decision-making and reporting structures and quality requirements						
	11. Align the project with human resources processes and functions						
	12. Align the project with finance and control processes and functions						
4.3.3 Compliance, standards and regulations	13. Identify and ensure that the project complies with all relevant legislation						
	14. Identify and ensure that the project complies with all relevant health, safety, security and environmental regulations (HSSE)						
	15. Identify and ensure that the project complies with all relevant codes of conduct and professional regulations.						
	16. Identify and ensure that the project complies with relevant sustainability principals and objectives.						
	17. Assess, use and develop professional standards and tools for the project						
	18. Assess, benchmark and improve the organizational project management competence						
4.3.4 Power & Interest	19. Assess the personal ambitions and interests of others and potential impact of these on the project						
	20. Assess the informal influence of individuals and groups and its potential impact on the project						
	21. Assess the personalities and working styles of others and employ them to the benefit of the project						
4.3.5 Culture & Values	22. Assess the culture and values of society and their implications for the project						
	23. Align the project with the formal culture and corporate values of the coordinating organizations						
	24. Assess the informal culture and values of the organization and their implications for the project						
Project Perspective Score (Level D) (24 – 144)							
People Percentage = Score/144 x 100							

Competence Elements	Project KCIs (D-Level)	Knowledge Score: low (1) – High (6)					
	2. People	1	2	3	4	5	6
4.4.1 Self-reflection & Self-Management	1. Identify and reflect on the ways in which own values and experience affect the work						
	2. Build self-confidence on the basis of personal strengths and weakness						
	3. Identify and reflect on Personal motivation to set personal goals and keep focus.						
	4. Organize personal work depending on situation and own resources						
	5. Take responsibility for personal learning and development						
4.4.2 Personal Integrity & Reliability	6. Acknowledge and apply ethical values to all decisions and actions						
	7.Promote sustainability of outputs and outcomes						
	8. Take responsibility for own decisions and actions						
	9. Act, take decisions and communicate in consistent way						
	10. Complete tasks thoroughly in order to build confidence with others						
4.4.3 Personal Communication	11. Provide clear and structured information to others and verify their understanding						
	12. Facilitate and promote open communication						
	13. Choose communication styles and channels to meet the needs of the audience, situation and management level						
	14. Communicate effectively with virtual teams						
	15. Employ humour and sense of perspective when appropriate						
4.4.4 Relationships & Engagement	16. Initiate and develop personal and professional relationships						
	17. Build, facilitate and contribute to social network						
	18. Demonstrate empathy through listening, understanding and support						
	19. Show confidence and respect by encouraging others to share their opinions or concerns						
	20. Share own vision and goals in order to gain the engagement and commitment of others						
4.4.5 Leadership	21. Initiate actions and proactively offer help and advice						
	22. Take ownership and show commitment						
	23. Provide direction, coaching and mentoring to guide and improve the work of individuals and teams						
	24. Exert appropriate power and influence over others to achieve the goals						
	25. Make, enforce and review decisions						
4.4.6 Teamwork	26. Select and built the team						
	27. Promote cooperation and networking between team members						
	28. Support, facilitate and review the development of the team and its members						
	29. Empower teams by delegating tasks and responsibilities						
	30. Recognize errors to facilitate learning from mistakes						
4.4.7 Conflict & Crisis	31. Anticipate and possibly prevent conflicts and crises						
	32. Analyze the causes and consequences of conflicts and crises and select appropriate responses						
	33. Mediate and resolve conflicts and crises and/or their impacts						
	34. Identify and share learning from conflicts and crises in order to improve future practice.						

Competence Elements	Project KCIs (D-Level)	Knowledge Score: low (1) – High (6)					
	2. People (cont.)	1	2	3	4	5	6
4.4.8 Resource fullness	35. Stimulate and support an open and creative environment						
	36. Apply conceptual thinking to define situations and strategies						
	37. Apply analytic techniques to analyzing situations, financial and organizational data and trends						
	38. Promote and apply creative techniques to find alternatives and solutions						
	39. Promote a holistic view of the project and its context to improve decision-making						
4.4.9 Negotiation	40. Identify and analyze the interests of all parties involved in the negotiation						
	41. Develop and evaluate options and alternatives with the potential to meet the needs of all parties						
	42. Define a negotiation strategy in line with own objectives that is acceptable to all parties involved						
	43. Reach negotiation agreements with other parties that are in line with own objectives						
	35. Detect and exploit additional selling and acquisition possibilities						
4.4.10 Result Orientation	36. Evaluate all decisions and actions against their impact on project success and the objectives of the organization						
	37. Balance needs and means to optimize outcomes and success						
	38. Create and maintain a healthy, safe and productive working environment						
	39. Promote and "sell" the project, its processes and outcomes						
	40. Deliver results and get acceptance						
Project People Score (Level D) (40 – 240)							
People Percentage = Score/240 x 100							

Competence Elements	Project KCIs (D-Level)	Knowledge Score: low (1) – High (6)					
	3. Practice	1	2	3	4	5	6
4.5.1 Project Design	1. Acknowledge, prioritize and review success criteria						
	2. Review, apply and exchange lessons learned from and with other projects						
	3. Determine complexity and its consequences for the approach						
	4. Select and review the overall project management approach						
	5. Design the project execution architecture						
4.5.2 Requirements, Objectives & Benefits	6. Define and develop the project goal hierarchy						
	7. Identify and analyze the project stakeholder needs and requirements						
	8. Prioritize and decide on requirements and acceptance criteria						
4.5.3 Scope	9. Define the project deliverables						
	10. Structure the project scope						
	11. Define the work packages of the project						
	12. Establish and maintain scope configuration						
4.5.4 Time	13. Establish the activities required to deliver the project						
	14. Determine the work effort and duration of activities						
	15. Decide on schedule and stage approach						
	16.Sequence project activities and create a schedule						
	17. Monitor progress against schedule and make any necessary adjustments						
4.5.5 Organization & Information	18. Assess and determine the needs of stakeholders relating to information and documentation						
	19. Define the structure, roles and responsibilities within the project						
	20. Establish infrastructure, processes and systems for information flow						
	21. Implement, monitor and maintain the organization of the project						
4.5.6 Quality	22. Develop and monitor the implementation of and revise a quality management plan for the project						
	23. Review the project and its deliverables to ensure that they continue to meet the requirements of the Q.M. Plan						
	24. Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions						
	25. Plan and organize the validation of project outcomes						
	26. Ensure quality throughout the project						
4.5.7 Finance	27. Estimate project costs						
	28. Establish the project budget						
	29. Secure project funding						
	30. Develop, establish and maintain a financial management and reporting system for the project						
	31. Monitor project financials in order to identify and correct deviations from the project plan						

Knowledge Self – assessment sheet (for a Project – Level D) – continue

Competence Elements	Project KCIs (D-Level)	Knowledge Score: low (1) – High (6)					
	1. Practice	**1**	**2**	**3**	**4**	**5**	**6**
4.5.8 Resources	32. Develop strategic resource plan to deliver the project						
	33. Define the quality and quantity of resources required						
	34. Identify the potential sources of the resources and negotiate their acquisition						
	35. Allocate and distribute resources according to defined need						
	36. Evaluate resources usage and take any necessary corrective actions						
4.5.9 Procurement	37. Agree on procurement needs, options and processes						
	38. Contribute to the evaluation and selection of suppliers and partners						
	39. Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives.						
	40. Supervise the execution of contracts, address issues and seek redress where necessary						
4.5.10 Plan & Control	42. Start the project and develop and get agreement on the project management plan						
	43. Initiate and manage the transition to a new project phase						
	44. Control project performance against the project plan and take any necessary remedial actions						
	45. Report on project progress						
	46. Assess, get agreement on and implement project changes						
	47. Control and evaluate a phase or the project						
4.5.11 Risk & opportunities	48. Develop and implement a risk management framework						
	49. Identify risks and opportunities						
	50. Assess the probability and impact of risks and opportunities						
	51. Select strategies and implement response plan to address risks and opportunities						
	52. Evaluate and monitor risks, opportunities and implemented responses						
4.5.12 Stakeholders	53. Identify stakeholders and analyze their interests and influence						
	54. Develop and maintain a stakeholder strategy and communication plan						
	55. Engage with executive, sponsors and higher management to gain commitment and to manage interests and expectations						
	56. Engage with users, partners, suppliers and other stakeholders to gain their cooperation and commitment						
	57. Organize and maintain networks and alliances						
4.5.13 Change & transformation	58. Assess the adaptability to change of the organization						
	59. Identify change requirements and transformation opportunities						
	60. Develop change or transformation strategy						
	61. Implement change or transformation management strategy						
Practice People Score (Level D) (61 – 366)							
People Percentage = Score/366 x 100							

F/P-5/5

Appendix (9)

MPC CODE OF ETHICS
(Professional Conduct)

Purpose:

The purpose of this Code of Ethics is to define and clarify the ethical responsibilities for present and future MPC Applicants, Certified Persons, or PM Association Members.

Preamble:

In the pursuit of the project management profession, it is vital that MPC Certified Persons conduct their work in an ethical manner in order to earn and maintain the confidence of team members, colleagues, employees, employers, customers/clients, and the public and global community.

CODE OF ETHICS:

As a professional in the field of project management, MPC Certified Person pledges to uphold and abide by the following:

- I commit myself to comply with the rules defined by the MPC,
- I will maintain high standards of integrity and professional conduct,
- I will accept responsibility for my actions,
- I won't to release confidential examination materials or participate in fraudulent test-talking practices,
- I will continually seek to enhance my professional capabilities,
- I will practice with fairness and honesty
- I will encourage others in the profession to act in an ethical and professional manner
- I will not misuse the certification in a misleading manner
- I will timely inform MPC about any matter that can affect my ability to continue to fulfill the certification requirements.

Applicant: [ ]   **Candidate:** [ ]   **PM Association Members:** [ ]

Name:

Signature:

Date: / /

F/P-16/2

Appendix 10

MPC policy of
ETHICAL STANDARDS CONDUCT

The following MPC **Applicants/Certified Persons/PM Association Members Standards of Conduct** describes the obligations and expectations they conduct their activities consistent with the ethical Standards of Conduct.

Professional Obligations:
MPC (**Applicants/Certified Persons/PM Association Members**) will fully and accurately disclose any professional or business-related conflicts or potential conflicts of interest in a timely manner.

MPC (**Applicants/Certified Persons/PM Association Members**) will refrain from offering or accepting payments or other forms of compensation or tangible benefits, which will do the following:

a. Abide by the By-laws, policies, rules, requirements, and procedures of the MES PM-CERT, and won't knowingly engage or assist in any activities intended to compromise the integrity, reputation, property, and/or legal   rights of MPC.

b. Abide by the laws, regulations, and other requirements of their respective communities and nations, and won't knowingly engage in, or assist in any activities intended to have negative implications, including criminal conduct, professional misconduct, or malfeasance.

c. Cooperate with the MPC concerning the review of possible ethics violations, and other MPC matters, completely, consistent with applicable policies and requirements.

d. Accurately, completely, and truthfully represent information to MPC.

    MPC Quality Manager   MPC Managing Director

Appendix 11

Reasonable Adjustments Application

Request Number: Date: /   /   .

MPC shall make a Reasonable Adjustment for any event outside of the Candidate's control, which has had, or is reasonably likely to have had, a material effect on that Candidate's ability to demonstrate their level of competence.

All applications/ Candidate for reasonable adjustments must be submitted a minimum of 10 working days prior to the exam./interview date.

Applications/ Candidate shall complete the following information and submit it by Email or through web site or by hand:

Name	
Job	
Certification level & Domain	
E-mail	
Contact phone number	

What is the nature of your disability? (Tick or complete as appropriate)

- ☐ Motor difficulties   صعوبة حركية
- ☐ Hearing impairment   ضعف السمع
- ☐ Visual impairment   ضعف الابصار
- ☐ Physical impairment   اعاقة بدنية
- ☐ Religious grounds   أسباب دينية
- ☐ Other (please specify in details section)   أسباب أخري

What reasonable adjustments do you require? (Tick and provide details below)

- ☐ Reader
- ☐ English interpreter
- ☐ Rest period / Comfort break
- ☐ Own software
- ☐ Extra time

Please provide further details of requirement:

Please indicate the form of evidence that supports your request and return a copy of the report with this form:
Note: Evidence should be
- From authorized parties,
- Recent (in the last 3 months),
- Describe the case in details.

I confirm that the information on this form is true and accurate and I agree with MPC processing my data.

Applicant/Candidate Signature: **Date:**

MPC Decision:

Accepted: **Rejected:**
                                                               Reason for rejection

MPC Managing Director
Signature: **Date:**

Administration has to Inform the applicant on   /   /   .
F/G-02/01

Appendix 12

Customer Feedback questionnaire

Customer/candidate Name:

Certification Level: **Certification Domain**

Tel.:   **E-mail:**

Thank you for taking a few minutes to complete this survey. The information you provide will help us provide better service to our customers/partners.

Please select the Score by clicking (√) in front of the number that most closely fits your opinion.
(5) being "very satisfied" …….   (1) "very unsatisfied."

Your comments are also appreciated and please feel free to attach additional pages.

S.N	Evaluation characteristics	Evaluation Criteria		Evaluation Score					Customer Comments
				1	2	3	4	5	
1	**Quality Level** مستوي الجودة	Appearance الشكل العام للخدمة							
		Ease of use and operation سهولة الاستخدام والتشغيل							
		Reliability امكانية الاعتماد عليه							
		Stability of output استقرار الخارج							
2	**Delivery** وصول الخدمة	In time طبقا للزمن المحدد							
		Web site الشبكة العنكبوتية							
3	**Price** السعر	Suitable مناسب							
4	**Communication & Response** الاتصالات والاستجابة	Easy Communication سهولة الاتصال							
		Fast Response سرعة الاستجابة							
		Human Performance الأداء البشري							
5	**Certification period** فترة سريان الشهادة	certification period فترة الشهادة							
		CPD معايير تطوير الأداء							
6	**Reasonable Adjustment** اجراءات التوليف	Clear واضحة							
Total Score									
Evaluation Score									

Evaluation Criteria:
- Score 85 – 100 %   Satisfied
- Score 70 – 84 %   Somewhat satisfied - need improvement
- Score Less than 70 %   Un-satisfied – need Corrective Action

MPC Action Taken:

F/G-02/2

Appendix 13

MPC
Examination Event Checklist

Exam Date: / / .   Start Time: End Time:
Exam place: Exam Round: Assessor:

SN	Exam Event Check Points	√	×	Remarks
Before the exam				
1	The conditions in the exam room are suitable (heat, light, noise, cleanliness).			
2	The exam is correctly scheduled so that the candidates will be in the exam or under Full Centre Supervision at the Key Time			
3	The Notice to Candidates and Candidate Warning posters are displayed both inside and outside the exam room.			
4	Any display material which might be helpful to candidates has been covered up (e.g. periodic tables, maps).			
5	The desks are correctly placed and the spacing in between is correct.			
6	The type of desk in the exam room is suitable (for example, there is enough space on the desks for everything the candidates need).			
7	Candidate numbers are displayed on the desks			
8	A clock can be seen from each candidate's desk.			
9	All the invigilators have been trained and are clear about what they need to do.			
10	Question paper packets and other confidential materials are kept unopened in secure storage until just before the exam.			
11	know which materials (dictionaries, set texts, calculators) are permitted in the exam. Please check the additional materials database if you are unsure about which materials are permitted in each exam.			
12	Check the identity of all candidates and make sure that they do not bring any unauthorised materials into the exam room Mobile, or SMART device..			
13	Check if there is any Reasonable adjustment			
14	Conditions for Reasonable adjustment are suitable			
During the exam				
15	Check the attendance register is completed, adding the names of any candidates not listed to the bottom of the document.			
16	Only answer questions about information on the front of the paper.			
17	Do not give any advice to candidates about the content of the question paper			
18	If a candidate needs to leave the room temporarily, make sure they are accompanied by an invigilator			
19	If a candidate leaves the room, without intending to come back, make sure they are kept under Full Centre Supervision until the Key Time has passed and that you collect their question paper and answer script.			
20	Do not remove any question papers from the room.			
21	inform candidates five minutes before the end of the exam			
At the end of the exam				
22	check the question papers and answer sheets (if any) to make sure that: o the candidates have written their name, candidate number on all their answer sheets or question papers. o candidates have numbered their answers correctly. o candidates have fastened any supplementary sheets of paper to the back of their answer booklet or question paper.			

F/G-02/03

6. DISTRIBUTION LIST

S.NO.	Name	Job Title
1.	Eng. H. Shaarawi	Certification Managing Director (CMD)
2.	Eng. M. Mansour	MPC Quality Manager
3.	Assessors	
4.		
5.		
6.		
7.		
8.		
9.		
10.		