



## CERTIFICATE

Dieses Zertifikat bescheinigt, dass

**FRANZ PETER HOMBACH**

geboren am 15. März 1966

über die erforderliche Kompetenz verfügt, um folgenden Titel zu tragen

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

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

basierend auf  
den Regulatorien des VZPM und der Swiss National Competence Baseline Version 4.1,  
welche durch die International Project Management Association (IPMA®) validiert wurde.

Der Zertifizierungsprozess wurde in deutscher Sprache durchgeführt.

D-2016-10125

Zertifikats-Nummer

15. Juni 2021

Gültig bis

Glattbrugg, 16. Juni 2016

Erst-Zertifizierung

Letzte Zertifizierung

Für die Zertifizierungsstelle

Für die Assessoren



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



## Summary of certification scheme

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

### Competence elements

based on the IPMA Competence Baseline (Swiss NCB Version 4.1) ISBN 978-3-85928-091-5 in the German language

based on the IPMA Competence Baseline (Swiss NCB Version 4.1) ISBN 978-3-85928-076-2 in the French language

based on the IPMA Competence Baseline (ICB Version 3.0) ISBN 0-9553213-0-1 in the English language

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

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

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

### Levels of competence

derived from typical activities, responsibilities and requirements in practice

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

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

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

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

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