



international  
project  
management  
association

This is to certify that

## **Sigurður Ragnarsson**

has attained the required level of competence to be granted

### **Certified Project Director**

### **IPMA Level A<sup>®</sup>**

by the Certification Body of the Danish Project Management Association  
using the Regulations of Danish Project Management Association  
and the Danish National Competence Baseline (NCB)  
as validated by  
the International Project Management Association (IPMA).  
The certification process was conducted in English.

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DEN9019  
Certificate number

20 March 2022  
Valid until

21 March 2012  
Initial certification

20 March 2017  
Latest recertification

For the Certification Body

*Allan Krüger Jensen*

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# IPMA® Level A Certification - In Brief

The IPMA® certification programme comprises four levels:



An IPMA® Level A Certified Project Director has competence in managing the project processes in a corporation. This includes two types of situations:

- Management of complex project portfolios of a corporation or department.
- Management of complex programmes.

To fulfil these functions the candidate must also possess competencies in:

- Contributing to the strategic management, including preparing proposals to the corporate management.
- Managing the support functions for the management of projects, programmes and portfolios.
- Managing the promotion of portfolio, programme and project management - including improvement of competencies of project managers and other participants.

Further, the candidate should have competencies in performing overall project management of complex projects.

## Certification processes

The certification process has three steps:

### Stage 1:

CV, self-assessment and written exam.

### Stage 2:

Feedback on behavior and preparation of company report.

### Stage 3:

Company case session, interview and approval.

Assessment at Level A is made by two assessors.

The participants receive the book Competencies in Project Management (NCB) as part of the certification process.

## Competence requirements

### Experience applications:

At least 60 man-months of experience in portfolio management and/or programme management with strategic relevance.

The candidate must have minimum 36 man-months in responsible leadership function in management of complex portfolios or programmes.

The remaining man-months - up to 60 man-months from involvement in portfolio management, programme management and/or handling of project-oriented management functions.

The 60 man-months of experience must not be older than 8 years. The candidate must also possess minimum two years of experience in project managing.

### Method applications:

The candidate must have both a solid and nuanced explicit knowledge of several methods/tools for most of the sub-competencies under the method elements of the NCB as well as the capability to apply them in complex situations, including evaluation and optimisation of variants. Further, the candidate must have practical experience from applications - with many participants - in numerous complex situations.

The NCB, also known as Competencies in Project Management, consists of five competence areas:

- Plan and evaluate project management
- Organise the project management phases
- Perform overall project management
- Perform ongoing project management
- Manage corporate project processes

### Leadership behaviour:

The candidate must be conscious of and exercise typically an optimal leadership behaviour in several ways, even in case of difficult conditions that include resistance. The candidate reflects on own behaviour and makes adjustments.

This implies behaviour that promotes portfolios, programmes and projects in three ways.

- Develop confidence
- Handle relations
- Promote dynamics