



Membro Italiano di



IPMA

International Project Management Association

*Il Workshop di Project Management 2012
“BEYOND THE PROJECT”
Ordine degli Ingegneri di Salerno*

*Giuseppe Pugliese
Direttore della Certificazione IPMA Italia*

IPMA Overview

History

- Founded 1965 as a Non-Profit-Organisation
- Legally registered in Switzerland (Legislation)
- INTERNET until 1994

Worldwide

- 50 member associations
- Promotor for International Project Management
- IPMA World Congress

Services

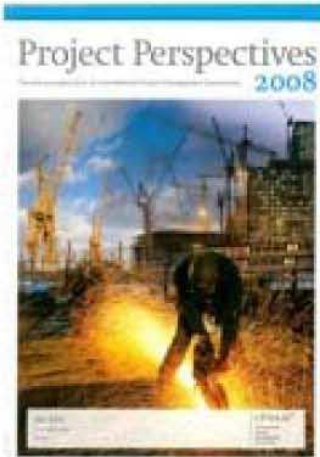
- Quality standard for certifications
- ICB – IPMA Competence Baseline
- IPMA Young Crew / Expert Seminars / Advanced Courses / Research / Events / Journals



E'
L'ENTE UNICO
AUTORIZZATO
ALLA DIFFUSIONE IN ITALIA
DELLA
CERTIFICAZIONE DEI
PROJECT MANAGER
SECONDO LA
METODOLOGIA
IPMA



IPMA Publications



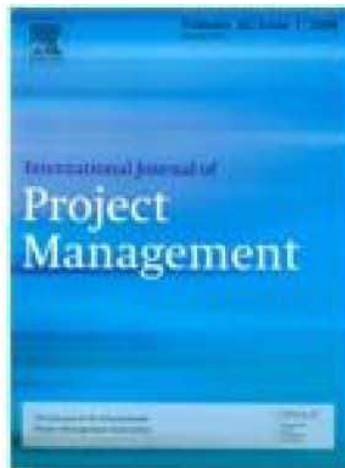
Project Perspectives

Provide new insights into modern and dynamic projects. Shows the way ahead, with examples of ways our understanding of modern projects is developing.



IPMA Newsletter

Informs members of the latest news of IPMA, our activities, and Member Association events and services.

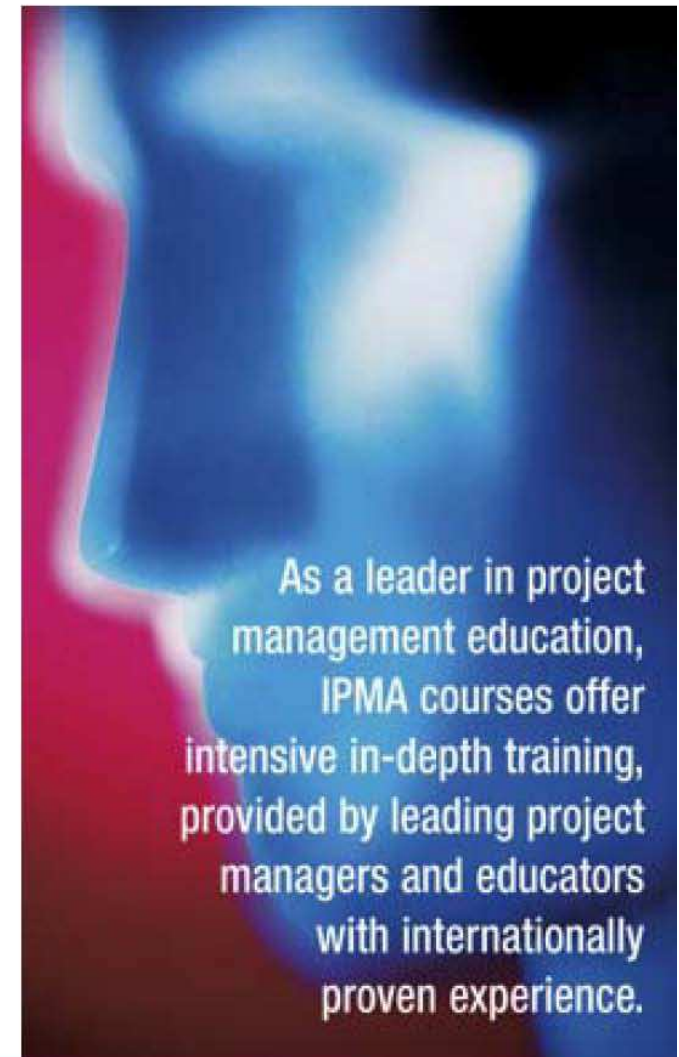


International Journal of Project Management

Recognized as a leading academic offering in the practice of Project and Program Management. Devoted to the publication of papers that advance knowledge of the practical and theoretical aspects of project management.

IPMA Advanced Courses

- » Effective project start-up
- » Management auditing of projects & programs
- » Managing project risk and value in new ways
- » Coaching and facilitation as an efficiency lever in projects
- » Leadership in project crises
- » Program management for effective innovation
- » Managing organisation portfolios



REG



- » IPMA Registered Education & Training Program
- » Managed by Member Associations
- » Evaluates curriculum of education or training providers against IPMA's Competence Baseline
- » Essential for those who demand effective, IPMA-compliant PM competence improvement

IPMA Expert Seminars



Advanced PM practitioners don't just attend seminars to hear others speak—we get engaged in the dialogue, to advance the profession.

IPMA Young Crew Program



- » **Target: Up to 35 years**
- » **Unrivalled Networking,** chapters in 22 nations
- » **Signature Events:**
Coaching for Development
- » **The CreACTivity Workshop**
- » **IPMA Young Project Manager Award**
- » **IPMA Young Crew Workshop @ the IPMA Congress**



AWARD

Moving winners forward

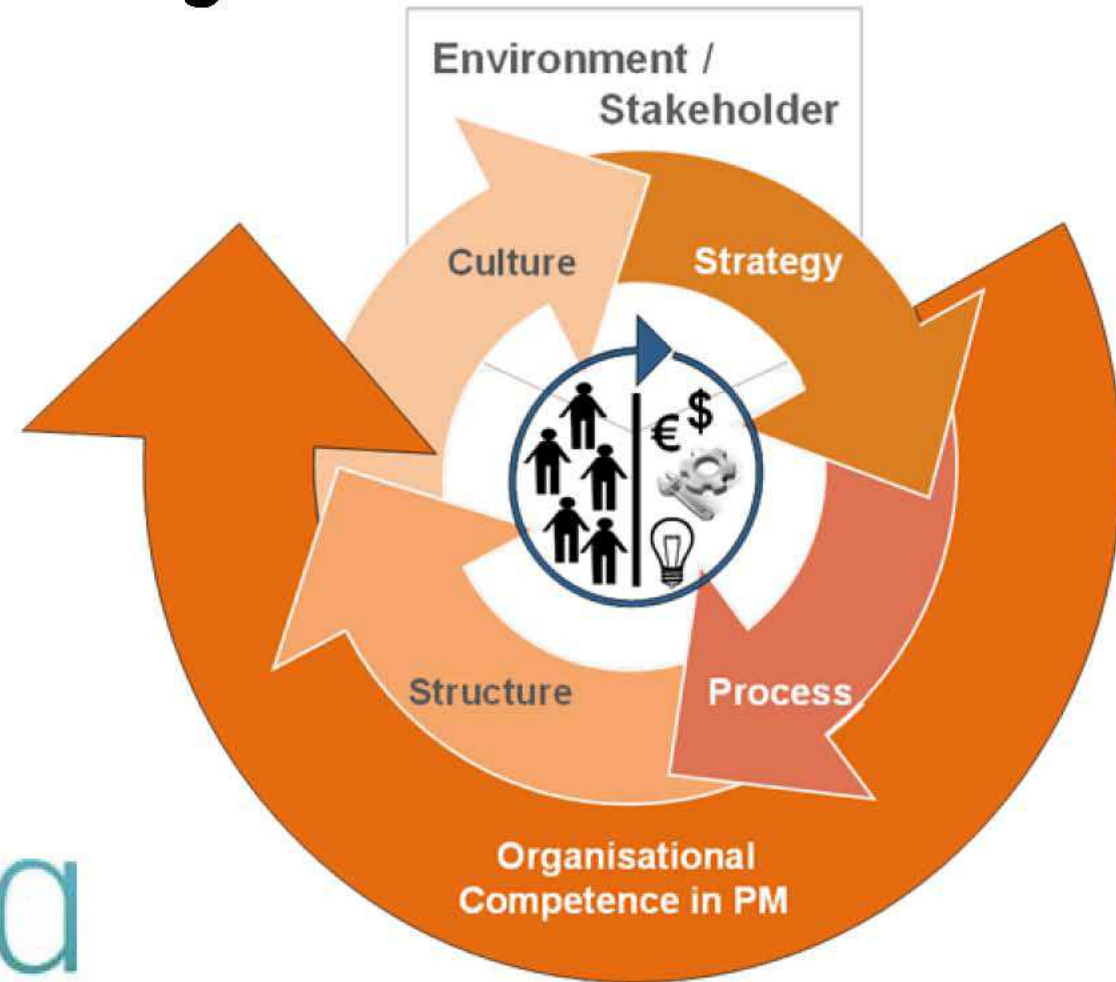
IPMA International Project Excellence Awards
Application Year 2011



Organisational Competence

IPMA Delta assesses org-anisations at 3 levels:

- » Individual competence
- » Project results
- » Organisation support



IPMA»
Delta

IPMA World Congresses

Athens, 2012

Rome, 2008

Delhi, 2005



Istanbul,
2010

Crakow,
2007

25th IPMA
WORLD CONGRESS

Shanghai,
2006

Helsinki,
2009

Project Management – Delivering the Promise
Brisbane Convention & Exhibition Centre,
Queensland, Australia | 9 - 12 October 2011
www.ipma2011.com.au

“The profession of project management as a critical enabler of several ongoing infrastructure projects as well as social projects, for instance related to law and peace”

"the 21st century is a century of projects,"



Recep Tayyip Erdoğan, the Prime Minister of the Republic of Turkey

LE COMPETENZE (?) DEL PROJECT MANAGER

Competenza

Conoscenza

Esperienza

Attitudini

Why a Competence Difference?

You may want more than Knowledge ...

- » You board a flight piloted by two “Air Academy” graduates who have never taken off or landed a plane.
- » Your defense lawyer just passed the bar, knows all the case law, but has never practiced before a jury.
- » Your heart surgeon memorized the manual, but has never used a scalpel.



Q: What is missing? Competence!

IPMA Competence Baseline - The ICB 3



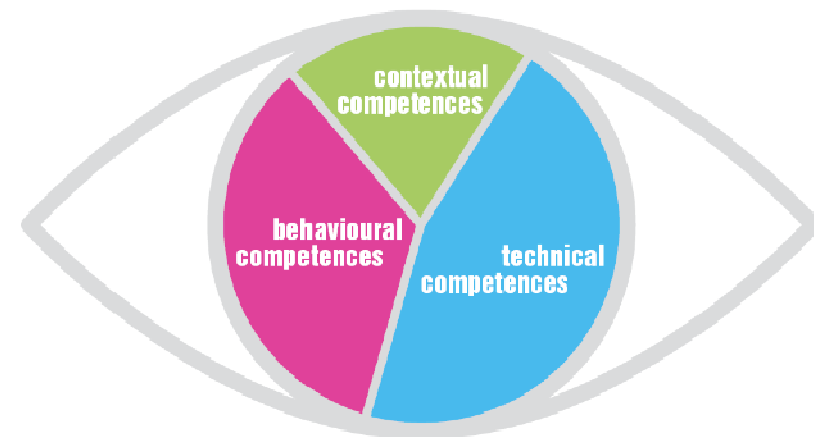
L' OCCHIO DELLE COMPETENZE

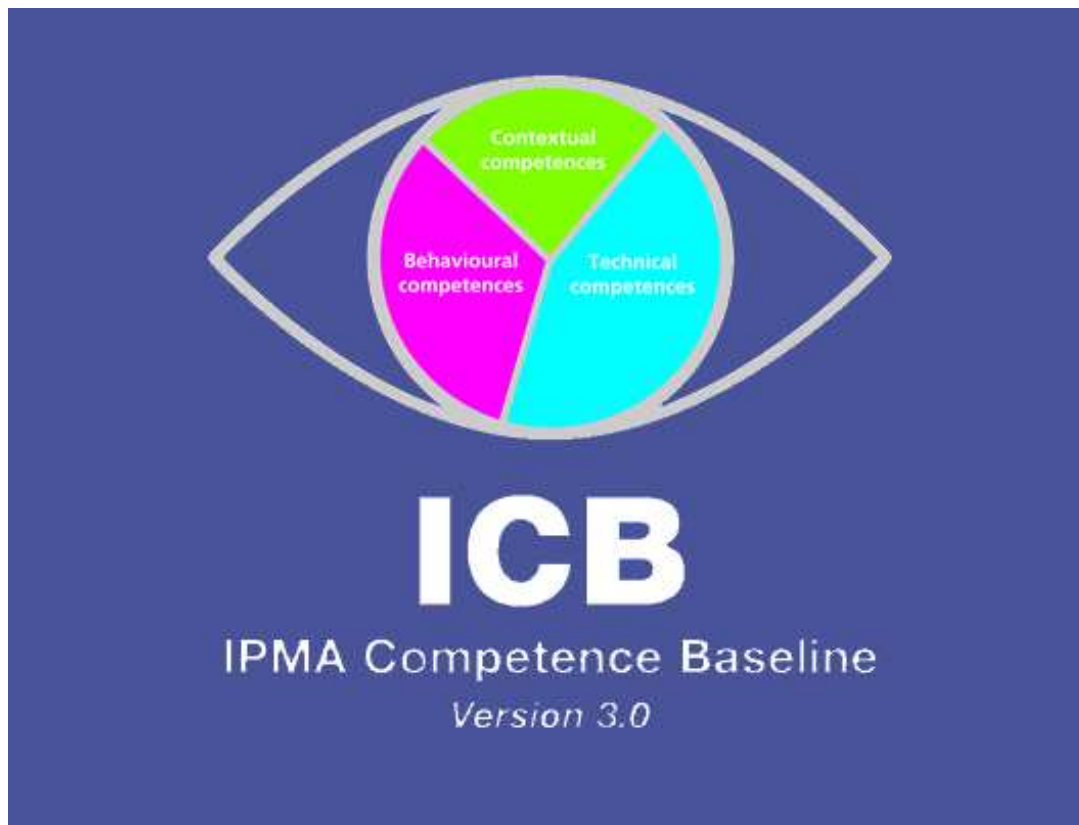
ICB 3.0 IPMA COMPETENCE BASELINE



The eye of competence

1.01	Project management success	2.01	Leadership	3.01	Project orientation
1.02	Interested parties	2.02	Engagement & motivation	3.02	Programme orientation
1.03	Project requirements & objectives	2.03	Self-control	3.03	Portfolio orientation
1.04	Risk & opportunity	2.04	Assertiveness	3.04	Project, programme & portfolio Implementation
1.05	Quality	2.05	Relaxation	3.05	Permanent organisation
1.06	Project organisation	2.06	Openness	3.06	Business
1.07	Teamwork	2.07	Creativity	3.07	Systems, products & technology
1.08	Problem resolution	2.08	Results orientation	3.08	Personnel management
1.09	Project structures	2.09	Efficiency	3.09	Health, security, safety & environment
1.10	Scope & deliverables	2.10	Consultation	3.10	Finance
1.11	Time & project phases	2.11	Negotiation	3.11	Legal
1.12	Resources	2.12	Conflict & crisis		
1.13	Cost & finance	2.13	Reliability		
1.14	Procurement & contract	2.14	Values appreciation		
1.15	Changes	2.15	Ethics		
1.16	Control & reports				
1.17	Information & documentation				
1.18	Communication				
1.19	Start-up				
1.20	Close-out				





COMPETENZE TECNICHE

Successo del Project Management

Parti Interessate

Requisiti ed Obiettivi del Progetto

Rischi ed Opportunità

Qualità

Organizzazione di Progetto

Lavoro di Gruppo

Risoluzione dei Problemi

Struttura di Progetto

Scopo e Risultati

Programmaz. Temporale e Fasi del Progetto

Risorse

Costi e Finanza

Approvvigionamenti e Contratti

Varianti

Controllo e Rapporti di Progetto

Informazione e Documentazione

Comunicazione

Avviamento del Progetto

Chiusura del Progetto

20 Elementi di COMPETENZE TECNICHE

Metodologie, tecniche e
strumenti di Project
Management



COMPETENZE CONTESTUALI

- Orientamento al Progetto
- Orientamento al Programma
Progetti
- Orientamento al Portafoglio
Progetti
- Sviluppo del Progetto,
Programma, Portafoglio Progetti
- Organizzazione Permanente
Business
- Sistemi, Prodotti e Tecnologie
- Gestione del Personale
- Salute, Sicurezza ed Ambiente
- Finanza
- Aspetti Legali

11 Elementi di COMPETENZE CONTESTUALI

Interazione del project team con il
contesto in cui si svolge il progetto



COMPETENZE COMPORTAMENTALI

Leadership

Coinvolgimento e Motivazione

Autocontrollo

Ascendente

Approccio Sereno

Apertura

Creatività

Orientamento ai Risultati

Efficienza

Consultazione

Negoziazione

Conflitti e crisi

Affidabilità

Apprezzamento dei Valori

Etica

15 Elementi di COMPETENZE COMPORTAMENTALI

Rapporti e interrelazioni fra
individui e gruppi che operano all'
interno dei Progetti



GAPPS - Global Alliance for Project Performance Standards <http://www.globalpmstandards.org/>

The purpose of the *GLOBAL ALLIANCE FOR PROJECT PERFORMANCE STANDARDS* initiative is to develop agreed frameworks as a basis for review, development, and recognition of local standards that will facilitate mutual recognition and transferability of project management qualifications.

It is intended that the framework and associated standards be freely available for use by businesses, academic institutions, professional associations, and government standards and qualifications bodies globally

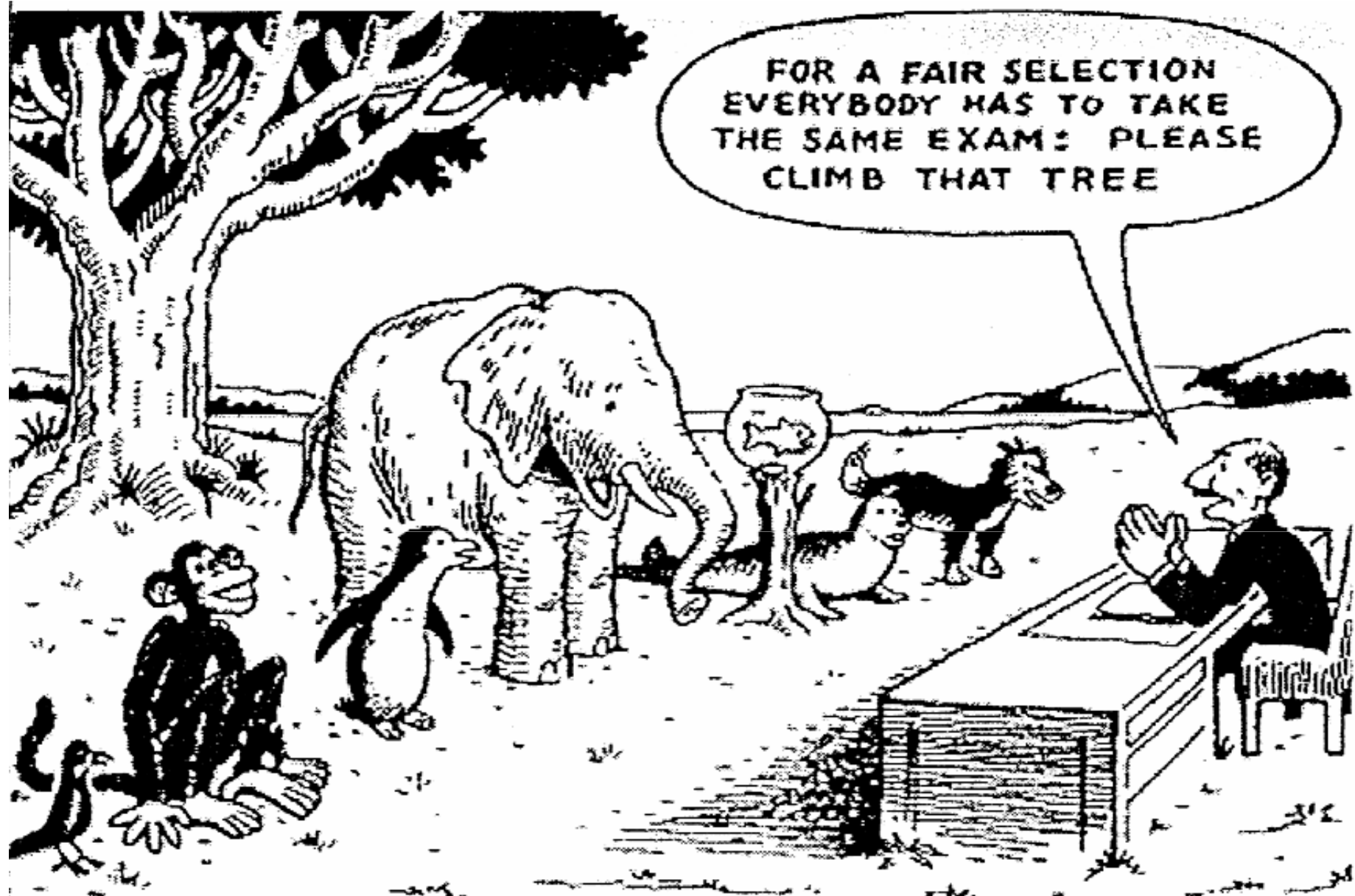
STANDARDS MAPPING OVERVIEW						
GAPPS Framework for Project Managers Nov 2006 (Unit and Element Level)	STANDARDS					
	AIPM 2008	ANCSPM 2008	ICB3	P2M	PMBok 2008	PRINCE2 2009
1 Manage Stakeholder Relationships						
<i>1.1 Ensure that stakeholder interests are identified and addressed.</i>						
1.1.1 Relevant stakeholders are determined.	1	1	1	1	1	1
1.1.2 Stakeholder interests are investigated and documented.	1	1	1	1	1	1
1.1.3 Stakeholder interests are considered when making project decisions.	1	1	1	1	1	1
1.1.4 Actions to address differing interests are implemented.	1	1	1	1	1	1
<i>1.2 Promote effective individual and team performance.</i>						
1.2.1 Interpersonal skills are applied to encourage individuals and teams to perform effectively.	1	1	1	1	1	0.5
1.2.2 Individual project roles are defined, documented, communicated, assigned, and agreed to.	1	1	1	1	1	1
1.2.3 Individual and team behavioural expectations are established.	0	0	1	1	1	1
1.2.4 Individual and team performance is monitored and feedback provided.	0	0.5	1	0	1	1
1.2.5 Individual development needs and opportunities are recognised and addressed.	1	1	1	1	1	1
<i>1.3 Manage stakeholder communications.</i>						
1.3.1 Communication needs of stakeholders are identified and documented.	1	1	1	1	1	1
1.3.2 Communication method, content, and timing is agreed to by relevant stakeholders.	1	1	1	1	1	1
1.3.3 Information is communicated as planned, and variances are identified and addressed.	1	1	1	1	1	1
<i>1.4 Facilitate external stakeholder participation.</i>						
1.4.1 External stakeholder participation is planned, documented, and communicated.	0.5	0.5	1	1	0	1
1.4.2 External stakeholder participation is supported as planned, and variances are addressed.	0	0	1	1	0	1

	NO Mapping
	Partial/Some Mapping
	Full Mapping

G2 Percentage coverage
G1 Percentage coverage

65%	59%	97%	73%	70%	92%
69%	62%	98%	81%	79%	93%

LA CERTIFICAZIONE



IPMA Certification 4-L-C

Project Management Certification



GLI ESAMI DI CERTIFICAZIONE



LIVELLO A: DIRETTORE PROGETTI

Rapporto sulle principali attività svolte dal Project Director +
Colloquio del Candidato con 2 Valutatori



LIVELLO B: CAPO PROGETTO

Rapporto su un Progetto guidato dal Candidato +
Esame scritto con domande tematiche + Colloquio con 2 Valutatori



LIVELLO C: RESPONSABILE DI PROGETTO


Rapporto su un Progetto +
Esame scritto con domande a risposta multipla e tematiche + Colloquio con 2 Valutatori



LIVELLO D: SPECIALISTA PROJECT MANAGEMENT

Esame scritto con domande a risposta multipla e domande tematiche

Punteggi attesi di “conoscenza” ed “esperienza” (IPMA Taxonomy)

Competenze	IPMA Livello A (da 0 a 10)	IPMA Livello B (da 0 a 10)	IPMA Livello C (da 0 a 10)	IPMA Livello D (da 0 a 10)
				
Conoscenza	7	6	5	4
Esperienza	7	6	4	(consigliabile)

Peso dei gruppi di competenza per i livelli IPMA A, B, C e D

Competenze	IPMA livello A (%) 	IPMA livello B (%) 	IPMA livello C (%) 	IPMA livello D (%) 
Tecniche	40	50	60	70
Comportamentali	30	25	20	15
Contestuali	30	25	20	15



Si attesta che

This is to certify that

VERA COMPETENZA

Ha raggiunto il livello di competenze
richiesto per ottenere la Certificazione

Has attained the required level of
competence to be granted

“Certified Project Manager” IPMA Level C®

da parte di

by

ITALIAN PROJECT MANAGEMENT ACADEMY

sulla base delle Procedure di IPMAcademy e del
Manuale delle Competenze Ed. 5 validati da IPMA®
e secondo ISO/IEC 17024

using the Regulations of IPMAcademy and the “Manuale
delle Competenze” Ed. 5 as validated by IPMA®
according to ISO/IEC 17024

This certification process was conducted in the Italian language.

9999

Certificate number

99.99.9999

Valid until

Milano 99.99.9999

Initial certification

NA

Latest recertification

For the Certification Body

For the assessors

Italian Certification Body

I BENEFICI DELLA CERTIFICAZIONE IPMA

IL PROJECT MANAGEMENT COME FATTORE DI SUCCESSO



**IL PROJECT MANAGEMENT DIVENTA UN
ELEMENTO STRATEGICO PER LA CRESCITA**

BENEFICI E VANTAGGI DELLA CERTIFICAZIONE IPMA

PER IL SISTEMA

LINGUAGGIO COMUNE
APPROCCIO BASATO SU FATTORI CONDIVISI
CONOSCENZE COMPROVATE
ESPERIENZE ACCERTATE
UNA SORTA DI POLIZZA ASSICURATIVA
MINORE AUTOREFERENZIALITA'

PER IL PROJECT MANAGER

IMPORTANTE ATTESTAZIONE OGGETTIVA
DELLE PROPRIE COMPETENZE
TITOLO RICONOSCIUTO
INTERNAZIONALMENTE
ACCRESIMENTO DELLA PROPRIA
PROFESSIONALITA'
OPPORTUNITA' DI AMPLIARE I PROPRI CAMPI
DI INTERESSE

PER I CLIENTI/UTENTI/COMMITTENTI

GARANZIA DI UNA ORGANIZZAZIONE AD ALTA PROFESSIONALITA' NELLA GESTIONE PROGETTI
MIGLIORE VISIBILITA' E CONTROLLO SUL PROGETTO, SUGLI OBIETTIVI E SULLE RISORSE

PER L'AZIENDA

ULTERIORE FATTORE CHE TRASMETTE FIDUCIA AI CLIENTI.
PROFESSIONALITÀ DEI TEAM DI PROGETTO
STRUMENTO DI MARKETING: CAPACITA' DI ESEGUIRE PROGETTI CON MAGGIORE QUALITA', PIÙ RAPIDAMENTE E CON COSTI MINORI
OPPORTUNITA' DI PARTECIPARE A GARE E COMMESSE INTERNAZIONALI

I MANAGER CERTIFICATI SVOLGONO LE LORO ATTIVITA' PER LE SEGUENTI AZIENDE



COME SAPERNE DI PIU'...

www.ipma.it ipmacademy@animp.it



 ITALIAN PROJECT MANAGEMENT ACADEMY		Member of	 IPMA [®] international project management association
CICLO DI INCONTRI IPMA-KEY PLAYERS			MEETING CON XXXXXXXXXX
			
		[dd.mm.yy]	
Programma (Durata 2,5 ore) Il contesto XXXXXX e lo sviluppo delle competenze dei PM <i>(Nominativo in via di definizione)</i> Il Modello di Riferimento IPMA COMPETENCE BASELINE (ICB) Ing. Gianfranco Salamone (Coordinatore Formazione IPMAcademy) La Certificazione IPMA Ing. Giuseppe Pugliese (Direttore della Certificazione) Tavola Rotonda			SEDE DELL'INCONTRO VIA..... ORE: hh,mm
ANIMP/IPMACADEMY VIA TAZZOLI, 6 20154 MILANO 02.76100740 WWW.IPMA.IT			

LA CERTIFICAZIONE IPMA DA VICINO

CONTATTI

ITALIAN PROJECT MANAGEMENT ACADEMY

Via E. Tazzoli, 6
20154 Milano

Tel. +39 0267100740
Fax +39 0267071785

Giuseppe Pugliese - Direttore della Certificazione

E-mail: giuseppe.pugliese@animp.it

Valeria Massari – Segreteria IPMAcademy

E-mail: valeria.massari@animp.it

Web Site Italia

<http://www.ipma.it/>

Web Site Internazionale

<http://www.ipma.ch>