



Certificate

This is to certify that

Hays Technology Solutions GmbH

has attained the required class of competence to be granted

Standardised IPMA Delta[®] Competence Class 3

for a large organisation in the recruitment agency sector
by PM-ZERT
the Certification Body of the German Association for Project Management (GPM)

using the Regulations of PM-ZERT based on IPMA Organisational Competence Baseline, the IPMA Delta Regulations and Guidelines as well as the IPMA Project Excellence Model and the IPMA Competence Baseline as validated by the International Project Management Association (IPMA®)

This certification process was conducted in the German language.

IPMA Delta.DE.3.2018.01	04.04.2021
Certificate number	Valid until
Nürnberg, 05.04.2018	
Initial certification	Latest re-certification
For the Certification Body	For the assessors





IPMA Delta® Certification Scheme Summary

based on the Certification System of the International Project Management Association (IPMA®)

IPMA Delta® Competence Elements

PP&P is Projects, Programmes and Portfolios

Module O (Organisation, IPMA Organisational Competence Baseline):

PP&P Governance: Mission, vision, strategy, management development, leadership, performance PP&P Management: Project, programme and portfolio management PP&P Organisational Alignment: Processes, structures and cultures alignment PP&P Resources: Resource requirements, state, acquisition, development PP&P People's Competences: Competence requirements, state, acquisition, development

Module P (Projects, IPMA Project Excellence Model):

Project management: Project objectives; leadership, people and resources; processes Project results: Results for major interested parties; key performance and project results; Interrelation between the projects and individuals & organisation

Module I (Individuals, IPMA Competence Baseline):

PM-technical competence, PM-behavioural competence, PM-contextual competence (knowledge & experience) Interrelation between the individuals and projects & organisation

IPMA Delta® Competence Classes

derived from typical organisational development stages in the practice

There are fully defined PM standards, structures and processes

in place which are fully applied throughout the organisation, which the Management actively controls

Standardised
There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organisation

Optimising
There are fully defined PM standards,
structures and processes in place
which are fully applied throughout
the organisation, which the
Management actively controls and
continuously develops.

Defined
There are partially
defined PM standards,
structures and processes in
place which are partially
applied in the organisation

The achievements of Project Management are at a personal level. There are individuals who perform well, but performance is coincidental. The organisation has no formal PM standards, structures and processes in place