

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

Certificate number

04.04.2021

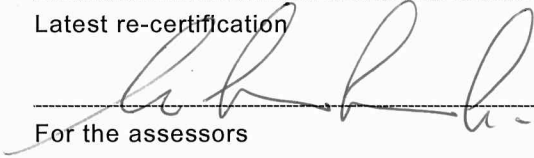
Valid until

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

