



CERTIFICATE

This is to certify that

STÉPHANE SANCHI

born 19 August 1973

has attained the required level of competence to be granted

CERTIFIED PROJECT MANAGEMENT ASSOCIATE
IPMA LEVEL D®

by VZPM

Association for the certification for persons in management,
the Certification Body of spm, swiss project management association

using

the Regulations of VZPM and the Swiss National Competence Baseline Version 4.0
as validated by the International Project Management Association (IPMA®).

This certification process was conducted in the French language.

D-2015-8274

Certificate number

24 May 2020

Valid until

Glattbrugg, 25 May 2015

Initial certification

Latest recertification

For the Certification Body

For the assessors





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 4.0) ISBN 978-3-85928-074-8

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				