

# CERTIFICATE

Le présent certificat atteste que

**CHANTAL LÄNG**

né le 24 mai 1966

possède les compétences requises pour porter le titre de

**CERTIFIED SENIOR PROJECT MANAGER  
IPMA LEVEL B®**

délivré par la **VZPM**

L'Association pour la certification de personnes en management de projet,  
organisme de certification de la spm, swiss project management association

en vertu

des règlements de la VZPM et du Swiss National Competence Baseline Version 4.0  
validés par l'International Project Management Association (IPMA®).

Le processus de certification a eu lieu en français

B-2011-896

Le certificat n°

25 novembre 2016

Valable jusqu'au

Glattbrugg, le 26 novembre 2011

Date de la première certification

Date de la dernière re-certification

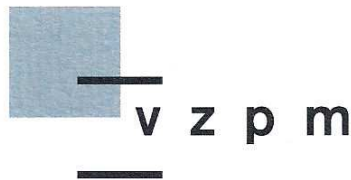
Pour l'organisme de certification

Pour les assesseurs



036 SCESe

DER VZPM IST NACH DER NORM ISO/IEC 17024 AKKREDITIERT.



## 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				