

PM-ZERT

Certification body of the GPM

Taxonomy Project Management ICB 4.0

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Table of Contents

1. Validity	3
2. ICB 4.0 Taxonomy – Basic and Level D.....	4
3. ICB 4.0 Taxonomy – Level CBA.....	5

List of Tables

Table1: List of abbreviations	3
Tabelle 2: Change history.....	3

List of abbreviations

Abbreviations	Explanation
ICB	Individual Competence Baseline

Table1: List of abbreviations

Changes compared to the previous version

Change	Page/s
Initial creation	1

Tabelle 2: Change history

1. Validity

This document is valid from 28.02.2025.

2. ICB 4.0 Taxonomy – Basic and Level D

No.	CE	Description	Competency level	
			Basic	Level D
K.1 – Perspective 1	04.03.01	Strategy	1	1
K.2 – Perspective 2	04.03.02	Governance, structures and processes	1	1
K.3 – Perspective 3	04.03.03	Compliance, standards and regulation	0	1
K.4 – Perspective 4	04.03.04	Power and interest	1	1
K.4 – Perspective 5	04.03.05	Culture and values	0	1
S.1 – People 1	04.04.01	Self-reflection and self-management	0	2
S.2 – People 2	04.04.02	Personal integrity and reliability	0	1
S.3 – People 3	04.04.03	Personal communication	2	2
S.4 – People 4	04.04.04	Relationships and engagement	0	1
S.5 – People 5	04.04.05	Leadership	0	1
S.6 – People 6	04.04.06	Teamwork	0	1
S.7 – People 7	04.04.07	Conflict and crisis	0	1
S.8 – People 8	04.04.08	Resourcefulness	0	1
S.9 – People 9	04.04.09	Negotiation	0	1
S.10 – People 10	04.04.10	Results orientation	0	1
T.1 – Practice 1	04.05.01	Project design	2	2
T.2 – Practice 2	04.05.02	Requirements and objectives	2	2
T.3 – Practice 3	04.05.03	Scope	2	2
T.4 – Practice 4	04.05.04	Time	2	2
T.5 – Practice 5	04.05.05	Organisation and Information	2	2
T.6 – Practice 6	04.05.06	Quality	0	1
T.7 – Practice 7	04.05.07	Finance	2	2
T.8 – Practice 8	04.05.08	Resources	2	2
T.9 – Practice 9	04.05.09	Procurement	0	1
T.10 – Practice 10	04.05.10	Plan and Control	2	2
T.11 – Practice 11	04.05.11	Risk and opportunity	2	2
T.12 – Practice 12	04.05.12	Stakeholders	2	2
T.13 – Practice 13	04.05.13	Change and transformation	0	1

3. ICB 4.0 Taxonomy – Level CBA

No.	CE	Description	Competency level		
			C	B	A
K.1 – Perspective 1	04.03.01	Strategy	2	2	3
K.1.1	04.03.01.01	Align with organizational mission and vision	1	2	3
K.1.2	04.03.01.02	Identify and exploit opportunities to influence organizational strategy	2	2	3
K.1.3	04.03.01.03	Develop and ensure the ongoing validity of the business/organizational justification	2	2	3
K.1.4	04.03.01.04	Determine, assess, and review critical success factors	2	2	3
K.1.5	04.03.01.05	Determine, assess, and review key performance indicators	2	2	3
K.2 – Perspective 2	04.03.02	Governance, structures and processes	2	2	3
K.2.1	04.03.02.01	Know the principles of project management and the way they are implemented	2	2	3
K.2.2	04.03.02.02	Know the principles of programme management and the way they are implemented	1	1	1
K.2.3	04.03.02.03	Know the principles of project portfolio management and the way they are implemented	1	1	2
K.2.4	04.03.02.04	Align the project with the project supporting function	2	2	2
K.2.5	04.03.02.05	Align the project with the organization's decision making, reporting structures, and quality requirements	2	2	3
K.2.6	04.03.02.06	Align the project with the organization's human resource processes and functions	1	2	2
K.2.7	04.03.02.07	Align the project with the organization's finance and control processes and functions	2	2	3
K.3 – Perspective 3	04.03.03	Compliance, standards and regulation	1	2	2
K.3.1	04.03.03.01	Identify, and ensure that the project complies with, all relevant legislation	1	2	2
K.3.2	04.03.03.02	Identify, and ensure that the project complies with, all relevant health, safety, security, and environmental regulations (HSSE)	1	2	2
K.3.3	04.03.03.03	Identify, and ensure that the project complies with, all relevant codes of conduct and professional regulation	1	2	2
K.3.4	04.03.03.04	Identify, and ensure that the project complies with, relevant sustainability principles and objectives	1	2	2
K.3.5	04.03.03.05	Assess, use, and develop professional standards and tools for the project	1	1	1

No.	CE	Description	Competency level		
			C	B	A
K.3.6	04.03.03.06	Assess, benchmark, and improve the organization's project management competence	1	2	2
K.4 – Perspective 4	04.03.04	Power and interest	2	3	3
K.4.1	04.03.04.01	Assess the personal ambitions and interests of others and the potential impact of these on the project	2	3	3
K.4.2	04.03.04.02	Assess the informal influence of individuals and groups and its potential impact on the project	2	3	3
K.4.3	04.03.04.03	Assess the personalities and working styles of others and employ them to the benefit of the project	2	2	3
K.5 – Perspective 5	04.03.05	Culture and values	2	2	3
K.5.1	04.03.05.01	Assess the culture and values of society and their implications for the project	2	2	3
K.5.2	04.03.05.02	Align the project with the formal culture and values of the organization	1	2	2
K.5.3	04.03.05.03	Assess the informal culture and values of the organization and their implications for the project	1	2	2

No.	CE	Description	Competency level		
S.1 – People 1	04.04.01	Self-reflection and self-management	2	2	3
S.1.1	04.04.01.01	Identify, and reflect on, the ways in which one's own values and experiences affect the work	2	2	3
S.1.2	04.04.01.02	Build self-confidence on the basis of personal strengths and weaknesses	1	2	2
S.1.3	04.04.01.03	Identify, and reflect on, personal motivations to set personal goals and keep focus	2	2	2
S.1.4	04.04.01.04	Organize personal work depending on the situation and one's own resources	2	2	2
S.1.5	04.04.01.05	Take responsibility for personal learning and development	2	2	2
S.2 – People 2	04.04.02	Personal integrity and reliability	2	2	3
S.2.1	04.04.02.01	Acknowledge and apply ethical values to all decisions and actions	1	1	1
S.2.2	04.04.02.02	Promote the sustainability of outputs and outcomes	1	2	3
S.2.3	04.04.02.03	Take responsibility for one's own decisions and actions	2	2	2
S.2.4	04.04.02.04	Act, take decisions, and communicate in a consistent way	2	2	2
S.2.5	04.04.02.05	Complete tasks thoroughly in order to build confidence with others	2	2	3
S.3 – People 3	04.04.03	Personal communication	2	3	3
S.3.1	04.04.03.01	Provide clear and structured information to others and verify their understanding	2	3	3
S.3.2	04.04.03.02	Facilitate and promote open communication	2	3	3
S.3.3	04.04.03.03	Choose communication styles and channels to meet the needs of the audience, situation, and management level	2	3	3
S.3.4	04.04.03.04	Communicate effectively with virtual teams	2	3	3
S.3.5	04.04.03.05	Employ humour and sense of perspective when appropriate	2	3	3

No.	CE	Description	Competency level		
S.4 – People 4	04.04.04	Relationships and engagement	2	2	2
S.4.1	04.04.04.01	Initiate and develop personal and professional relations	2	2	2
S.4.2	04.04.04.02	Build, facilitate, and contribute to social networks	1	2	2
S.4.3	04.04.04.03	Demonstrate empathy through listening, understanding, and support	2	2	2
S.4.4	04.04.04.04	Show confidence and respect by encouraging others to share their opinions or concerns	2	2	2
S.4.5	04.04.04.05	Share one's own vision and goals in order to gain the engagement and commitment of others	2	2	2
S.5 – People 5	04.04.05	Leadership	2	3	3
S.5.1	04.04.05.01	Initiate actions and proactively offer help and advice	2	2	2
S.5.2	04.04.05.02	Take ownership and show commitment	2	3	3
S.5.3	04.04.05.03	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	2	3	3
S.5.4	04.04.05.04	Exert appropriate power and influence over others to achieve project goals	2	3	3
S.5.5	04.04.05.04	Make, enforce, and review decisions	2	3	3
S.6 – People 6	04.04.06	Teamwork	2	3	3
S.6.1	04.04.06.01	Select and build the team	2	3	3
S.6.2	04.04.06.02	Promote cooperation and networking between team members	2	2	3
S.6.3	04.04.06.03	Support, facilitate, and review the development of the team and its members	2	2	3
S.6.4	04.04.06.04	Empower teams by delegating tasks and responsibilities	2	3	3
S.6.5	04.04.06.05	Recognize errors to facilitate learning from mistakes	2	2	3
S.7 – People 7	04.04.07	Conflict and crisis	2	3	3
S.7.1	04.04.07.01	Anticipate and possibly prevent conflicts and crises	2	3	3
S.7.2	04.04.07.02	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	2	3	3
S.7.3	04.04.07.03	Mediate and resolve conflicts and crises and/or their impact	2	3	3
S.7.4	04.04.07.04	Identify and share learning from conflicts and crises in order to improve future practice	2	2	3

No.	CE	Description	Competency Level		
S.8 – People 8	04.04.08	Resourcefulness	2	3	3
S.8.1	04.04.08.01	Stimulate and support an open and creative environment	2	2	3
S.8.2	04.04.08.02	Apply conceptual thinking to define situations and strategies	2	3	3
S.8.3	04.04.08.03	Apply analytic techniques to analysing situations and financial and organizational data and trends	2	3	3
S.8.4	04.04.08.04	Promote and apply creative techniques to find alternatives and solutions	2	2	2
S.8.5	04.04.08.05	Promote a holistic view of the project and its context to improve decision-making	2	2	2
S.9 – People 9	04.04.09	Negotiation	2	2	3
S.9.1	04.04.09.01	Identify and analyse the interests of all parties involved in the negotiation	2	2	3
S.9.2	04.04.09.02	Develop and evaluate options and alternatives with the potential to meet the needs of all parties	1	2	2
S.9.3	04.04.09.03	Define a negotiation strategy in line with one's own objectives that is acceptable to all parties involved	1	2	3
S.9.4	04.04.09.04	Reach negotiated agreements with other parties that are in line with one's own objectives	1	2	3
S.9.5	04.04.09.05	Detect and exploit additional selling and acquisition possibilities	2	2	3
S.10 – People 10	04.04.10	Results orientation	2	3	3
S.10.1	04.04.10.01	Evaluate all decisions and actions against their impact on project success and the objectives of the organization	2	2	3
S.10.2	04.04.10.02	Balance needs and means to optimize outcomes and success	2	3	3
S.10.3	04.04.10.03	Create and maintain a healthy, safe, and productive working environment	2	2	2
S.10.4	04.04.10.04	Promote and 'sell' the project and its processes and outcomes	2	3	3
S.10.5	04.04.10.05	Deliver results and get acceptance	2	2	2

No.	CE	Description	Competency level		
T.1 – Practice 1	04.05.01	Project design	2	3	3
T.1.1	04.05.01.01	Acknowledge, prioritize, and review success criteria	2	3	3
T.1.2	04.05.01.02	Review, apply, and exchange lessons learned from and with other projects	2	2	2
T.1.3	04.05.01.03	Determine complexity and its consequences for the approach	2	2	3
T.1.4	04.05.01.04	Select and review the overall project management approach	2	2	2
T.1.5	04.05.01.05	Design the project execution architecture	2	3	3
T.2 – Practice 2	04.05.02	Requirements and objectives	2	3	3
T.2.1	04.05.02.01	Define and develop the project goal hierarchy	2	3	3
T.2.2	04.05.02.02	Identify and analyse project stakeholder needs and requirements	2	2	2
T.2.3	04.05.02.03	Prioritize and decide on requirements and acceptance criteria	2	3	3
T.3 – Practice 3	04.05.03	Scope	2	3	3
T.3.1	04.05.03.01	Define the project deliverables	2	3	3
T.3.2	04.05.03.02	Structure the project scope	2	3	3
T.3.3	04.05.03.03	Define the work packages of the project	2	2	2
T.3.4	04.05.03.04	Establish and maintain scope configuration	2	2	2
T.4 – Practice 4	04.05.04	Time	2	3	3
T.4.1	04.05.04.01	Define the activities required to deliver the project	2	2	2
T.4.2	04.05.04.02	Determine the work effort and duration of activities	2	3	3
T.4.3	04.05.04.03	Decide on schedule and phasing approach	2	3	3
T.4.4	04.05.04.04	Sequence project activities and create a schedule	2	2	2
T.4.5	04.05.04.05	Monitor progress against the schedule and make any necessary adjustments	2	2	3
T.5 – Practice 5	04.05.05	Organisation and information	2	3	3
T.5.1	04.05.05.01	Assess and determine the needs of stakeholders relating to information and documentation	2	3	3
T.5.2	04.05.05.02	Define the structure, roles, and responsibilities within the project	2	2	3
T.5.3	04.05.05.03	Establish infrastructure, processes, and systems for information flow	2	2	3
T.5.4	04.05.05.04	Implement, monitor, and maintain the organization of the project	2	3	3

No.	CE	Description	Competency level		
			2	3	3
T.6 – Practice 6	04.05.06	Quality	2	3	3
T.6.1	04.05.06.01	Develop, monitor the implementation of, and maintain a quality management plan for the project	2	3	3
T.6.2	04.05.06.02	Review the project and its deliverables to ensure that they continue to meet the requirements of the quality management plan	2	2	3
T.6.3	04.05.06.03	Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions	2	3	3
T.6.4	04.05.06.04	Plan and organize the validation of project outcomes	2	3	3
T.6.5	04.05.06.05	Ensure quality throughout the project	1	2	2
T.7 – Practice 7	04.05.07	Finance	2	3	3
T.7.1	04.05.07.01	Estimate project costs	2	3	3
T.7.2	04.05.07.02	Establish the project budget	2	3	3
T.7.3	04.05.07.03	Secure project funding	1	2	3
T.7.4	04.05.07.04	Develop, establish, and maintain a financial management and reporting system for the project	2	2	3
T.7.5	04.05.07.05	Monitor project financials in order to identify and correct deviations from the project plan	2	2	3
T.8 – Practice 8	04.05.08	Resources	2	3	3
T.8.1	04.05.08.01	Develop a strategic resource plan to deliver the project	2	2	3
T.8.2	04.05.08.02	Define the quality and quantity of resources required	2	3	3
T.8.3	04.05.08.03	Identify the potential sources of resources, and negotiate their acquisition	2	3	3
T.8.4	04.05.08.04	Allocate and distribute resources according to defined need	2	3	3
T.8.5	04.05.08.04	Evaluate resource usage and take any necessary corrective actions	2	3	3
T.9 – Practice 9	04.05.09	Procurement	2	3	3
T.9.1	04.05.09.01	Agree on procurement needs, options, and processes	2	2	3
T.9.2	04.05.09.02	Contribute to the evaluation and selection of suppliers and partners	2	2	2
T.9.3	04.05.09.03	Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives	2	3	3
T.9.4	04.05.09.04	Supervise the execution of contracts, address issues, and seek redress where necessary	2	3	3

No.	CE	Description	Competency level		
T.10 – Practice 10	04.05.10	Plan and control	2	3	3
T.10.1	04.05.10.01	Start the project, and develop and get agreement on the project management plan	2	3	3
T.10.2	04.05.10.02	Initiate and manage the transition to a new project phase	2	3	3
T.10.3	04.05.10.03	Control project performance against the project plan and take any necessary corrective actions	2	3	3
T.10.4	04.05.10.04	Report on project progress	2	2	3
T.10.5	04.05.10.05	Assess, get agreement on, and implement project changes	2	2	3
T.10.6	04.05.10.06	Close and evaluate a phase or the project	2	3	3
T.11 – Practice 11	04.05.11	Risk and opportunity	2	3	3
T.11.1	04.05.11.01	Develop and implement a risk management framework	2	3	3
T.11.2	04.05.11.02	Identify risks and opportunities	2	2	3
T.11.3	04.05.11.03	Assess the probability and impact of risks and opportunities	2	3	3
T.11.4	04.05.11.04	Select strategies and implement response plans to address risks and opportunities	2	3	3
T.11.5	04.05.11.05	Evaluate and monitor risks, opportunities, and implemented responses	2	2	2
T.12 – Practice 12	04.05.12	Stakeholders	2	2	3
T.12.1	04.05.12.01	Identify stakeholders, and analyse their interests and influence	2	2	3
T.12.2	04.05.12.02	Develop and maintain a stakeholder strategy and communication plan	2	2	3
T.12.3	04.05.12.03	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	2	2	3
T.12.4	04.05.12.04	Engage with users, partners, and suppliers to gain their cooperation and commitment	2	2	3
T.12.5	04.05.12.05	Organize and maintain networks and alliances	1	2	3

No.	CE	Description	Competency level		
T.13 – Practice 13	04.05.13	Change and transformation	2	2	3
T.13.1	04.05.13.01	Assess the adaptability to change of the organization(s)	2	2	2
T.13.2	04.05.13.02	Identify change requirements and transformation opportunities	2	2	2
T.13.3	04.05.13.03	Develop change or transformation strategy	2	2	3
T.13.4	04.05.13.04	Implement change or transformation management strategy	2	2	3

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