
PM-ZERT

Certification body of the GPM

General Guideline Certifications

- IPMA® Level D-A
- **Basic Project Management (GPM)**

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PM-ZERT ist die
Zertifizierungsstelle der
GPM Deutsche Gesellschaft
für Projektmanagement e. V.



Die GPM ist Mitglied der
IPMA International Project
Management Association.



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Applicable documents

The PM-ZERT documents listed in the table below are required either for the preparation for certification or for the application documents to be submitted and are therefore to be understood as applicable documents. Their content also completes the comprehensive information provided in this guideline.

Please familiarize yourself with these documents before submitting your application.

Document		To be completed
No.	Name	Yes/No
	ICB 4, Individual Competence Baseline	No
	ICR 4 public, IPMA Certification Regulation (public version)	No
	Dates and fees	No
	GPM Code of Ethics	No
R09-1	Taxonomy – Project Management	No
R09-2	Taxonomy – Programme Management	No
R09-3	Taxonomy – Portfolio Management	No
Z01O	Guideline Online Certification	No
F01	Certification Record (for initial certification, upgrade certification, and renewal of an existing certificate (re-certification)) with self-assessment	Yes
F01RE	Candidate Legal Declaration	Yes
ESR	Executive Summary Report (Level C, B, and A)	Yes (Chapter 2.2.6)
Report template	Report template according to the requested level and domain	Yes

Table 1: Applicable documents

List of abbreviations

Abbreviation	Explanation
ICB	Individual Competence Baseline
ICR Public	IPMA International Certification Regulations (Public)
CE	Competence Element
KCI	Key Competence Indicator
ESR	Executive Summary Report
LA	Lead Assessor
CoA	Co-Assessor

Table 2: List of abbreviations

Changes compared to the previous version

Change	Page/s
Integration ISO 9001 in 17024 – DAkkS – Delete of TÜV Logo	1
Reference to the applicable document Z010	3
Note on the use of the current version of the “Certification Record F01” for certification registration before uploading	9
Note on the need for the report to be editable	10
Handling of report attachments	11
Synchronization of report templates regarding the declaration of the candidate	12
Competency levels layout update	15
Various clarifications and formatting	
Synchronization of the applicable documents to file names of the PM-ZERT website as well as adaptation of the cover sheets and synchronization of the physical file names	
New PM-ZERT Logo	

Table 3: Change history

Information on "gender-appropriate spelling"

In its publications, GPM attaches great importance to a differentiated, responsible, non-discriminatory and gender-equitable use of language. Whenever the generic masculine is used, it is intended as a neutral grammatical expression and in no way implies discrimination against the other gender.

1. Validity

This document is valid from 28.02.2025.

In this version, clarifications, spelling and formatting have been made. For this reason, all previous versions are invalid.

2. The certification process

2.1 General

The IPMA 4-L-C system was created for certifications in three distinct domains: Project Management, Program Management, and Portfolio Management, at four competence levels:

- IPMA® Level A, Project, Programme, and Portfolio Management
- IPMA® Level B, Project, Programme, and Portfolio Management
- IPMA® Level C, Project Management
- IPMA® Level D, Project Management.

The eligibility criteria and expected project, programme and portfolio management responsibilities are defined for each role.

Candidates must demonstrate their management competence in classic and agile projects or in program or portfolio management at several stages during the certification process.

The candidate's level of competence is assessed by assessors trained in the IPMA certification process. The IPMA certification process provides the framework for a structured assessment that is fair, valid and reliable based on the evidence provided by the candidate.

Recertification is required after five years for all IPMA levels. It is based on evidence of continued activity in project, programme or portfolio management at the appropriate level and evidence of continuing professional development related to relevant competence elements.

The certification of individuals according to the IPMA 4-L-C system is intended to ensure that the certified person fulfils the requirements for the corresponding competence. The globally recognized assessment procedures and regular reassessment of the competence of certified persons provide security and confidence in the respective certification programs for individuals.

The Basic certificate Project Management (GPM)® is a basic level for people who want to get an initial overview of project management.

2.2 IPMA 4-L-C

The IPMA 4-L-C system has four levels: Level A, B, C and D. The definitions of the IPMA levels are based on the following core criteria:

- IPMA® Level A: Certified Project Director, Certified Programme Director and Certified Portfolio Director
These qualifications are designed for experienced project professionals who can demonstrate an ability to manage complex projects, programmes or portfolios at a strategic level
- IPMA® Level B: Certified Senior Project Manager, Certified Senior Programme Manager and Certified Senior Portfolio Manager
These qualifications are designed for experienced project professionals who can demonstrate an ability to manage complex projects, programmes or portfolios
- IPMA® Level C: Certified Project Manager
This qualification is designed for relatively experienced project professionals who can demonstrate an ability to manage moderately complex projects
- IPMA® Level D: Project Management Associate
This qualification is designed for people looking to progress in their project management career.

All certification procedures are described in detail in individual guidelines that are valid for the respective domain (project, programme and portfolio management) and the respective level.

The entire procedure is based on the international standard ICB® (Individual Competence Baseline Version 4) of the IPMA International Project Management Association. It defines Competence Elements (CE), each broken down into several Key Competence Indicators (KCI). CE and KCI are described in detail in the "Individual Competence Baseline for Project Management", published by the GPM.

2.2.1 Postponing individual elements of the certification process

In the event that a candidate is unable to participate in any of the certification steps after having been admitted by PM-ZERT, he or she will be liable to pay an administrative fee as published in PM-ZERT's official fee schedule. This fee can be waived if one of the recognised exemptions (e.g., illness) can be identified.

The postponement of any step(s) may not extend the total duration of the certification process beyond the maximum period of **18 months** (starting with the date of admission by PM-ZERT). Should the maximum period be exceeded, the termination fee will be applied in accordance with the published fee schedule. Following each postponement, a new date must be agreed with the PM-ZERT office.

2.2.2 Interruption of the certification process

If more than 12 months pass between the admission to a certification process step and the related attempt, the admission to that process step must be renewed by an assessor. Certain application documents may have to be resubmitted or updated. There are no additional fees.

The total time from admission to certification may not exceed 18 months.

2.2.3 Recognition of mitigating circumstances

Applicants requiring recognition of mitigating circumstances, such as disabilities (e.g., visual, hearing, mobility, etc.) or communication challenges (taking an exam in a language other than their native language, or in a different cultural background to their own) must indicate this in their application documents and submit an informal request to the PM-ZERT head office. Reasonable accommodations can then be agreed and arranged. PM-ZERT is unable to accommodate any such requests made two weeks or less before the examination date.

2.2.4 Application

With the application, the applicant recognizes all regulations, rights and obligations of the certification procedure. The application is made via the PM-ZERT certification portal: www.candidate.pm-zert.de.

Note:

- A private e-mail address and not the e-mail address of the company at which the applicant is employed must be provided. PM-ZERT will inform the candidate of the need for recertification 6 months before the certificate expires. Experience shows that candidates change their employment within the 5 years of the certificate's validity
- After registration, the candidate is offered the option of registering for a certification round and uploading the required documents
- The examination number must be entered manually. Example: Z 22-123 (Zblank22-123)
- The abbreviations used in all application documents must be listed in a list of abbreviations. The list must also be uploaded
- Proof of performance Form "Certification Record F01" (see section 2.2.5 in this guideline) and the levels C/B/A of the ESR (see section 2.2.6) are part of the application
- Certifications can be held in German and English. The standard language is German. If the applicant wishes to apply for certification in English, PM-ZERT must be contacted by email at pm-zert@gpm-ipma.de prior to application.
- When applying, document F01RE 'Legal declaration of the candidate' must be completed and signed
- The file must be uploaded in the following file name format under "Upload documents":

"FE01_surname_first name_DOB YYYYMMDD".

2.2.5 Certification Record F01

The terms 'projects', 'project list', 'project management experience' and 'project experience' refer to projects, programmes or portfolios, depending on the domain applied for.

Form "Certification Record F01" must be completed and submitted together with the rest of the online application using the certification portal at www.candidate.pm-zert.de.

The Excel-spreadsheet is a multi-part document for the creation of quantitatively and qualitatively relevant evidence of your own activities in project management.

The form uses macros to configure the various forms it contains, and that provide assistance to the candidate. Execution of macros must therefore be enabled for the file to process all entries correctly. The functions embedded in the "Certification Record F01" perform certain checks against formal requirements for many entries as soon as they are made, significantly reducing workload, and preventing typical input errors.

Note:

- The workbook contains various spreadsheets that are shown and must be edited depending on the selected certification or recertification.

Name and Tab Colour	Description
COV	Cover Sheet
ADR	Alternate Billing Address
REF	Existing IPMA certificates and references
SAS	Self- Assessment
EXP	PM Experience
[1-17]	Management briefs for PM experience
PL [1-17]	Project lists for experience gained in Programmes and Portfolios
MCR [1-17]	Management Complexity Rating for PM experience
RCL	Recertification: CPD hours learning and studying
RCT	Recertification: CPD hours teaching and lecturing

Table 4: Sheets "Certification Record F01"

On the cover sheet ('COV' worksheet), in addition to personal data, the data relevant to the application, such as examination language (German or English), IPMA level and domain, must be selected. An application for an extension of the observation period for the proof of experience can also be submitted here. Only when this sheet has been completed in full can experience in project management (spreadsheet 'EXP') be provided to fulfil the admission requirements. To specify the references and their contact details, the "Certification Record F01" transcript of records contains the 'REF' worksheet

The projects that are selected for the Executive Summary Report (see section 2.2.6) are labelled under the column heading 'ESR'. Three entries are possible:

- ESR' for ESR projects
- 'ESR 1' for the project on which the report is written
- Ino entry, for all others.

The projects entered in the 'EXP' worksheet are displayed in a capacity utilization diagram. A total utilization >120% is not recognized. A total utilization between 100 and 120% is only accepted for a maximum duration of 3 months.

A profile (separate worksheet (P)X]) and a complexity assessment (separate worksheet 'MCR[X]') must be completed for each experience listed. The specific spreadsheets only appear in the project list once the corresponding entries have been completed. All columns of the table, all fields of profiles and all fields of the complexity assessment must be completed in order for the listed experience to be recognized.

If your own sub-project/project is part of an overall project if other projects or sub-projects have significant interfaces with your own project, information on this must be provided in the corresponding profile.

The information required for the complexity assessment is described from chapter 4 'Complexity assessment' onwards. The "Certification Record F01" also contains table sheets for self-assessment as well as information on references that can confirm the information provided in the "Certification Record F01".

- The file '„Certification Record F01" must be uploaded under "Upload documents".
- The file name is generated in "Certification Record F01" after clicking on the following button:



"F01_VxxRxx_Zertifizierungsart_Level_Domäne_Name_Vorname_DOB-JJJMMTT-Vxx".

The name of the file can be revised manually.

- F01_VxxRxx: Version and revision of the document
- Type of certification
 - I: Initial certification
 - R: Re-certification
 - U: Upgrade certification
- Level: Level D, C, B, A
- Domain
 - PJM: Project management
 - PGM: Programme management
 - PFM: Portfolio management
- DOB: Date Of Birth in 8-digits
- Vxx: Version number of the document.

Notes:

- Fields that are intended for assessors or for PM-ZERT cannot be edited by the candidate
- The certificate of achievement „Certification Record F01" will be rejected if it has been manipulated (e.g. removal of passwords, copying, moving and other adjustments to the spreadsheets). PM-ZERT reserves the right to charge the candidate a fee for the assessor's additional work
- Before uploading, it must be ensured that the current version „Certification Record F01" which is available on the PM-ZERT website, is used.

2.2.6 Executive Summary Report

This chapter applies to the following domains and levels:

- Project - Level C-A
- Program and portfolio - Level B-A.

The Executive Summary Report (ESR) must be submitted together with the “Certification Record F01” as part of the application. In the ESR, the applicant should describe further details that go beyond the profiles provided in the „Certification Record F01” for up to three of the projects specified in the project list, and which satisfy the complexity requirements of the level applied for. Assessors use these details to independently assess the complexity and to understand important background information for the projects referenced in the level report.

Where an applicant indicated management in fewer than three projects in the project list, providing ESRs for these activities will be sufficient. Where an applicant made more than three entries in the project list that correspond to the complexity required for the level applied for, the selection of the three projects, programmes, or portfolios described in the ESR is at the discretion of the applicant.

The following instructions assume three ESR projects. In case there are fewer projects, or programmes or portfolios are detailed, the explanations shall be understood accordingly. The number of pages for the description of each project remains unchanged.

A one-page project profile must be completed for each ESR project. The project profiles from the „Certification Record F01” (worksheets "EXP") can be used for this purpose. Moreover, applicants must explain their own assessment of their management complexity ratings in more detail. It is the applicant’s task to ensure that the information provided in the profiles and in the ESR is consistent across all submissions.

Structure and content of the Executive Summary Reports

- The mandatory structure is repeated for each of the projects described. If it is not possible to provide information on individual areas, these chapters must be marked with "No information available", justifying why
- The required information in the ESR is documented in the “Executive Summary Report” chapters of the individual level-related guidelines.

Under “Upload documents” the file must be uploaded in the following file name format:

„ESR_Surname_First name_DOB YYYYMMTT_Vxx”.

“Vxx” must be replaced by the version number of the document.

2.2.7 Creation of a level report

2.2.7.1 Format specifications - Level D/C/B/A

The level report must not exceed 25 pages of text with the following specifications:

- DIN A4 portrait format
- Font: Arial or Calibri
- Font size 11 pts
- Single line spacing
- Margins of at least 2 cm must be maintained on the left, right, top and bottom.

2.2.7.2 Extent - Level D/C/B/A

The amount of the report must not exceed 25 pages.

The table of contents, the list of acronyms and abbreviations, the list of tables and the glossary are not counted towards the page limit.

In addition, a max. of 15 pages of appendices can be added to demonstrate the evidence.

Information in the appendix must be cross-referenced in the report.

The management summary on a maximum of one page (outline no. 1) according to the report specifications in the „Level D guideline“ is not counted among the text pages.

The report must be submitted as one PDF file with bookmarks for chapters.

The file name must have the following form:

„Report_Surname_First name_DOB YYYYMMTT_Vxx“.

“Vxx” must be replaced by the version number of the document.

The document must be following common industry practice for publications and include:

- Bookmarks
- Page numbering
- Directories
- Change history/version.

This is particularly important for any necessary changes/subsequent deliveries that may be required by the assessors. In particular, when citing texts, images and graphics, it is necessary to cite the source.

Tables:

Tables may be displayed across several pages (portrait or landscape). Please ensure the table heading is included on each page.

Figures:

Figures in portrait or landscape format must fit on one page. They may be created manually.

Report templates:

To create the level report, you may download a PM-ZERT template from the PM-ZERT website for each certification level and applicable domain. Alternatively, you can use a document you have created yourself if it conforms to the PM-ZERT standard described in this guideline and the template.

Notes:

- PM-ZERT reserves the right to reject reports that deviate from these formal requirements
- To be able to create bookmarks in a PDF document, from a Word file, the headings, tables and images in the Word file must be declared as headings, tables and figures, respectively. Select "Save as" and "pdf" in the file type select create bookmarks from headings
- Please make sure that the **PDF** document is **NOT write-protected** does NOT contain a digital signature so that the assessors can enter comments and markings in the report during the assessment.

At the end of the work, the certificate holder must submit the following written declaration:

"I, **first name last name**, hereby declare that I have prepared the above report (except for the basic formal structure of the template) independently and without the direct influence of third parties, especially not using AI software. I am aware that any – even subsequent – discovery by PM-ZERT that the above statement may lead to the immediate termination of the certification process and revocation of any certificate already issued. I am also aware that the evaluating assessor must be personally convinced that I have written this paper myself and that I am obliged to answer any questions in such a way that the answer is relevant to the matter".

The report must be submitted electronically by uploading the PDF file to the protected data area of the PM-ZERT certification portal. These files can only be accessed by the PM-ZERT office and the assessors responsible for the examination.

The sender automatically receives an e-mail as proof of submission. After the download by all authorized persons, the file is deleted by the PM-ZERT, and a copy of the report is archived electronically at PM-ZERT.

Timely receipt by PM-ZERT is a prerequisite for admission to the next step in the certification process and thus for successful completion of the certification assessment.

2.2.7.3 Level D - Structure of the report

Detail requirements are described in the Level D guideline.

The report is structured as follows:

Chapter 1 "Management Summary":

- Content presentation of the project in the form of a management summary on no more than one page
- Project details
- Own position in the project.

Chapters 2 to 17 represent the "Report ICB elements".

Notes:

- Plan-based (classic) or hybrid projects can be described in the Level D report. The hybridisation of classic and agile methods can relate to the entire project or individual phases
- The description of purely agile projects, e.g. according to the Scrum Guide, is not permissible.

2.2.7.4 Level C/B/A - Structure of the report based on the ESR

The report is structured as follows:

Chapter "Management Summary":

Summary of the project on a maximum of three pages.

The candidate should note that not all CEs must be dealt with in this management summary. The candidate is expected to make a suitable selection for this purpose.

Chapter "Description of management challenges":

The report must provide details of the management experience and challenges against all Competence Elements (CE) specified for the desired level. Descriptions of the CE and KCI can be found in the respective report template for the desired domain and level.

- The report should show the experience gained in the certificate holder's project as follows:
- Challenges and experience gained in the management of the project and the project participants
- How the candidate dealt with these challenges and what results were achieved with which measures
- Reflection on the results and lessons learned. The presentation of experience against the selected competence elements of the report should follow the STAR method. It is not required to structure the text according to S: <text> T: <text> A: <text>, R: <text>. A continuous narrative is preferred. However, the text should follow the STAR approach to ensure all relevant information is captured
- Moreover, it is sufficient to describe the situation at CE level, while the remaining information about the task, action and result must be described at KCI level

- It should be noted that the experience against each KCI must be described so that the assessors can recognise experience at the required level of competence
- The measurement criteria listed in ICB 4 should be used to describe the KCI.

Further information can be found in the guidelines for the individual levels per domain and the report templates for levels C to A and, depending on the domain, in the guidelines “R09-xx_...”

Plan-based (classic) or hybrid projects can be described in the Level C/B/A report. The hybridisation of classic and agile methods can relate to the entire project or individual phases.

The description of purely agile projects, e.g. according to the Scrum Guide, is not permissible.

The STAR methodology uses four questions to obtain information about a person's abilities and behaviour in certain situations. It is illustrated in Figure 1.

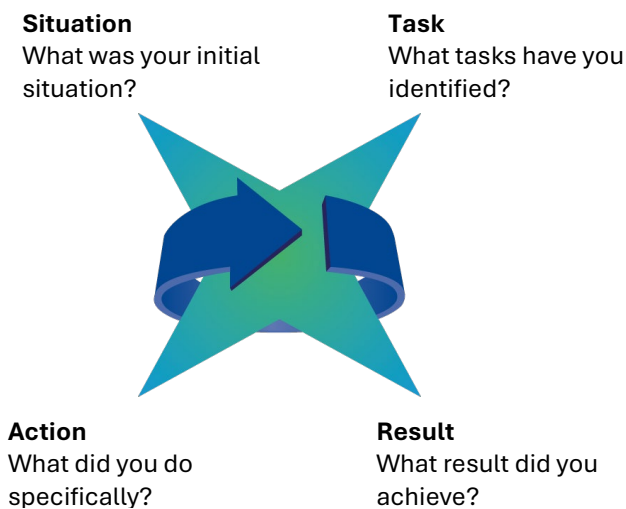


Figure 1: Illustration of the STAR method

2.2.8 Assessment Centre

The assessment centre case study simulation workshop allows assessors to verify claims made in a candidate's self-assessment and reflection of their own PM competence. Further information can be found in the guides for the individual levels.

2.2.9 Interview – Level C/B/A

The interview is used for the final assessment of the candidate and takes the form of a discussion between the candidate and two assessors.

The STAR methodology can be used in the interview.

The questions are based on the requirements of ICB 4. The methodology can be used in all competence areas (Perspective, People and Practice).

2.2.10 Extended Interview

The extended interview is an interview with a longer duration and is conducted instead of a case study simulation workshop and interview. Like the standard interview, it is used for the final assessment of the candidate. It is an interview carried out by two assessors.

Whether an extended interview is part of the examination depends on the selected examination pathway. The procedure is described in detail in the level C and B guides.

3. Taxonomy according to competence levels

The standard against which all examination steps and evidence for initial, upgrade, and recertification are being assessed are the competence levels. Performance and evidence are assessed at CE level.

3.1 Explanation of the competence levels

The competence level indicates the level at which the person to be certified must be able to perform against each of the KCI.

- Competence level 1: Knowledge available, understanding
- Competence level 2: Skills available, act
- Competence level 3: Skills available, design.

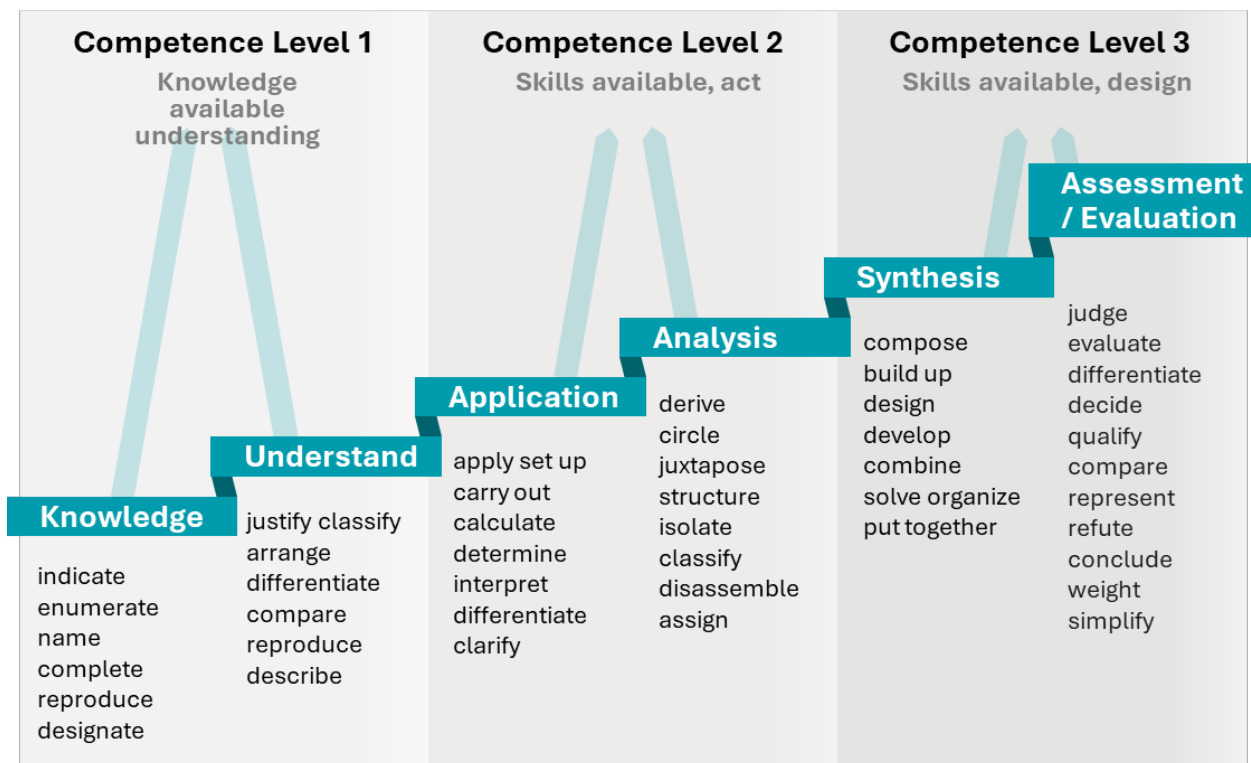


Figure 2: Competence levels

The „Certification Record F01” (see chapter 2.2.5 in this guideline) provides a sheet for self-assessment. Lower levels are always included in higher levels.

4. Complexity

A scheme for measuring complexity has been developed in accordance with IPMA specifications and is described below. The Form "Certification Record F01" provides a management complexity rating for each project management experience entry, which must be completed according to the definition in this chapter (see also chapter 2.2.5). The assessors independently evaluate the information provided.

Management complexity is divided into three parts:

- Indicators related to technical skills
- Indicators related to the context
- Indicators related to management and leadership.

4.1 What does complexity mean?

#.	Complexity Indicators and Sub-indicators		Criteria for a rating of			
			low complexity (1)	Limited complexity (2)	complex (3)	High complexity (4)
1	Indicators related to technical capabilities					
1.1	Objectives and results	Number and diversity of individual goals, taking into account the goals and expectations of the relevant stakeholders, different target categories: Process goals, usage goals (business case), operationalizability, transparency and dependencies	very few clear Goals, all quantitatively is specified, operable	few targets, well formulated, few conflicting goals	several targets differential of a kind, partly unclearly defined	many, sometimes competing goals, strategic and political goals, hidden goals, utilization goals
1.2	Tasks and Processes	Scope of tasks, assumptions and boundary conditions and their dependencies, processes, tools and methods used, team and communication structures used	known tasks and boundary conditions; few standard/reporting procedures	several tasks, supplemented by assumptions; use of known processes and tools, some reporting requirements	extensive system of tasks and assumptions; many factual factors; partial use of new tools and processes, reporting requirements	very complex tasks, extensive factual environment; requires the use of extensive processes and tools, strict reporting requirements
1.3	Resources and Finances	Acquisition and provision of the necessary budgets and their management; number of donors; availability and quality of the necessary (human and other) resources; resource management and procurement processes	Budget determination without negotiation, simple cost monitoring; resources available, minor resource conflicts; minor procurement processes	Budget determination and negotiation; negotiation of the required resources, partly external resource procurement	Budget and resource procurement in competition with other projects; essential procurement processes	Procurement of essential financial resources, internal and external financing by various donors; management of essential subcontractors
1.4	Opportunities and risks	Assessment of opportunities & risks in the project determination and control of the risk system; derivation of valid measures; determination and use of opportunities; application of tools for controlling the risk budget	few risks at a manageable level, no opportunity management	several risks and opportunities; stable risk system; management of a risk budget	several risks with a limited amount of damage; possibility of exploiting opportunities to relieve the project	Extensive risk potential including high strategic risks; application of valid management options; reporting in accordance with CONTRAGUE

#.	Complexity Indicators and Sub-indicators		Criteria for a rating of			
			low complexity (1)	Limited complexity (2)	complex (3)	High complexity (4)
2	Indicators related to the context					
2.1	Strategy, Stakeholders	Influence of the corporate strategy, effects of the project on the company, stakeholder interests; Laws and regulations	few strategic influences: project is purely operationally oriented	Stakeholder interests influence the project Limited influences from the corporate strategy	Many components (?) of different kind	Project has significant impact on the company and its success, strong impact of laws and regulations
2.2	Permanent organization	Scope of networking via project interfaces with the structures, reporting and decision-making paths of the parent organisation	strong differentiation of the project from the parent organisation, decisions are made essentially in the parent organisation, many similar projects have already been carried out in the company	clear interfaces to the parent organisation, e.g. via management committee; reporting and decision-making processes limited, and clearly defined Project has little impact on processes of the parent organisation, similar projects have already been carried out in the company	many operative Interfaces have an effect on the project; reports and decisions make up a considerable part of the work, project has effects on processes of the parent organization, few similar projects have already been carried out in the company	Strong influences of the parent organization on strategic level; decisions by negotiations with the parent organization, project has strong effects on processes of the parent organization, project is new for companies
2.3	Socio-cultural influences	Influence of socio-cultural differences in the project team, especially in distributed or cross-company teams	no effects to be expected (project at one location, one language, homogeneous project group)	little impact to be expected	Impacts due to locally distributed teams, multiple languages or heterogeneous cultures require leadership measures in individual cases	Effects resulting from locally distributed teams or large teams from different companies and cultures require extensive leadership measures.
3	Indicators related to management and leadership					
3.1	Leadership and teamwork	Scope of leadership, team building and control measures	almost all team members have already worked with PL, PL has experience in the management of teams over 5 J, governance requirements are clearly defined, the project team has high PM Skills	very many team members have already worked with PL, PL has experience in Mgt of teams over 3 J, governance requirements are partly defined, the project team has PM Skills	many team members have already worked with PL, PL has experience in Mgt of teams over 1-2 J, some governance requirements are clearly defined, the project team has some PM skills	few team members have already worked with PL, PL has experience in Mgt of teams less than 1J, few governance requirements are defined, the project team has very few PM skills

#.	Complexity Indicators and Sub-indicators		Criteria for a rating of			
			low complexity (1)	Limited complexity (2)	complex (3)	High complexity (4)
3	Indicators related to management and leadership					
3.2	Innovation	technical novelty of the project and its impact on resource selection and training during the project; dealing with novel approaches and results	no need for action due to minor novelty, e.g. repeat projects	some measures required as a result of the novelty in individual areas	Novelty of the project object and/or preparatory qualification measures conditioned by processes	Novelty of the project object and/or of processes in connection with large project volume requires planning of qualification, but also intensive risk management
3.3	Autonomy and responsibility	The project manager's scope of decision-making and responsibility; extent of delegation to the project team; representation of the project vis-à-vis the entire social environment.	little autonomy/leeway for the PL in terms of decisions and representation of the project to the outside world	Negotiation of requirements and functional specifications; scope for design arises mainly from change processes	Project manager represents the project and thus also the company towards external stakeholders	Extensive scope for responsibility and decision-making, e.g. through power of attorney or signature regulations

Table 5: Complexity assessment of project management

4.2 What complexity is expected for which level?

Management complexity must be specified for Level C, B and A projects. Project management experience evaluated according to this scoring scheme is expected to achieve the complexity scores.

Required complexity scores of project management experience to be credited towards level-specific admission criteria.

Level	Complexity "C"
C	$16 \leq C < 25$
B	$25 \leq C < 32$
A	$32 \leq C$

Table 6: Required Complexity per Level.

5. Appeals and complaints

By lodging an appeal, applicants, candidates, and certificate holders request that a negative decision made by the certification body with regard to their certification status be re-examined. Only the person directly affected by the decision has the right of appeal.

By lodging a complaint, applicants, candidates, or certificate holders can complain about deficiencies during their certification process or inappropriate treatment by the staff of the certification body. In addition to the person directly involved in the certification process, their employers and other parties involved in the process also have the right to lodge a complaint.

5.1 Appeals

The right of objection may be exercised in the following cases:

- Non-admission to the certification process
- Non-admission to the interview
- Non-granting of the certificate.

Appeals must be submitted in writing to the PM-ZERT within **four weeks**.

PM-ZERT will arrange for the appeal to be processed impartially and inform the person who lodged the appeal of the status of the process within **six weeks**. The person lodging the appeal will be notified in writing of the final decision, and the reasons for it

5.2 Complaints

Complaints can be addressed informally to PM-ZERT within six weeks of the announcement of the examination results. The office will inform the complainant of the result in writing within **six weeks**.

6. Data protection and confidentiality

- PM-ZERT undertakes not to pass on or publish to third parties company data and personal data as well as the contents of project lists and reports that are made available to it in connection with the certification procedures
- The data and contents are only communicated to PM-ZERT officials, particularly the assessors, for use within their functional area. PM-ZERT is released from this obligation as soon as a certifier expressly agrees to publication or distribution
- If PM-ZERT processes personal data as part of the provision of services, PM-ZERT will protect data protection concerns within the framework of the legal and operational regulations and take measures for data security.

7. Use of the PM-ZERT logo

- The PM-ZERT logo is legally protected and may not be used by unauthorized persons on print media or in or on electronic media.
- The approval and examination documents prepared by the certificate holder in the certification procedures on forms other than PM-ZERT forms may not bear the PM-ZERT logo.

PM-ZERT Geschäftsstelle

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