

PM-ZERT

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Taxonomy Program Management ICB 4.0

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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 – Program Management Level B / A

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

No.	CE	Description	Competency level	
			B	A
K.3.6	04.03.03.06	Assess, benchmark, and improve the organization's programme management competence	2	3
K.4 – Perspective 4	04.03.04.	Power and interest	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 programme	3	3
K.4.2	04.03.04.02	Assess the informal influence of individuals and groups and its potential impact on the programme	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 programme	2	2
K.5 – Perspective 5	04.03.05.	Culture and values	2	3
K.5.1	04.03.05.01	Assess the culture and values of society and their implications for the programme	2	3
K.5.2	04.03.05.02	Align the programme with the formal culture and corporate values of the coordinating organizations	2	2
K.5.3	04.03.05.03	Assess the implications of informal culture and values of the coordinating	2	2

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

No.	CE	Description	Competency level	
			B	A
S.4 – People 4	04.04.04.	Relationships and engagement	2	2
S.4.1	04.04.04.01	Initiate and develop personal and professional relations	2	2
S.4.2	04.04.04.02	Build, facilitate, and contribute to social networks	2	2
S.4.3	04.04.04.03	Demonstrate empathy through listening, understanding, and support	2	2
S.4.4	04.04.04.04	Show confidence and respect by encouraging others to share their opinions or concerns	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
S.5 – People 5	04.04.05.	Leadership	3	3
S.5.1	04.04.05.01	Initiate actions and proactively offer help and advice	2	2
S.5.2	04.04.05.02	Take ownership and show commitment	3	3
S.5.3	04.04.05.03	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	3	3
S.5.4	04.04.05.04	Exert appropriate power and influence over others to achieve project goals	3	3
S.5.5	04.04.05.04	Make, enforce, and review decisions	3	3
S.6 – People 6	04.04.06.	Teamwork	3	3
S.6.1	04.04.06.01	Select and build the team	3	3
S.6.2	04.04.06.02	Promote cooperation and networking between team members	2	3
S.6.3	04.04.06.03	Support, facilitate, and review the development of the team and its members	2	3
S.6.4	04.04.06.04	Empower teams by delegating tasks and responsibilities	3	3
S.6.5	04.04.06.05	Recognize errors to facilitate learning from mistakes	2	3
S.7 – People 7	04.04.07.	Conflict and crisis	3	3
S.7.1	04.04.07.01	Anticipate and possibly prevent conflicts and crises	3	3
S.7.2	04.04.07.02	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	3	3
S.7.3	04.04.07.03	Mediate and resolve conflicts and crises and/or their impact	3	3
S.7.4	04.04.07.04	Identify and share learning from conflicts and crises in order to improve future practice	2	3
S.8 – People 8	04.04.08.	Resourcefulness	3	3

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

No.	CE	Description	Competency level	
			B	A
T.1 – Practice 1	04.05.01.	Project design	3	3
T.1.1	04.05.01.01	Acknowledge, prioritize, and review success criteria	2	3
T.1.2	04.05.01.02	Review, apply, and exchange lessons learned from and with other programmes and components	2	3
T.1.3	04.05.01.03	Determine complexity and its consequences for the approach	2	3
T.1.4	04.05.01.04	Create a programme vision	2	2
T.1.5	04.05.01.05	Create and adapt a change strategy	2	3
T.1.6	04.05.01.06	Select and tailor the overall programme management approach	2	3
T.1.7	04.05.01.07	Design the programme execution architecture	2	3
T.1.8	04.05.01.08	Design a programme delivery strategy	2	2
T.2 – Practice 2	04.05.02.	Requirements and objectives	3	3
T.2.1	04.05.02.01	Define and develop the goals and benefits hierarchy	3	3
T.2.2	04.05.02.02	Identify and, if possible, quantify the programme benefits	2	2
T.2.3	04.05.02.03	Develop the benefits realisation strategy	3	3
T.2.4	04.05.02.04	Define components, their outcomes and their interfaces	2	2
T.2.5	04.05.02.05	Monitor benefit achievement	2	3
T.3 – Practice 3	04.05.03.	Scope	3	3
T.3.1	04.05.03.01	Define the programme scope	3	3
T.3.2	04.05.03.02	Define the scope structure of the programme	2	3
T.3.3	04.05.03.03	Manage the scope of the components	2	3
T.3.4	04.05.03.04	Establish and maintain scope configuration	2	2
T.4 – Practice 4	04.05.04.	Time	3	3
T.4.1	04.05.04.01	"Sequence programme components and create	2	2
T.4.2	04.05.04.02	a tranced roadmap"	2	3
T.4.3	04.05.04.03	Manage the consistency of the tranches	3	3
T.5 – Practice 5	04.05.05.	Organisation and information	3	3
T.5.1	04.05.05.01	"Design and implement programme governance	3	3
T.5.2	04.05.05.02	framework and rules"	2	3
T.5.3	04.05.05.03	"Define the structure, roles and responsibilities	2	3
T.5.4	04.05.05.04	within the programme"	3	3
T.6 – Practice 6	04.05.06.	Quality	3	3

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T.6.1	04.05.06.01	Ensure quality throughout the programme	3	3
T.6.2	04.05.06.02	Organise quality assurance of the programme	2	3
T.7 – Practice 7	04.05.07.	Finance	3	3
T.7.1	04.05.07.01	Determine the programme funding and financing strategy	2	3
T.7.2	04.05.07.02	Determine and establish the programme budget	2	3
T.7.3	04.05.07.03	Develop, establish and govern a funding and financial management framework	2	2
T.7.4	04.05.07.04	Distribute programme funds based on the needs of components and funding conditions	2	3
T.7.5	04.05.07.05	Provide reports to funding and financing bodies	2	3
T.8 – Practice 8	04.05.08.	Resources	3	3
T.8.1	04.05.08.01	Develop a strategic resource plan to deliver the programme	2	3
T.8.2	04.05.08.02	Define the quality and quantity of resources required	3	3
T.8.3	04.05.08.03	Identify the potential sources of resources, and negotiate their acquisition	3	3
T.8.4	04.05.08.04	Allocate and distribute resources according to defined need	3	3
T.8.5	04.05.08.04	Evaluate resource usage and take any necessary corrective actions	2	2
T.9 – Practice 9	04.05.09.	Procurement	3	3
T.9.1	04.05.09.01	"Develop strategic resource plan to deliver	2	3
T.9.2	04.05.09.02	the programme"	2	2
T.9.3	04.05.09.03	Develop partnerships	2	2
T.9.4	04.05.09.04	End partnerships	2	3
T.10 – Practice 10	04.05.10.	Plan and control	3	3
T.10.1	04.05.10.01	Establish the programme	2	3
T.10.2	04.05.10.02	Manage the interfaces and synergies between components	2	3
T.10.3	04.05.10.03	Measure, evaluate the status of components, and influence their progress	2	3
T.10.4	04.05.10.04	Provide direction to the component managers	2	3
T.10.5	04.05.10.05	Finalise the programme	2	3

No.	CE	Description	Competency level	
			B	A
T.11 – Practice 11	04.05.11.	Risk and opportunity	3	3
T.11.1	04.05.11.01	Develop and implement a risk management framework	2	3
T.11.2	04.05.11.02	Identify risks and opportunities	2	3
T.11.3	04.05.11.03	Assess the probability and impact of risks and opportunities	2	3
T.11.4	04.05.11.04	Select strategies and implement response plans to address risks and opportunities	2	3
T.11.5	04.05.11.05	Evaluate and monitor risks, opportunities, and implemented responses	2	3
T.12 – Practice 12	04.05.12.	Stakeholders	2	3
T.12.1	04.05.12.01	Identify stakeholders, and analyse their interests and influence	2	3
T.12.2	04.05.12.02	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	2	3
T.12.3	04.05.12.03	"Develop and maintain a stakeholder strategy	2	3
T.12.4	04.05.12.04	and communication plan"	2	3
T.12.5	04.05.12.05	Engage with users, partners, and suppliers to gain their cooperation and commitment	2	3
T.13 – Practice 13	04.05.13.	Change and transformation	2	3
T.13.1	04.05.13.01	Assess the adaptability to change of the organization(s)	2	3
T.13.2	04.05.13.02	Identify change requirements and transformation opportunities	2	2
T.13.3	04.05.13.03	Develop change or transformation strategy	2	3
T.14 – Practice 14	04.05.14.	Select and balance	2	3
T.14.1	04.05.14.01	Analyse the characteristics of components	2	3
T.14.2	04.05.14.02	Prioritise components based on the programme's priorities	2	3
T.14.3	04.05.14.03	Analyse and predict the future performance of the programme	2	3
T.14.4	04.05.14.04	Prepare and facilitate programme decisions	2	2

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