PM-ZERT
Certification body of the GPM

Taxonomy Portfolio 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 – Portfolio 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**	**3**
K.2.1	04.03.02.01	"Know the principles of portfolio management and	2	3
K.2.2	04.03.02.02	the way they are implemented and apply"	2	2
K.2.3	04.03.02.03	Know and apply the principles of project and programme management and the way they are implemented	2	3
K.2.4	04.03.02.04	Align the portfolio with the organisation's reporting and decision-making structures and quality management processes	2	2
K.2.5	04.03.02.05	Align the portfolio with human resource processes and functions	2	3
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 portfolio complies with, all relevant legislation	2	2
K.3.2	04.03.03.02	Identify, and ensure that the portfolio 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 portfolio complies with, all relevant codes of conduct and professional regulation	3	3
K.3.4	04.03.03.04	Identify, and ensure that the portfolio 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 portfolio	3	3
K.3.6	04.03.03.06	Assess, benchmark, and improve the organization's portfolio management competence	2	3

No.	CE	Description	Competency level	
			B	A
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 portfolio	3	3
K.4.2	04.03.04.02	Assess the informal influence of individuals and groups and its potential impact on the portfolio	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 portfolio	2	3
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 portfolio	2	3
K.5.2	04.03.05.02	Align the portfolio with the formal culture and values of the organization	2	2
K.5.3	04.03.05.03	Assess the informal culture and values of the organization and their implications for the portfolio	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 one's 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

No.	CE	Description	Competency level	
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S.8 – People 8	**04.04.08.**	**Resourcefulness**	**3**	**3**
S.8.1	04.04.08.01	Stimulate and support an open and creative environment	2	3
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 portfolio 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 portfolio 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 portfolio 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**	**Programme 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 portfolios	2	3
T.2 – Practice 2	**04.05.02**	**Requirements and objectives**	**3**	**3**
T.2.1	04.05.02.01	Define and develop the organisational goals hierarchy	3	3
T.3 – Practice 3	**04.05.03**	**Scope**	**3**	**3**
T.3.1	04.05.03.01	Establish and maintain the scope of the portfolio	3	3
T.3.2	04.05.03.02	Control scope configuration of projects and programmes	3	3
T.4 – Practice 4	**04.05.04**	**Time**	**3**	**3**
T.4.1	04.05.04.01	Establishes the portfolio decision-making cycle	2	2
T.5 – Practice 5	**04.05.05**	**Organisation and Information**	**3**	**3**
T.5.1	04.05.05.01	Assess and determine the needs of stakeholders relating to information and documentation	3	3
T.5.2	04.05.05.02	Define the structure, roles and responsibilities within the portfolio and component projects and programmes	2	3
T.5.3	04.05.05.03	Establish infrastructure, processes and systems for information flow	2	3
T.5.4	04.05.05.04	Implement, monitor and maintain the organisation of the portfolio and component projects and programmes	3	3
T.6 – Practice 6	**04.05.06**	**Quality**	**3**	**3**
T.6.1	04.05.06.01	Ensure quality throughout portfolio component projects and programmes	3	3
T.7 – Practice 7	**04.05.07**	**Finance**	**3**	**3**
T.7.1	04.05.07.01	Determine and establish the portfolio budget	2	3
T.7.2	04.05.07.02	Develop, establish and govern a financial performance and reporting system for the portfolio	2	3
T.8 – Practice 8	**04.05.08**	**Resources**	**3**	**3**
T.8.1	04.05.08.01	Develop strategic resource plan to deliver portfolio component projects and programmes	2	3
T.8.2	04.05.08.02	Identify the quantity of required and available resources for running portfolio component projects and programmes	3	3
T.8.3	04.05.08.03	Identify the skills of the required resources for running portfolio component projects and programmes	3	3

No	CE	Description	Competency level	
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T.9 – Practice 9	**04.05.09**	**Procurement**	**3**	**3**
T.9.1	04.05.09.01	Maintain and govern the procurement system for the portfolio	2	3
T.10 – Practice 10	**04.05.10**	**Plan and control**	**3**	**3**
T.10.1	04.05.10.01	Establish the portfolio system	2	3
T.10.2	04.05.10.02	Establish and maintain the portfolio cycle	2	3
T.10.3	04.05.10.03	Report on the portfolio	2	3
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	3	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	Develop and maintain a stakeholder strategy and communication plan	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	3
T.12.4	04.05.12.04	Engage with users, partners, and suppliers to gain their cooperation and commitment	2	3
T.12.5	04.05.12.05	Organize and maintain networks and alliances	2	3
T.13 – Practice 13	**04.05.13**	**Change and transformation**	**2**	**3**
T.13.1	04.05.13.01	Assess and review the impacts of changes affecting the portfolio	2	2
T.13.2	04.05.13.02	Develop change or transformation strategy for the portfolio	2	2
T.13.3	04.05.13.03	Sustain the change process	2	3

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T.14 – Practice 14	**04.05.14**	**Projekt selection and Portfolio balance**	**2**	**3**
T.14.1	04.05.14.01	Identify programmes or projects or ideas that could be included in the portfolio	2	3
T.14.2	04.05.14.02	Analyse the characteristics of programmes and projects	2	3
T.14.3	04.05.14.03	Prioritise programmes and projects based on the organisation's priorities	2	3
T.14.4	04.05.14.04	Programme and project delivery oversight	2	3
T.14.5	04.05.14.05	Analyse and predict the future performance of a portfolio	2	3
T.14.6	04.05.14.06	Prepare and facilitate portfolio decisions	2	3

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