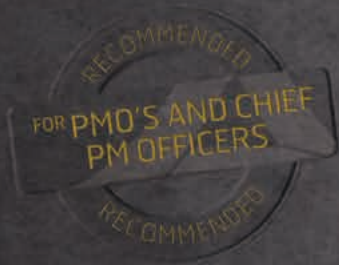




IPMA®
international
project
management
association



IPMA Delta – moving organizations forward in translating strategy into results

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An increasingly complex and dynamic world requires organisations to meet the more demanding expectations of their stakeholders through the better management of projects, programmes and portfolios. IPMA Delta provides valuable insights for executives who design organisations to meet the increasing requirements of project-related work and management.

Global Assessment & Certification

Independent & Reliable

Systematically Successful Projects



Cornerstone for PM Development

Exposes the critical improvement areas in your organisation

Prioritizes action points and points out the right direction

IPMA Delta – join us up to the next dimension!

Today's organisations are heavily project-driven. Thus, project management is a core competence which needs to be developed on a continuous basis. But what is the status quo of your organisation in managing projects, programmes and portfolios? Which development measures are needed to maintain or achieve a competitive advantage? Should you invest in developing the PM processes, structures and tools or rather the competences of your project personnel? IPMA Delta is answering those questions. It is the most comprehensive project management assessment for the entire organisation: 360° PERSPECTIVE – 100% INDEPENDENT – ONE STEP FURTHER.

Reinhard Wagner,
IPMA Delta International First Assessor,
President of the International Project Management Association IPMA

IPMA Delta – successful projects

IPMA Delta has been conceived to deliver value to our Customer. We have made a lot of effort in developing a worldwide Certification Procedure having clearly in mind how much the Organizations struggle in searching for competitiveness in managing projects. The rationale of IPMA Delta is to limit the impact of the Certification process for the Organization to be assessed. And, at the same time, to look at the key topics for providing valuable information to the Management.

The IPMA Delta Assessors are trained by IPMA for assuring high quality standard in delivering Delta. Our Customers have confirmed over the last years that Delta act as an enabler to improve their performance capabilities.

Nuno Ponces de Carvalho
Vice President, Certification
International Project Management Association IPMA

IPMA Delta[®] – towards more profitable projects

Better project results and their systematic improvement have been set as a key objective in many organisations. When deciding which aspects of project management you should develop, it is advisable to first comprehensively review the current status of the organisation's project activities to ensure that development efforts are targeted wisely. IPMA has created a multi-dimensional assessment model as a tool for the effective assessment and development of all project-related activities: IPMA Delta.

Through an IPMA Delta assessment, the organisation in scope is reviewed in a holistic way. IPMA Delta assessment takes into account individuals'

project competences, project management methods, the success of recent projects and the project culture developed by the organisation and its operating environment. The outcome of the IPMA Delta assessment is a solid, fact-based foundation for project management development and the establishment of key development targets that most effectively improve project results. Benchmarking against other organisations, strengthening of the best practices in the own organisation and the development roadmap recommendations given by experienced IPMA Delta assessors provide a sound basis for the development of successful project management.

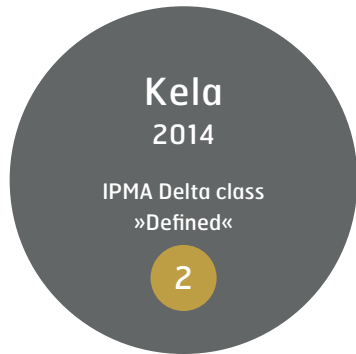
IPMA Delta is the tool for the comprehensive improvement of project management.

It answers the following questions:

- What are the most important and beneficial development areas in our organisation?
- What aspects of our activities and competences should we develop and in what order?
- How can we monitor and measure development results?
- What impact does the management system, individual skills and the project management systems and structures have on project management?



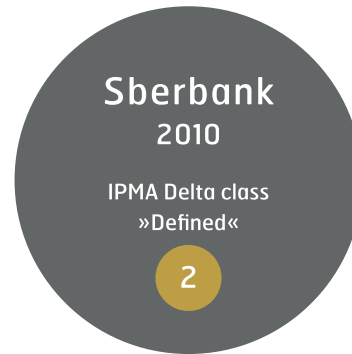
IPMA Delta® – scalable to the objectives of the organisation



Kela - The Social Security Institute of Finland - offers the public welfare services for all Finnish citizens. Kela faces an era of ICT transformation setting demanding goals for the new generation of Kela's services: reliable service delivery across all channels, user friendliness, usability for all with modern technology such as tablets and other mobile devices - yet highest level of information security and a robust privacy policy.

The assessment report and experienced assessors' advice gave us clear vision and confidence to plan our next development steps; improve our portfolio management, ambitiously focus on project planning phase and more proactive steering committee work. The IPMA Delta feedback and certification will increase awareness of our project culture and level of maturity."

Laila Vihersaari-Johnston
Head of KELA PMO



Sberbank of Russia is the largest bank and the leading global financial institution in Russia. Sberbank holds almost one third of aggregate Russian banking sector assets, it is the key lender to the national economy and the biggest deposit taker in Russia.

"It was surprising for me that our competency development model for Sberbank of Russia has similar principles as the international IPMA Delta® model. Now we are sure that we are heading in the right direction with our strategic development and we can achieve our very ambitious goals in 2014 to enter the five largest banks in the world."

German Gref
President of Sberbank



Swisscom IT Services ranks as the leading Swiss IT service provider specialising in the integration and operation of complex IT systems. The core skills lie in the fields of IT outsourcing services, workplace services, SAP services and services for the financial industry. The 2,691 employees of Swisscom IT Services look after approximately 400 customers in Switzerland, Austria and Singapore.

"We realized that our existing Project Lifecycle (PLC) had some deficits. The process and the project management deliverables were identified but neither obligation nor governance was defined... We consider lean and best practice as the two main factors to optimize our project management and to move towards Delta Class 5."

Raphael Bischof
Head of PM process and development
Swisscom IT Services

Competence Test

Assess your organisational competence in project management



Do you want to succeed better?

Do you want to achieve more and better results together?

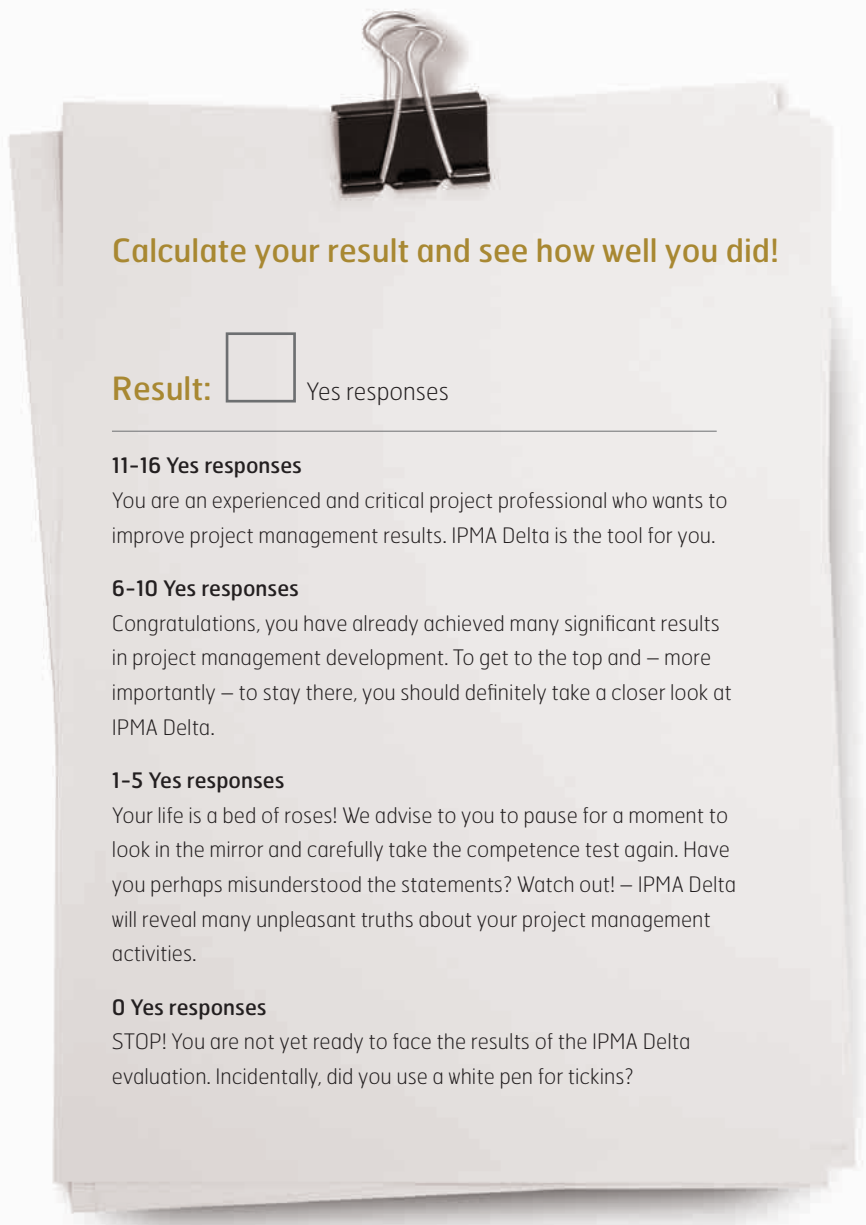
What is the real problem?

Take this quick test to determine your fitness level
and how you should go about developing it...

Yes

1. We want to succeed better in our projects.
2. Our projects are too often delayed.
3. Project delays incur costs and losses.
4. Our organisation's project results could be better.
5. Our projects should be more clearly led and managed through strategic goals.

- Yes**
- 6. Management interest and participation increase the value and significance of project activities.
 - 7. We will succeed better in our projects by improving our project competence.
 - 8. Development is focused on the right issues when development targets are selected on the basis of established facts.
 - 9. It would be wise to assess the current success factors of our projects in more detail and spread the knowledge throughout our organisation.
 - 10. It would be useful to systematically identify the obstacles to the success of our projects.
 - 11. We are aware of several development areas, but we are not in agreement on their importance and order of priority.
 - 12. The organisation's management and administration could support project management better.
 - 13. The preconditions should be ensured for the well-being and success of people working on projects.
 - 14. Project competence could be improved by systematically training project professionals.
 - 15. Our project methods and tools, as well as the related skills and how we apply them, should be developed.
 - 16. We could learn and adopt best practices from other experienced project teams.



Calculate your result and see how well you did!

Result: Yes responses

11-16 Yes responses
 You are an experienced and critical project professional who wants to improve project management results. IPMA Delta is the tool for you.

6-10 Yes responses
 Congratulations, you have already achieved many significant results in project management development. To get to the top and – more importantly – to stay there, you should definitely take a closer look at IPMA Delta.

1-5 Yes responses
 Your life is a bed of roses! We advise to you to pause for a moment to look in the mirror and carefully take the competence test again. Have you perhaps misunderstood the statements? Watch out! – IPMA Delta will reveal many unpleasant truths about your project management activities.

0 Yes responses
 STOP! You are not yet ready to face the results of the IPMA Delta evaluation. Incidentally, did you use a white pen for tickins?

Overview of description of the IPMA Delta I/P/O model

IPMA Delta is a holistic assessment for the whole organisation. The IPMA Delta assessment reviews individuals' competence, actual project processes and activities and their results, as well as the support provided by organisation's management system and the project business context.

Individuals (Module I)

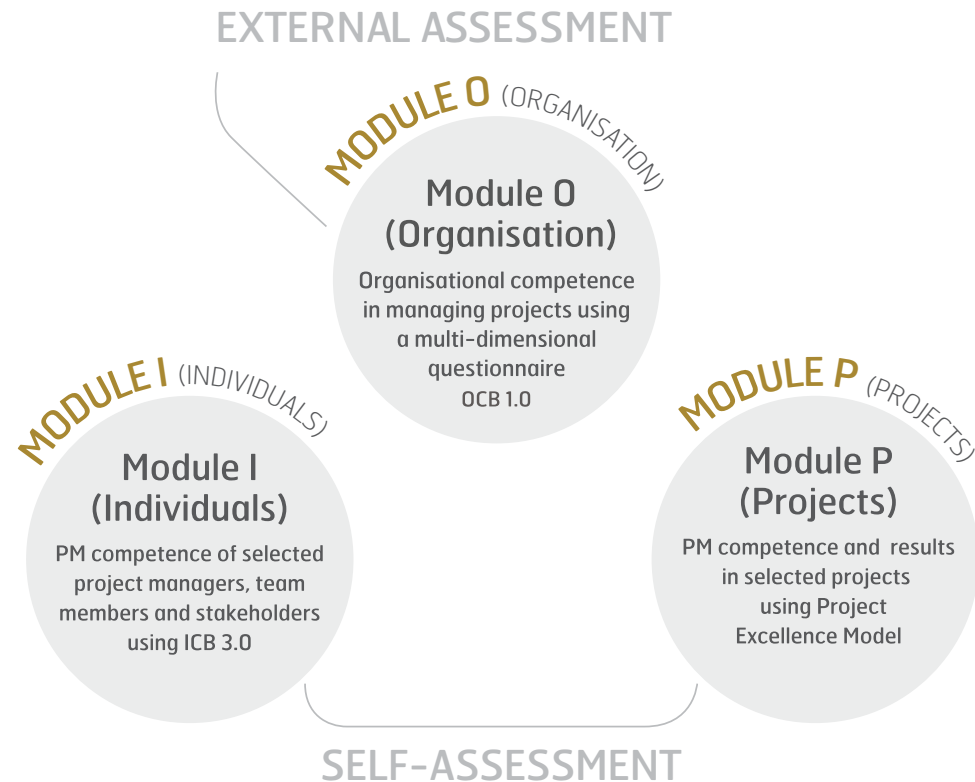
Assessment of individual competence in different key roles and perspectives: project, programme and portfolio managers, project staff, senior executives, administration and support functions. Assessment focuses both individuals' experience and knowledge in their respective domain.

Projects (Module P)

Assessment of selected projects. Assessment focuses on the results and success of implemented projects and the application of agreed project management methods and tools in the assessed projects.

Organisation (Module O)

Assessment of the organisational competence in managing projects, mainly seen through the eyes of the organisation's top management, their attitude and support of the management system as well as the establishment of governance as an enabler of smooth and successful projects. This part of the assessment is mainly done through interviews with the organisation's top management and the managers responsible for the project management system.



The assessment model is based on the latest and evolving project management standards:

IPMA Competence Baseline (IPMA ICB®), IPMA Organisational Competence Baseline (IPMA OCB®), IPMA Project Excellence Model and ISO 9001, ISO 10006 and ISO21500.

Reference model for organisational competence in managing projects

IPMA Delta divides Organisational competence in managing projects into five competence classes. The competence class that most appropriately corresponds to the organisation's project management scope,

nature and development targets is selected as the reference class for the IPMA Delta assessment. The assessment reveals which class the organisation's project management competence as a whole belongs

in and what the I/P/O profile is. The assessment reveals the weak links in project competence, helps to identify the key development areas and gives clear recommendations for the next areas to be improved.



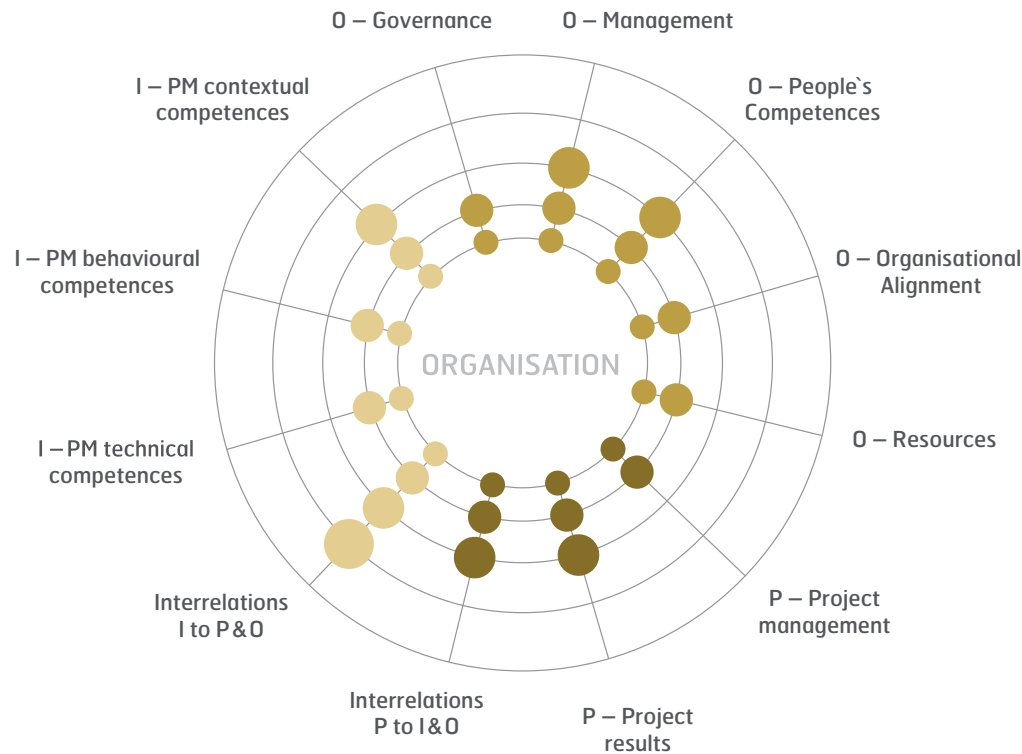
The significance and scope of project activities in the overall context is very different in different organisations. The IPMA Delta competence classification takes different organisations and the different roles of projects in the overall business context into account.

Profiling the organisational competence in project management

In the IPMA Delta® assessment the organisation's competence is evaluated using multi-dimensional criteria

The project management competence of an organisation is a total of several factors:

1. The organisation's management and governance system provide the foundation for smoothly functioning operations. The active role of top management creates the conditions necessary for the success of projects and development of project management.
2. Obtaining the desired results requires an organisation to have advanced project management processes, methods, standards and practices in place, which are systematically applied, assessed and developed.
3. To succeed in projects, competent management and good leadership, skilled individual project management professionals, appropriate project roles and realm based resourcing are of key importance.
4. The expectations and requirements set by the business context, customers, partners and other stakeholders in project results must also be taken into account.



I - Individuals, P - Projects, O - Organisation

IPMA Delta[®] assessment process

Application and preparation

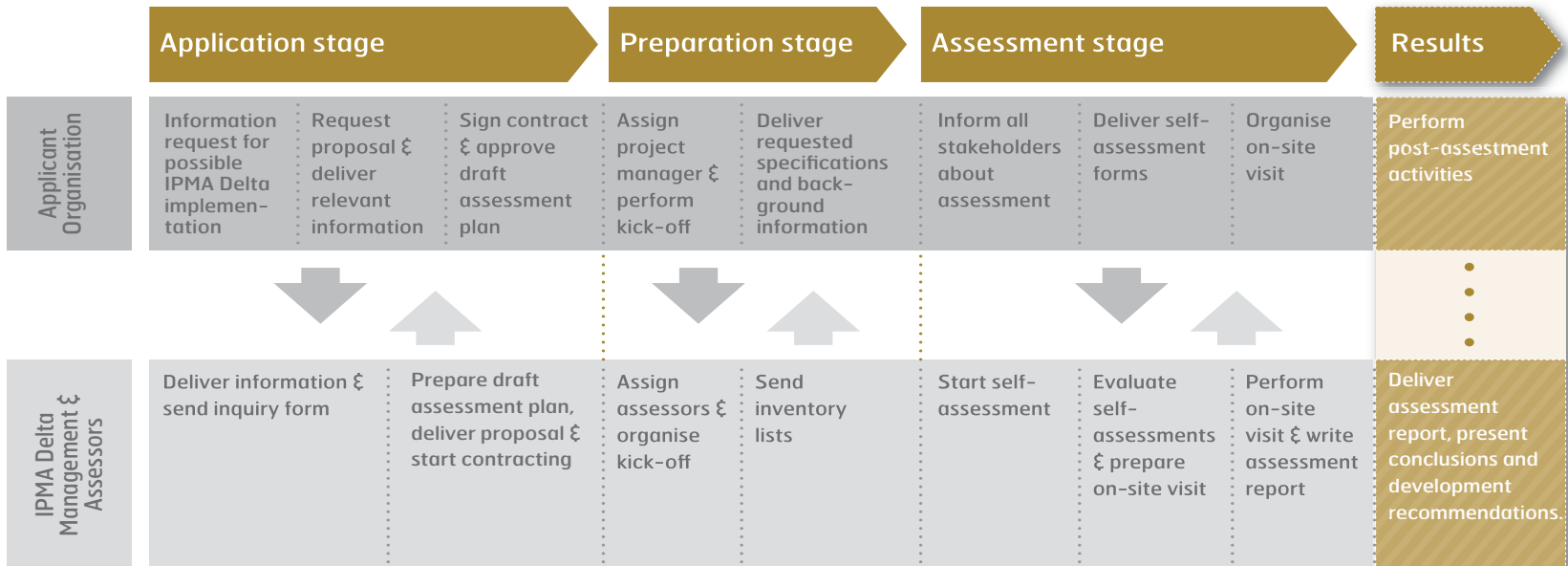
The IPMA Delta assessment is the best foundation for improving the project management competence of any organisation with significant project activities. Before initiation of the assessment process, the baseline and goals for assessment are set. The scope of assessment is determined by the organisation's size and the nature of its project activities. Assessment follows a well-defined project plan.

Assessment

The IPMA Delta assessment is a well-defined and documented process for collecting and analysing competence information. Information is collected in a smooth dialogue using modern tools. In addition, assessors conduct an on-site visit for interviews with the organisation's management and key project management people. The results are presented to the management with a report and a presentation.

Results

The results of the IPMA Delta assessment form a highly valuable and useful basis for further development. With the support of analysis and advice provided by experienced assessors, development efforts are effective and appropriately focused. However, the assessment process itself is clear and lightweight. An investment in IPMA Delta pays for itself; at best, in the improved results and profitability of the very next projects.



IPMA Delta assessment can be flexibly scaled to the size of the assessed organisation and its projects.

Individuals' competences are most important for organisations



IPMA Competence Baseline 3.0

In the IPMA Delta assessment, individuals' competences are assessed against IPMA's established 4-L-C model. The four-level competence model and assessment are based on the comprehensive IPMA Competence Baseline 3.0 (IPMA ICB®), which is used as the leading international certification standard for project management competences. Companies engaged in extensive project activities typically have project professionals certified at different IPMA levels, so they already have material available for the certification of individuals, and the assessment criteria are familiar. The role of the

project manager is crucial in single projects, and personal competences play an important role in successful project deployment. In the context of complex project-oriented organisations effectiveness is built on successful portfolio and programme management that is aligned with the organisation's strategy. The IPMA 4-L-C model offers a clear, reliable, tried-and-tested process for the assessment of the project management competences for the operative and strategic management level. In the IPMA Competence Baseline model, the competence of project management professionals is scored for

- 1) Technical competences
- 2) Behavioural competences
- 3) Contextual competences



Project management and project success

The IPMA Delta assessment for project management maturity and effectiveness is based on the IPMA Project Excellence assessment model. The model has been successfully applied as a project management development and benchmarking tool, an assessment method for IPMA's international Project Excellence Award for project management, as well as in national project management assessments. The IPMA Project Excellence model takes into account:

Customer satisfaction – In well-managed organisations and projects, the customer is king and ultimately sets the quality requirements. The project team must listen to and understand the customer's needs and requirements.

Employees' development and participation – the complete potential of employees can only be released in an atmosphere of confidence and openness.

Partnership with suppliers – a customer-supplier relationship based on confidence and cooperation is a great asset for both sides.

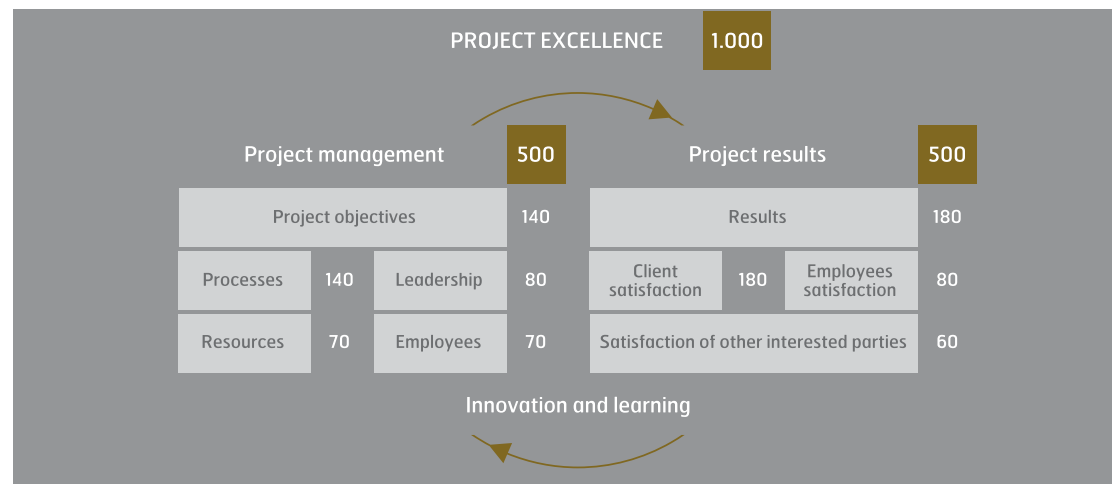
Leadership – leadership skills are required to achieve excellent results and success. Leaders steer the efforts of the organisation towards a common goal. Therefore, leadership quality is imperative for success.

Social responsibility – ethics and social responsibility play an important part in the decision-making, activities and results of successful organisations and projects.

Processes and facts – excellent results and success are based on continuous process development and systematic measurements. Without measurements and facts, development efforts lack fixed objectives. The Project Excellence model is a tool for measuring and analysing excellence. Assessment focuses on topical projects implemented in the organisation and the actual project management results achieved.

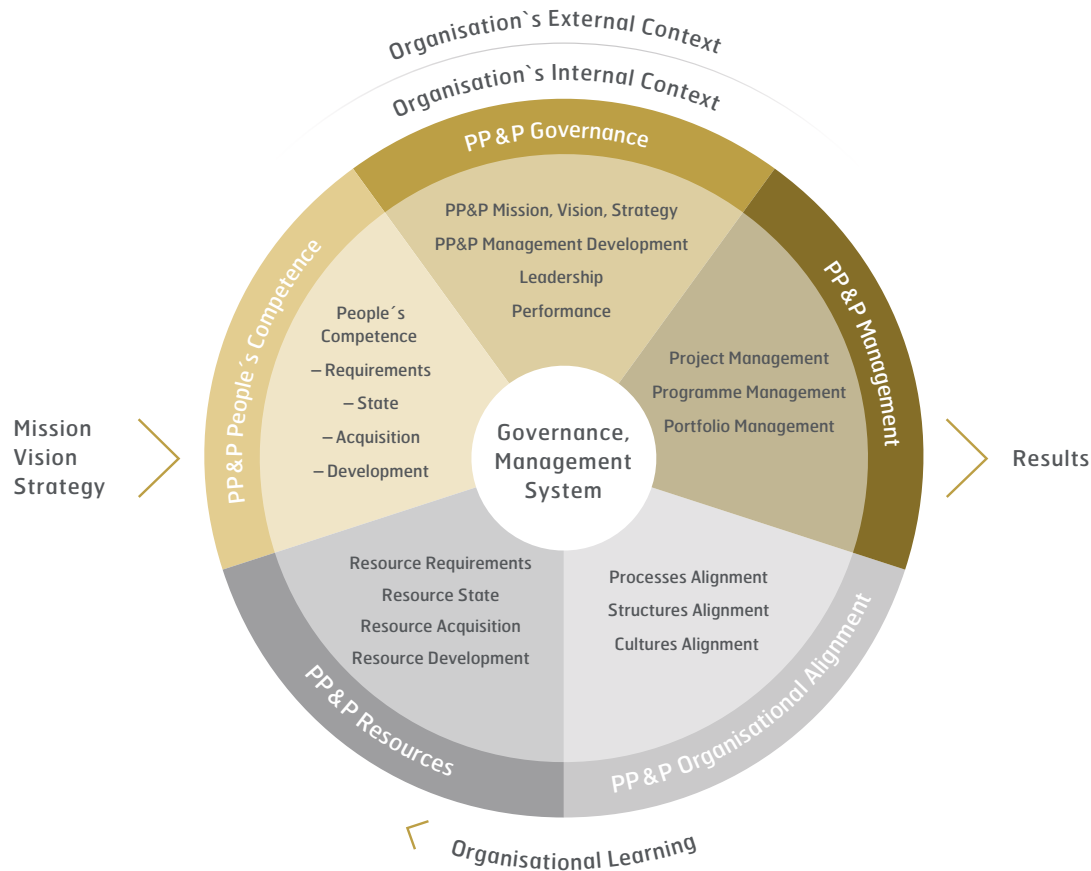


Module P - IPMA Project Excellence Model



Organisational competence in managing projects – are you ready?

Module O - Organisation



Assessment based on an international standard:

IPMA Delta reviews the following five dimensions in the 360° assessment on organisational competence in managing projects: Governance – Management – Organisational Alignment – Resources – People

The O module reviews the entire organisation, all the way from governance and management systems via the alignment of structures, processes and cultures down to resources and people. In IPMA Delta assessments, the organisation's competence in managing projects is reviewed as a holistic entity. The IPMA Delta assessment considers the organisation's mission, vision and strategy and the related decision-making practices, the personnel management and development, sourcing and logistics, product and service development as well as customer accounts, partnerships and stakeholder relationships. The organisational competence in managing projects is assessed by highly experienced assessors. The assessment of the organisation is mainly conducted via on-site interviews and document checks.

IPMA Delta[®] – map and compass for project management development

Towards success

IPMA Delta provides you with a reliable direction for effective project management development. The top standards for project management development are at your disposal:

- IPMA Organisational Competence Baseline for the assessment of the competence at the level of the whole organisation
- IPMA Project Excellence model for the assessment of project management methods and results of portfolio and programme management at the projects' level
- IPMA Competence Baseline for the assessment of project professionals' project management competences at the individuals' level.

The IPMA Delta assessment is carried out by an independent team of experienced project management professionals. The outcome of the assessment is 100% impartial and reliable. The report created as an outcome of the IPMA Delta assessment provides the organisation with significant added value by pointing out the key project management development areas and actions in practical terms. IPMA Delta points the way towards more successful and effective project management, through which the organisation can raise its productivity and competitiveness to a whole new level.

IPMA Delta – positive development and measurable added value. **"Join us up to the next dimension!"**



IPMA world map



North America

Canada
Mexico
United States of America

Central America

Costa Rica
Dominican Republic
Guatemala
Panama

South America

Argentina
Brazil
Chile
Peru

Africa

Egypt
Nigeria
South Africa

Europe

Austria
Azerbaijan
Bosnia-Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Ireland
Iceland
Italy
Kosovo
Latvia
Lithuania
Netherlands
Norway
Poland
Portugal

Romania
Russia
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
Turkey
United Kingdom
Ukraine

Asia

China
India
Iran
Kazakhstan
Nepal
Malaysia
Taiwan, China

Australia

Australia

CONTACT INFORMATION

International Project Management Association
info@ipma.world

www.ipma.world