

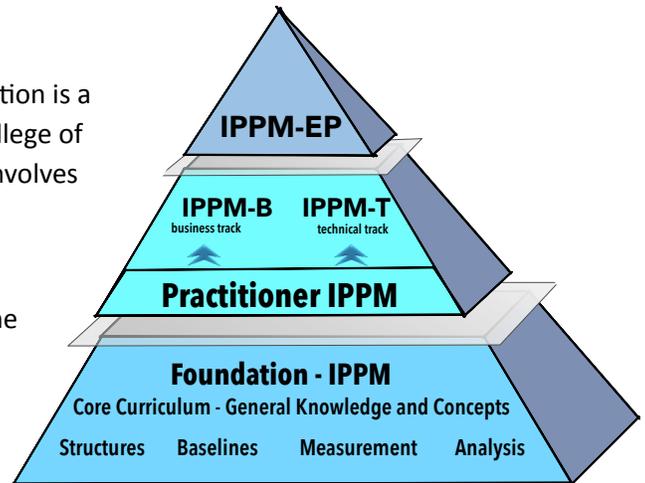


Integrated Program Performance Management

The IPPM™ Certification

The Integrated Program Performance Management Certification is a senior expert-level professional credential offered by the College of Performance Management worldwide. The subject matter involves performance planning, measurement and management of programs in a wide range of industries and environments.

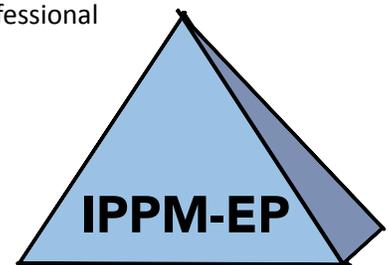
IPPM™ is a unique certification program because it covers the comprehensive disciplines involved with cost, schedule and technical performance management. IPPM evolved from CPM's core Earned Value Management Professional Education Program by adding subject matter to fill gaps necessary to properly address the entire range of disciplines in Technical Performance Measurement / Benefits Realization Management (TBM); as well as agile / dynamic Schedule and Resource Management (SRM).



IPPM™ Enterprise Professional Certification (IPPM-EP™)

The highest level certification in the IPPM program is the IPPM Enterprise Professional (IPPM-EP™). IPPM-EP™ certification requires a combination of education qualifications, proven knowledge, practical ability, commitment to ethics and standards, and proven ability to contribute to advancement of our profession.

People who attain IPPM-EP™ Certification will generally have 15 years or more of proven experience in the field of integrated program management. There are also education requirements for a Masters Degree (or equivalent) from a recognized accredited higher learning institution covering a wide range of studies. This is a reflection of the uniqueness of IPPM™ recognizing those individuals who can demonstrate expertise and leadership in all areas necessary to balance and integrate cost, schedule and technical management. IPPM-EP is designed to benefit individuals and organizations across most all industry sectors and program types.



The requirements for IPPM-EP™ are summarized in the following table:

CPM Deans' Vision for IPPM Enterprise Professional

IPPM-EP Qualification - CPM Deans' Vision Statement	
Entry Criteria	<ul style="list-style-type: none"> • Proficient in all supporting CPM/IPPM tracks • Expert in at least one area • Letter of Recommendation/Reference from <ul style="list-style-type: none"> • Colleague • Supervisor • Customer • Resume/CV Biography
Characteristics	<ul style="list-style-type: none"> • Proven Results (employer / peer evidence) • Ability to apply the principles of IPPM in multiple environments • Respected within IPPM community • Embodies the Canon of Ethics • Ability to communicate / transfer knowledge and experience
Verification	<ul style="list-style-type: none"> • Open Question Examination • Practicum: e.g., Project, Paper, Portfolio demonstrating advanced ability • Topic/Abstract/Thesis Statement presented with application • Submitted for peer review • Presented & Defended to a panel of evaluators
Re-Certification	<ul style="list-style-type: none"> • Contribution to the professional knowledge base <ul style="list-style-type: none"> • Industry Standards • Corporate Policies • Journal Articles & Books • Teaching and/or Mentoring • Volunteer • Practitioner

Pathways to the IPPM-EP™ Certification

The pathway to IPPM-EP™ follows two sub-certifications: Foundational IPPM (FIPPM™), and Practitioner IPPM (either IPPM-B™ or IPPM-T™). These are attainable through CPM's IPPM™ program, and in time will also be achievable through CPM's collaborative agreements. The entry-level Foundation IPPM™ is a readily attainable certification signifying basic mastery of core concepts and knowledge. It is a building block toward the Practitioner and higher level IPPM certification.

Accreditation through APMG International



All pathways to the IPPM-EP offered by CPM are managed and accredited through APMG International, who are in turn accredited under the UK Accreditation Service. CPM's partnership with APMG-Intl enables IPPM to reach a worldwide array of professional, employers and training professionals. IPPM is a truly global certification providing professionals opportunities worldwide as they build their career, and it offers employers advantages of having professionals on staff who have demonstrated

their ability against internationally recognized standards and practices.



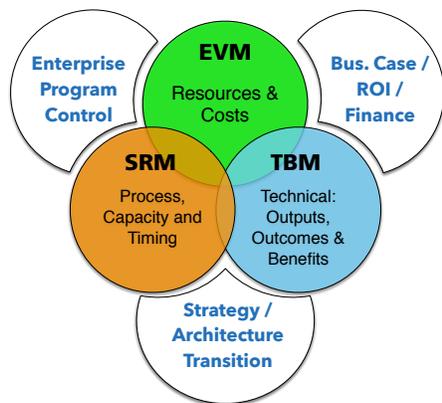
The IPPM Curriculum - Built on EVM Foundation

For over 50 years, Earned Value Management has improved visibility into the status and trends of program cost and schedule performance in support of better-informed decisions and program success. It is the foundation of the IPPM Curriculum, which adds two subject matter components to address specific practices necessary to better integrate technical management principles, and also to embrace dynamic schedule planning and control in Agile or production environments:

Technical / Benefits Management (TBM) adds topics that cover the processes and approaches to follow to define program goals and objectives with direct linkage to an enterprise strategic goals and objectives. The importance of Benefits Realization has been recognized in recent years by PMI and others as critical to designing, planning and executing projects and programs to achieve the outcomes desired by stakeholders. TBM introduces a direct relationship between the definition of top-level program goals and stakeholder expectations that get expressed in technical performance metrics as supporting projects and detailed plans are developed.

Schedule / Resource Management (SRM) adds topics that address the relationship between detailed level EVM planning entities and their counterparts in production shop-floor planning or in Agile systems development environments. With address how EVM relates to these environments, the misconception that EVM principles cannot or should not even be attempted is a risk to project and program success. On an enterprise scale, a portfolio of many related programs and their supporting projects will almost always include work that lends it self to more dynamic schedule and resource detailed planning, as well as work that favors use of more traditional requirements definition and sequence based execution. IPPM

anticipates the presence of a variety of project and program environments and thus implements the approach of integrating all projects and programs into a common set of frameworks and methods.



IPPM is designed to enhance a wide range of career interests and improve basic, practical and advanced competencies toward advancement. The program welcomes people working at all levels from entry-level upward in an organization where they are involved in some way with projects and programs. People working in a Program Management Office generally become introduced to some degree of EVM or SRM disciplines in the course of their work. They benefit from IPPM by better understanding the integration of these disciplines, and also basic understanding and awareness of the technical / benefits concepts and processes.

People involved with business case analysis and capital planning generally get exposed to elements of EVM and TBM through the process of developing the return on investment and benefit /cost analysis. These would include Business Analysts and Systems Analysts whose careers will benefit from IPPM through better understanding of the integration between cost / schedule management and technical / benefits management, as well as disciplines they may have had little exposure to in the area of SRM.

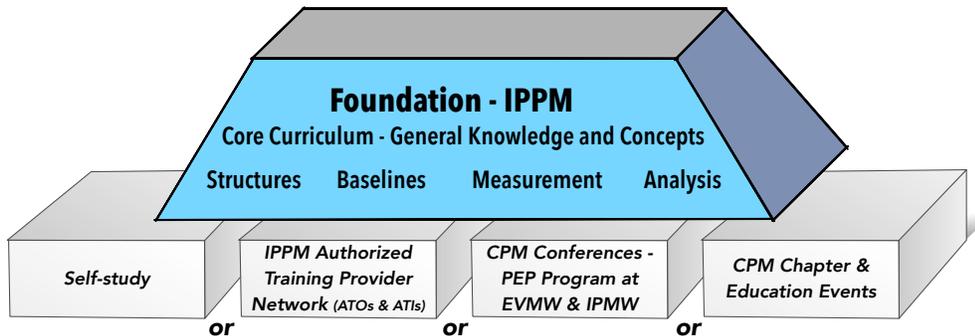
Those involved with strategic planning or systems architecture and transition planning will generally be exposed to one or several aspects of TBM and SRM as they related to defining how performance effectiveness can be achieved and how it should be transitioned into their organization. They may have little exposure to the planning and management of projects and programs however. IPPM will benefit them through better understand of how programs and projects are planned and managed to mitigate risks and achieve performance goals.

The IPPM Curriculum is built in four theme areas that represent the four principles inherent to Earned Value Management:

1. **Structures:** *Plan the entire scope of work and structure it so that responsibility and accountability can be devolved to the organization or person according to their functional specialty and span of management control*
2. **Baselines:** *Implement the concept of formally planned and maintained baselines to establish direct relationship between detailed level planning and performance and the overall goals and objectives of the program*
3. **Measurement:** *Measure actual status on the basis of verifiable data collected at the point where work is performed and ensure that all elements of the project / program report performance consistently for universal visibility*
4. **Analysis:** *Implement principles of exception-based variance analysis and corrective action by assessing current status, trends to date, and forecast conditions at completion, spotlighting significant variances, and addressing them to help mitigate emerging risks.*

Foundation IPPM Certification

There are no pre-requisites for Foundation IPPM, and no specific training course requirements. However CPM has an established network of qualified training providers who offer courses in both Foundation- and Practitioner-level learning programs. In addition, CPM’s two annual training workshops in the United States contain training tracks on IPPM curriculum subjects, and CPM’s PEP Exam (free for CPM Members) provides an excellent opportunity to be tested on IPPM topics in a risk-free, open-book setting.



Earning the Foundation level IPPM Certification requires sitting and achieving a passing grade on a closed book exam. The IPPM Syllabus is constructed along the four themes of the Foundation curriculum: Structures, Baselines, Measurement and Analysis. The core of the curriculum is a series of Learning Outcomes and these require basic comprehension and understanding of key terms and processes at the Foundation Level. There is no prerequisite to pursue the Foundation Level IPPM either. Typically the Learning Outcomes for the Foundation certification exam are related to the ability to “Remember” and “Understand” the key “Factual”, “Conceptual” and “Procedural” elements as illustrated in the following diagram.



Foundation level exams will be introduced at EVM World 2017, and the program will be launched worldwide directly after that event. The exams will be available for purchase directly from APMG online, directly from CPM at one of the two annual conferences, or from any one of the network of Authorized Training Organizations or Authorized Training Individuals. Generally the exams provided by the ATO/ATI network are included in their three day training programs for foundation knowledge in IPPM.

CPM has designed a generic set of training materials that is provided to all authorized IPPM trainers that follows a common curriculum outline as follows:

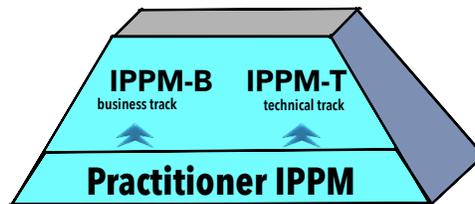
IPPM FOUNDATION 3-DAY COURSE AGENDA

Session / Time	Description
Day Start	Introductions / Logistics
Day 1 AM	Foundation OV Module
Day 1 AM	Foundation ST Module
Day 1 Midday	Break
Day 1 PM	Foundation ST Module Wrap-up
Day 1 PM	Foundation BL Module
End Day 1	Adjourn
Day 2 Start	Recap / Questions
Day 2 AM	Foundation BL Module Wrap-up
Day 2 AM	Foundation MT Module
Day 2 Midday	Break
Day 2 PM	Foundation MT Module
End Day 2	Adjourn
Day 3 Start	Recap / Questions
Day 3 AM	Foundation AN Module
Day 3 Midday	Break
Day 3 PM	Foundation Recap / Discussion
Day 3 PM	IPPM Foundation Certification Exam
Day 3 PM	Adjourn

The Foundation IPPM has no stated requirement to maintain continuing education credit.

IPPM Practitioner - Business Track and Technical Track

The IPPM Business Track (IPPM-B) and IPPM Technical Track (IPPM-T) Practitioner-level certifications require certain amounts of Practical experience in either the business-oriented or technical-oriented aspects of IPPM. but it is CPM’s intention to allow for recognition of previous work and achievements toward equivalent certification programs. CPM’s Board has agreed to work with other professional associations, education institutions, and employer organizations to establish processes and procedures to achieve this objectives.



The exams for the Practitioner Level will be available after six months of Foundation Level program operation. In that period CPM will incorporate lessons-learned and expand the Foundation level curriculum to build the modules for the two Practitioner Level courses of study. The Practitioner Level exams will be open book, and earning either the IPPM-B or IPPM-T will require evidence of practical work experience, minimum education, a passing grade on one of the exams, and a practicum that will be assessed by the CPM Certification Authority.

Maintaining the IPPM Certification

The Practitioner Level IPPM Certification will be valid indefinitely as long as its holder maintains the appropriate number of Continuing Education Units (CEUs). The Certified persons must collect and report their CEU status to CPM at least annually. CPM recognizes a wide range of activities that count toward the CEU total. There are 9 CEUs required each year to maintain the IPPM-B and IPPM-T. The following table outlines the activities and their CEU values.

Activity Type and Description	CEU Value
1. Practical Experience	
1a. Industry-relevant Employment	2 per year
1b. Industry-relevant Self-employment	2 per year
1c. Full-time Instructor in IPPM subject	2 per year
2. Professional Development	
2a. Chapter meetings - IPPM-related societies	0.25 per meeting
2b. Professional development or continuing education	0.10 per hour

Activity Type and Description	CEU Value
2c. IPPM-related certification, license or degree	3 each
3. Industry Contribution (10 CEUs maximum)	
3a. IPPM Standards / Guidance Coordinator	2 each
3b. IPPM Standards / Guidance Author	4 each
3c. IPPM Standards / Guidance Contributor	1 each
3d. Published papers relevant to IPPM	2 per paper
3e. Part Time Instructor	1 for each 10 class hours
3f. CPM Training Track Instructor	1 for each 2 class hours
3g. CPM Practice Symposia Presentation / Paper	2 per presentation (1st time only - not to repeat)
3h. CPM Webinar Presenter	0.1 per webinar (1st time only - not to repeat)
3i. Papers Presented to Professional Community	1 per presentation of at least 30 minutes duration
3j. Authored Reference Book Relevant to IPPM	4 per publication
3k. Thesis or Dissertation Relevant to IPPM	4 per publication
4. Volunteer Service (10 CEUs maximum)	
4a. Elected association officer relevant to IPPM	2 per year of service
4b. Dean of CPM Training Track	2 per year of service
4c. Proctor and grade CPM PEP exams	1 per conference
4d. CPM Training Track Volunteer Service	1 per conference
4e. Miscellaneous: must be approved by CPM Certification Authority	1 per activity unless otherwise stated