IPMA
ICB REVISION PROJECT

COMPARISON SHEET: PMCD FRAMEWORK PERFORMANCE CRITERIA - ICB COMPETENCE ELEMENTS

Project Integration Management

Y: yes
S: should be included
N: should not be included

	PMCD FRAMEWORK Performance criteria		ICB-elements																																											
Ref	Description	PMBOK® Guide reference	1. Projects and project management	2. Project management implementation	3. Management by projects	4. System approach and integration	5. Project context	6. Phases and life cycle	7. Development and appraisal	8. Objectives and strategies	9. Success and failure criteria	10. Start up	11. Close out	12. Project structures	13. Content, scope	14. Time schedules	15. Resources	16. Costs and finance	17. Configurations and changes	18. Risks	19. Performance measurement	20. Controlling	21. Information, documentation, reporting	22. Organisation	23. Teamwork	24. Leadership	25. Communication	26. Conflicts and crises	27. Procurement, contracts	28. Quality	29. Informatics (IT)	30. Standards and regulations	31. Problem solving	32. Negotiations, meetings	33. Permanent organisation	34. Business processes	35. Personnel development	36. Organisational learning	37. Management of change	38. Marketing, product management	39. System management	40. Safety, health, environment	41. Legal aspects	42. Finance and accounting	no	comments
1	**Integration management (6 elements, 37 criteria)**																																													
K/P.1.1.1	Identify and document project needs developing product- or service descriptions																																													
K/P.1.1.1.1	determine product/services characteristics (expert judgement)					y		y		y		y			y								y				y			y					y				y	y						
K/P1.1.1.2	identify and document assumptions and constraints		y			y		y	y	y		y											y				y			y	y		y	y	y	y						y	y	y		
K/P.1.1.2	Perform initial project feasibility study and analysis																																													
K/P.1.1.2.1	project selection, decision, benefit, constraint optimisation models		y		y	y		y	y	y	y					y				y			y				y			y	y		y	y	y	y						y	y	y		
K/P.1.1.2.2	historical information for benchmarking				y	y		y	y	y		y				y	y	y		y	s		y				y			y	y		y	y		y		y	y	y				y		
K/P.1.1.2.3	high level assessment of resources				y	y		y		y		y			y		y	y			y		y	y			y			y					y									y		
K/P.1.1.2.4	high level assessment of (non technical requirements				y	y		y		y		y											y				y			y	y				y							y	y			
K/P.1.2.1	conduct project plan development	4.1																																												
K/P.1.2.1.1	project plan development methodology		y			y		y																																						
K/P.1.2.1.2	stakeholders and project/organisation relations and responsibilities				y	y	y	y		s		s	y	y			y						s	y			s								s			s								
K/P.1.2.1.3	interfaces with other projects				y	y	y	y				s				s	s			s			s																							
K/P.1.2.1.4	define stakeholder management plan					s	s	s			s	s								s			s				s											s								Stakeholder management could be addressed as a new core element
K/P.1.2.1.5	define and utilise a pm-information system					y		y								s		s	s				y								y								s							
K/P.1.2.1.6	identify and develop an integrated project plan		y		y	y	y	y	y	y	y	y	y	y		y	y	y	s	s				s			s		y	y	y						s		y							
K/P.1.2.1.7	identify and develop a project management plan																																												no	This should always be part of the project plan.
K/P.1.2.1.8	differentiate between dynamic updating and preserving the baseline				y	y		y	y							s		s	s				y								s								y							
K/P.1.3.1	conduct project plan execution	4.2																																												
K/P.1.3.1.1	Identify and execute preventive actions or modifications to the plan					y		y								y	y	y																												
K/P.1.3.1.2	utilise structured communication methods																						y				y																			the PMCD FRAMEWORK addresses only formal communication and is therefore limited compared to the ICB
K/P.1.3.1.3	utilise regularly scheduled project status reviews							s				s																		y																
K/P.1.3.1.4	utilise project information systems to provide project information																														y															
K/P.1.3.1.5	utilise negotiating strategies																																	y												
K/P.1.3.1.6	apply problem solving techniques in managing the project																																y													
K/P.1.3.1.7	implement methods used to influence behaviour and preventive action																																												no	???? It's not the implementing of a method but the behaviour of the manager
K/P.1.3.1.8	manage project-related technical and organisational interfaces		y		y	y	y	y				s				s	s			s			s																							
K/P.1.3.1.9	utilise work authorisation systems/procedures for proper work sequencing																						y								y															
K/P.1.3.1.10	know products/services and monitor/react to changes initiated by the sponsor																																												no	sponsor management is part of the stakeholder management process
K/P.1.3.1.11	document work results/quality outcomes and completion of deliverables																						y								y										y					
K/P.1.3.1.12	identify change requests and determine possible scope changes							y																																						
K/P.1.4.1	conduct integrated change control	4.3			y			y			s	s	y		s	y	y		y		y	y	y							y	y								y					y		
K/P.1.4.1.1	verify that a change occurred																																													
K/P.1.4.1.2	determine that a change is needed and that the request is properly documented																																													
K/P.1.4.1.3	adhere tot the steps by which official project documents may be changed																																													
K/P.1.4.1.4	determine variances from the plan and corrective actions																																													
K/P.1.4.1.5	get the board to decide about the change																																													
K/P.1.4.1.6	document and implement procedures for minor changes that are under control of pmgr																																													
K/P.1.4.1.7	employ proactive change mgt procedure to influence stakeholders																																													
K/P.1.4.1.8	utilise the organisation's control system																																													
K/P.1.4.1.9	complete modifications, including integration in the various baselines																																													
K/P.1.4.1.10	utilise configuration mgt to integrate changes all over the project																																													
K/P.1.5.1	conduct project closure with regard to integration	-																																												
K/P.1.5.1.1	Document lessons learned including …				y		s	y!		y	y					y	y	y	y	y	y	s	y				y			y														y		Lessons learned should be addressed as a fixed step in the project life cycle
Remarks:																																														
comparison ICB/PMCD FRAMEWORK on basis of ICB/PMCDF elements (not on ICB-elements versus the individual PMCDF Framework-performance criteria)																																														
Some ICB-elements are not discriminative in comparison with pm-competences or pm-processes																																														
In 1.3.1 and 1.4.1. The level of detail in the performance criteria becomes annoying. The details are not necessary and the scoring won't bring any new insight for the ICB..																																														
1.4.1 produced on element level without using the criteria.																																														