

Table of Contents

Foreword	5
Table of Contents	7
1. Introduction	11
2. Purposes and intended users	15
2.1. Definition of competence	15
2.2. Audiences and uses	17
2.3. Individual competence development	18
3. The IPMA Individual Competence Baseline	25
3.1. Framework of the IPMA ICB	26
3.2. Structure of the IPMA ICB	28
3.3. Overview of the competence elements	31
4. The inventory of competences	35
4.1. Managing programmes	36
4.2. Competences overview	37
4.3. Perspective	39
4.4. People	69
4.5. Practice	117
Annex A: Competence table	189
Annex B: Key Competence Indicator table	191