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| D:\IPMA\Website\Intranet\323 Official Graphics\IPMA_full_logo_sm.png | Report A or B level candidate |  |

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| --- | --- | --- | --- | --- |
| Name: |  | | | |
| **Certification level:** | IPMA A level | | IPMA B level | |
| **Application domain:** | Projects | Programme | | Portfolio |
| **Name of the Project/ Programme / Portfolio** |  | | | |

Background

Describe the following (max 3 pages):

* your role;
* key stakeholders;
* size;
* main objectives / tasks;
* organizational structure;
* resources (where you were responsible of).

Main challenges

Please provide a summary of your project / program / portfolio management key challenges. Your report should reflect the following

* your management and leadership challenges in relation to the other parties;
* how they were addressed, and what the result was achieved;
* and how it influenced the final results and lessons learnt.

You can use the STAR approach (situation, task, action, result) to a structured description of each competency report.

Report

Use the below attached table. You do not necessarily indicate all the elements of competence, but describing all will be an increased chance that the required minimum of 80% of the competencies will be fully described.

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| Perspective |
| 1. Strategy |
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| 2. Governance, structures and processes |
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| 3. Compliance, standards and regulations |
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| 4. Power and interest |
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| 5. Culture and values |
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| **People** |
| 1. Self-reflection and self-management |
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| 2. Personal integrity and reliability |
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| 3. Personal communication |
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| 4. Relations and engagement |
|  |
| 5. Leadership |
|  |
| 6. Teamwork |
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| 7. Conflict and crisis |
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| 8. Resourcefulness |
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| 9. Negotiation |
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| 10. Result orientation |
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| **Practice** |
| 1. Design |
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| 2. Requirements, objectives and benefits |
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| 3. Scope |
|  |
| 4. Time |
|  |
| 5. Organisation and information |
|  |
| 6. Quality |
|  |
| 7. Finance |
|  |
| 8. Resources |
|  |
| 9. Procurement and partnership |
|  |
| 10. Plan and control |
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| 11. Risk and opportunities |
|  |
| 12. Stakeholders |
|  |
| 13. Change and transformation |
|  |
| 14. Select and balance |
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**Extracted from ICR4 (**[**http://www.ipma.world/certification/icr/**](http://www.ipma.world/certification/icr/)**):**

3.2.17 Candidates being assessed for levels A and B submit a detailed report covering their project(s), programme(s) or portfolio(s). These are related to the same ones described in the candidate’s executive summary report in their application. The report describes the application of their leadership of others in applying the Competence Elements (CEs) for the appropriate role and level being assessed. There is a maximum of 25 pages for the text with an additional maximum of 15 pages for the appendices. The report is submitted in a suitable typeface with a font size of 11 points.

3.2.18 The level A and B report provide the following information:

* Background: the candidate provides a detailed description of the project, programme or portfolio role in context, key stakeholders, scope and key objectives, project, programme or portfolio organisation and the associated resources for which the candidate was responsible (maximum three pages including graphics).
* Project, programme or portfolio management challenges: The candidate provides an overview of management challenges throughout the period of the project, programme or portfolio role related to the CEs for the level and domain being applied for. As part of this, the report needs to address the candidate’s experiences in:
* their management and leadership challenges with respect to others;
* how these were acted upon and the results achieved; and
* a reflection on the results and lessons learned.