**Report - Project Management IPMA Level A, B and C**

[ ]  IPMA Level A

[ ]  IPMA Level B

[ ]  IPMA Level C

|  |  |
| --- | --- |
| Project | [Name of the reference project] |

|  |  |
| --- | --- |
| First name, last name |  |
| Employer |  |
| e-mail |  |
| Telephone | [Provide number for follow-up enquiries] |

|  |  |
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| Version | [Version number of the report] |
| Date |  |

Formal criteria

|  |  |
| --- | --- |
| Submission | After receiving the task 'Upload report' as a single PDF file including attachments |
| File name | Last name\_first name\_PB\_Vn (n = version number) |
| Number of pages | Maximum 25 pages, excluding title page and indices, plus a maximum of 15 pages of enclosures |
| Font | Do not change the font or size of the text |
| Tables | Smaller text sizes are permitted, at least 8 Pt. |
| Headings | Use formats from the format templates |
| Reference text | Remove grey reference text after completing the document |

##### Contents

[1. Background information about the project 4](#_Toc536374801)

[1.1. Project scope and most important goals 4](#_Toc536374802)

[1.2. Key stakeholders 4](#_Toc536374803)

[1.3. Project organisation and role in the project 4](#_Toc536374804)

[1.4. Resources 4](#_Toc536374805)

[2. Project challenges 5](#_Toc536374806)

[2.1. Competence area perspective 5](#_Toc536374807)

[2.1.1. Strategy *(Chapter 4.3.1 in ICB4)* 5](#_Toc536374808)

[2.1.2. Governance, structures and processes *(Chapter 4.3.2 in ICB4)* 5](#_Toc536374809)

[2.1.3. Compliance, standards and regulations *(Chapter 4.3.3 in ICB4)* 5](#_Toc536374810)

[2.1.4. Power and interest *(Chapter 4.3.4 in ICB4)* 6](#_Toc536374811)

[2.1.5. Culture and values *(Chapter 4.3.5 in ICB4)* 6](#_Toc536374812)

[2.2. Competence area people 6](#_Toc536374813)

[2.2.1. Self-reflection and self-management *(Chapter 4.4.1 in ICB4)* 6](#_Toc536374814)

[2.2.2. Personal integrity and reliability *(Chapter 4.4.2 in ICB4)* 6](#_Toc536374815)

[2.2.3. Personal communication *(Chapter 4.4.3 in ICB4)* 6](#_Toc536374816)

[2.2.4. Relationships and engagement *(Chapter 4.4.4 in ICB4)* 7](#_Toc536374817)

[2.2.5. Leadership *(Chapter 4.4.5 in ICB4)* 7](#_Toc536374818)

[2.2.6. Teamwork *(Chapter 4.4.6 in ICB4)* 7](#_Toc536374819)

[2.2.7. Conflict and crises *(Chapter 4.4.7 in ICB4)* 7](#_Toc536374820)

[2.2.8. Resourcefulness *(Chapter 4.4.8 in ICB4)* 8](#_Toc536374821)

[2.2.9. Negotiation *(Chapter 4.4.9 in ICB4)* 8](#_Toc536374822)

[2.2.10. Results orientation *(Chapter 4.4.10 in ICB4)* 8](#_Toc536374823)

[2.3. Competence area practice 8](#_Toc536374824)

[2.3.1. Project design *(Chapter 4.5.1 in ICB4)* 8](#_Toc536374825)

[2.3.2. Requirements and objectives *(Chapter 4.5.2 in ICB4)* 8](#_Toc536374826)

[2.3.3. Scope *(Chapter 4.5.3 in ICB4)* 9](#_Toc536374827)

[2.3.4. Time *(Chapter 4.5.4 in ICB4)* 9](#_Toc536374828)

[2.3.5. Organisation and information *(Chapter 4.5.5 in ICB4)* 9](#_Toc536374829)

[2.3.6. Quality *(Chapter 4.5.6 in ICB4)* 9](#_Toc536374830)

[2.3.7. Finance *(Chapter 4.5.7 in ICB4)* 10](#_Toc536374831)

[2.3.8. Resources *(Chapter 4.5.8 in ICB4)* 10](#_Toc536374832)

[2.3.9. Procurement *(Chapter 4.5.9 in ICB4)* 10](#_Toc536374833)

[2.3.10. Plan and control *(Chapter 4.5.10 in ICB4)* 10](#_Toc536374834)

[2.3.11. Risk and opportunity *(Chapter 4.5.11 in ICB4)* 10](#_Toc536374835)

[2.3.12. Stakeholders *(Chapter 4.5.12 in ICB4)* 11](#_Toc536374836)

[2.3.13. Change and transformation *(Chapter 4.5.13 in ICB4)* 11](#_Toc536374837)

[3. Appendix 12](#_Toc536374838)

##### Abbreviations used

Please list all abbreviations used in this document in alphabetic order.

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# Background information about the project

This chapter should be a maximum of 3 pages long (including charts), and should provide the assessors with background information about your project. You may copy and paste information from the executive summary report. If you have secured permission to present an ongoing project as your reference project, you should document the changes here that have taken place since the executive summary report was submitted.

## Project scope and most important goals

Describe the project scope, the most important goals as well as the originally intended project results. Identify any possible amendments, or state if it did not prove possible to achieve the intended results.

## Key stakeholders

List the most important stakeholders together with their influence or their significance for the project - as well as its success.

## Project organisation and role in the project

Describe your role in the project citing your tasks, powers and responsibilities. Insert the project organisation chart. Describe the context of the project, in particular in respect of: dependencies from/to other projects and programmes, any possible integration of your project in a programme, and the deployment of persons with a consultancy function.

## Resources

Describe the resources (*definition see ICB4, Chapter 4.5.8*) for which you were responsible in the project.

# Project challenges

In this chapter, describe the project management challenges that you were obliged to overcome in your project, how you managed the project and how you mastered the challenges. Please endeavour to describe your competencies as comprehensively as possible, citing specific situations. Describe your actions in the selected situations, and reflect upon the outcome. This structure is based on the STAR methodology that is described in the *Certification guidelines* in the chapter *'Interview'*. We recommend that you use the available space for the description as follows: 20% for the situation description, 60% for the description of your actions and 20% for the outcome reflection. Corroborate your statements with examples from your project documentation. Write in the first person. The assessors must be able to identify which performances you rendered in person.

You must describe your competencies on the basis of the reference project that you cited in the executive summary report. All *ICB4* competencies are listed in the present report in the form of headings. You must describe at least 23 of these in your report. It is up to you to choose which to describe. At the end, delete the headings of the competencies that were not required, and update the table of contents.

Describe as many competence indicators as you need to be able to prove the corresponding competence, namely at least 50%. The concrete number is given in the respective chapter. Reference the competence indicators of *ICB4* in the description of your actions. To do this, enter the relevant chapter number of *ICB4* in brackets at the appropriate text passage. You will also find this in the 'SAPM' spreadsheet of the certification application. Referencing is mandatory.

If you do not find a situation in your reference project that is sufficiently complex, you can use one from another project described in your executive summary report. Please indicate from which project the described situation originates. For the situations from the reference project, you do not need to enter this information.

## Competence area perspective

### Strategy *(Chapter 4.3.1 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Governance, structures and processes *(Chapter 4.3.2 in ICB4)*

##### Situation (refer to at least 4 competence indicators)

##### Action(s)

##### Outcome reflection

### Compliance, standards and regulations *(Chapter 4.3.3 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Power and interest *(Chapter 4.3.4 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Culture and values *(Chapter 4.3.5 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

## Competence area people

### Self-reflection and self-management *(Chapter 4.4.1 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Personal integrity and reliability *(Chapter 4.4.2 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Personal communication *(Chapter 4.4.3 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Relationships and engagement *(Chapter 4.4.4 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Leadership *(Chapter 4.4.5 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Teamwork *(Chapter 4.4.6 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Conflict and crises *(Chapter 4.4.7 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Resourcefulness *(Chapter 4.4.8 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Negotiation *(Chapter 4.4.9 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Results orientation *(Chapter 4.4.10 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

## Competence area practice

### Project design *(Chapter 4.5.1 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Requirements and objectives *(Chapter 4.5.2 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Scope *(Chapter 4.5.3 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Time *(Chapter 4.5.4 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Organisation and information *(Chapter 4.5.5 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Quality *(Chapter 4.5.6 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Finance *(Chapter 4.5.7 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Resources *(Chapter 4.5.8 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Procurement *(Chapter 4.5.9 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Plan and control *(Chapter 4.5.10 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Risk and opportunity *(Chapter 4.5.11 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Stakeholders *(Chapter 4.5.12 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Change and transformation *(Chapter 4.5.13 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

# Appendix

##### Enclosures

|  |  |
| --- | --- |
| No. | Designation |
|  |  |

##### Declaration

I hereby declare that I wrote the present document without outside assistance.

|  |  |
| --- | --- |
| Place |  |
| Date |  |
| Signature |  |