**Executive Summary Report - Portfolio Management IPMA Level A and B**

[ ]  IPMA Level A

[ ]  IPMA Level B

|  |  |
| --- | --- |
| Portfolio | [Name of the reference portfolio] |

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

|  |  |
| --- | --- |
| Version | [Version number of the executive summary report] |
| Date |  |

Formal criteria

|  |  |
| --- | --- |
| Submission | After receiving the task 'Upload ESR' as a single PDF file including attachments  |
| File name | Last name\_first name\_ESR\_Vn (n = version number) |
| Number of pages | Maximum of 15 pages, excluding title page and indices, including appendices |
| 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 |

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##### Reference persons

Please name two reference persons who are able to confirm your statements in this document. One of these two persons should be your client for the reference portfolio. These persons should be contactable using the specified contact data.

First reference person

|  |  |
| --- | --- |
| First name, last name |  |
| Role or function |  |
| Link to the project |  |
| e-mail |  |
| Telephone |  |

Second reference person

|  |  |
| --- | --- |
| First name, last name |  |
| Role or function |  |
| Link to the project |  |
| e-mail |  |
| Telephone |  |

##### Abbreviations used

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

|  |  |
| --- | --- |
|  |  |

# Information about the organisation

This chapter should be a maximum of 2 pages long, and should provide the assessors with information about your professional environment.

## Company

Describe the company you currently work for, or for which you worked for until recently:

* Sector and company purpose
* Organisational unit in which you work
* Objectives of this organisational unit
* Project types conducted in the company

## Position within the company

Describe your position within the company

* Your position in the organisation (insert organisational chart)
* Your role or function, including your responsibilities
* Your most important internal and possible external stakeholders

## Portfolio management in the company

Describe the portfolio, programme and project management of your company:

* Processes, including methods as well as their binding nature
* Available support for portfolio, programme and project management
* Your creative autonomy

# Reference portfolio

This chapter should not be more than 7 pages long. The reference portfolio is the Portfolio No. 1 from your certification application.

## Purpose of the portfolio

Describe the purpose of the portfolio - implementation of strategic goals - as well as the originally intended results. Report any possible deviations between these intended results and the ultimately realised results.

## Starting situation of the portfolio

Describe the following topics, in order to provide the assessors with a better understanding of the starting situation:

* Company or organisational unit in which the portfolio is managed
* Your client
* Organisation of the portfolio management, including your position together with your responsibilities
(responsibility for results)
* Your influence on the success of the portfolio, its programmes and projects

## Funding and costs

Describe the funding, budgeting process, overall budget as well as the ongoing monitoring of the portfolio. State the costs you incurred managing the portfolio.

## Portfolio complexity

Supply the information required by the assessors, so they can evaluate the complexity of your portfolio. Base your information on the criteria described in the certification application and set out in the tabular sheet 'CXPfM'. Detail the specific challenges that you encountered and were required to overcome.

### Goals and result assessment

Address the following criteria, and detail their contribution towards the complexity:

* Need for order clarification and demarcation of the programmes/projects within the portfolio
* Target conflicts that need overcoming, and dependencies between the goals of the individual programmes/projects within the portfolio
* Potential impact and benefits of the programmes/projects in the portfolio, influence and impact of the portfolio on the permanent organisation and its strategy
* Influence on the commencement, (re)prioritising, classification, continuation, interruption or suspension and completion of the individual programmes/projects in the portfolio, extensions to several portfolios and resulting new allocations of programmes/projects

### PP&PM processes, methods, tools and techniques

Address the following criteria, and detail their contribution towards the complexity:

* Availability of processes, methods, tools and techniques
* Your creative autonomy or the binding nature of your instructions when selecting and developing ® the PM specifications, processes, standards and methods (relevance assessment of projects and programmes, portfolio reporting, etc.), tools and techniques; guidelines
* Support within the portfolio (PPMO) and its quality; building up and providing support for the individual programmes and projects (record management, PM cockpit, templates, etc.)

### Resources and funding

Address the following criteria, and detail their contribution towards the complexity:

* Annual investment volumes, internal and external costs (on-balance-sheet)
* Your influence over the allocation, distribution of personnel resources, skills planning and support of the programme or project managers, resources planning with the permanent organisation
* Your influence over the allocation or redistribution of the budget
* Your influence over contracts and procurement, receivables management (claims)

### Opportunities and risks

Address the following criteria, and detail their contribution towards the complexity:

* Your ability to influence the exploitation of opportunities
* Risks at the portfolio level, number of risky programmes and projects, ensuring the completion and handover of projects and programmes to the permanent organisation
* Definition of the risk categories of the programmes and projects, preventative and corrective specifications/measures for the individual programmes and projects

### Stakeholders and integration

Address the following criteria, and detail their contribution towards the complexity:

* Number and listing of stakeholder categories (promoting and hindering interest groups) at the programme level, including the number of suppliers and sub-suppliers.
* Support for programme and project managers on supervisory panels (steering committee)
* Public interest and dealings with government authorities, internal and external visibility

### Relations with the permanent organisation

Address the following criteria, and detail their contribution towards the complexity:

* Influence over programmes, projects and permanent organisation; extent of the cultural, local and organisational changes in the permanent organisation brought about by the programmes and projects
* Experience of the permanent organisation with portfolios as a success factor
* Consolidated reporting and anticipatory communication of the relevant reporting issues (hard and soft factors) to the line manager, management of the escalation

### Cultural and social context

Address the following criteria, and detail their contribution towards the complexity:

* Cultural, social, geographical and linguistic diversity

### Leadership, teamwork and decision-making

Address the following criteria, and detail their contribution towards the complexity:

* Specialist management scope with the authority to issue instructions (number of programme and project managers in the portfolio)
* Integration and adjourning of project teams after the completion or stop of the project, or in the event of the offsetting of resources
* Decision-making authority and realisation, responsibility for the approach and result, coordination and controlling of the programmes and projects

### Degree of innovation and operating conditions

Address the following criteria, and detail their contribution towards the complexity:

* Proportion of programmes and projects in the portfolio that were unique or conducted for the first time.
* Proportion of development and research programmes and projects in the portfolio, introduction of new technologies or switch of technologies
* Limiting factors (number of programmes and projects, resources, operating conditions, restrictions), clarification of the goals/non-goals of the programmes and projects, granting of 'liberties' to the programme and project managers, standards and methods do not constrict the finding of solutions

### Need for coordination

Address the following criteria, and detail their contribution towards the complexity:

* Quantity, relevance, differentiation and complexity of the active programmes and projects (within 12 months)
* No redundant system goals between the programmes and projects in the portfolio, degree of influence by and over other programmes and projects, active exchange and comparison with other portfolios
* Safeguarding the disclosure; publication of information and data within the context of the defined classifications; adherence to the agreed communication methods and channels; truthful, unaltered reporting; ensuring and evaluating the supplier results (lessons learned for future projects)
* Assessment of the long-term, active programmes and projects in terms of added value, requirements and necessity (legal and/or economic); recommendations concerning the prioritisation and resetting of active projects and programmes

## Summary and management of the complexity

Summarise the complexity to be mastered in the portfolio, and detail how you specifically mastered this.

## Confirmation of your information

Arrange for your information to be confirmed by a signature provided by the client If you are no longer able to contact the client, then please select another suitable person. Cite this person as reference above in this document.

I confirm the information set out in the reference project:

|  |  |
| --- | --- |
| First name, last name |  |
| Company |  |
| Role in the project and/or company |  |
| Date |  |
| Signature |  |

# Further portfolio, programme or project from the certification application

Please amend the title of the chapter. Update the table of contents. This chapter should not be more than 3 pages long.

## Purpose

Describe the purpose of the portfolio, programme or project, as well as the originally intended results. Report any possible deviations between these intended results and the ultimately realised results.

## Starting situation

Describe the following topics, in order to detail the environment for the assessors:

* Company or organisational unit in which the portfolio, programme or project is managed
* Your client
* Your position with your responsibilities (responsibility for results)
* Your influence on the success of the portfolio, its programmes and projects

## Budget, funding and costs

Describe the funding, budgeting process, budget as well as the ongoing monitoring of the portfolio, programme or project. State the costs you incurred managing the portfolio, programme or project.

## Most important complexity drivers

List the most important complexity drivers of the portfolio, programme or project, and explain what impact these have on the work or the management of the portfolio, programme or project. Base your information on the criteria described in the certification application and set out in the tabular sheets 'CXPfM', 'CXPgM' or 'CXPM'. Focus above all on criteria that were less complex in the reference portfolio.

## Summary and management of the complexity

Summarise the complexity to be mastered in the portfolio, programme or project, and detail how you specifically mastered this.

# Further portfolio, programme or project from the certification application

Please amend the title of the chapter. Update the table of contents. This chapter should not be more than 3 pages long.

## Purpose

Describe the purpose of the portfolio, programme or project, as well as the originally intended results. Report any possible deviations between these intended results and the ultimately realised results.

## Starting situation

Describe the following topics, in order to detail the environment for the assessors:

* Company or organisational unit in which the portfolio, programme or project is managed
* Your client
* Your position with your responsibilities (responsibility for results)
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## Summary and management of the complexity

Summarise the complexity to be mastered in the portfolio, programme or project, and detail how you specifically mastered this.