



Candidate Guide

All Levels and Domains

Please support our commitment to sustainability and do not print this document unless it is necessary to do so.

Document Reminders	
Purpose and Scope	<p>The purpose of this document is to support the certification systems IPMA-Australia CB offer in accordance with the IPMA 4-L-C system.</p> <p>The primary purpose of the application and self-assessment sheet is to assess applicant suitability and to encourage applicants to become familiar with the requirements of the competence framework, certification level and domain being sought.</p> <p>The primary purpose of the curriculum vitae and reference sheet is to allow applicants to demonstrate suitability for assessment based on the criteria for the level and domain applied for.</p>

General	
Information	
Questions	Any questions about the use or content of this document should be addressed to IPMA-Australia at: enquiries@IPMA-Australia.com
IPMA-Australia and New Zealand	IPMA-Australia is the Member Association (MA) and Certification Body (CB) for all matters relating to IPMA Certification, including the application, assessment, and award of certificates to candidates, as well as the maintenance of the IPMA 4 Level Certification System within the country. It is regulated by IPMA's CVMB through IPMA validation, in accordance with the IPMA ICR.
Downloads	All of the referenced files can be downloaded here: IPMA-Australia CB
Policy Review	<p>This policy and the arrangements for its implementation will be reviewed by the Head of CB and/or Operations Manager in conjunction with staff on an annual basis.</p> <p>Interim reviews will be carried out by IPMA-Australia CB if any adverse effects, issues, or change control actions are identified through ongoing quality assurance or monitoring. For further information please see IPMA-Australia-CB-Change-Control-Policy.</p>
Language of Assessment	To ensure consistency IPMA-Australia CB shall ensure its internal and published documentation is available in English to assess a candidate.
Acknowledgment of Country	<p>In our continuing commitment to Reconciliation, we recognise & acknowledge Aboriginal and Torres Strait Islander people's spiritual and cultural connection to Country.</p> <p>We also would like to acknowledge the First Peoples and Traditional Owners and custodians of the Country throughout the lands & waterways across the Australian continent.</p> <p>We pay our respects to their Elders, past, present, and emerging.</p>



Contents

Abbreviations	5
Eligibility	6
Criteria for Certification	6
Criteria for Re-Certification	8
Principles of Certification	8
Certification	9
Application	9
Level and Domain	9
Personal Information	9
Release and Assurances	9
Self-Assessment	10
Payment and Signature	10
Payment	10
Completion Check and Signature	10
Application Submission	10
Curriculum Vitae and Reference	11
Curriculum Vitae (CV) (Level A, B and C)	11
References	11
Executive Summary Report	12
General Information	12
Organisation in which the project/programme/portfolio took place	12
Applicant role in which the project/programme/portfolio took place	12
Summary	12
Management Approach	12
Complexity Rating	13
Complexity Information and Matrix	13
Report	13
Evidence of Competence	13
Experience Requirements	14
Technical Requirements	14
Content Requirements	14
General Requirements	14
Specific Requirements	15
Structural Options	15
Further Guidance	15
KCI and CE Matrix Guidance	15



Report Template	16
Examination.....	16
Level D Exam	16
Exam Approach	16
Exam Structure	16
Grading	17
Level C Exam.....	17
Exam Approach	17
Exam Structure	17
Grading	17
Level B Exam.....	18
Exam Approach	18
Exam Structure	18
Grading	18
Exam Regulations	18
Exam Environment	19
Examination Process	19
Online	19
Interview	19
Level C Interview Approach.....	19
Level B Interview Approach	20
Level A Interview Approach	20
Interview Environment.....	20
Interview Process	20
Online	20
Interview Regulations.....	21
Re-certification.....	22
Application	22
Personal Information.....	22
Release and Assurances	22
Self-Assessment	22
General Information.....	22
Payment and Signature	23
Payment	23
Completion Check and Signature	23
Application Submission	23
Curriculum Vitae and References.....	24
Curriculum Vitae (CV).....	24



References.....	24
Practical Experience	24
General Information.....	24
Experience Summary.....	24
Summary of the role and how it meets the requirements for the level.....	25
Complexity Rating	25
Complexity Information and Matrix.....	25
Continuing Professional Development (CPD).....	25
CPD requirements	25
Re-certification Interview Approach (All Levels).....	26
Final Decision	26
Information for Candidates	27
Reasonable Adjustments.....	27
Applying for Reasonable Adjustment.....	27
Cancellations and Re-scheduling.....	27
Notification of Results	27
Complaints and Appeals.....	28
Appendix A	29
Complexity Matrix.....	29
Appendix B. Report Template and Matrix.....	34
Competence Element/Key Competence Indicator Matrix.....	Error! Bookmark not defined.
Version Control	Error! Bookmark not defined.



Abbreviations

For the purposes of the IPMA ICR4, the following abbreviations are used:

Abbreviation	Full Term
4-L-C	Four-Level-Certification
CB	Certification Body
CoD	Council of Delegates
CE	Competence Element
CPD	Continuing Professional Development
CV	Curriculum Vitae
CVMB	IPMA's Certification Validation Management Board
CSP	Certification System Panel
ExBo	Executive Board
GC	Global Customer (formerly called Global Organisation (GO))
ICA	International Certification Advisor working with a new CB (or otherwise as directed by CVMB)
ICB	Individual Competence Baseline
ICR	International Certification Regulations
ID	Identification
IPMA	International Project Management Association
KAM	Key Account Manager
KAMM	Key Account Manager for an MA (an individual designated by ExBo)
KCI	Key Competence Indicator
MA	Member Association
NCA	National Co-Assessor
NFA	National First Assessor
NLA	National Lead Assessor
NPA	National Probationary Assessor
QM	Quality Manual
RFC	Request for Clarification
RPL&A	Recognition of Prior Learning & Achievement
VWBC	Video and Web Based Conferencing



Eligibility		
Criteria for Certification		
IPMA Level A		
<i>All experience for Level A must have been obtained with the last 12 years</i>		
Domain	Role Description	Eligibility
Project Management	<p>Certified Project Director</p> <ul style="list-style-type: none"> • Acting on a strategic level within a very complex project environment. • Responsible for a very complex project which has a strategic impact on the organisation. 	<p>A minimum of 5 years' experience as a project manager / Agile Leader in a responsible leadership function in very complex projects of which at least 3 years were at a strategic level.</p>
Programme Management	<p>Certified Programme Director</p> <ul style="list-style-type: none"> • Acting on a strategic level within a very complex programme environment. • Responsible for a very complex programme which has a strategic impact on the organisation. 	<p>A minimum of 5 years' experience as a programme manager in a responsible leadership function in very complex programmes at a strategic level.</p> <p>OR</p> <p>(A minimum of 4 years' experience as a programme manager in a responsible leadership function in very complex programmes.</p> <p>AND</p> <p>A minimum of 3 years' experience as a project manager in a responsible leadership function managing very complex projects at a strategic level.)</p>
Portfolio Management	<p>Certified Portfolio Director</p> <ul style="list-style-type: none"> • Acting on a strategic level within a very complex portfolio environment. • Responsible for a very complex portfolio which has a strategic impact on the organisation. 	<p>A minimum of 5 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios at a strategic level.</p> <p>OR</p> <p>(A minimum of 4 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios.</p> <p>AND</p> <p>A minimum of 3 years' experience as a project or programme manager in a responsible leadership function managing very complex projects or programmes at a strategic level.)</p>



IPMA Level B		
<i>All experience for Level B must have been obtained within the last 8 years. The evidence timescale can be extended by 4 years with justification</i>		
Domain	Role Description	Eligibility
Project Management	Certified Senior Project Manager <ul style="list-style-type: none"> • Acting in a complex project environment. • Responsible for a complex 	A minimum of 5 years' experience as a project manager / Agile Leader of which at least 3 years were in a responsible leadership function managing complex projects
Programme Management	Certified Senior Programme Manager <ul style="list-style-type: none"> • Acting in a complex programme environment. • Responsible for a complex programme within an organisation. 	A minimum of 5 years' experience as a programme manager of which at least 3 years were in a responsible leadership function managing complex programmes.
Portfolio Management	Certified Senior Portfolio Manager <ul style="list-style-type: none"> • Acting in a complex portfolio environment. • Responsible for a complex portfolio within an organisation. 	A minimum of 5 years' experience as a portfolio manager of which at least 3 years were in a responsible leadership function managing complex portfolios.
IPMA Level C		
<i>All experience for Level C must have been obtained within the last 6 years. The evidence timescale can be extended by 4 years with justification.</i>		
Domain	Role Description	Eligibility
Project Management	Certified Project Manager <ul style="list-style-type: none"> • Acting in a moderate complex environment. • Responsible in a project management role with moderate complexity within an organisation. 	Minimum of 3 years' experience as a project manager / Agile Leader within projects of moderate complexity. OR Minimum of 3 years' experience in a responsible project management / Agile Leadership role assisting the project manager/ Agile Leader in complex projects.
IPMA Level D		
Domain	Role Description	Eligibility
Project Management	Certified Project Management Associate <ul style="list-style-type: none"> • Knowledge in competence elements related to project management. • Has broad project management knowledge and may work in a project team. 	No experience required.



Criteria for Re-Certification				
	Level A	Level B	Level C	Level D
Level and Domain based on evidence required by applicant	Minimum evidence of 30 months of practical experience over a 5-year period at level of appropriate Role Description in Eligibility section of this document.			Not applicable
	Complexity			Not applicable
	Leadership of others		Management of others	Not applicable
	Minimum of 35 hours' evidence of CPD per annum (175 hours total) since the last (re-)certification			

Principles of Certification
<p>IPMA-Australia CB principles of certification are that assessments shall be:</p> <ul style="list-style-type: none"> • fair, using a standard process and treating all candidates equally; • valid, asking only for evidence which is appropriate for the competences(s) being assessed; • reliable and consistent, such that each candidate would receive the same assessment outcome if assessed by different assessors, and that each assessor applies the same principles to each candidate they assess; • based on current and recent evidence at the level being assessed; • based on sufficient evidence for a robust judgement to be made by an assessor; • based on authentic evidence, which can be verified as the candidate's; • accurate, using different assessment methods throughout the process; and • transparent, so that the candidate is aware of all of: the process of assessment; associated costs and; the basis on which assessors' judgements will be made. <p>Certified individuals are expected to maintain and develop their competence through continuous professional development (CPD) throughout the certification period, as described in the re-certification section</p>



Certification

Application

All applicants must complete all required fields required for the corresponding Level (A,B,C and D) and Domain (Project, Programme, and Portfolio) applied for.

Application & Self-Assessment TAB: Applicant details (incl assurances and signature) and Self-Assessment - ALL LEVELS

Executive Summary & Complexity TAB: Executive Summary Report incl Complexity ratings - LEVELS A, B and C ONLY

IPMA-Australia CB does not provide, offer, or recommend any coaching or training services to candidates as part of the certification process. The completion of any preparatory training is not a pre-requisite for application.

Candidates must complete all certification steps, from the date of application acceptance to the award of certificate, within a maximum of 18 months. Failure to complete within this timeframe will require reapplication and may involve additional fees and reassessment

If you do not wish your name to be included in the public register of certified individuals, please notify us in writing at the time of application.

*The Executive Summary Report TAB needs to be duplicated for each Project/Programme/Portfolio if multiple pieces of evidence are needed to cover all CEs and KCIs.

Your CV must include a detailed career history, specifically highlighting your roles and responsibilities in project, programme, or portfolio management. This should clearly demonstrate your scope of authority, leadership responsibilities, and relevant achievements supporting your application for the selected IPMA level.

Level and Domain

All applicants must:

- refer to the minimum experience eligibility information found on the IPMA-Australia CB website: <https://www.ipma-australia.com/>
- consider their level and abilities to the levels A, B, C and D and decide on a level they wish to be certified for
- the candidate will do this by marking an 'x' in the relevant section

Personal Information

The applicant must:

- enter their name as they would like it to appear on their certificate if successful, using initial caps and;
- include country codes with their telephone numbers

NOTE: All *starred fields are required.

All candidate data submitted as part of the application, assessment, and certification process will be handled in accordance with the IPMA-Australia CB Data Management Policy and relevant data protection legislation.

Release and Assurances

The relevant documents are available to download from the IPMA-Australia CB website: <https://www.ipma-australia.com/>



Self-Assessment

NOTE: When preparing your self-assessment, you must consider and reflect on each Key Competence Indicator (KCI) listed under the competence elements (CEs) relevant to your level and domain. Your self-assessment should provide evidence or reflections for each KCI, as these will form the basis of your assessment.

In order to assess the suitability of the application and pass the assessment, candidates will need to demonstrate:

For Levels A, B and C	A minimum 80% (23 elements) of applied Knowledge/Skills (defined as abilities) at the Competence Element (CE) level which is assessed at the KCIs level.
For Level D	A minimum of 80% (23 elements) Knowledge assessed at the Competence Element (CE) level only.

Payment and Signature

Invoices for payment will be sent via Xero to the applicant in accordance with the agreed Fees Policy upon submission of a completed application pack.

Payments must be made upfront, either by bank transfer or a payment link attached to the invoice sent separately via Xero. Please use full name and level as reference for payment. Once payment is received the IPMA-Australia admin team will proceed with eligibility checks and confirmation of next steps.

If applicants wish to take advantage of IPMA-Australia CB member rates, the applicant must join before submitting their application.

NOTE: Applicants are not required to become a member of the IPMA-Australia MA to apply or be certified by IPMA-Australia CB. The completion of any training shall not be a pre-requisite for an applicant or candidate wishing to undertake certification. IPMA Australia CB will, under no circumstance, offer or recommend coaching or training to its applicants or candidates.

Payment

Fee schedules are available on the IPMA-Australia CB website: <https://www.ipma-australia.com/>

The appropriate amount must be paid before processing an application can begin.

Where there is a corporate/group coordinator, payment instructions will be provided separately by the coordinator.

Completion Check and Signature

Applicants are required to check that all documents have been uploaded and submitted using the correct formats.

A signature is required as a declaration that the information given is correct and the applicant's own work.

All signatures must be 'wet' signature and all IPMA-Australia Forms formatted in excel allow for scanned signatures to be inserted.

Application Submission

Submit the document package by e-mail to: enquiries@ipma-australia.com

The applicant will be contacted about the next steps within ten (10) business days.

Curriculum Vitae and Reference

Curriculum Vitae (CV) (Level A, B and C)

All applicants need to provide a summary of relevant projects, programmes or portfolios in their CV that they have managed or been involved in to meet the certification requirements. Sufficient details need to be provided by the applicant to enable assessment of applicant's suitability for the Level applied for.

CVs need to include:

- name and contact details
- a career history including relevant project, programme and portfolio roles and positions held: This must include:
 - key deliverables, duration, budget and complexity of the projects, programmes or portfolios; and
 - role, responsibility and extent of engagement of the Applicant in each of the projects, programmes or portfolios.
- education summary including:
 - degrees and coursework from accredited institutions of higher learning (optional)
 - professional certifications and qualifications (optional)
 - project, programme and portfolio management training (optional)
 - professional memberships (optional)
 - any other professional development including awards, achievements or related publications (optional).

References

Applicants must provide the names and contact details for two professional referees who are familiar with their work/experience so that they can (if required) confirm any declarations made by the applicant and confirm suitability for assessment.

NOTE: Additional referees may be sought if required.



Executive Summary Report

General Information

All applicants should complete each field and consider the 'language' expected of the Level and Domain applied for.

This tab, Executive Summary & Complexity, can be duplicated as many times as required (where multiple projects, programmes or portfolios are used to evidence competence). These are not to exceed 15 pages in total. The executive summary report may be used by assessors to prepare for interviews and, for Levels A and B, must be used by the applicant in their main report in the next stage.

Applicants can identify references to these project, programme or portfolio for use in the Report for Level A and B in next steps.

Applicants may need to reference additional documentation, this should be included here and submitted as part of the application pack.

Organisation in which the project/programme/portfolio took place

Including:

- company details
- industry/sector and project/programme/portfolio type (e.g. infrastructure, health, organisational transformation, finance etc)
- principal organisational and
- business unit objectives.

Applicant role in which the project/programme/portfolio took place

Including:

- an organisational description/chart of the applicants position within the organisation
- area of responsibility
- an overview of the project/programme/portfolio management procedures used and
- relationships with internal and external stakeholders.

Summary

Each executive summary must be presented on one page per project, programme, or portfolio. It should include a clear outline of time schedules and project phases (e.g., initiation, planning, execution, closure), as well as a description of the resources available to you (such as team composition, budget, and organisational support). This information is critical for assessing the complexity and scope of your management role.

Management Approach

For Level C:	Describe (in summary) how this project was managed.
For Level A and B:	Describe (in summary) how this project was led, programme or portfolio. Further details will be required in the next phase - Report.



Complexity Rating	
Complexity Information and Matrix	
Each project, programme or portfolio needs to meet the minimum complexity requirements as follows:	
For Level C	<p>moderate complexity</p> <p>sufficient evidence to obtain a minimum score of 16 for their project in their Executive Summary Report.</p>
For Level B	<p>complex</p> <p>sufficient evidence to obtain a minimum score of 25 for each project, programme or portfolio.</p>
For Level A	<p>very complex</p> <p>sufficient evidence to obtain a minimum score of 32 for each project, programme or portfolio</p>
Complexity Sheets must be duplicated for each project, programme or portfolio where multiple projects, programmes or portfolios are used to evidence competence in executive summaries.	
For further support see Appendix A. Complexity Matrix	

Report	
Evidence of Competence	
Criteria	<p>You must submit a report covering the number of project(s), programme(s) or portfolio(s) required by IPMA-Australia CB. These shall be drawn from those described in the executive summary report provided in your application.</p> <p>Your report will provide the bulk of the evidence your assessors will use to evaluate your competence.</p> <p>Your assessors will be looking for <i>clear and convincing evidence</i> to enable them to evaluate your skills and abilities against the Competence Elements (CEs) and the Key Competence Indicators (KCIs) in IPMA's Individual Competence Baseline (IPMA ICB) for the domain you are being assessed on.</p>
Clear and Convincing Evidence	<p>Clear and convincing evidence means that the assessors' conclusions are:</p> <ul style="list-style-type: none"> • Substantially more likely to be true than not. • So clear as to leave no substantial doubt. • Sufficiently strong to command the belief of a reasonable mind.
Basis of Assessment	<p>The IPMA Individual Competence Baseline (IPMA ICB) describes the competence elements that will be used to assess your competence. Even if you are already familiar with the ICB, you should review it prior to continuing with the application process.</p> <p>A hard copy of the ICB can be purchased through us or IPMA. A free e-book can be downloaded following the following link:</p> <p>Product categories E-books : IPMA Shop</p> <p>All levels must demonstrate competence against 80% of the IPMA ICB CEs. Demonstrated competence requires evidence for at least 50% of the KCIs within that element.</p>



Experience Requirements	
Your Role	You must have served as the Director or Manager of any project, program, or portfolio which provides evidence of your competence. You could have had a different title, but you must have had the responsibilities of a Project, Program, or Portfolio Director or Manager.
Background	You must be able to provide a detailed description of the project, programme or portfolio role in context, key stakeholders, scope and key objectives, project, programme or portfolio organisation and any associated resources for which you were responsible for. Maximum of 3 pages including graphics.
Common Requirements	<p>The project, program, or portfolio mentioned in your report must:</p> <ul style="list-style-type: none"> • have been included in the Executive Summary submitted with your initial application and be from the domain (project management, program management, or portfolio management) that you applied for. • meet the currency requirements for your level (All experience must have been obtained in within the last 12 years for Level A; within the last 8 years for Level B (though this can be extended by 4 years with justification)). • meet the minimum management complexity requirements for the level that you applied for (32 for Level A; 25 for Level B) as specified in the International Certification Regulations (ICR).
Technical Requirements	
We reserve the right to reject any report that doesn't comply with the requirements in this section.	
Format	Your report can be submitted in Microsoft Word or PDF format.
Features	<p>Your report should contain all the standard features of a high-quality document, e.g.: page numbers, table of contents, easily readable fonts, and clearly visible headings and subheadings.</p> <p>The use of colour to support readability is encouraged, but not required.</p>
Design	Text should be single spaced with a font size of 11 points.
Length	Your report should have a maximum of 25 pages and up to 15 pages of appendices (which are cross referenced to the main body of the report).
Writing Style	<p>Avoid jargon. Your report should be aimed at managers who have limited knowledge of project, program, or portfolio management or who have experience in a different industry or domain.</p> <p>You should present this information from your point of view (i.e., using phrases such as "I experienced" or "I realised"). Use 'I...' not 'we', 'us' or 'our', etc. that detracts from YOUR evidence.</p> <p>Ensure you personalise the report with what YOU did and ensure you include application of YOUR leadership of others in applying the KCIs for the role and level applied for.</p>
Content Requirements	
General Requirements	
<p>Your report should address your experience as follows:</p> <ul style="list-style-type: none"> • your management and leadership challenges with respect to others; • how you acted upon these challenges and the results you achieved; and • your reflection on results and the lessons learnt. 	



Specific Requirements		
Cross-Reference	Either the title page or the table of contents must contain a list of the projects, programs, or portfolios to be covered in the report. These will be the same as those in your initial application.	
Closing Page	The closing (last) page of your report must contain the following declaration: “I hereby confirm that the narrative content of this report is entirely my own work, and that I was not assisted by any other person.” followed by your signature and date to attest to the truthfulness of this statement.	
Structural Options		
General	You are free to select whichever structural option you believe will provide you with the best way to present your evidence. You will not be penalised or rewarded for your choice. Under all options, you should address KCIs as well as Competence Elements and clearly signpost these for the assessors. An appendix with a ‘map’ to each Competence Element/KCI is encouraged which identified where in the report each CE/KCI is to be found.	
Options	Competence Element	Use a separate sub-section for each Competence Element. The sequence within the report is optional, but the title of each sub-section must include the Competence Element number from the current ICB.
	Competence Element Group	Address each group (perspective, people, and practice) collectively rather than by individual element.
	STAR approach	Order the projects in your report using the star approach. <ul style="list-style-type: none"> • Situation • Task • Action • Result
Further Guidance		
KCI and CE Matrix Guidance		
IPMA-Australia provides a KCI matrix to indicate the KCIs and how they are assessed in conjunction with this report guidance. These can be found at www.ipma-australia.com or as part of your assessment pack, if this has not been issued to you please email enquiries@ipma-australia.com .		



Report Template

IPMA-Australia provides a template for any candidate to use for submission of the report assessment. It indicates the key evidence required for the level and domain applied for and gives guidance to enable the candidate to get the most marks out of the report submission.

Each paragraph guidance will steer the candidate into evidencing specific KCIs and CEs based on the IPMA ICB. Many of the KCIs and CE interrelate within different chapters of the report template, however this is a guide, and the candidate is free to detail evidence across multiple chapters if needed.

These can be found at as Appendix B of this document, this include a KCI matrix for candidates to complete where they can indicate where in the report they have met the KCIs.

When preparing your report, you may find it helpful to use the STAR method (Situation, Task, Action, Result) to clearly structure your examples. Using STAR helps ensure you describe the context, your specific responsibilities, the actions you took, and the results or outcomes achieved. This approach supports assessors in evaluating your competence clearly and consistently.

Reports must be prepared using a clear and readable font (such as Arial or Calibri) in size 11, with standard margins and line spacing of at least 1.15. This ensures your submission is easy to read and assess.

If you include appendices in your report, you must clearly reference each appendix in the main body of your report where it is relevant. For example, you should write 'see Appendix A: Stakeholder Map' at the appropriate point in your text. This helps assessors understand and verify your supporting evidence effectively.

Examination

Level D Exam

Exam Approach

The assessment of a Level D candidate shall be based on knowledge where candidates can demonstrate understanding of the relevant CE in a non-complex project environment.

Format: The Level D exam shall be completed online.

Types of questions: Each exam shall be a mix of multiple-choice and open answer questions.

- multiple-choice questions shall have 4 options to select from with one right answer.
- multiple-choice questions shall not exceed 50% of the CEs assessed in the examination.

Length of exam: 3 hours

Exam Structure

Each exam paper will contain 28 multiple-choice questions and 28 short-answer questions. Each multiple-choice question will offer four answer options. All 28 Competence Elements (CEs) will be represented on the exam, with one multiple-choice question and one open-ended question per CE.

Grading

Candidates can achieve a 'pass' or a 'not yet competent' for the exam.

A maximum of 4 points will be awarded for each CE assessed via a mix of multiple-choice questions and short answer questions, with candidates requiring a score of 2 to pass each CE.

The marking weighting of the examination is 1 point for a multiple-choice question and 3 points for a short answer question.

To achieve a Level D, candidates shall demonstrate knowledge of 80% of the domain CEs as defined in the IPMA ICB.

Candidate scores shall be based on the number of correct answers, there will be no deductions for wrong answers, unanswered questions shall be marked as wrong answers.

If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.

Level C Exam

Exam Approach

The assessment of a Level C candidate shall allow them to demonstrate application of knowledge in a moderately complex project environment.

Format: The Level C exam shall be written.

Types of questions: Open answer question only.

Length of exam: 3 hours

Exam Structure

Each exam paper will consist of 35 open answer questions, with 105 total marks available, 3 marks are available per question.

The pass mark is 69/105, 65%.

Grading

Candidates can achieve a 'pass' or a 'not yet competent' for the exam.

A maximum of 3 points will be awarded for each question, with a possible total of 105 points available per exam.

To achieve a pass in the Level C exam, candidates shall achieve a score of 69 points/65%.

Candidate scores shall be based on the following:

- Score 3 - answer is comprehensive and clear
- Score 2 - answer lacks one piece of key information
- Score 1 - answer is weak, however some relevant information is provided
- Score 0 - no relevant information provided

If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.

Level B Exam

Exam Approach

The assessment of a Level B candidate shall allow them to demonstrate application of knowledge in a complex project environment.

Format: The Level B oral exam shall be completed online.

Types of questions: Oral open answer question only.

Length of exam: 1.5 Hours for oral exam. The duration of the oral exam may vary as the assessors may conclude the oral exam early if the evidence sought has been achieved.

Exam Structure

Each exam paper will consist of 18 open answer questions, with 54 total marks available, 3 marks are available per question.

The pass mark is 36/54, 66%

Grading

Candidates can achieve a 'pass' or a 'not yet competent' for the exam.

A maximum of 3 points will be awarded for each question, with a possible total of 54 points available per exam.

To achieve a pass in the Level B exam, candidates shall achieve a score of at least 36 points / 66%.

Candidate scores shall be based on the following:

- Score 3 - answer is comprehensive and clear
- Score 2 - answer lacks one piece of key information
- Score 1 - answer is weak, however some relevant information is provided
- Score 0 - no relevant information provided

If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.

Exam Regulations

IPMA-Australia CB shall:

- not allow an exam to begin if a candidate fails to provide photo evidence of their identity.
- not allow an exam to begin if a candidate fails to provide a suitable 360-degree check of the remote exam environment during an online exam.
- void an exam if a candidate fails to comply with instructions before, during and after the exam, either from the invigilator or onscreen instructions.
- void and exam if a candidate is in possession of any printed material, mobile phones, tablets, smart watches, headphones, earphones, laptops, other computer equipment other than those specified in advance by IPMA-Australia CB or required to complete the exam.
- not permit background music during the test.
- not permit contacting, communicating or talking to any other person during the test.
- not permit behaviour that is considered inappropriate or abusive to the Invigilator or to other candidates during the exam and will result in the exam being voided.
- not permit late entries, candidates should arrive to the examination at least 15 minutes before the exam start time. Candidates who fail to arrive before the exam start time will result in the exam being voided.



Exam Environment

IPMA-Australia CB shall ensure that each exam is completed in a controlled environment that is appropriately supervised with documented procedures that ensure the exam, its papers, questions and any exam-related materials are securely controlled.

An invigilator shall be used to supervise the full duration of an exam event from candidate registration through departure of the last candidate.

The exam environment shall be controlled using an IPMA-Australia CB created checklist and the checklist shall be signed by the invigilator.

The invigilator shall verify the identity of each candidate via a government or company issued photo ID.

IPMA-Australia CB will prevent candidate access to any unauthorised aids.

IPMA-Australia CB shall accommodate reasonable adjustments where they have been previously approved and document any reasonable adjustments made.

Examination Process

Online

The online exam can be accessed via the following website:

<http://www.academy4info.com/login>

1. the candidate will be sent their username and password to enter the website, one week before the booked exam date: it is recommended that a candidate attempts to log in to at this stage to ensure the system is compatible with the security settings of their equipment.
2. each exam has a unique password to allow access, this will be provided by the invigilator, on the day of the exam.
3. IPMA-Australia-CB will automatically record all online exams. By attending and completing the exam the candidate is agreeing to the recording. Please refer to IPMA-Australia-CB-Data-Management-Policy for further information.
4. the candidate will be asked to perform a security check by the invigilator prior to the test starting, including
 - confirmation of the candidate's identity and
 - a 360-degree check of the examination environment.
5. the candidate will be requested to confirm their details and exam title; following this the candidate will be prompted to enter their unique password.
6. the examination duration includes reading time.
7. the exam questions may be attempted in any order using the 'next' and 'previous' navigation buttons or by highlighting a specific question number located on the right-hand side of the webpage.
8. candidates will be able to flag a question and are able to return to it at any point.
9. on completion of the exam the candidate will be shown an overview, highlighting all questions that have been attempted. Within the time limit the candidate will have the option to return to any question and revisit or confirm completion.

Please also refer to IPMA-Australia-CB-Online-Exam-Guide for further information.

Interview

Level C Interview Approach

The Level C assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a moderately complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 1.5 Hours



Level B Interview Approach

The Level B assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 2 Hours

Level A Interview Approach

The Level A assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a very complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 2 Hours

Interview Environment

IPMA-Australia CB shall ensure that each interview is completed in a controlled environment that is appropriately supervised with documented procedures that ensure the interview, its papers, questions and any interview-related materials are securely controlled.

Two assessors shall be actively involved for the full duration of the interview from candidate registration through departure of the last candidate.

The interview environment shall be controlled using an IPMA-Australia CB created checklist and the checklist shall be signed by the assessors.

The assessors shall verify the identity of each candidate via a government or company issued photo ID.

IPMA-Australia CB will allow candidates to have copies of their report available for reference only.

IPMA-Australia CB will accommodate reasonable adjustments where they have been previously approved and document any reasonable adjustments made.

Interview Process

Online

The online interview can be accessed via Teams or Zoom.

A Teams link shall be sent to the candidate via email 5 days prior to the interview booking.

IPMA-Australia-CB will automatically record all online interviews; by attending and completing the interview the candidate is agreeing to the recording. See IPMA-Australia-CB-Data-Management-Policy for more details.

The candidate shall be asked to perform a security check by the assessors prior to the test starting, including:

- confirmation of the candidate's identity and
- a 360-degree check of the examination environment.

The assessors shall identify which specific CEs and KCIs shall be assessed for each candidate and shall ask questions they have previously prepared related to the materials provided with appropriate follow up questions as necessary.

The assessors shall seek evidence from the candidate up to the duration set. The assessors may conclude the interview early if the evidence sought has been achieved.

In cases where a candidate must repeat the extended interview component of the assessment, IPMA-Australia CB shall, where possible, appoint at least one new assessor to participate in the repeated interview. This ensures impartiality and provides a fair reassessment opportunity for the candidate.



Interview Regulations

IPMA-Australia CB shall:

- not allow an interview to begin if a candidate fails to provide photo evidence of their identity.
- not allow an interview to begin if a candidate fails to provide a suitable 360-degree check of the remote exam environment during an online exam.
- void an interview if a candidate fails to comply with instructions before, during and after the exam, either from the invigilator or onscreen instructions.
- void interview if a candidate is in possession of any material, mobile phones, tablets, smart watches, headphones, earphones, laptops, other computer equipment other than those specified in advance by IPMA-Australia CB or required to complete the interview.
- not permit background music during the interview.
- not permit contacting, communicating or talking to any other person during the interview.
- not permit behaviour that is considered inappropriate or abusive to the assessors during the interview and will result in the interview being voided.
- not permit late entries, candidates should arrive to the examination at least 15 minutes before the interview start time. Candidates who fail to arrive before the interview start time will result in the interview being voided.

All assessors engaged in interviews and evaluations act independently, have no conflicts of interest with candidates, and adhere to the IPMA-Australia CB Conflict of Interest Policy.



Re-certification

It is the responsibility of the certificate holder to initiate, through application, the re-certification process up to a maximum of 6 months from their certificate expiry date. An extension may be provided by IPMA-Australia CB up to 12 months from the certificate expiry date with justification.

If the certificate holder fails to re-apply within the time period, a new application shall need to be undertaken under the initial certification process.

Application

All applicants must:

- refer to the minimum experience eligibility information found in chapter Eligibility, in this document, and on the IPMA-Australia CB website: <https://www.ipma-australia.com/>
- confirm the expiry date of current certification
- level and domain re-certification applied for

Personal Information

The applicant must:

- enter their name as they would like it to appear on their certificate if successful, using initial caps and;
- include country codes with their telephone numbers

NOTE: All *starred fields are required.

All candidate data submitted as part of the application, assessment, and certification process will be handled in accordance with the IPMA-Australia CB Data Management Policy and relevant data protection legislation.

Release and Assurances

The relevant documents are available to download from the IPMA-Australia CB website: <https://www.ipma-australia.com/>

Self-Assessment

General Information

NOTE: All applicants should consider the Key Competence Indicators (KCI) from the ICB for each CE when completing their self-assessment.

In order to assess the suitability of the application and pass the assessment, candidates will need to demonstrate:

For Levels A, B and C	A minimum 80% (23 elements) of applied Knowledge/Skills (defined as abilities) at the Competence Element (CE) level which is assessed at the KCIs level.
For Level D	A minimum of 80% (23 elements) Knowledge assessed at the Competence Element (CE) level only.



Payment and Signature

Invoices for payment will be sent via Xero to the applicant in accordance with the agreed Fees Policy upon submission of a completed application pack.

Payments must be made upfront, either by bank transfer or a payment link attached to the invoice sent separately via Xero. Please use full name and level as reference for payment. Once payment is received the IPMA-Australia admin team will proceed with eligibility checks and confirmation of next steps.

If applicants wish to take advantage of IPMA-Australia CB member rates, the applicant must join before submitting their application.

NOTE: Applicants are not required to become a member of the IPMA-Australia MA to apply or be certified by IPMA-Australia CB. The completion of any training shall not be a pre-requisite for an applicant or candidate wishing to undertake certification. IPMA Australia CB will, under no circumstance, offer or recommend coaching or training to its applicants or candidates.

Payment

Fee schedules are available on the IPMA-Australia CB website: <https://www.ipma-australia.com/>

The appropriate amount must be paid before processing an application can begin.

Where there is a corporate/group coordinator, payment instructions will be provided separately by the coordinator.

Completion Check and Signature

Applicants are required to check that all documents have been uploaded and submitted using the correct formats.

A signature is required as a declaration that the information given is correct and the applicant's own work.

All signatures must be 'wet' signature and all IPMA-Australia Forms formatted in excel allow for scanned signatures to be inserted.

Application Submission

Submit the document package by e-mail to: enquiries@ipma-australia.com

The applicant will be contacted about the next steps within ten (10) business days.



Curriculum Vitae and References

Curriculum Vitae (CV)

All applicants need to provide a summary of relevant projects, programmes or portfolios in their CV that they have managed or been involved in to meet the certification requirements. Sufficient details need to be provided by the applicant to enable assessment of applicant's suitability for the Level applied for.

CVs need to include:

- name and contact details
- a career history including relevant project, programme and portfolio roles and positions held: This must include:
 - key deliverables, duration, budget and complexity of the projects, programmes or portfolios; and
 - role, responsibility and extent of engagement of the Applicant in each of the projects, programmes or portfolios.
- education summary including:
 - degrees and coursework from accredited institutions of higher learning (optional)
 - professional certifications and qualifications (optional)
 - project, programme and portfolio management training (optional)
 - professional memberships (optional)
 - any other professional development including awards, achievements or related publications (optional).

For level C the CV must show a minimum of 30 months practical experience over a 5-year period of the management of others.

For level A and B the CV must show a minimum of 30 months practical experience over a 5-year period of the leadership of others.

References

Applicants must provide the names and contact details for two professional referees who are familiar with their work/experience so that they can (if required) confirm any declarations made by the applicant and confirm suitability for assessment.

NOTE: Additional referees may be sought if required.

Practical Experience

General Information

Experience & Complexity Sheet can be duplicated as many times to meet the 30 months of practical experience for the level applied.

The contents of this form and supplementary documents submitted for this re-certification may be used by an assessor to prepare for an interview (if in case of doubt).

Experience Summary

Including:

- Organisation/PPP name:
- Experience from: (DD/MM/YYYY):
- Experience to (DD/MM/YYYY):



Summary of the role and how it meets the requirements for the level

For Level A: Acting on a strategic level* within a very complex project, programme or portfolio environment and responsible for very complex projects which have a strategic impact on the organisation.

For Level B: Acting in a complex project, programme or portfolio environment and responsible for complex projects within the organisation.

For Level C: Acting in a moderate complex project, programme or portfolio environment and responsible in a project management role with moderate complexity within the organisation.

* Strategic level terminology may vary from organisation to organisation based on size, scope, technology, market driver etc, this will be assessed on a case-by-case basis.

Complexity Rating

Complexity Information and Matrix

Each project, programme or portfolio needs to meet the minimum complexity requirements as follows:

For Level C	moderate complexity sufficient evidence to obtain a minimum score of 16 for their project in their Executive Summary Report.
For Level B	complex sufficient evidence to obtain a minimum score of 25 for each project, programme or portfolio.
For Level A	very complex sufficient evidence to obtain a minimum score of 32 for each project, programme or portfolio

Complexity Sheets must be duplicated for each project, programme or portfolio where multiple projects, programmes or portfolios are used to evidence competence in executive summaries.

For further support see Appendix A. Complexity Matrix

Continuing Professional Development (CPD)

CPD requirements

Applicants for re-certification must evidence 35 hours per annum since the last certification, totalling 175 hours. Applicants must note that this is 35 hours per year not just 175 hours over 5 years.

Each CPD record must contain the following information as a minimum:

- Name of development activity
- Description of the activity
- Dates undertaken
- Hours claimed
- Competence Elements (CEs) from IPMA ICB covered by the activity
- A summary statement reflecting your learning from the CPD gained over the period and how you benefitted from it.

Applicants can utilise their own CPD Record or use the template provided.

Re-certification Interview Approach (All Levels)

An interview during re-certification may be requested in order to follow up on the evidence submitted. This may be at the request of the assessor or IPMA-Australia CB.

Further evidence may be requested based on the candidate unable to provide

- adequate evidence to meet the minimum required 30 months practical experience over 5 years
- adequate evidence to meet the required complexity score for the level and domain being assessed
- evidence the leadership (level A and B) or management (level C) of others, or
- adequate evidence of 35 hours CPD per annum.

Feedback and further evidence will be detailed to the candidate and the interview arranged accordingly. The candidate will be invited to interview with two assessors to explore further based on any of the above requirements not fully met.

Format: the interview shall be completed online and recorded for quality assurance purposes. Photographic ID is required.

Length of interview: The candidate will be able to present for up to 10 mins at the start of the interview on the area where a follow up is required, the assessor will then ask questions on this area. The interview will last no longer than 1 hour.

Final Decision

IPMA-Australia CB shall make the decision as to whether a candidate has passed or not yet competent based upon the recommendation of the assessors. This shall be made by the Head of CB or their representative delegated to do so in writing.

Prior to making the decision, IPMA-Australia CB shall consider if all procedures have been followed and if the documentation from the certification process and assessors is complete and ready for archiving.

During the final evaluation, the assessors shall determine if the candidate has satisfactorily met all required criteria for the IPMA Level applied for. IPMA-Australia CB shall make the decision as to whether the candidate has passed or is not yet competent based upon the recommendation of the assessor.

IPMA -Australia CB shall not award a lower-level certificate if the candidate fails at the level they originally applied for.

IPMA-Australia CB shall ensure that all the persons certified are provided with certificates in the English language within 20 working days.

The date of issue on the certificate shall be the date when IPMA-Australia CB is able to inform the candidate of results, note this will be the date we contact the candidate via email and not always 'actual' contact in person or via the telephone. The date of expiration on the certificate shall be 5 years later less one day from the date of issue.

IPMA-Australia CB shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the candidate objects indicated on the IPMA-Australia-Certification-Application form.

If the candidate is deemed not yet competent following the exam, Assessor shall prepare feedback, IPMA-Australia CB shall check its suitability prior to sending it to the candidate.

Information for Candidates

Reasonable Adjustments

Examples may include:

- a long-term physical impairment or medical condition
- behavioural, emotional or social needs
- a sensory impairment
- specific cognitive difficulties

Applications for reasonable adjustments will be considered on an individual basis and decisions may vary according to the exact nature of the candidate needs and additional support required.

An adjustment will not be considered reasonable if it involves a risk to maintaining the reliability or validity of the assessment, or if it is deemed to give the candidate an advantage over other candidates undertaking the same assessment.

Applying for Reasonable Adjustment

For a reasonable adjustment please complete the IPMA-Australia-Reasonable-Adjustment-Request-Form which is on request from the IPMA-Australia CB administration team. Supporting documentary evidence, that is required, will also need to be included in the application.

Please refer to IPMA-Australia-CB-Reasonable-Adjustment-Policy for further information.

Cancellations and Re-scheduling

Certification payment is paid to IPMA-Australia at application stage.

Candidates who cancel the exam up to more than five (5) working days before the agreed exam will be subject to a re-scheduling fee.

Candidate who re-schedule within 5 working days will be subject to IPMA-Australia CB re-sit fees

Candidates who are unable to attend the examination without re-scheduling is defined as a cancellation and will be subject to fees as detailed in the IPMA-Australia-CB-Fees-Policy.

Please refer to IPMA-Australia-CB-Fees-Policy for further information.

Notification of Results

During the final evaluation, the assessors shall determine if the candidate has satisfactorily met all required criteria for the IPMA Level D. IPMA-Australia CB shall make the decision as to whether the candidate has passed or is not yet competent based upon the recommendation of the assessor.

IPMA-Australia CB shall ensure that all the persons certified are provided with certificates in the English Language.

The date of issue on the certificate shall be the date when IPMA-Australia CB is able to inform the candidate of results. The date of expiration on the certificate shall be 5 years later less one day from the date of issue.

IPMA-Australia CB shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the candidate objects indicated on the IPMA-Australia-Certification-Application form.

If a candidate is unsuccessful at exam, report, interview or overall final decision the candidate can resit once more. Feedback will be given to explain why the candidate was unsuccessful.

Resits of any step will be subject to resit fees as detailed in the IPMA-Australia-CB-Fees-Policy.



Complaints and Appeals

By sitting the examination, candidates are confirming that they are fit to do so: no appeals will be heard concerning a candidate's wellbeing during the examination.

Complaints can be made regarding dis-satisfaction with the standard of service from IPMA-Australia CB. Please refer to IPMA-Australia-CB-Complaints-and -Appeals-Policy for further information.

Appeals will only be heard on the grounds that procedures and processes have not been applied consistently or fairly. There is a charge for all appeals which is refunded if the appeal is upheld. No appeal can be heard on the grounds of technical judgement. Please refer to IPMA-Australia-CB-Complaints-and -Appeals-Policy for further information.

IPMA-Australia CB shall ensure that all complaints and appeals are handled and processed within a 3-month period from the date of receipt of a written complaint or appeal.

Appeals shall come from certification candidates (appellant) only. Complaints may come from any source (complainant).

Candidates must submit an appeal within 30 days of receiving their certification decision. All appeals will be processed and resolved within a maximum of three months from receipt. IPMA-Australia CB shall first try to resolve the complaint or appeal within its own operational management. If it fails to resolve the complaint or appeal, it will be escalated to the Complaints and Appeals Committee for review and decision.



Appendix A

Complexity Matrix

Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
<p><u>1 - Output-related complexity</u></p> <p>Complexity arises from: vague, demanding and/or conflicting goals, benefits, requirements and/or expectations.</p>	<p>There are hardly any vague, conflicting and/or changing goals, benefits and/or requirements within the PPP initiative.</p>	<p>The PPP initiative suffers from vague, conflicting and/or changing goals, benefits and/or requirements at departmental or divisional level within its own organisation.</p>	<p>The PPP initiative is seriously affected by vague, conflicting and/or changing goals, benefits and/or requirements. These also come from the highest levels within its own organisation.</p>	<p>The PPP initiative is seriously affected by vague, conflicting and/or changing goals, benefits and/or requirements. These also come from the highest levels of multiple organisations, which have an interest or influence on the initiative.</p>
<p><u>2 - Process-related complexity</u></p> <p>Complexity arises from: the number of tasks, assumptions and constraints and their interdependencies; the processes with the relevant quality requirements; the teams and the communication structure;</p>	<p>The number of knowledge-intensive working hours is several hundred. The organisation's offered techniques and quality systems are adequate for the PPP initiative.</p>	<p>The number of tasks / work packages runs into tens, knowledge-intensive work hours > 1,000, there are multiple sub-processes</p>	<p>The number of tasks / work packages runs into the hundreds, 'blue collar' working hours > 30,000 and/or knowledge-intensive working hours > 6,000, multiple locations / sites with different quality requirements.</p>	<p>The number of tasks / work packages runs into the thousands, 'blue collar' working hours > 100,000 and/or knowledge-intensive working hours > 30,000, multiple locations / sites with different quality requirements.</p>



Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
<p><u>3 - Input-related complexity</u></p> <p>Complexities arise from: acquiring and funding the necessary budgets (possibly from multiple sources); the diversity of or lack of resources (both human and other); and the processes and activities required to manage the financial and resource aspects, including procurement.</p>	<p>Funding, procurement and purchasing are handled by the standing organisation. Availability of suitable team staff is not a major problem.</p>	<p>Funding is not a concern for the PPP initiative. Existing acquisition and procurement strategies can be routinely applied. Availability of suitable staff poses a challenge.</p>	<p>Funding is not clear initially and/or needs to be partially secured during the PPP initiative. Existing acquisition and procurement strategies are applicable. Availability of suitable staff often poses a challenge.</p>	<p>Funding is not clear initially and needs to be secured during and through the PPP initiative. External funding is used (at least partially). Acquisition and procurement strategies are challenging and innovative.</p>
<p><u>4 - Risk-related complexity</u></p> <p>Complexity arises from: the risk profile and uncertainty levels of the PPP initiative and its dependent initiatives.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative. The main risks are known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has attention at departmental or divisional level within the organisation. Key risks are not all known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has attention at the highest level of the organisation and/or is the subject of politics and/or media at local level. The main risks are not all known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has a direct impact on the organisation's strategy and/or is the subject of politics and/or media at (inter)national level. The main risks are not well known at the start of the PPP initiative.</p>



Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
<p><u>5 - Strategy-related complexity</u></p> <p>Complexity created by:</p> <ul style="list-style-type: none"> - The influence of the formal strategy of the sponsoring organisation(s), norms, regulations, informal strategies and policies that may affect the PPP initiative - The importance of the end result to the organisation, the level of agreement among stakeholders; the informal influence, interests and resistance around the project and - any requirements of a legal or regulatory nature. 	<p>The PPP initiative is realised within an existing strategy, where there was no or limited political, informal influence and resistance.</p>	<p>The PPP initiative is realised within an existing strategy, where the PPP initiative suffered from politics, informal influence and resistance.</p>	<p>The PPP initiative concerns the implementation of new strategy, involving a lot of politics, informal influence and resistance within the organisation.</p>	<p>The PPP initiative concerns the implementation of new strategy, involving a lot of politics, informal influence and resistance within the organisation.</p>
<p><u>6 - Organisational complexity</u></p> <p>Complexity arises from: the number and entanglement of interfaces between the PPP initiative with the systems, structures and reporting and decision-making processes of the organisation(s).</p>	<p>The PPP initiative is marginally affected by systems, structures and/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative is intensively affected by systems, structures and/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative introduces new systems, structure sand/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative introduces new systems, structures and/or reporting and decision-making processes within multiple organisations, with interfaces between them</p>



Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
<p>7 - Socio-cultural complexity</p> <p>Complexities arise from: socio-cultural dynamics. These may include interfaces with participants, stakeholders or organisations from different socio-cultural backgrounds, or having to deal with dispersed teams.</p>	<p>All participants in the PPP initiative have the same socio-cultural background and/or there is a single location.</p>	<p>There are some participants from different socio-cultural backgrounds and/or multiple locations.</p>	<p>There are multiple participants from very different sociocultural backgrounds and/or multiple locations in multiple countries or time zones.</p>	<p>There are many participants from very different socio-cultural backgrounds and/or multiple locations in multiple countries and diverse time zones.</p>
<p>8 - Team-related complexity</p> <p>Complexity created by: the management and leadership requirements within the PPP initiative. This is the complexity created by the interaction of the team(s) and their maturity and the related level of vision, guidance and support from you as PMO that the team(s) need to deliver</p>	<p>Within the PPP initiative, there is one team or there are some teams that have to work together. The teams are calculated for their task.</p>	<p>There are several teams within the PPP initiative that do not always work together internally and among themselves in an equally task-full manner.</p>	<p>Within the PPP initiative are multiple distributed teams that differ in task maturity and need to work together.</p>	<p>Within the PPP initiative, there are many distributed and in task maturity different teams within multiple organisations that need to work together.</p>
<p>9 - System-related complexity</p> <p>Complexity arises from: the amount of information that needs to be processed, the accessibility to the systems in which this information is fixed and the extent to which these systems are linked, and the availability of supporting methods, tools and techniques.</p>	<p>All information comes from 1 integrated information system. The information needs are unambiguous</p>	<p>The information comes from some linked information systems. The information needs are unambiguous. Multiple methods, tools and techniques are used.</p>	<p>The information comes from some unconnected information systems. Information needs are complex, Multiple methods, tools and techniques are used.</p>	<p>All information comes from various, unconnected information systems. Information needs are complex and vary by target group. Many methods, tools and techniques are used.</p>

Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
----------------------	--------------	--------------	-------------------	--------------



<p><u>10 - Autonomy-related complexity</u></p> <p>Complexity arises from: the degree of autonomy and responsibility given to or taken or shown by the manager of the PPP initiative. This manifests itself in the hierarchical layers to which the PMO reports and the manner in which reporting takes place.</p>	<p>The PMO officer reports to a client / steering committee. There is limited participation in decision-making and the need to defend the initiative's interests elsewhere.</p>	<p>The PMO officer reports to a client / steering committee and regularly prepares decision-making. The PMO defends the initiative's interests within the organisation.</p>	<p>The PMO officer reports to a steering level high up in the organisation where his influence is reflected in decision-making. The PMO defends the interests of the initiative within the organisation(s) concerned.</p>	<p>The PMO officer reports directly to the highest level, where there is clearly mutual influence. The PMO defends the interests of the initiative at the highest level within the organisation(s) concerned.</p>
--	---	---	---	---



Appendix B. Report Template and Matrix



IPMA Level A and B Project Report and Matrix Template

Candidate Name:	
IPMA Level Applied for:	
Date:	

Chapter 1 – Introduction to the Candidate

Candidates should use this chapter to describe themselves as project leaders. How they use personal integrity, communication, engagement to ensure project success and how they went about building relationships with others.

Paragraph 1 (4.4.2. Personal Integrity and Reliability):

You should describe how you acknowledged and applied ethical values to all decisions and action, how you promoted sustainable outputs and outcomes. Explain here how you took responsibility for your own decisions and actions and how you acted on these and communicated them to others in a consistent way.

4.4.2	Personal integrity and reliability	
.1	Acknowledge and apply ethical values to all decisions and actions	
.2	Promote the sustainability of outputs and outcomes	
.3	Take responsibility for one's own decisions and actions	
.4	Act, take decisions, and communicate in a consistent way	
.5	Complete tasks thoroughly in order to build confidence with others	

Paragraph 2 (4.4.3. Personal Communication):

You should explain how you provided clear and structured information to others and ensured they understood their objectives. How did you choose your communication styles to meet the needs of the audience, situation and management level, what was your communication plan. How did you adapt to communications with teams virtually, facilitated and promoted open communication and how you used your personality and sense of perspective in your communications.

4.4.3	Personal communication	
.1	Provide clear and structured information to others and verify their understanding	
.2	Facilitate and promote open communication	
.3	Choose communication styles and channels to meet the needs of the audience, situation, and management level	
.4	Communicate effectively with virtual teams	
.5	Employ humour and sense of perspective when appropriate	

Paragraph 3 (4.4.4. Relations and Engagement):

You should explain here how you initiated and developed personal and professional relations, how you demonstrated empathy through listening, understanding and support and show confidence and respect to others by encouraging them to share their opinions or concerns. Explain how you shared your own vision and goals to gain the commitment from others.

4.4.4	Relations and engagement	
.1	Initiate and develop personal and professional relations	
.2	Build, facilitate, and contribute to social networks	
.3	Demonstrate empathy through listening, understanding, and support	
.4	Show confidence and respect by encouraging others to share their opinions or concerns	
.5	Share one's own vision and goals in order to gain the engagement and commitment of others	

Chapter 2 – Introduction to the Project

Candidates should introduce their roles and responsibilities, provide a brief introduction to the organisation referred to in this report and outline the governance and compliance arrangements.

Paragraph 1 (4.5.5. Organisation and Information):

You should explain how you determined the needs of the stakeholders relating to information and documentation and how you implemented, monitored and maintained the organisation of the project. You should also explain how you established infrastructure, processes and systems for information flow. You should explain how you defined the structure, roles and responsibilities within the project.

** Types of evidence you could reference in your written evidence:*

- *Stakeholder RACI*
- *Stakeholder communications plan*
- *Organisational chart*
- *Project Responsibilities*

4.5.5	Organization and information	
.1	Assess and determine the needs of stakeholders relating to information and documentation	
.2	Define the structure, roles, and responsibilities within the project	
.3	Establish infrastructure, processes, and systems for information flow	
.4	Implement, monitor, and maintain the organization of the project	

Paragraph 2 (4.3.2. Governance, structures and processes):

Within your introduction you should explain how your project governance structures and processes align with your organisations

- *Project supporting functions,*
- *human resources and functions,*
- *finance and control processes and functions,*
- *decision making,*
- *reporting structures,*
- *quality requirements.*

4.3.2	Governance, structures, and processes	
.1	Know the principles of project management and the way they are implemented	
.2	Align the project with the project supporting function	
.3	Align the project with the organization's decision making, reporting structures, and quality requirements	
.4	Align the project with the organization's human resource processes and functions	
.5	Align the project with the organization's finance and control processes and functions	

Paragraph 3 (4.3.3. Compliance, standards and regulations):

How you identified and ensured your project complies with

- *all relevant legislations,*
- *codes of conduct,*
- *professional regulations,*
- *health and safety,*
- *environmental regulations.*

Here you should explain how you assessed, used and developed professional standards and tools for the project and how you assessed, benchmarked and improved the organisations project management competence.

You should briefly explain here if/how your project fits within a programme or portfolio and show you understand the relationship between project, programme and portfolio. You should provide reference to your organisational chart to identify how you and your project(s) fit within the wider organisation.

4.3.3	Compliance, standards, and regulations	
.1	Identify, and ensure that the project complies with, all relevant legislation	
.2	Identify, and ensure that the project complies with, all relevant health, safety, security, and environmental regulations (HSSE)	
.3	Identify, and ensure that the project complies with, all relevant codes of conduct and professional regulation	
.4	Identify, and ensure that the project complies with, relevant sustainability principles and objectives	
.5	Assess, use, and develop professional standards and tools for the project	
.6	Assess, benchmark, and improve the organization's project management competence	

Chapter 3 – Project Background

Candidates should provide a detailed description of the project’s roles, key stakeholders, scope and key objectives, project, programme or portfolio organisations and any associated resources that the candidate was responsible for, for each project, programme or portfolio submitted for assessment.

Paragraph 1 (4.5.1. Design):

You should explain the project execution architecture and how you acknowledged and prioritised success in the project stages. You should explain how you used lessons learned from other projects. Explain which factors influenced the complexity and the consequences of your project approach.

** Types of evidence you could reference in your written evidence:*

- *Project Management Plan*
- *Original business case*
- *Scope document*
- *Change Log*

4.5.1	Project design	
.1	Acknowledge, prioritize, and review success criteria	
.2	Review, apply, and exchange lessons learned from and with other projects	
.3	Determine complexity and its consequences for the approach	
.4	Select and review the overall project management approach	
.5	Design the project execution architecture	

Paragraph 2 (4.5.12. Stakeholders):

You should explain how you identified and analysed your stakeholder interests and how they influenced your project. You should explain how you developed and maintained a stakeholder strategy and communication plan and how you engage with the executive, sponsors and higher management to gain commitment as well as manage their interests and expectations. You should also explain how you engaged with users, partners, suppliers and other stakeholders to gain their cooperation and commitment.

** Types of evidence you could reference in your written evidence:*

- *Stakeholder strategy plan*
- *Stakeholder communications plan/log*
- *Communications plan*

4.5.1	Stakeholders	
2		
.1	Identify stakeholders, and analyse their interests and influence	
.2	Develop and maintain a stakeholder strategy and communication plan	
.3	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	
.4	Engage with users, partners, and suppliers to gain their cooperation and commitment	
.5	Organize and maintain networks and alliances	

Paragraph 3 (4.3.1. Strategy):

You should explain the project strategy, how this aligns with your organisational mission and vision and how did you identify and exploit opportunities to influence the strategy. You should also describe how you developed the projects strategy to ensure its ongoing validity and explain how you determined, assessed and reviewed critical success.

** Types of evidence you could reference in your written evidence:*

- *Critical Path*
- *Work Breakdown Structure*
- *Product Breakdown Structure*

4.3.1	Strategy	
.1	Align with organizational mission and vision	
.2	Identify and exploit opportunities to influence organizational strategy	
.3	Develop and ensure the ongoing validity of the business/organizational justification	
.4	Determine, assess, and review critical success factors	
.5	Determine, assess, and review key performance indicators	

Paragraph 4 (4.3.5. Culture and values):

You should explain how you assessed the culture and values of society and the informal cultures and values of your organisation and the implications these had on your project.

4.3.5	Culture and values	
.1	Assess the culture and values of society and their implications for the project	
.2	Align the project with the formal culture and values of the organization	
.3	Assess the informal culture and values of the organization and their implications for the project	

Paragraph 5 (4.5.3. Scope):

You should define the project deliverables and explain the difference between them and the project goals and how you established and maintained the project scope. How you applied the principles and defined your work breakdown structure (WBS).

4.5.3	Scope	
.1	Define the project deliverables	
.2	Structure the project scope	
.3	Define the work packages of the project	
.4	Establish and maintain scope configuration	

Paragraph 6 (4.5.4. Time):

You should explain how you defined the required activities of this project, how you determined the work effort and duration and how you sequenced these activities and created a schedule. How you decided on the schedule and phasing and how you monitored this and made any necessary adjustments.

** Types of evidence you could reference in your written evidence:*

- *Project Phases*
- *Schedule*
- *Change Control procedures and logs*
- *Gantt charts*

4.5.4	Time	
.1	Define the activities required to deliver the project	
.2	Determine the work effort and duration of activities	

.3	Decide on schedule and phasing approach	
.4	Sequence project activities and create a schedule	
.5	Monitor progress against the schedule and make any necessary adjustments	

Paragraph 7 (4.5.7. Finance):

You should use this paragraph to explain how you developed, established and maintained a financial management and reporting system for the project, how you estimated project cost, establish the project budget and secured project funding. Here you should explain how you monitored the project financials in order to identify and correct deviations from the project plan.

** Types of evidence you could reference in your written evidence:*

- *Financial plan*
- *Budget controls*
- *Estimating tools*
- *Project business case*
- *Project financial plan*
- *Post project closure reviews*

4.5.7	Finance	
.1	Estimate project costs	
.2	Establish the project budget	
.3	Secure project funding	
.4	Develop, establish, and maintain a financial management and reporting system for the project	
.5	Monitor project financials in order to identify and correct deviations from the project plan	

Paragraph 8 (4.4.6. Teamwork):

You should explain how you selected and built your team for this project, how you promoted cooperation and networking between team members and empowered them by delegating tasks and responsibilities. You should describe how you reviewed the team's development and how you recognised errors to facilitate learning from mistakes.

** Types of evidence you could reference in your written evidence:*

- *Project reviews*
- *Team reviews*

4.4.6	Teamwork	
.1	Select and build the team	
.2	Promote cooperation and networking between team members	
.3	Support, facilitate, and review the development of the team and its members	
.4	Empower teams by delegating tasks and responsibilities	
.5	Recognize errors to facilitate learning from mistakes	

Chapter 4 – Project Delivery

Candidates should use this chapter to tell the story of how the project commenced, how they planned the project, its resources and information. This should set the base for the next chapter on management challenges.

Paragraph 1 (4.5.8. Resources):

You should describe how you identified project resource requirements based on resource forecast and how you defined the amount of quality of the resources required. You should describe how engaged with resource providers and negotiated resource availability and how did you negotiate resource conflicts. You should also describe how you evaluate resource usage and what corrective actions did you take.

** Types of evidence you could reference in your written evidence:*

- *Resource Plan.*
- *Change Control*

4.5.8	Resources	
.1	Develop a strategic resource plan to deliver the project	
.2	Define the quality and quantity of resources required	
.3	Identify the potential sources of resources, and negotiate their acquisition	
.4	Allocate and distribute resources according to defined need	
.5	Evaluate resource usage and take any necessary corrective actions	

Paragraph 2 (4.5.2. Requirements and Objectives):

You should explain how you identified and analysed the project stakeholder needs and requirements. You should explain how this might have influenced your project goal hierarchy and how did you prioritise and decide on the requirements and acceptance criteria for the stakeholder needs requirements.

** Types of evidence you could reference in your written evidence:*

- *Stakeholder RACI*
- *Stakeholder communications plan*
- *Project organisational chart.*
- *Governance plan*

4.5.2	Requirements and objectives	
.1	Define and develop the project goal hierarchy	
.2	Identify and analyse project stakeholder needs and requirements	
.3	Prioritize and decide on requirements and acceptance criteria	

Paragraph 3 (4.5.9. Procurement):

You should use this paragraph to explain how you went about establishing procurement needs, undertook selection and agreement of contracts to meet project objectives. Explain how you monitored and resolved contractual issues.

** Types of evidence you could reference in your written evidence:*

- Procurement policy
- Contracts

4.5.9	Procurement	
.1	Agree on procurement needs, options, and processes	
.2	Contribute to the evaluation and selection of suppliers and partners	
.3	Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives	
.4	Supervise the execution of contracts, address issues, and seek redress where necessary	

Paragraph 4 (4.4.9. Negotiation):

You should explain how you analysed needs and negotiated with stakeholders to achieve project objectives and reaching agreements. Describe your strategy for negotiation and how you created additional opportunities.

** Types of evidence you could reference in your written evidence:*

- Stakeholder RACI

4.4.9	Negotiation	
.1	Identify and analyse the interests of all parties involved in the negotiation	
.2	Develop and evaluate options and alternatives with the potential to meet the needs of all parties	
.3	Define a negotiation strategy in line with one's own objectives that is acceptable to all parties involved	
.4	Reach negotiated agreements with other parties that are in line with one's own objectives	
.5	Detect and exploit additional selling and acquisition possibilities	

Chapter 5 – Management challenges

Candidates should provide an overview of the management challenges throughout the project, programme or portfolio period they are reporting.

Candidate should ensure they address

- their management and leadership challenges with respect to others
- how these were acted upon and the results achieved
- a reflection of lessons learned

The following CE have a summary of KCIs, if the candidate can evidence experience based on the paragraph prompts below and summarise their management challenges, how they acted upon them and reflect on lessons learned they will be able to meet the maximum coverage of KCIs in your report.

Paragraph 1 (4.5.10. Plan and Control):

You should use this paragraph to explain how you started, developed and agreed the project management plan. Explain how you reported on project progress and initiate and manage the transition to a new project phase. How you controlled project performance against the project plan and how you took any necessary corrective measures. How did you assess, agree and implement project changes. You should explain how you closed and evaluated a phase or the project.

* Types of evidence you could reference in your written evidence:

- Change process/log
- Project schedule

4.5.10	Plan and control	
.1	Start the project, and develop and get agreement on the project management plan	
.2	Initiate and manage the transition to a new project phase	
.3	Control project performance against the project plan and take any necessary corrective actions	
.4	Report on project progress	
.5	Assess, get agreement on, and implement project changes	
.6	Close and evaluate a phase or the project	

Paragraph 2 (4.5.11. Risk and Opportunity):

You should describe how you identified risk and opportunities in the project and how you documented them, assessed the probability and impact of these and how you monitored and controlled the implementation of a response plan the risks and opportunities. You should also describe how you evaluated your responses to the risks and opportunities, including your own strengths and weaknesses in your responses.

* Types of evidence you could reference in your written evidence:

- Risk management plan.
- Issue management plan/log

4.5.11	Risk and opportunity	
.1	Develop and implement a risk management framework	
.2	Identify risks and opportunities	
.3	Assess the probability and impact of risks and opportunities	
.4	Select strategies and implement response plans to address risks and opportunities	
.5	Evaluate and monitor risks, opportunities, and implemented responses	

Paragraph 3 (4.4.7. Conflict and Crisis):

You should describe how you anticipated and possibly prevent conflicts and crisis, how you analysed the causes and consequences and selected the appropriate response. You should also describe if you had to mediate and resolve a conflict or crisis and what the impact of this had on your project. You should explain how you identify and share learnings from conflicts and crisis in order to improve future practices.

4.4.7	Conflict and crisis	
.1	Anticipate and possibly prevent conflicts and crises	
.2	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	
.3	Mediate and resolve conflicts and crises and/or their impact	
.4	Identify and share learning from conflicts and crises in order to improve future practice	

Paragraph 4 (4.5.13. Change and Transformation):

You should explain how you identified requirement and transform opportunities within your project and how you assessed the adaptability to change of your organisation. You should also explain how you developed a change or transformation strategy and how you implemented this in your project.

4.5.1	Change and transformation	
3		
.1	Assess the adaptability to change of the organization(s)	
.2	Identify change requirements and transformation opportunities	
.3	Develop change or transformation strategy	
.4	Implement change or transformation management strategy	

Paragraph 5 (4.5.6. Quality):

You should explain how you developed, monitored the implementation of and maintained a quality management plan, how you reviewed the project and its deliverables to ensure they continued to meet the requirements of the quality management plan. You should also describe how you planned and organised the validity of the project outcomes whilst ensuring the quality throughout. Lastly how you verified the achievements of the project quality, describe if you recommended any corrective and/or preventative measures and how you managed this.

** Types of evidence you could reference in your written evidence:*

- *Quality management plan*

4.5.6	Quality	
.1	Develop, monitor the implementation of, and maintain a quality management plan for the project	
.2	Review the project and its deliverables to ensure that they continue to meet the requirements of the quality management plan	
.3	Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions	
.4	Plan and organize the validation of project outcomes	
.5	Ensure quality throughout the project	

Paragraph 6 (4.4.5. Leadership):

You should describe how you proactively offered help and advice to others and how you coached and mentored team members to improve their capabilities. You should also describe how you looked for ways to improve the project processes and how you reflected on past situations to improve your decisions. As a leader you should also describe how you took ownership of project goals and showed commitment, as well as how you exerted appropriate power and influence over others to achieve project goals.

4.4.5	Leadership	
.1	Initiate actions and proactively offer help and advice	
.2	Take ownership and show commitment	
.3	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	
.4	Exert appropriate power and influence over others to achieve project goals	
.5	Make, enforce, and review decisions	

Paragraph 7 (4.3.4. Power and Interest):

You should describe how you assessed the personal ambitions and interests of others, the informal influence of individuals and groups and the personalities and working styles of others and how this impacted on your project.

4.3.4	Power and interest	
.1	Assess the personal ambitions and interests of others and the potential impact of these on the project	
.2	Assess the informal influence of individuals and groups and its potential impact on the project	
.3	Assess the personalities and working styles of others and employ them to the benefit of the project	

Chapter 6 – Reflective Summary

Candidates should use this chapter to reflect on their own experiences of the project and what lessons will they take to the next project.

Paragraph 1 (4.4.8 Resourcefulness)

You should describe how you created an environment which was open and creative. How you analysed situations and applied critical thinking. What drivers did you have and how you went about improving decision making.

* Types of evidence you could reference in your written evidence:

- Project reviews
- Lessons learned

4.4.8	Resourcefulness	
.1	Stimulate and support an open and creative environment	
.2	Apply conceptual thinking to define situations and strategies	
.3	Apply analytic techniques to analysing situations and financial and organizational data and trends	
.4	Promote and apply creative techniques to find alternatives and solutions	
.5	Promote a holistic view of the project and its context to improve decision-making	

Paragraph 1 (4.4.1. Self-reflection and self-management):

Describe what went well, what did not go well and how you dealt with these factors. Reflect on yourself as a project manager and what you have learned that you will take forward into your next project and how did you measure your own performance in the project. You should describe how you identified and reflected on the ways in which your own values and experiences affected your work. How you organised your personal work and how you built self-confidence in your personal strength and weaknesses. Explain here how you took responsibility for your own personal learning and development.

*Types of evidence you could reference in your written evidence:

- Peer reviews
- Lessons learned post project closure
- Project reports and presentations
- Continuing Personal Development (CPD) log
- Strengths, Weakness, opportunities and Threats assessment (SWOT)
- Any qualifications completed during the last 5 years

4.4.1	Self-reflection and self-management	x
.1	Identify, and reflect on, the ways in which one's own values and experiences affect the work	
.2	Build self-confidence on the basis of personal strengths and weaknesses	
.3	Identify, and reflect on, personal motivations to set personal goals and keep focus	
.4	Organize personal work depending on the situation and one's own resources	
.5	Take responsibility for personal learning and development	

Paragraph 3 (4.4.10. Results Orientation):

You should describe how you evaluated all decisions and actions against the impact on the project success and the organisations objectives and what balance was needed to optimize outcomes and success. You should explain how you created and maintained a healthy, safe and productive working environment and how you promoted and 'sold' the project, its processes and outcomes.

** Types of evidence you could reference in your written evidence:*

- *Project reviews*
- *Lessons learned*
- *Review of benefit realisation*

4.4.10	Results orientation	
.1	Evaluate all decisions and actions against their impact on project success and the objectives of the organization	
.2	Balance needs and means to optimize outcomes and success	
.3	Create and maintain a healthy, safe, and productive working environment	
.4	Promote and 'sell' the project and its processes and outcomes	
.5	Deliver results and get acceptance	

Closing statement and signature

*"I hereby confirm that the narrative content of this report is entirely
my own work, and that I was not assisted by any other person."*

Name:		Date:	
Signed:			

Competence Element/Key Competence Indicator Matrix

Please reference the page number and use the matrix below to confirm you have evidenced against the CE or KCI in this report.

	Perspective Competence Elements	Page No.
4.3.1	Strategy	
.1	Align with organizational mission and vision	
.2	Identify and exploit opportunities to influence organizational strategy	
.3	Develop and ensure the ongoing validity of the business/organizational justification	
.4	Determine, assess, and review critical success factors	
.5	Determine, assess, and review key performance indicators	
4.3.2	Governance, structures, and processes	
.1	Know the principles of project management and the way they are implemented	
.2	Align the project with the project supporting function	
.3	Align the project with the organization's decision making, reporting structures, and quality requirements	
.4	Align the project with the organization's human resource processes and functions	
.5	Align the project with the organization's finance and control processes and functions	
4.3.3	Compliance, standards, and regulations	
.1	Identify, and ensure that the project complies with, all relevant legislation	
.2	Identify, and ensure that the project complies with, all relevant health, safety, security, and environmental regulations (HSSE)	
.3	Identify, and ensure that the project complies with, all relevant codes of conduct and professional regulation	
.4	Identify, and ensure that the project complies with, relevant sustainability principles and objectives	
.5	Assess, use, and develop professional standards and tools for the project	
.6	Assess, benchmark, and improve the organization's project management competence	
4.3.4	Power and interest	
.1	Assess the personal ambitions and interests of others and the potential impact of these on the project	
.2	Assess the informal influence of individuals and groups and its potential impact on the project	
.3	Assess the personalities and working styles of others and employ them to the benefit of the project	
4.3.5	Culture and values	
.1	Assess the culture and values of society and their implications for the project	
.2	Align the project with the formal culture and values of the organization	
.3	Assess the informal culture and values of the organization and their implications for the project	
	People Competence Elements	
4.4.1	Self-reflection and self-management	
.1	Identify, and reflect on, the ways in which one's own values and experiences affect the work	
.2	Build self-confidence on the basis of personal strengths and weaknesses	
.3	Identify, and reflect on, personal motivations to set personal goals and keep focus	
.4	Organize personal work depending on the situation and one's own resources	
.5	Take responsibility for personal learning and development	

4.4.2	Personal integrity and reliability	
.1	Acknowledge and apply ethical values to all decisions and actions	
.2	Promote the sustainability of outputs and outcomes	
.3	Take responsibility for one's own decisions and actions	
.4	Act, take decisions, and communicate in a consistent way	
.5	Complete tasks thoroughly in order to build confidence with others	
4.4.3	Personal communication	
.1	Provide clear and structured information to others and verify their understanding	
.2	Facilitate and promote open communication	
.3	Choose communication styles and channels to meet the needs of the audience, situation, and management level	
.4	Communicate effectively with virtual teams	
.5	Employ humour and sense of perspective when appropriate	
4.4.4	Relations and engagement	
.1	Initiate and develop personal and professional relations	
.2	Build, facilitate, and contribute to social networks	
.3	Demonstrate empathy through listening, understanding, and support	
.4	Show confidence and respect by encouraging others to share their opinions or concerns	
.5	Share one's own vision and goals in order to gain the engagement and commitment of others	
4.4.5	Leadership	
.1	Initiate actions and proactively offer help and advice	
.2	Take ownership and show commitment	
.3	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	
.4	Exert appropriate power and influence over others to achieve project goals	
.5	Make, enforce, and review decisions	
4.4.6	Teamwork	
.1	Select and build the team	
.2	Promote cooperation and networking between team members	
.3	Support, facilitate, and review the development of the team and its members	
.4	Empower teams by delegating tasks and responsibilities	
.5	Recognize errors to facilitate learning from mistakes	
4.4.7	Conflict and crisis	
.1	Anticipate and possibly prevent conflicts and crises	
.2	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	
.3	Mediate and resolve conflicts and crises and/or their impact	
.4	Identify and share learning from conflicts and crises in order to improve future practice	
4.4.8	Resourcefulness	
.1	Stimulate and support an open and creative environment	
.2	Apply conceptual thinking to define situations and strategies	
.3	Apply analytic techniques to analysing situations and financial and organizational data and trends	
.4	Promote and apply creative techniques to find alternatives and solutions	
.5	Promote a holistic view of the project and its context to improve decision-making	

4.4.9	Negotiation	
.1	Identify and analyse the interests of all parties involved in the negotiation	
.2	Develop and evaluate options and alternatives with the potential to meet the needs of all parties	
.3	Define a negotiation strategy in line with one's own objectives that is acceptable to all parties involved	
.4	Reach negotiated agreements with other parties that are in line with one's own objectives	
.5	Detect and exploit additional selling and acquisition possibilities	
4.4.10	Results orientation	
.1	Evaluate all decisions and actions against their impact on project success and the objectives of the organization	
.2	Balance needs and means to optimize outcomes and success	
.3	Create and maintain a healthy, safe, and productive working environment	
.4	Promote and 'sell' the project and its processes and outcomes	
.5	Deliver results and get acceptance	
	Practice Competence Elements	
4.5.1	Project design	
.1	Acknowledge, prioritize, and review success criteria	
.2	Review, apply, and exchange lessons learned from and with other projects	
.3	Determine complexity and its consequences for the approach	
.4	Select and review the overall project management approach	
.5	Design the project execution architecture	
4.5.2	Requirements and objectives	
.1	Define and develop the project goal hierarchy	
.2	Identify and analyse project stakeholder needs and requirements	
.3	Prioritize and decide on requirements and acceptance criteria	
4.5.3	Scope	
.1	Define the project deliverables	
.2	Structure the project scope	
.3	Define the work packages of the project	
.4	Establish and maintain scope configuration	
4.5.4	Time	
.1	Define the activities required to deliver the project	
.2	Determine the work effort and duration of activities	
.3	Decide on schedule and phasing approach	
.4	Sequence project activities and create a schedule	
.5	Monitor progress against the schedule and make any necessary adjustments	
4.5.5	Organization and information	
.1	Assess and determine the needs of stakeholders relating to information and documentation	
.2	Define the structure, roles, and responsibilities within the project	
.3	Establish infrastructure, processes, and systems for information flow	
.4	Implement, monitor, and maintain the organization of the project	

4.5.6	Quality	
.1	Develop, monitor the implementation of, and maintain a quality management plan for the project	
.2	Review the project and its deliverables to ensure that they continue to meet the requirements of the quality management plan	
.3	Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions	
.4	Plan and organize the validation of project outcomes	
.5	Ensure quality throughout the project	
4.5.7	Finance	
.1	Estimate project costs	
.2	Establish the project budget	
.3	Secure project funding	
.4	Develop, establish, and maintain a financial management and reporting system for the project	
.5	Monitor project financials in order to identify and correct deviations from the project plan	
4.5.8	Resources	
.1	Develop a strategic resource plan to deliver the project	
.2	Define the quality and quantity of resources required	
.3	Identify the potential sources of resources, and negotiate their acquisition	
.4	Allocate and distribute resources according to defined need	
.5	Evaluate resource usage and take any necessary corrective actions	
4.5.9	Procurement	
.1	Agree on procurement needs, options, and processes	
.2	Contribute to the evaluation and selection of suppliers and partners	
.3	Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives	
.4	Supervise the execution of contracts, address issues, and seek redress where necessary	
4.5.10	Plan and control	
.1	Start the project, and develop and get agreement on the project management plan	
.2	Initiate and manage the transition to a new project phase	
.3	Control project performance against the project plan and take any necessary corrective actions	
.4	Report on project progress	
.5	Assess, get agreement on, and implement project changes	
.6	Close and evaluate a phase or the project	
4.5.11	Risk and opportunity	
.1	Develop and implement a risk management framework	
.2	Identify risks and opportunities	
.3	Assess the probability and impact of risks and opportunities	
.4	Select strategies and implement response plans to address risks and opportunities	
.5	Evaluate and monitor risks, opportunities, and implemented responses	

4.5.1	Stakeholders	
2		
.1	Identify stakeholders, and analyse their interests and influence	
.2	Develop and maintain a stakeholder strategy and communication plan	
.3	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	
.4	Engage with users, partners, and suppliers to gain their cooperation and commitment	
.5	Organize and maintain networks and alliances	
4.5.1	Change and transformation	
3		
.1	Assess the adaptability to change of the organization(s)	
.2	Identify change requirements and transformation opportunities	
.3	Develop change or transformation strategy	
.4	Implement change or transformation management strategy	

Version Control				
Version	Date Approved	Next Review Due	Approved by	Summary of changes
1.0	19 th September 2024	18 th September 2025	E.Wilson	IPMA-Australia Baseline document created and approved
1.1	16 th December 2024	15 th December 2025		Inclusion of Report Template and Matrix and re-certification information by V.Canniford
1.2	25 th April 2025	24 th April 2026	C.Hartnell	Updates made to the Level D exam structure